



# First State Military Academy



*C. Scott Kidner, Chairman of the Board*  
*Patrick R. Gallucci, Commandant*  
*Colonel Robert E. Wallace, USMC (Ret.)*  
*Stacey L. Clark, Director of Instruction and Support Services*  
*Cassandra R. McKay, Director of Personnel and Administration*  
*Arles D. Wood, Operations Officer*

November 16, 2018

Charter School Office  
Delaware Department of Education  
401 Federal Street Dover, DE 19901

To Whom It May Concern:

Thank you for the opportunity to respond to the Charter School Renewal Report for First State Military Academy.

We have reviewed the information provided in your report and have updated the data and information that we are submitting at this time. We provided a brief overview of our intentions below and we look forward to continuing to analyze our performance on a high level as a part of the renewal process. First State Military Academy is committed to providing our students with an educational experience that will give them the knowledge, skills, and attributes to thrive in post-secondary education, work, and civic life. The renewal process allowed us to capture our success and areas of improvement into one place. We know this will be extremely worthwhile.

We know that the process of designing our education environment continues. We were able to hire a Director of Instruction, to provide needed support in the classroom and in developing curricula across the school. We recognize our past successes to this point but are intently aware of the amount of work that remains. We look forward to obtaining our renewal so that we can continue providing a unique and impressive educational experience.

Respectfully,

Patrick R. Gallucci



# First State Military Academy



*C. Scott Kidner, Chairman of the Board*  
*Patrick R. Gallucci, Commandant*  
*Colonel Robert E. Wallace, USMC (Ret.)*  
*Stacey L. Clark, Director of Instruction and Support Services*  
*Cassandra R. McKay, Director of Personnel and Administration*  
*Arles D. Wood, Operations Officer*

## **Academic Performance**

**#1. Plan for the steps the school will take to achieve expected outcomes and growth for all students.**

***Page 34, B***

***Looking ahead, what are the schools expected outcomes for Growth for all students and what steps will the school take to achieve them?***

FSMA is committed to improving academic outcomes for all students, with the goal of meeting the state categories in five years time. With the growth shown in the PSAT and SAT data over the past two years, we believe the gaps will diminish as our teachers improve using our project-based learning method of instruction. While we are pleased with this effort, we realize that more needs to be done. Our drivers for this school year include;

- Using collaboration to grow is more than working together to complete the project. Our students are responsible for learning specific information, as well as teaching that information. Students with varied abilities learn to share responsibilities in order to achieve a common goal.
- Using performance assessments for benchmarks.
- Deeper learning with robust academic content and the use of higher order thinking skills as our primary academic focus.

We know that when teachers engage with each other in conversation, reflection, and evaluation of their practices and student progress, student academic performance improves. Our vertical and horizontal collaborative growth teams will engage in critical conversations and collective inquiry to focus their work on what will most benefit their students. Our action plan is attached to the CSAC response. (Organizational Performance - Educational Program Action Plan).

To have students learn at proficient and higher levels, team members will focus on answering the following questions:

- What knowledge, skills, and dispositions should all students acquire as a result of the unit we're about to teach?
- How much time will we devote to this unit?

355 W. Duck Creek Road, P.O. Box 888, Clayton, DE 19938  
Office: (302) 223-2150 Fax: (302) 223-2178  
[www.fsmilitary.org](http://www.fsmilitary.org)



# First State Military Academy



*C. Scott Kidner, Chairman of the Board*  
*Patrick R. Gallucci, Commandant*  
*Colonel Robert E. Wallace, USMC (Ret.)*  
*Stacey L. Clark, Director of Instruction and Support Services*  
*Cassandra R. McKay, Director of Personnel and Administration*  
*Arles D. Wood, Operations Officer*

- How will we gather evidence of student learning throughout the unit in our classrooms and at its conclusion as a team?
- How can we use this evidence of learning to improve our individual practice and our team's collective capacity to help students learn, to intervene for students unable to demonstrate proficiency, and to enrich the learning for students who have demonstrated proficiency?

## **Organizational Performance**

### **#2. Plan to complete all Board and CBOC Training.**

*The Board, after our renewal hearing of 23 October 2018 with CSAC, indicated we had members of the Board and CBOC that have not completed their required training, and therefore action has been taken.*

*Specifically, we had three members of the CBOC for FSMA that had not completed their finance training. Of the three, two members have now completed the online Finance Training, and their certificates are attached. The third will be completing this course within 30 days.*

*Next, it was identified three Board members in our Renewal Application had not completed Board Governance Training. Of the three, one had completed training previously and that certificate is included in this response. The two remaining Board members are aware this is required and FSMA, in concert with both DANA and the DCSN, will be seeking new dates for this class. It is important to note these two members are less than a year in their positions.*

*Additionally, the Board has begun to review our by-laws (previous to our Renewal package) and will be adding the following statement to our by-laws as follows by adding the underline:*

*Section 11. Duties. Board Members shall have the following duties:*

*To attend and complete all training as required by the Delaware Department of Education for school board members, such as but not limited to "Board Governance Training" within the time required. Additionally, if said Board member has not completed all required training within 1 year of appointment, when such training is routinely offered and available, the Board member shall have been deemed to not fulfill their duties, and therefore, shall be asked to resign.*



# First State Military Academy



*C. Scott Kidner, Chairman of the Board*  
*Patrick R. Gallucci, Commandant*  
*Colonel Robert E. Wallace, USMC (Ret.)*  
*Stacey L. Clark, Director of Instruction and Support Services*  
*Cassandra R. McKay, Director of Personnel and Administration*  
*Arles D. Wood, Operations Officer*

*In summary, upon this response submittal, one member of the CBOC will have not completed "Finance Training" and two Board members have been directed to complete Governance Training as soon as the classes are scheduled and offered. (Training Certifications attached - Board Member Trainings).*

### **#3. Compliance with the Non-Academic Mandatory Training requirements for school staff.**

We understand how important it is to ensure that our staff is compliant with mandatory trainings required by the Delaware Department of Education. All staff members that have not completed trainings have been notified and are currently working to complete these courses. To date, all trainings have been completed by most of our staff. Our plan is to have all staff compliant in all training requirements by December 1. Employees failing to meet this requirement shall be asked to resign. (Document attached - Organizational Performance -NonAcademic Mandatory Training Requirements).

### **#4. Educational Program**

A response to the curriculum review notes is attached. (Organizational Performance - Educational Program Action Plan).

### **Financial Performance**

**#5. Internal controls documentation for the school procedure for expenditures and purchasing.** (Document attached -Financial Performance Internal Controls).

**#6. Resubmit the 100% Budget.** (Document attached - Financial Performance 100% and 80% Budget).

**#7. The budget of 80% with projections is attached showing inflationary factors, enrollment projections, increasing cost for rent/lease, etc.** (Document attached - Financial Performance 100% and 80% Budget).