

# Delaware Military Academy Charter Renewal



Established in 2003

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THE DELAWARE MILITARY ACADEMY IS AN EQUAL OPPORTUNITY EMPLOYER. IT DOES NOT DISCRIMINATE ON THE BASIS OF RACE, COLOR, RELIGION, NATIONAL ORIGIN, SEX, SEXUAL ORIENTATION, GENDER IDENTITY, MARITAL STATUS, DISABILITY, AGE, GENETIC INFORMATION, OR VETERAN STATUS IN EMPLOYMENT, OR ITS PROGRAMS AND ACTIVITIES

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## **Section I**

### **Overview of the Academy**

Delaware Military Academy (DMA) is a non-profit, 501-c-3, charter school located in Wilmington, Delaware. It is the first successful NJROTC Military Charter School supported by the Navy in the United States. DMA is a military themed high school that uses military values to teach ethics, personal and civic responsibility and leadership. This strong value system promotes and develops integrity, citizenship, service, fitness, patriotism, leadership, teamwork, and self-esteem. The program offers Delaware high school students, in grades 9 through 12, a tuition-free, four-year, college preparatory curriculum. The Academy has consistently met or exceeded Annual Yearly Progress under NCLB. The United States Navy has consistently rated DMA's Corp of Cadets as a 'Distinguished Unit with Academic Honors' which entitles the Academy to nine nominations to service academies (3 each to the Naval Academy, West Point and the Coast Guard Academy) each year for qualified applicants.

The Academy introduced the Navy Junior Reserve Officers Training Corps (NJROTC) program into the Red Clay Consolidated School District. NJROTC programs have been part of America's high school curriculum since 1916, and have consistently received national acclaim for their innovative approach to public education. DMA strives to impact future generations by providing an exceptional educational program with an emphasis in science and mathematics. There are no requirements for cadets to commit to the armed services upon graduation. Currently, 86% of the graduates pursue a two or four year post-secondary program of study. Additionally, approximately 12% choose to serve in one of the branches of armed service. For these graduates, successful completion of a JROTC program affords them the opportunity to graduate from boot camp at a higher pay level and rank than their fellow graduates.

The Delaware Military Academy contravenes the traditional concept of a high school or junior college level "military academy" as a rigorous, live-in, full immersion educational facility that serves both students motivated for future military service and those who need a military setting to correct behavioral deficiencies. To the contrary, this academy caters to the motivated student who has the potential to attend a national service academy and wants a challenging educational program. Cadets attend this military-themed high school and benefit from instruction from both civilian teachers, certified in their core content area, and from retired military personnel certified for Naval Science instruction.

### **Overview of the Naval Science Program**

The Academy introduced the Junior Reserve Officers Training Corps (JROTC) program into the Red Clay Consolidated School District. JROTC programs have been part of America's high school curriculum since 1916, and have consistently received national acclaim for their innovative approach to public education. DMA strives to impact future generations by providing an exceptional educational program with an emphasis in science and mathematics.

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## **Mission Statement, Beliefs and Profile of Our Graduates**

The Mission of the Delaware Military Academy is to prepare young men and women for their next level of education by providing them with a foundation that leads to good citizenship. Encouraged by military training, learning will take place within an environment that embraces both mental and physical health. This holistic approach to education fosters an understanding of the obligations of citizenship and self-discipline. In addition, cadets are exposed to positive moral ideals while being afforded opportunities to engage in appropriate social activities.

### **Beliefs**

- The role of the Delaware Military Academy is to educate the entire cadet, paying particular attention to academic, social and emotional needs.
- An education at the Delaware Military Academy fosters citizenship, leadership and self-discipline.
- Military training teaches cadets a sense of responsibility, integrity and morality.
- Responsible citizens have a sense of honor and respect for themselves and for others.
- Hard work, dedication and motivation are essential for learning.
- Cadets, parents and teachers share accountability and responsibility for the cadet's education
- A safe and enjoyable learning environment promotes positive interaction between cadets and Teachers.
- Cadets graduate from the Delaware Military Academy ready to accept an adult role in society
- Community service builds strong character, unity and a sense of responsibility for others.
- A Delaware Military Academy graduate exhibits creative, critical and independent thinking Skills.

### **Profile of Graduate**

#### **Scholarship**

- Ability to express oneself effectively in oral and written form
- Ability to think independently
- Proficient in all academic content areas

- Proficient in the use of technology
- Prepared to enter a post-secondary program of study

**Leadership**

- Ability to give and receive respect
- Ability to set goals, motivate others, and lead by example
- Ability to see a mission through to completion
- Maturity in thought and expression
- Commitment to excellence
- Command presence
- Integrity
- Physical and mental wellness

**Citizenship**

- Patriotism
- Cultural, political and environmental awareness
- Respect for rules and regulations in the community
- Regard for honesty in self and others
- Compassion and empathy for others
- Sense of duty to serve the community

**Current Year Enrollment & Demographics**

<b>Total Enrollment</b>	<b>566</b>
<b>Approved Enrollment</b>	<b>560</b>
<b># of Students on Waiting List</b>	<b>137</b>
<b># Male Cadets</b>	<b>340</b>
<b>#Female Cadets</b>	<b>226</b>
<b>#White</b>	<b>518</b>
<b>#Black</b>	<b>38</b>
<b>#American Indian</b>	<b>1</b>
<b>#Asian</b>	<b>9</b>
<b>#Hispanic</b>	<b>42</b>
<b>#Multiracial</b>	<b>8</b>

**Special Populations**

<b>#Special Education</b>	<b>22</b>
<b>#504 Plans</b>	<b>47</b>
<b>#ELL</b>	<b>1</b>

## Enrollment Stability

Sept. 30 Enrollment by Year

School Enrollment Trends						
	2011-12	2012-13	2013-14	2014-15	2015-16	Current Wait List
<b>9</b>	<b>151</b>	<b>143</b>	<b>154</b>	<b>154</b>	<b>151</b>	<b>115</b>
<b>10</b>	<b>144</b>	<b>145</b>	<b>140</b>	<b>145</b>	<b>148</b>	<b>18</b>
<b>11</b>	<b>134</b>	<b>138</b>	<b>145</b>	<b>136</b>	<b>139</b>	<b>4</b>
<b>12</b>	<b>130</b>	<b>130</b>	<b>129</b>	<b>134</b>	<b>128</b>	<b>NA</b>
<b>Total</b>	<b>559</b>	<b>556</b>	<b>568</b>	<b>569</b>	<b>566</b>	<b>137</b>

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

## Curriculum

### Typical Course Sequence

<u>9<sup>th</sup></u>	<u>10<sup>th</sup></u>	<u>11<sup>th</sup></u>	<u>12<sup>th</sup></u>
Algebra 1	Geometry	Algebra II	Pre-Calculus
Intro to Literature	World Literature	American Literature	British Literature
Government & Geography	Historical Economics	US History	World History
Naval Science I	Naval Science II	Naval Science III	Naval Science IV
Bus/Finance	Business II	Business III	Fitness
Spanish I	Spanish II	Spanish III	Spanish IV
Integrated Science	Biology	Chemistry	Physics
Band	Band	Band	Band
Concert Choir	Concert Choir	Concert Choir	Concert Choir
	Health (online course)	AP Biology	AP Physics B/C
		AP English Lang	BAP English Lit
		AP US History	AP World History
		AP Calculus A/B	AP Calculus B/C
			Leadership Academy

The Academy has two tracks College Prep and Honors/Advanced Placement. Typically, cadets are in the College Prep track their freshman year. We give placement tests in ELA and Mathematics after cadets have been accepted. Cadets can be placed into Honors 9<sup>th</sup> English and Honors Algebra I, or higher level mathematical courses based on their placement test scores. Cadets who show deficits in those areas are offered a Basic Reading Skills and Basic Math Skills class without credit to strengthen their understanding and concepts in those classes.

For cadets to move to the Honors track from the College Prep track, they must earn a 90% or better in the previous years' course. To move from Honors to Advance Placement, they must earn a 90% or better in their previous Honors course in the content area.

### DMA Graduation Requirements include the Delaware Department of Education Requirements –

English 4 credits  
Social Studies 4 credits Health & Physical Ed. 1.5 credit

Mathematics 4 credits  
Science 4 credits  
World Language 3 credits  
Naval Science 4 credits  
Electives 3.5 credits

All courses at DMA are one (1) credit with the exception of Driver's Education (.25) and Health (.5)

Upon meeting the Delaware Military Academy standards for graduation and completing the minimum State Standards for a high school diploma a cadet will be eligible for graduation. DMA reserves the right to require additional credits in a specific discipline in response to changes in State Regulations and admission policies for colleges & universities.

## **Application Process**

Cadets wishing to attend the Delaware Military Academy must fill out the online Choice Application by DE Department of Education. When the application period closes, all applications are downloaded and sorted by the following preference:

Preference for enrollment

- 1) Employees' children
- 2) Current siblings which would include current year graduating Seniors.
- 3) Red Clay students
- 4) Students with a specific interest in DMA's mission (in or out of district).
- 5) Former siblings
- 6) Out of District

Interviews would be held prior to the lottery. Applicants who show a strong desire to be a part of DMA's mission will be placed in the lottery.

All applicants are interviewed by Administration.

A lottery is held in February. The results are posted on the website. Applicants then choose their preference if they were accepted by multiple LEAs. This procedure has previously been approved by the Superintendent of Red Clay Consolidated School District.

## **Annual Yearly Progress**

The Delaware Military Academy met AYP in 2013-14 (the year with the most recent published data) and has always met AYP in its existence.

The report can be found at

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32> .

A copy is included in the Appendix

## **School Climate Data**

An excellent school also provides a safe and healthy environment for its staff and cadets. The Academy participates in two surveys yearly.

The staff participated in the Top Workplaces Survey by the NewsJournal and was chosen again as a Top Ten Workplace in the State of Delaware. The Letter is included in the Appendix.

The cadets, parents and staff participate in the School Climate Survey administered by the University of Delaware. It is one of the requirements of our charter. Again the cadets, parents and staff found the Academy to be a safe and nurturing environment. A copy of the survey results are included in the Appendix.

## **Middle States Accreditation**

Delaware Military Academy was visited, evaluated and reaccredited last year by the Middle States Commission on Secondary Schools. Here is the Conclusion of the Validation team from p.p. 86-8. The full report is included in the Appendix.

# **CONCLUSION**

The Validation Team finds that Delaware Military Academy fully meets all of the twelve standards for accreditation set forth by the Middle States Association of Schools and Colleges. In its ten short years of existence, the Delaware Military Academy has achieved what many schools strive for generations. They have established a shared vision of the future, have engaged the school community and mobilized strong parental support, have created a culture that is safe and nurturing for students, and have attained a high level of student achievement. Delaware Military Academy is to be commended for its vision and its fidelity of purpose.

Delaware Military Academy is to be commended for establishing a reputation as a sought after alternative to the traditional public or private high school in its region.

Delaware Military Academy is to be commended for creating a school culture where students feel safe and where respect and honor are the watchwords.

Delaware Military Academy is to be commended for recruiting a staff that is dedicated and committed to the values of the school, and which possesses the skills and the desire to lead its cadets to high academic achievement and outstanding school citizenship.

While the Validation Team heard many comments about the need for more instructional and physical education space, as well as a space where the entire student body and parents and other visitors could congregate, the school has made good use of the space it has. The school is about to embark on an ambitious capital fund raising campaign, the aim of which is to raise sufficient funds to construct an additional building. However, the realization of that plan is several years off. In the interim, the school needs to continue to explore ways to better utilize its existing space, including consolidating some storage spaces.

The faculty is limited due to the size of the student body, the amount of available instructional space, and available funds. There is a desire to add additional academic offerings, including more Advanced Placement courses, an additional world language, and classes in Art. The school is encouraged to continue to explore innovative ways to deliver those offerings, including the use of on-line courses and the continuous exploration of how to allocate available funds to best meet the needs of the students.

Delaware Military Academy does a good job of communicating with parents and other stakeholders. The school is encouraged to continue its current communication activities, and to

expand its offerings to further provide two-way communication opportunities. A program such as Home Access might be explored as a way to expand two-way communication.

The school does a good job of recognizing and appreciating students and community members and their contributions to the school. It is recommended that a way to recognize faculty on a regular basis and in a public way also be considered.

Delaware Military Academy has achieved an admirable level of success in a short period of time. The challenge that lies ahead for the school is to sustain that success over the long term.

As the school moves forward with its planned capital campaign, ensure that consideration is given to the long-range plans for the school. The Board and the Commandant are about to embark on a strategic planning process. They should be encouraged to incorporate the capital planning as part that strategic planning process.

### **VISITING TEAM ROSTER**

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Educational Consultant  
Dover, Delaware

Cpt. Garry Hallman, Jr.  
Academic Dean  
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Mr. Stephen Rountree  
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Mr. Douglas W. Stewart  
History Department Chair  
Blue Mountain Academy  
2363 Mountain Road  
Hamburg, PA 19526

## Section II

### Academic Successes

#### SAT Scores

SAT: Average Scores for the Class of (2013-14)				
	<u>School</u>	<u>District</u>	<u>State</u>	<u>National</u>
Math	479	490	438	513
Writing	475	476	423	487
Critical Reading	489	479	430	497
Total	1,443	1,445	1,291	1,497

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

#### PSAT Scores

Except from 2014 test for the 11<sup>th</sup> graders. The complete document is in the Appendix.

This report details the performance of 96 students from the 11th grade. This page provides an overview of your students' performance on the PSAT/NMSQT, allowing you to make general comparisons of your student population with the state and nation.

#### Performance Overview

Test Section	Group	Mean Score	Standard Deviation
<b>Critical Reading</b>	<b>School</b>	<b>49.0</b>	<b>10.3</b>
	<b>State</b>	45.5	11.3
	<b>Nation</b>	46.2	11.3
<b>Mathematics</b>	<b>School</b>	<b>48.9</b>	<b>10.0</b>
	<b>State</b>	45.9	11.8
	<b>Nation</b>	47.9	11.8
<b>Writing</b>	<b>School</b>	<b>47.2</b>	<b>9.6</b>
	<b>State</b>	43.5	11.9
	<b>Nation</b>	44.7	11.8

From 11<sup>th</sup> Grade PSAT report from Collegeboard. Complete reports for all three grades tested are in Appendix

#### AP scores 2013-14

Advanced Placement (AP)	
	<b>2013-14</b>
Advanced Placement Courses	6
No. of Students Enrolled	51
No. of Exams Taken	75
Total No. of Exams Passed	50

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

## AP Scores 2015

### AP School Summary by Student Demographics (2015)

Delaware Military Academy (080171) Total Students: 66; Total Schools: 1

#### School Totals by Score

Score	Eng Lit Comp	Euro Hist	US Hist	Calc AB	Calc BC	Comp Sci A	Biol	Phys 1	Total Exams	% of Total Exams
5	1	1	2	1					5	4.6
4	8	4	7	2		1	3	3	28	25.9
3	7	1	6	2		1	8	4	29	26.9
2	3	2	2	2		1	3	6	19	17.6
1		1		10	2	5	2	7	27	25.0
Total	19	9	17	17	2	8	16	20	108	100.0

## Graduation Rate

### Graduation Rate - ESEA 4 Year Adjusted

	2012-13	2013-14
	ESEA	ESEA
All Students	99.2%	99.2%
American Indian	100.0%	100.0%
African American	100.0%	100.0%
Asian American	100.0%	100.0%
Hispanic	100.0%	100.0%
White	99.1%	99.1%
Multi-Racial	0.0%	100.0%
Special Education	100.0%	100.0%
Low Income	100.0%	100.0%

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

## Post-Secondary Transition

The Academy's College attendance rate since the school's inception is:

-55% of the graduating class attends a 4-year college.

-31% of the graduating class attends a 2-year college.

Class of 2015 college attendance rates were 60% to a 4-year colleges and 31% for 2-year colleges

<b>Graduates</b>	<b>137</b>
<b>Academies</b>	
United States Service Academy	1
<b>Delaware Schools</b>	
University of Delaware	38
DelTech Community College	29
Goldey-Beacom College	4
Delaware State University	2
Wilmington University	1
<b>*Out of State Colleges</b>	<b>44</b>
<b>Military</b>	<b>13</b>
<b>Private Sector</b>	<b>5</b>

\*Albright College, Arizona State University, Bridgewater College, Centenary College, Delaware College of Art and Design, Delaware State University, Duquesne University, Edinboro University, Embry Riddle Aeronautical University, Georgia Southern University, Immaculata University, James Madison University, Lehigh University, Liberty University, London South Bank University, Loyola Maryland, Marist College, Millersville University, Neumann University, North Carolina State University, Northwood University, Old Dominion University, Pace University, Penn State University Abington, Pensacola Christian College, San Diego State University, State University of New York Maritime College, State University of New York at New Paltz, University of Alabama, University of Arizona, University of Maine, University of Southern California, University of Valley Forge, Valley Forge Military College, Wesley College, West Chester University, West Virginia University, Widener University, and York College of Pennsylvania.

## Historical Post-Secondary Transition

<b>Graduation Years</b>	<b>2006-2012</b>		<b>2013</b>		<b>2014</b>		<b>2015</b>		<b>TOTALS</b>	
<b>Graduating Class</b>	1-7		8		9		10		1-10	
<b>Total Graduates</b>	772	%	128	%	129	%	137	%	1166	%
<b>Post-Secondary Schools</b>										
<b>UD</b>	86	11	24	19	23	18	32	23	165	14
<b>UD AA</b>	39	5	4	3	4	3	6	4	53	5
<b>Other 4 year</b>	272	35	38	30	48	37	42	31	400	34
<b>Academies</b>	21	3	2	2	3	2	1	1	27	2
<b>ROTC</b>	40	5	5	4	4	3	6	4	55	5
<b>DTCC/ 2yr programs</b>	205	27	31	24	36	28	32	23	304	26
<b>Employment</b>	21	3	6	5	3	2	5	4	35	3
<b>Enlistment</b>	88	11	18	14	8	6	13	9	127	11
<b>Scholarship Monies (\$1000)</b>	28418		7,561		12,048		14,200		62,227	

## Special Education Compliance Report

The Academy was found to be 100% Compliant on all indicators audited by DOE.

The full report can be found at

<http://www.doe.k12.de.us/cms/lib09/DE01922744/Centricity/Domain/78/Delaware%20Military%20Academy%20-%20FFY%2013%20Annual%20Determination.pdf>

A copy is included in the Appendix.

## Section III

### Financial Viability

Over the past few years, DMA has shifted its focus to maintain a level of transparency related to the financial condition of DMA. Strong internal controls have been implemented. There is a solid working relationship with the DMA Board of Directors, specifically including the Board Treasurer. Meetings occur consistently on a monthly basis with the Citizens Budget Oversight Committee (CBOC) and the DMA Finance Committee.

DMA consistently meets all of its financial obligations. We are fiscally sound in utilizing all Local, State and Federal funds within the specified guidelines and timeframe parameters. In addition, DMA has been able to successfully maintain at least the minimum State required Contingency Reserve each year, while at the same time growing its Local fund balance.

In December 2014, DMA completed a refinance of its bond debt. We successfully refinanced the bond debt to eliminate the annual Letter of Credit Fees and restructure a previously complex deal with variable rates. The restructure of the bond deal was very significant in the planning of DMA's future. Under the current bond deal, we were able to establish a long term fixed rate, which affords us the opportunity to make plans with more certainty and stability.

DMA has an independent audit conducted by Barbacane Thornton each year. There have been no findings on our audit since FY13. Previous findings were addressed and cleared in FY14. The FY15 draft audit has been completed and it is currently being finalized. Additionally, the FY15 audit will be issued with no findings.

In June 2015, DMA purchased an additional 5.97 acres of land. This acquisition is part of the overall plan to expand our campus and potentially increase student enrollment. DMA intends to construct a third building, which will consist of a full gymnasium and athletic facility as well as additional classrooms. DMA is starting to undergo its first ever capital funding campaign to raise the funds for the construction of this facility.

In the Appendix, the following financial documents can be found:

-FY16 Approved Preliminary Budget

-FY15 Audit (Draft)

## Section IV Organizational Soundness

### Board of Directors

Edward Capodanno Chair

ECapodanno@abcdelaware.com President of Associated Builders and Contractors, Inc.

Bradford E. Bugher Vice-Chair

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Victoria Alexitch Treasurer

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Bob Hill Director

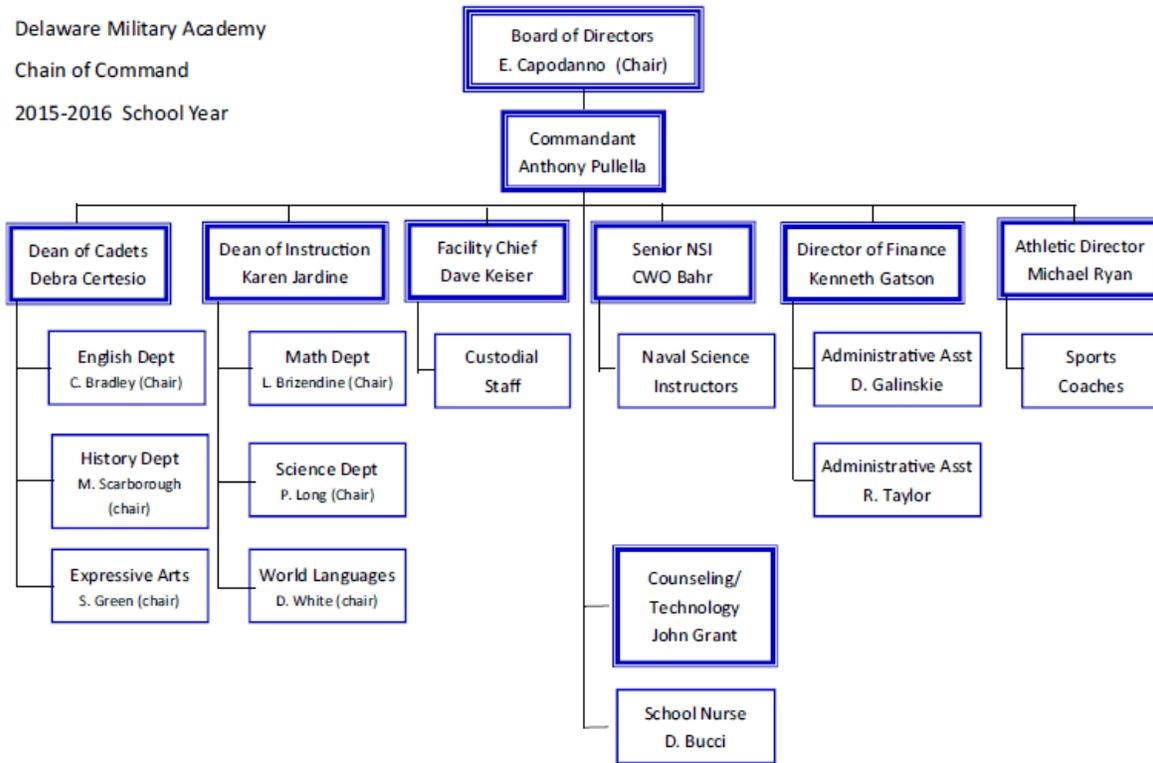
BobHill@emoryhill.com Emory Hill

Joseph Yacyshyn Director

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# Organization Chart

Delaware Military Academy  
 Chain of Command  
 2015-2016 School Year



## Teaching Staff

The Delaware Military Academy is starting its 12<sup>th</sup> year. Though a relatively new school, the Academy employs a staff with a wide range of education degrees and teaching experience from the recently graduated to the seasoned veteran teacher. Recent graduates bring a knowledge of new educational trends while the seasoned veterans bring their classroom experience. The academic teachers are 100% HQT (highly qualified teachers) in their content area.

NJROTC instructors are certified through the Navy and are not required to hold a Delaware Teaching Certificate. They must have at least an Associate Degree. All but one of our Naval Science Instructors hold Bachelor degrees. One NSI holds a teaching certificate.

Percentage of Classes Taught by Highly Qualified Teachers (2014-15)			
Content Area	Total Classes	% Highly Qualified	% Not Highly Qualified
English	25	100.0%	0.0%
Arts	5	100.0%	0.0%
Foreign Languages	20	100.0%	0.0%
Science	23	100.0%	0.0%
Mathematics	23	100.0%	0.0%
Economics	1	100.0%	0.0%
Social Studies	9	100.0%	0.0%
History	16	100.0%	0.0%

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

## Degrees Held by Staff

An additional two staff members are currently working on their Master Degrees.

Education Level (2014-15)	
	2014-15
Percent with Masters Degree and Above	29.6%
Percent Holding National Board for Professional Teaching Standards	4.0%

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

## Staff Experience

Years of Teaching Experience (2014-15)	
	<b>2014-15</b>
4 years or Less	20.0%
5-9 Years	28.0%
10-14 Years	20.0%
15-19 Years	8.0%
20-24 Years	16.0%
25-29 Years	4.0%
30 Years or More	4.0%

<http://profiles.doe.k12.de.us/SchoolProfiles/school/Student.aspx?checkSchool=578&districtCode=32>

## Future Plans

The Delaware Military Academy (this past June, 2015), purchased the existing 5.97 acres of property surrounding our campus, which was the next step in our strategic plan. The future plans now, are to embark on a major capital campaign, with the goal of raising an additional six-million dollars to fund the construction of two additional buildings. The buildings will be Monolithic Domes. The domes will connect to one another and the larger of the two (approximately 23,000 square feet), will be a full size athletic facility. This dome will house a regulation size basketball court, seating for a thousand, men's and women's locker rooms, a training room, a weight room, a wrestling room, Athletic Director's office and much additional needed storage space.

The second Dome (approximately 8-10,000 square feet), will hold ten additional classrooms as well as a large common area designated for Technology. This additional space, will allow for all of our teachers to have their own classroom and also give us the flexibility to expand our curriculum; particularly in the areas of Science, and Technology.