

DETROITPUBLICSCHOOLSCOMMUNITYDISTRICT

2015-2016

**DPSCD OFFICE OF CHARTER
SCHOOLS ANNUAL REPORT**

PATHWAYS ACADEMY



LETTER FROM THE DIRECTOR

The 2015-16 year was one that saw the Detroit Public Schools Office of Charter Schools receive recognition for quality authorizing. In the fall of 2015, the Michigan Department of Education conducted a detailed review of the Office of Charter Schools' authorizing procedures. We received top marks in all 16 categories measured, and demonstrated improvement in 15 of the 16 categories reviewed since the last visit in 2012.

The results were a reflection of the hard work we have put into charter school authorizing. Our efforts were also recognized nationally. In January 2016, the National Association of Charter School Authorizers announced that the DPS Office of Charter Schools scored 12 out of 12 on its annual Index of Essential Practices, one of only two authorizers in Michigan identified as utilizing the practices considered critical for high-quality authorizing.



Despite the accolades, we have much work to do. We will not be satisfied until every school in our portfolio is performing in a manner that aligns with our mission to support, performing in a manner that aligns with our mission to support, develop and hold accountable high-performing charter schools that prepare Detroit children for college and careers.

To support that mission, we have expanded staff and restructured responsibilities.

Deputy Director **Jendayi Gardner, PhD**, joined us in November. An educator with the district for 16 years, Dr. Gardner has already begun providing academic training and support to schools. Beginning in 2017, she will ramp up that support, with a special emphasis on schools whose performance on the 2016 M-STEP assessment was in the bottom 5 percent of schools in Michigan.

In September, **Anna Nowinski** joined our team as Operations Manager after interning in the Office of Charter Schools for two years. She holds a B.S. in Education and Social Policy from Northwestern University and is working toward a Masters of Accounting. In addition to providing financial compliance oversight, she manages logistics for an increasing number of professional development opportunities for school staff and board members.

In 2016, we also welcomed Data Analyst **Steven Wiltse**, AICP, who provides data reports, and Program Associate **Jeanne Jack**, who provides board support. On the governance side, we welcomed new board liaisons **Renee McCree** and **Latrechia Scott**, who are our representatives at charter school board meetings.

We offered more opportunities for professional development to board members and school personnel than ever before, and are on track to surpass those offerings in the 2016-17 school year.

While we have dedicated more resources to oversight and support, we are keenly aware that we cannot accomplish our mission alone. We are honored to participate in this work with dedicated school board members, principals, teachers and a host of other personnel who impact children daily.

The information contained in this annual report represents data from July 1, 2015 through June 30, 2016. It offers a snapshot of the students served, as well as how the school performed on a variety of important measures.

In order to map our path to success, we must collectively take stock of where we are and how far we have to go. We hope this report will assist in that effort. Thank you for traveling with us!

A handwritten signature in black ink, reading "Kisha Verdusco". The signature is fluid and cursive, with a long horizontal line extending to the right.

Kisha Verdusco, Director of Charter Schools, Detroit Public Schools Community District

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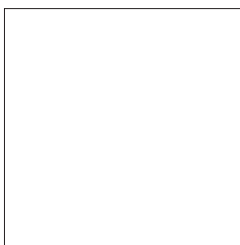
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DPSCD CONTACTS

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**Enrollment – 8th Grade
matriculation**

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Office of Student Transportation**

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**School Security
Police Response/General
Information**

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days/365 day a year
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Aaron Walter

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Chief Stacy Brackens

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Assistant Chief Craig Schwartz

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Carl William

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(313) 578-7220

Selective High School Testing

Dr. Sibyl St. Clair

Deputy Executive Director for
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Office of Research and
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(313) 576-0050



▶ **ADDRESS:** 11340 E. Jefferson Ave, Detroit, MI 48214

▶ **PHONE:** 313-209-3801

▶ **PRINCIPAL:** Michelle Shawver

▶ **GRADES:** 7-12

▶ **YEAR OPENED:** 2014

▶ **MANAGEMENT:** Innovative Educational Programs

▶ **ENROLLMENT:** 215 students

▶ **FREE OR REDUCED LUNCH:** 100%

▶ **SPECIAL EDUCATION:** 13%

▶ **ENGLISH LANGUAGE LEARNERS:** 0%

▶ **BOARD OF DIRECTORS**

Leonard Dixon
 Alonzo Bell
 Cynthia Bradford
 Nicole Stallings
 Hurticene Hardaway

▶ **ENROLLMENT DEMOGRAPHICS**

Black..... 100%

▶ **SPECIAL PROGRAMS**

Our curriculum is online. This allows students to work at their own pace for purposes of credit recovery or to accelerate their learning. We offer onsite day care; Door-to-door transportation for pregnant teens and young parents, and parenting classes.

▶ **STUDENT SUCCESS**

Our school opened in the 2014-2015 school year. We graduated 10 students at the end that year. This, our second year of operation, we graduated 32 students on June 24th and 4 on August 24th for a total of 36 graduates.

▶ **POINT OF PRIDE**

This 21st Century school provides students with the academic and ethical skills necessary for success in spite of the personal, emotional, and social challenges they are facing. Through a blended learning approach, and an extended schedule with access to onsite teachers from 9 a.m. to 2:50 p.m., the course of study is focused on interdisciplinary activities and real-world applications. Day-care and early childhood education services are provided onsite and accelerated credit recovery opportunities are offered.

**2015-16 demographic data provided by school.*

► 2016 M-STEP REPORT FOR PATHWAYS ACADEMY

Here you will find the results of the Spring 2016 Michigan Student Test of Educational Progress (M-STEP) for your Public School Academy.

The data included are publicly available from the Michigan Department of Education. Detroit Public Schools Community District has aggregated your school's results and offered performance comparison data in an effort to give you a holistic picture of your school's performance on this assessment.

This report does not incorporate grades with fewer than 10 students, and it does not analyze information that constitutes the State of Michigan's Top-to-Bottom ranking of schools, which also measures achievement gaps and student achievement growth over time.

This is the second M-STEP report, as Michigan phased out the MEAP in 2014. It is our commitment to continue to provide you with data that can be used to make sound governance and academic decisions about the Public School Academies authorized by Detroit Public Schools Community District.

About the M-STEP

The M-STEP assesses students in the areas of English Language Arts, Mathematics, Science, and Social Studies. English Language Arts and Mathematics are assessed in grades 3-8, Science in grades 4 and 7, and Social Studies in grades 5 and 8. The test is administered in the spring and based on the Michigan Academic Standards.

Student performance on the M-STEP is represented as proficient or not proficient. Level 3 and Level 4 students make up the population defined as "percent proficient."

Level 1: Not Proficient | **Level 2: Partially Proficient** | **Level 3: Proficient** | **Level 4: Advanced**

For more information about the M-STEP, please visit: www.michigan.gov/mde and search for "M-STEP"

M-STEP REPORTS: PATHWAYS ACADEMY

► M-STEP PERCENT PROFICIENT IMPROVEMENT BY GRADE AND SUBJECT

SUBJECT	GRADE	PERCENT ADVANCED & PROFICIENT IN 2015	PERCENT ADVANCED & PROFICIENT IN 2016	NET CHANGE	DPS COMMUNITY DISTRICT	STATE OF MICHIGAN
ENGLISH & LANGUAGE ARTS	Grade 3	-	-	-	9.9	46.0
	Grade 4	-	-	-	10.9	46.3
	Grade 5	-	-	-	12.8	50.6
	Grade 6	-	-	-	8.4	45.0
	Grade 7	-	-	-	11.9	47.1
	Grade 8	*	-	-	17.9	48.9
	Grade 11	*	-	-	-	-
	Grade 12	*	-	-	-	-
MATH	Grade 3	-	-	-	10.4	45.2
	Grade 4	-	-	-	7.2	44.0
	Grade 5	-	-	-	<=5.0	33.8
	Grade 6	-	-	-	<=5.0	32.8
	Grade 7	-	-	-	5.2	35.3
	Grade 8	*	-	-	6.8	32.7
	Grade 11	*	-	-	-	-
	Grade 12	*	-	-	-	-
SCIENCE	Grade 4	-	-	-	<=5.0	14.7
	Grade 7	-	-	-	<=5.0	23.9
	Grade 11	*	<=10.0	-	5.2	33.0
	Grade 12	*	-	-	<=5.0	10.6
SOCIAL STUDIES	Grade 5	-	-	-	<=5.0	18.9
	Grade 8	-	-	-	6.8	29.3
	Grade 11	*	<=10.0	-	12.2	43.1
	Grade 12	*	-	-	8.4	17.4

'<=5' - Less than or equal to 5 percent of students tested as advanced or proficient

'<=10' - Less than or equal to 10 percent of students tested as advanced or proficient

'*' - Less than 10 students tested

'-' - Blank values indicate Not Tested

2016 PORTFOLIO M-STEP RANKINGS

District	Overall % Proficient 2016	Overall % Proficient 2015	Overall % Proficient Change	English % Proficient 2016	Mathematics % Proficient 2016	Science % Proficient 2016	Social Studies % Proficient 2016
State of Michigan	37.2%	37.2%	0.0%	47.3%	37.3%	23.6%	30.2%
Martin Luther King, Jr. Education Center Academy	31.8%	28.7%	3.1%	43.9%	26.5%	29.7%	12.3%
New Paradigm Glazer Academy	17.9%	26.4%	-8.5%	28.6%	11.5%	6.3%	14.8%
New Paradigm Loving Academy	13.7%	16.1%	-2.4%	18.9%	12.2%	3.3%	8.3%
Ross-Hill Academy	12.6%	10.5%	2.2%	20.7%	8.5%	5.0%	6.7%
DPSCD Office of Charter Schools Portfolio Average	11.3%	11.9%	-0.6%	17.9%	8.3%	6.5%	5.0%
GEE White Academy	9.4%	8.7%	0.6%	14.6%	8.2%	3.3%	4.0%
David Ellis Academy	9.1%	13.0%	-3.9%	15.2%	6.2%	4.4%	3.5%
Pathways Academy	8.7%	-	-	*	*	8.3%	9.1%
GEE Edmonson Academy	8.7%	7.2%	1.5%	15.2%	5.6%	4.4%	2.3%
Rutherford Winans Academy	8.6%	14.1%	-5.5%	17.4%	4.8%	0.0%	0.0%
MacDowell Preparatory Academy	8.0%	6.7%	1.4%	15.9%	3.6%	2.3%	3.2%
Detroit Public Schools Community District	7.7%	9.6%	-1.9%	11.8%	6.1%	3.1%	6.8%
Timbuktu Academy of Science and Technology	6.2%	8.3%	-2.2%	11.0%	2.9%	5.2%	1.8%
Escuela Avancemos	5.2%	4.3%	0.9%	7.5%	4.4%	0.0%	5.9%
Hamilton Academy	3.7%	3.8%	-0.2%	5.4%	3.1%	1.7%	2.0%
Capstone Academy Charter School (SDA)	-	-	-	-	-	-	-

'*': No results due to sample size

'-': Blank values indicate Not Tested

FINANCIAL REPORT

The mission of the Detroit Public Schools Community District Office of Charter Schools is to support, develop and hold accountable high-performing charter schools that prepare Detroit children for college and careers.

Fiscal soundness is not only an integral part of providing a strong academic program, it is required by law. In order to monitor school financial health, Detroit Public Schools Community District reviews each academy's quarterly financial statements, which are uploaded to the Epicenter compliance system.

This report covers the fourth quarter ended and year-to-date fiscal year 2015-16. The fourth quarter was April 1, 2016 to June 30, 2016. While the review was based upon unaudited financial information, it contains important information that should guide board decision-making and strategic planning.

THIS REPORT FOCUSES ON THREE KEY INDICATORS:

1 LIQUIDITY POSITION

Can the school meet its short-term obligations as they become due?

2 OPERATIONS

Are expenditures in line with revenues?

3 FUND BALANCE

Is the school in a surplus or deficit position?
Is the school in line with State requirements?

SUMMARY

Based on their unaudited financial statements, Pathways Academy's liquidity position was fair to poor. Liquidity indicators such as the current ratio, debt to asset ratio, working capital and days cash on hand range from fair to poor. The fiscal year net profit margin was low, which indicated the school was just barely operating within its available resources. If there were to be any unplanned operating expenses, the school could fall into an undesirable financial condition. Operating expenditures need to be closely monitored to ensure that they are in line with revenues.

In April 2015, to support startup operations, the Academy entered into a Memorandum of Understanding (MOU) agreement with their management company, Innovative Educational Programs. In the 2015-2016 fiscal year, additional debts were rolled into that MOU, for a total of **\$1,359,000**. This long-term liability was not captured on the academy's fiscal year unaudited financial statements; however, it was captured on the academy's audited Net Position statement. This MOU can have a negative impact on the academy's liquidity position when reviewing the unaudited financial statements, by distorting the current ratio, debt to asset ratio, working capital and operating cash flow.

Please contact the Office of Charter Schools at (313) 873-7927 with questions or concerns.

FINANCIAL REPORT

ENROLLMENT

YEAR-TO-DATE

Enrollment 6/30/16	Enrollment +/-
162	37

LIQUIDITY

FOURTH QUARTER

Current Ratio	Working Capital	Debt to Asset Ratio	Days Cash on Hand
1.00	\$2,211	1.00	16.77

YEAR-TO-DATE

Current Ratio	Working Capital	Debt to Asset Ratio	Days Cash on Hand
1.00	\$2,211	1.00	21.60

*Note: Some figures are the same for the Quarter and Year-to-Date

FINANCIAL RATIO EQUATION EXPLANATIONS

- ▶ **1. Current Ratio:** The current ratio is a financial ratio that measures whether or not the academy has enough resources to pay its immediate debts. This ratio indicates the percentage of current assets to current liabilities. Acceptable current ratios vary and are generally between 1.5 and 3.
- ▶ **2. Working Capital:** Working capital is the difference between current assets and current liabilities, and represents an absolute dollar amount. Working capital is a measure of an academy's ability to satisfy current financial obligations as they become due. An acceptable amount depends on the academy's monthly cash disbursement stream, but generally, a healthy organization has a working capital amount of at least 3-6 months of anticipated cash disbursements, e.g. payroll, supplies and lease.
- ▶ **3. Debt to Asset Ratio:** The debt to asset ratio shows the proportion of the academy's assets that are financed through debt. If the ratio is less than 1, most of the company's assets are financed through equity. If the ratio is greater than 1, most of the school's assets are financed through debt.
- ▶ **4. Cash on Hand:** The days cash on hand represents the number of days of operating expenses the academy could pay with its current available cash. Knowing the number of days' cash on hand allows you to adjust your expenditures. Cash on hand is computed by **1)** determining the sum of cash in bank, petty, and marketable securities; **2)** divide operating expenses by the number of days it represents (i.e., this is generally, 90 for a quarter, 180 for 6 months, or 360 for a year) to compute daily operating expenses or disbursements, and **3)** divide sum of cash, item 1; by amount computed in item **2)**.

KEY GOOD FAIR POOR N/A

FINANCIAL REPORT

OPERATIONS

FOURTH QUARTER

Operating Cash Flow Ratio	Operating Cash Flow
0.97	\$559,697

YEAR-TO-DATE

Operating Cash Flow Ratio	Operating Cash Flow
0.00	\$1,427

► **5. Operating Cash Flow Ratio:** This ratio indicates the ability of the academy to pay off its short-term liabilities using its state aid, grant funds and other receipts. It is expressed as a percentage. If the operating cash flow is less than 1, the academy has generated less cash in the period than it needs to pay its bills.

► **6. Operating Cash Flow:** Operating cash flow is a solid measure of the academy's operating results because it refers to actual cash from school-related activity, eg. state aid, grant funds, etc.) It represents earnings from operations before interest and taxes, plus depreciation.

PROFITABILITY

FOURTH QUARTER

Net Profit Margin	Return on Assets
45.76%	97.10%

YEAR-TO-DATE

Net Profit Margin	Return on Assets
0.07%	0.25%

► **7. Net Profit Margin:** The net profit margin formula looks at how much of a company's revenues are kept as net income. The net profit margin is generally expressed as a percentage. Net profit margin is the number of dollars of after-tax profit a school generates per dollar of revenue. This ratio shows the return on revenue.

► **8. Return on Assets:** This is a financial measure of an academy's return on assets used in operations. It is measured as a percentage and is computed by dividing results from operations over total assets. It also is an indicator of an academy's long-term financial sustainability.

EQUITY

FOURTH QUARTER

Fund Balance at 6/30/16	Fund Balance +/-
\$2,211	\$559,697

YEAR-TO-DATE

Fund Balance at 6/30/16	Fund Balance as % of Revenues	Fund Balance +/-
\$2,211	0.11%	\$1,427

*Note: Some figures are the same for the Quarter and Year-to-Date

► **9. Fund Balance:** Accumulation of revenues minus expenditures. Any surplus revenues in excess of expenditures at the end of a fiscal year fall to a fund balance.

► **10. Fund Balance as a Percent of Revenues:** Fund balance divided by revenue. The State requires schools to have a general fund balance above or equal to 5% of revenue. Schools who do not meet that requirement in one or both of the previous two fiscal years are required to submit budgetary assumptions to CEPI.

STAFFING REPORT: PATHWAYS ACADEMY

The DPSCD Office of Charter Schools, through Quality Performance Resource Group, reviews charter school personnel documents in the fall winter and spring. The documents reviewed for all applicable staff are: Teaching Certificates, Criminal Background Checks, Unprofessional Conduct Checks and Highly Qualified credentials.

This report documents the cumulative results from the 2015-16 school year.

The following feedback report is intended to be used to identify opportunities to improve the documentation required for school employees. Every effort has been made to maintain consistency with federal, State of Michigan and Michigan Department of Education rules, statutes, regulations and guidelines.

	FALL	WINTER	SPRING
ACADEMY STATUS	4	1	1
DATE OF REVIEW	October 13, 2015	January 20, 2016	May 3, 2016
ISSUES IDENTIFIED	No CHRI report for Principal and 4 Teachers; Teacher UPC requested.	Non-Teaching UPC requested; reply pending.	No issues identified

► ACADEMY STATUS

The Academy Status matrix below gives an overall picture of the status of all academies. The explanations of the Academy Status levels are meant as general guidelines and the classification of a particular academy is somewhat subjective. Typically at the fall audit, academies should be in Level 1 and 2 and only have pending documents not on file. Academies in Level 3 have some significant follow up to be conducted for the winter audit. Academies in Level 4 have unacceptable deficiencies.

► **Level 1** - All required documentation for all staff current and on file or in timely process.

► **Level 2** - All certificates/permits for teaching staff current and on file or in timely process. Criminal Background Checks for all staff are on file. Some Unprofessional Conduct Checks for all staff may be incomplete. Some instructional paraprofessionals may not have Highly Qualified credentials on file.

► **Level 3** - Some certificates/permits for teaching staff incomplete (1-2); some non-compliance. Some Criminal Background Checks and Unprofessional Conduct Checks are missing. Some instructional paraprofessionals may not have Highly Qualified credentials on file.

► **Level 4** - Large numbers of certificates/permits for teaching staff. Incomplete (3 or more); significant non-compliance. Significant numbers of Criminal Background Checks and Unprofessional Conduct Checks for all staff. Many instructional paraprofessionals may not Highly Qualified credentials on file.

Questions should be directed to Ken Tesauro at ktesauro@qprgroup.com or Jacqueline Sims in the DPSCD Office of Charter Schools, (313) 873-7927.

COMPLIANCE REPORT

PATHWAYS ACADEMY

EPICENTER COMPLIANCE STAR RATING SYSTEM | JULY '15 - JUNE '16

STARS	ENTITY	ENTITY TYPE	PAST DUE	% ON TIME	% ACCURACY
★	Pathways Academy	Board		89% (42 of 47)	98% (47 of 48)
	Pathways Academy	School District	1	74% (42 of 57)	80% (57 of 71)

Stars are determined from the On Time and Submission Accuracy.

They must meet the following performance levels.

This report reflects % On Time and % Accurate from July 1, 2015 - June 30, 2016.

STAR RATING	ON TIME SUBMISSION	SUBMISSION ACCURACY
★★★	95% or better	95% or better
★★	90% or better	90% or better
★	85% or better	85% or better

SCHOOL AND BOARD GOVERNANCE OFFERINGS 2015-16

The DPS Office of Charter Schools mission is to support, develop and hold accountable high-performing charter schools that prepare Detroit children for college and careers. The following listing represents some of the support options made available to authorized schools during the 2015-16 school year. This list does not reflect individual school support that was provided.

KEY ▶ Board Governance ▶ School leaders, teachers and other personnel ▶ Students

- ▶ New Board Member Training July 16, 2015
- ▶ Healthy Schools Training..... August 6, 2015
- ▶ Teaching in Poverty August 18, 2015
- ▶ Academic Data Upload Webinar..... September 9, 2015
- ▶ Board Advocacy Training..... September 24, 2015
- ▶ Strategic Planning for Charter School Boards October 17, 2015
- ▶ Quarterly PSA Leadership Meeting/Training October 28, 2015
- ▶ Reading and Applying Data November 4, 2015
- ▶ Network after Work for Board Members November 5, 2015
- ▶ Visit to high-performing charter schools in Indianapolis November 11, 2015
- ▶ Academic Data Upload Webinar..... November 16, 2015
- ▶ Epi-Pen Administration Training..... January 26, 2016
- ▶ PSA Quarterly Leadership Meeting February 24, 2016
- ▶ Chronic Absenteeism Workshop..... February 24, 2016
- ▶ CPI Crisis Intervention Mini Training February 24, 2016
- ▶ Reading and Applying Data Session 2 March 2, 2016
- ▶ M-STEP Administration Training..... March 9, 2016
- ▶ Family and Community Engagement Conference March 24, 2016
- ▶ 4th Annual Boards of Directors Conference April 9, 2016
- ▶ Shell Eco Marathon April 23, 2016
- ▶ CPI Crisis Intervention Certification Training..... April 29, 2016
- ▶ CPI Crisis Intervention Certification Training..... May 13, 2016
- ▶ Network after Work for Board Members May 5, 2016
- ▶ PSA Quarterly Leadership Meeting/Training May 18, 2016
- ▶ Understanding the True Colors of your Board June 4, 2016

Other Benefits & Opportunities for DPS-authorized charter schools

- ▶ **Camp Burt Shurly:** DPS-authorized charter schools may send students to a one-week, science-themed residential summer camp situated on more than 200 lakefront acres in rural southwest Michigan.
- ▶ **Detroit Children's Museum:** DPS-authorized charter schools may utilize the Detroit Children's Museum for field trips, classroom outreach and facility rental. Operated and accessible only to Detroit Public Schools, the Detroit Children's Museum is a hands-on museum with more than 2 million artifacts. All student experiences are connected to what they are learning in school and are tailored by professional educators.
- ▶ **Epi-Pens:** Free Epi-Pens for all schools that participated in the Epi-Pen administration training.

CLOSING

The Detroit Public Schools Charter Schools Department regularly provides board members of authorized academies with feedback on various aspects of school performance.

Past reports are available by request.

Other reports distributed to charter school board members during the 2015-2016 year:

- ▶ Fall Environmental Health & Safety Follow-up Inspection Report
- ▶ Spring Environmental Health & Safety Inspection Report
- ▶ Fall Personnel Verification Report
- ▶ Winter Personnel Verification Report
- ▶ Spring Personnel Verification Report
- ▶ 2015 M-Step Report
- ▶ Fall College Readiness Performance Report
- ▶ Winter College Readiness Report Performance Report
- ▶ Spring College Readiness Performance Report