

# DELAWARE DEPARTMENT OF EDUCATION CHARTER SCHOOL ANNUAL REPORT

## CHARTER SCHOOL INFORMATION

Charter School Name: Delaware Military Academy

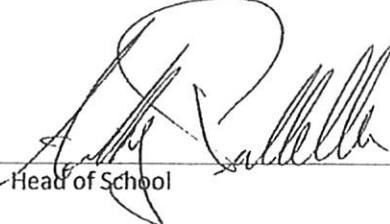
Mailing Address: 112 Middleboro Rd  
City/State/Zip: Wilmington, DE 19804

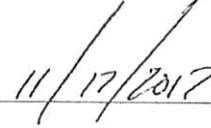
Email: [anthony.pullella@dma.k12.de.us](mailto:anthony.pullella@dma.k12.de.us)

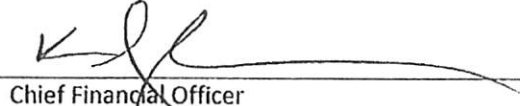
Telephone: 302-998-0745

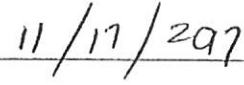
Fax: 302-998-3521

Website: [www.demilacad.org](http://www.demilacad.org)

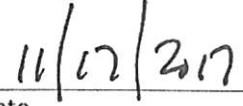
  
\_\_\_\_\_  
Head of School

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Chief Financial Officer

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Board President

  
\_\_\_\_\_  
Date

**SUBMISSION DEADLINE: December 1<sup>st</sup>**

All schools submit one (1) signed copy (PDF via email preferred) to the DDOE Charter School Office

**TABLE OF CONTENTS**

**Abstract.....3**

**Academic  
Performance.....5**

**Financial  
Performance.....8**

**Organizational  
Performance.....10**

**Status of Conditions Placed Upon the Charter.....10**

**Student Retention Goals and Targets.....10**

**Innovation.....12**

## ABSTRACT

Delaware Military Academy (DMA) is a non-profit, 501-c-3, charter school located in Wilmington, Delaware. It is the first Navy JROTC Military Charter School in the United States financially supported by the US Navy. DMA does not teach military philosophy, but rather uses military philosophy to teach. This philosophy emphasizes a strong value system and promotes and develops integrity, citizenship, service, fitness, patriotism, leadership, teamwork, and self-esteem. The program offers Delaware high school students a tuition-free, four-year, college preparatory curriculum.

Unlike other Delaware charter schools, DMA is chartered by the Red Clay Consolidated School District, not the state. In accordance with the charter, any high school student in Delaware may gain admission to the Academy. However, most cadets come from Northern New Castle County and a few live in Southern New Castle County.

DMA was officially formed on September 20, 2001, at its first board meeting. On October 18, 2001, the Board approved the by-laws, and filed necessary incorporation documents. One month later, the Red Clay Consolidated School Board voted unanimously to accept the Delaware Military Academy's application as a charter military high school. The final charter was approved and granted on May 15, 2002. With the charter approved, the Delaware Military Academy received monetary grant awards from the Delaware Department of Education. The school received its certificate of occupancy on June 13, 2003.

In its fourteen years of operation, the mission of the Academy has never changed. The Academy's targeted population is any student in the eighth grade in the State of Delaware whom is interested in becoming the graduate described in our "Profile of Graduate" (found below).

### ***Belief Statements***

- ❖ 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, self-discipline, and independent thought
- ❖ 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

**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

**Fall Enrollment, 2016-2017**

<i>by Grade</i>	
Grade 9	157
Grade 10	146
Grade 11	145
Grade 12	136
Total	584

<i>by Ethnicity</i>	
African American	5.8%
American Indian	0.2%
Asian	1.4%
Hawaiian	0.2%
Hispanic/Latino	7.9%
White	83.4%
Multi-Racial	1.2%

<i>by Other Student Characteristics</i>	
English Language Learner	0.2%
Low Income	8.4%
Special Education	3.4%

**ACADEMIC PERFORMANCE:**

What are the school’s academic performance outcomes that will demonstrate student growth, proficiency, and college and career readiness levels as measured by the Performance Framework? Provide an analysis of strengths, challenges, and opportunities for growth in these areas.

- ❖ Delaware schools have seen much change over the past several years in the statewide assessments and tools employed to measure student growth. Delaware Military Academy has chosen to focus on data provided by the CollegeBoard’s Suite of Assessments. At DMA, cadets in grades 9 through 11 all participate in schoolwide, school-day administered CollegeBoard assessments at least once during the academic year. Many cadets also participate in Advanced Placement (AP) courses and take AP exams at the end of the school year in an attempt to earn college credit.

*Note<sup>1</sup>: Benchmarks indicating college and career readiness are determined using SAT Suite data and college performance data. The Evidence-based Reading and Writing (ERW) and Math Benchmark scores indicate that cadets whom earned that score or higher are 75% percent likely to earn a C or better in a first-semester, credit-bearing course in the same subject area.*

<b>SAT, School Day - April 2017, 11<sup>th</sup> grade</b> (reported by the College Board)					
	# of Test Takers	% Met ERW <sup>1</sup>	% Met Math <sup>1</sup>	% Met Both Benchmarks	Mean Score (1600 total points)
School	144	72%	38%	35%	1030
State	9,570	51%	28%	26%	967
Nationally	358,335	57%	35%	33%	996
<b>PSAT 10, School Day – Spring 2017, 10<sup>th</sup> grade</b> (reported by the College Board)					
	# of Test Takers	% Met ERW <sup>1</sup>	% Met Math <sup>1</sup>	% Met Both Benchmarks	Mean Score (1520 total points)
School	130	87%	47%	47%	970
State	8,005	57%	33%	31%	898
Nationally	382,805	64%	41%	38%	934

PSAT 8/9, School Day - Fall 2016, 9<sup>th</sup> grade (reported by the College Board)

	# of Test Takers	% Met ERW <sup>1</sup>	% Met Math <sup>1</sup>	% Met Both Benchmarks	Mean Score (1520 total points)
School	149	74%	44%	39%	891
State	2,319	59%	39%	34%	856
Nationally	547,577	60%	43%	39%	870

## AP School Summary

Delaware Military Academy (080171) Total Students: 80; Total Schools: 1

### School Totals by Score

Score	Mus Theo	Eng Lit Comp	Euro Hist	US Hist	Worl Hist	Calc AB	Calc BC	Comp Sci A	Biol	Env Sci	Phys 1	Total Exams	% of Total Exams
5		1		4		1				1		7	5.7
4		3		5	5	2		1	1		3	20	16.4
3		10	1	4	6	5		1	11		4	42	34.4
2		10		3	2	7	2		11		10	45	36.9
1	1			1		1	1	2			2	8	6.6
Total	1	24	1	17	13	16	3	4	23	1	19	122	100.0

#### Strengths

- ❖ Cadets outperformed the comparative 9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> grade students in the State and across the Nation in Evidence-based Reading and Writing and Math on the PSAT 8/9, PSAT 10, and SAT. This indicates that more cadets are “college or career ready” than those in other institutions across the State and Nation.
- ❖ DMA’s pass rate for Advanced Placement exams increased from 52.9% (2015-2016) to 56.6% (2016-2017). Plus, ten more cadets were enrolled in Advanced Placement courses than in the prior year.

### ***Challenges***

- ❖ Though Math scores have increased, it still proves to be an area of challenge.

### ***Opportunities***

- ❖ 9<sup>th</sup> graders come to DMA from 30 different middle schools across New Castle County. The mathematics curriculum and rigor vary at each of these schools. An opportunity exists, for the future, to enhance curriculum at the freshman, College Prep level to close the mathematics gap and ensure that all cadets are prepared for 10<sup>th</sup>-grade math.
- ❖ Though Advanced Placement courses are offered, DMA plans to research additional or alternate courses that allow cadets to earn college credit while in high school.
- ❖ Continue to encourage juniors to enroll in the free SAT preparatory classes offered by the Red Clay Consolidated School District from January to April.
- ❖ Continue to have Naval Science Instructors coach cadets on high stakes testing strategies to improve scores on the PSATs, SATs, ACTs, and ASVAB.
- ❖ Continue to have Academic Instructors embed SAT preparatory strategies and practice questions into the 9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup> grade curriculums.
- ❖ Seek Professional Development for all instructors to increase and improve SAT preparatory practices across all courses.
- ❖ At the state level, there is increased emphasis on students being college and career ready upon graduation from Delaware high schools. This continues to be an opportunity for DMA, which participated in its fourth year of College Application Week in 2016-2017. The Guidance Team visited freshman, sophomore, and junior Naval Science classes to discuss what cadets should be focusing on to achieve the goal of college and career readiness at the end of their high school career. Senior Naval Science classes met with various college representatives and completed college applications through the "Common App" with the help of guidance counselors and volunteers from local businesses.

## **FINANCIAL PERFORMANCE:**

**What are the school's financial performance expectations that will demonstrate viability and sustainability as measured by the Performance Framework? Provide an analysis of strengths, challenges, and opportunities for growth in these areas.**

### ***Strengths***

- ❖ The 2016-17 school year was a transitional year for DMA. The campus was expanded with the completion of the dome facility. Throughout the process, DMA's financial viability remained solid. DMA received another clean independent audit with no findings. There were a few recommendations by the auditors, all of which are currently being implemented. The funds in the reserve balance continued to grow at the desired levels. DMA consistently and successfully met the requirements to maintain debt covenant ratios per the 2014 bond refinance agreement.
- ❖ DMA met the standard in all areas for financial performance.
- ❖ DMA continues to be solid in the financial sector and continues to grow a robust financial profile.

### ***Challenges***

- ❖ Now that the dome project is complete, the academic wing and the athletic center are fully functional. DMA is looking to stay the course. This year will be a pivotal year in analyzing the budget, and how it is impacted by a new building and additional land. DMA will continue to monitor the budget closely through this transitional year, and adjust for any unanticipated events, if necessary. The focus will shift from a \$6MM capital budget, to accounting for the increase in debt service within the operating budget. The debt service will also be transitioned from WSFS to USDA, so it will be critical to account for the debt properly. Another challenge will be incorporating the final phase of the campus into the financial plans. DMA is exploring the final phase, which will be a 90,000 square foot, multi-purpose athletic turf field for football, soccer, lacrosse and field hockey. The construction will include seating for 2,000, locker rooms, and a concession stand. The field will be positioned behind the dome, on the 6 + acres of land acquired by DMA a few years ago. In addition, DMA will not institute a full capital campaign for this expenditure, but has begun communication with donors and foundations to raise a significant portion of the funds. The intent is to complete this new project with as little additional debt as possible. Once the field project is finalized, the campus will be fully complete. After the completion of the campus, and with the updated curriculum, DMA will be in a prime position to continue its efforts to be the best high school in the State of Delaware, offering the best in academics and athletics.



### ***Opportunities***

- ❖ There is an opportunity for DMA to handle these transitional years as seamlessly as possible, without any detriment to its operating budget, reserve funds, and overall financial position.
- ❖ There were no financial health conditions placed upon DMA and no findings on the audit. DMA will fully implement the recommendations of the audit. Additionally, DMA will focus efforts on transitioning all debt into long-term federal debt with the USDA. This will create a great financial outlook for DMA for many years into the future.

**ORGANIZATIONAL PERFORMANCE:**

What are the school’s performance expectations in meeting its organizational responsibilities including, but not limited to, administrative operations, reporting, and legal responsibilities as measured by the Performance Framework? Provide an analysis of strengths, challenges, and opportunities for growth in these areas.

- ❖ Delaware Military Academy is exempt from completing this section as the Academy is 100% compliant on all of these requirements.

**STATUS OF CONDITIONS PLACED UPON THE CHARTER:**

Include:

- A status update of any conditions imposed upon the school’s charter; and
- Your plan to meet any conditions that are currently “not met”.

- ❖ No conditions have been placed on Delaware Military Academy’s charter.

**STUDENT RETENTION GOALS AND TARGETS:**

Include:

- The percentage of students who have re-enrolled from the prior year according to ESEA demographic categories,
- The number of students who have left your school before the year is over or before the end of the charter school’s grade configuration per ESEA demographic category,
- A summary of why students chose to leave,
- The percentage of students who did not pass from one grade to the next,
- Your plan to improve student retention and average daily attendance if less than your stated targets.

- ❖ According to ESEA demographic categories, the following percentages indicate students whom re-enrolled at DMA from the 2015-2016 school year to the 2016-2017 school year:
  - Class of 2017 – 97.8%
  - Class of 2018 – 98.6%
  - Class of 2019 – 96.7%

- ❖ Delaware Military Academy's student retention goal is 85% of any class, which was exceeded in every grade level.
- ❖ Nine cadets were withdrawn from DMA during the 2016-2017 academic year:
  - Two 9<sup>th</sup> grade males transferred to their first choice schools, as indicated on their charter applications, because spots became available;
  - One 9<sup>th</sup> grade male, two 10<sup>th</sup> grade females, and one 12<sup>th</sup> grade male transferred to their home school districts;
  - One 10<sup>th</sup> grade female moved out-of-state with her family;
  - One 10<sup>th</sup> grade female dropped out;
  - One 12<sup>th</sup> grade female passed away.
- ❖ The target average daily attendance according to DMA's charter is 90%, which was exceeded at 95% during the 2016-2017 school year.

**INNOVATION:**

Include:

- A discussion of innovation occurring at the school in areas including, but not limited to, curriculum development, instructional strategies, school culture and climate, community and parent engagement, professional development, operations and management practices, and extra-curricular programming.

- ❖ Many high schools, not just in Delaware, but across the country employ a 10-point grading scale. At DMA, cadets are held to higher standards; therefore, a 7-point grading scale is utilized. Counselors provide a “School Profile” to colleges, so admissions officers are aware when considering cadets’ applications.

**Delaware Military Academy’s Grading Scale**

A	B	C	D	F
93-100	85-92	77-84	70-76	Below 70

- ❖ To earn a diploma, the state of Delaware requires two credits to be earned in a foreign language. DMA requires cadets to earn three credits (i.e., Spanish I, Spanish II, Spanish III), which is a requirement that many colleges have moved to as well for admissions.
- ❖ At the end of each school year, an Academic Awards Evening is held to recognize cadets whom earned an A in one or more courses throughout the school year. In 2016-2017, 268 cadets were recognized for this honor.
- ❖ DMA’s goal with each graduate is that they leave with a post-secondary plan that is right for them. Of the 1,426 that DMA has graduated, 86% opted to pursue a post-secondary degree immediately following high school, 11% joined the armed forces, and 3% entered the work force or apprenticeship programs. Between 31 Academy Appointments and 68 ROTC Scholarships, 99 cadets have earned the right to attend college for free.
- ❖ In 2016-2017, DMA was designated a “Distinguished Unit with Honors” by the United States Navy for the fourteenth consecutive year. This Designation authorizes DMA to nominate three eligible cadets for admission to the United States Service Academy at West Point, three to the United States Air Force Academy, and six to the United States Naval Academy.

- ❖ Individual cadets received accolades from the following military-related organizations in 2016-2017.

	Quantity
AMERICAN LEGION	5
AMERICAN VETERANS (AMVETS)	2
DAEDALIONS	4
DAUGHTERS OF THE AMERICAN REVOLUTION	1
DAUGHTERS OF THE WAR OF 1812	1
DISABLED AMERICAN VETERANS	3
FLEET RESERVE ASSOCIATION	5
MILITARY OFFICERS ASSOCIATION OF AMERICA	1

MILITARY ORDER OF THE PURPLE HEART	2
MILITARY ORDER OF THE WORLD WARS	1
NATIONAL SOJOURNERS	1
RESERVE OFFICERS ASSOCIATION	3
SCOTTISH AMERICAN MILITARY SOCIETY	1
SCOTTISH RITE	2
SONS OF CONFEDERATE VETERANS	1
SONS OF THE AMERICAN REVOLUTION	2
VETERANS OF FOREIGN WARS	2

- ❖ Our cadets perform over 10,000 hours of community service each year.
- ❖ In 2016-2017, 40.7% of DMA's academic instructors had a Master's Degree or above.
- ❖ Delaware Military Academy was recognized by The News Journal as a "Top Workplace" in 2016; this was the third year in a row that DMA received the honor.