



Great Oaks Charter School - Wilmington
Application to the Delaware Charter School Performance Fund

Proposed Use of Performance Funds/How Performance Funds will Support Start-Up and Expansion to Drive Student Achievement

The Great Oaks Foundation (GO Foundation) requests \$250,000 from the Delaware Performance Fund to support the start-up and expansion of Great Oaks Charter School - Wilmington (GO-WIL). The proposed grant will fund the salaries for GO-WIL's administrative team during the July 1, 2015 to September 30, 2015 school start-up phase of the 2015-2016 school year. The proposed grant will also fund other non-personnel start-up costs at GO-WIL. The GO Foundation expects that the school will require outside support over a three-year period, and will be sustained on public revenue alone by year four of operations. Funds will support:

A) Personnel

- GO-WIL Executive Director (7/1-9/30) – The Executive Director is responsible for the overall success of the school. During the school start-up phase, she will serve as the resident expert in all areas of school academics and operations. She will support all of the roles below in developing the academic and operational systems and structures that will contribute to the successful launch of GO-WIL.
- Director of Curriculum and Instruction (7/1-9/30) – The Director of Curriculum and Instruction, working with the Executive Director, will be responsible for identifying or creating curriculum materials that are aligned with the Common Core State Standards. She will provide teachers with professional development during school start-up and on a weekly basis throughout the school year to ensure that they provide exceptional instruction to GO-WIL's students.
- Tutor Corps Director (7/1-9/30) – During school start-up, the Tutor Corps Director will provide professional development for the Tutor Corps on instructional techniques for tutorial, school culture, and managing student behavior. She will also manage the logistics behind tutor housing and support tutor recruitment.
- Director of School Culture (7/1-9/30) – The Director of School Culture will set and enforce school culture standards. During school start-up he will develop systems for positive interventions, rewards, student discipline, and classroom management, and plan school-wide events to create and maintain a positive learning environment.
- Associate Director of School Culture (7/1-9/30) – The Associate Director of School Culture will help execute the systems created by the Director of School Culture. We anticipate that our 200 incoming 6th graders will join us from a variety of school environments, and will need significant support adjusting to GO-WIL's high behavior standards.
- Director of Operations (7/1-9/30) – The Director of Operations is responsible for all non-instructional operational aspects of the school. During school start-up he will set up systems for the school's daily operations. He will manage the school's relationships with all vendors and ensure the school is compliant with all federal and state regulations.

- Associate Director of Operations (7/1-9/30) – We anticipate having 14 AmeriCorps members. The Associate Director of Operations will manage AmeriCorps program compliance. She will also provide support to the Director of Operations.
- Office Manager (7/1-9/30) – As the first person GO-WIL's parents and students will see when they enter our building, our Office Manager will be responsible for providing a welcoming school environment. She will manage student services, student attendance and general record keeping and will set up these systems during school start-up before our students arrive.

After launching three schools, the GO Foundation has learned that having a full administration team in place in Year 1 is critical to operating a high-quality school that will drive student achievement. This will be particularly important at GO-WIL, which will open with 200 students. Faced with limited resources during start-up, many charter schools choose to understaff the administration in the early years. Our model of having the full team in place early on mitigates many of the operational, financial and academic risks that afflict other schools. The administrative team will ensure that GO-WIL's first year of operation is smooth, student curriculum has been thoroughly designed and school culture has been clearly defined.

GO-WIL's incoming 6th grade class will join us from a wide variety of schools with different school cultures. Very few will come from no excuses charter schools. The Director of School Culture and the Associate Director of School Culture's work to align practices among teachers and staff will ensure consistent student behavior management and help students stay focused on learning throughout the day. Meanwhile as GO-WIL is the first school we are launching in Delaware, there are adjustments that the Director of Curriculum and Instruction will have to make to align Great Oaks' curriculum to the Common Core State Standards and assessment schedule. With these systems and structures firmly in place during school start-up, teachers and school staff can focus on student instruction as opposed to spending their time developing these systems throughout the school year. Baseline data from other schools in the GO Foundation's network show that our incoming students are generally two to three years below grade level when they enter the 6th grade. We aim to do as much as possible to set up our teachers and leadership team up for success when our students arrive for their first day of school.

B) Non-Personnel

- Classroom Supplies and Materials – GO-WIL will purchase textbooks and workbooks, curriculum materials and basic classroom supplies for every student enrolled in GO-WIL.
- Student Recruitment – GO-WIL will begin student recruitment in early 2016 to ensure that we have a full class and are fully staffed. Recruitment activities will include: direct mailings sent to families in the zip codes around the school, canvassing activities around the school, radio advertising and online and print advertising.
- Student Uniforms – GO-WIL requires every student to wear a uniform. Uniforms serve as an anti-gang tactic, and enable students to focus on their education rather than their clothing. GO-WIL will purchase a uniform for any family unable to purchase one for their child.
- Office Copiers – GO-WIL will lease office copiers to print curriculum materials, worksheets and other classroom materials.

How Proposed Plan Advances GO-WIL's Mission

The mission of GO-WIL is to prepare students to succeed in college. With only 62% of Wilmington students proficient in reading and 60% proficient in math, we recognize that the road to college readiness is steep. What makes us confident that we'll achieve our mission is our proven high-dosage tutoring model. The Great Oaks Tutor Corps, a highly selective cadre of recent college graduates, will deliver at least two hours of individualized instruction to every student every day. The proposed funds will enable GO-WIL to firmly establish all operational, academic and student culture systems and structures during school start-up. This will allow our schools teachers and administrative staff to focus on student instruction as opposed to spending their time developing these systems throughout the school year.

Performance Targets

The Great Oaks Foundation will use the following performance targets to evaluate the success of the use of funds during the 2015-2016 school year.

- GO-WIL will have 85% student retention
- GO-WIL will have 85% teacher retention
- GO-WIL will have 75% students testing proficient on the Delaware Student Testing Program (DSTP) in reading and math
- GO-WIL will enroll at least 100 6th grade students in the Fall 2016
- GO-WIL will recruit, select and hire 60 recent college graduates to join the Tutor Corps in Fall 2016
- GO-WIL will be in compliance with all local and federal regulations
- GO-WIL will be financially healthy

Population Served

Based on the demographic information presented below, we estimate that 80-85% of GO-WIL students will be classified as "high need", as defined by 14-275 De. Code. Regs. § 2.1, based on income level, Special Education needs and English Language Learner classification. GO-WIL will serve students in Grades 6-12 in Delaware. We expect that the majority will come from school districts around Wilmington including Brandywine School District, Christina School District, Colonial School District and Red Clay Consolidated School District. Across these four districts, 13% of students receive Special Education services and the average percentage of English Language Learners is 8%. Because of GO-WIL's efforts to recruit high needs students, we expect to serve a higher percentage of students with Special Education needs and ELLs. At our Newark, New York City and Bridgeport schools, we've found that our high-dosage tutoring model is particularly attractive to families of Special Education students and ELLs. Based on the population served by other charter schools located in downtown Wilmington, we expect that approximately 80-85% of students will be eligible for free and reduced-price lunch.

Track Record of Success

The GO Foundation's track record of success serves as evidence that the proposed use of funds will enable the school to improve academic performance for high need students. The GO Foundation's flagship school, Great Oaks - Newark (GO-NWK) serves a population similar to the population we expect to serve in Wilmington; 100% of students are Black or Latino and 80% are eligible for free or reduced-price lunch. GO-NWK is among the most successful charter schools in New Jersey. Founded in 2011, GO-NWK consistently outperforms its home district, Newark Public Schools (NPS). Last year, GO-NWK outperformed NPS by 14.3 percentage points in literacy and 37.5 percentage points in math on NJASK. According to comparative Student

Growth Percentiles, which measure year-to-year growth, GO-NWK students are in the top 100th percentile in the entire state in math.

The GO Foundation's school model was inspired by the Match School of Boston, and the performance targets outlined above align with Match's achievements over the last 15 years. The student population at Match is predominantly low-income (85%) and is comparable to the population we expect to serve at GO-WIL in terms of Special Education, English Language Learner classification and academic deficits in 6th grade. Nationally, just 8% of Americans in the bottom income quartile hold college degrees by age 24 (compared to 31% of all U.S. students). Of the first seven classes to graduate from Match, between 2004 and 2014, 80% of alumni have enrolled in a 4-year college and 54% of alumni have graduated from such institutions.

Given Match's success using the Tutor Corps model to produce impressive academic outcomes for this population and GO-NWK's early successes, we are very confident that Great Oaks - Wilmington will meet or exceed our performance targets.

STATE OF DELAWARE
DEPARTMENT OF EDUCATIONBUDGET
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FEDERAL BUDGET FORM

Date: 6/12/2015

Federal Program/Title: Delaware Charter Performance Fund Completed by: Dianna Yeung, Great Oaks Foundation
LEA/Agency: Great Oaks Foundation
Project Title: Great Oaks Charter School - Wilmington Start-Up
Project Period From: 7/1/2015 Project Period: 6/30/2016

EXPENSE TYPES AND ACCOUNT CODES:		TOTAL FUNDING SUPPORTING			
SALARIES (5100) AND OTHER EMPLOYEE COSTS (5120)		THE ENTIRE PROJECT			
Fed Acct. No.	PERSONNEL: Give name, position, and FTE percentage for all funding involved (Use continuation page if needed.)	Total Federal and State Funds Requested	Federal Funds Requested	State Funds Requested	Matching Funds (Identify)
200	PROFESSIONAL: Executive Director Director of Curriculum and Instruction Tutor Corps Director Director of School Culture Director of Operations Associate Director of Operations Associate Director of School Culture	\$ 25,000 18,000 11,750 16,250 13,750 11,250 11,250	\$	\$ 25,000 18,000 11,750 16,250 13,750 11,250 11,250	\$
	Subtotal	107,250		107,250	
200	SUBSTITUTES:	\$	\$	\$	\$
	Subtotal				
200	SUPPORT STAFF: Office Manger	\$ 8,750	\$	\$ 8,750	\$
	Subtotal	8,750		8,750	
200	STUDENTS:	\$	\$	\$	\$
	Subtotal				
800	OTHER EMPLOYEE COSTS: Percent FICA Medicaid Pension Workman's Comp Unemployment Insurance Health Insurance/Other Non-taxed Benefits	 10,927.20 23,200 20,000 54,127		 10,927.20 23,200 20,000 54,127	
	Subtotal	170,127.20		170,127.20	
TOTAL SALARY & EMPLOYEE COSTS					