



Office of
**EDUCATIONAL
OPPORTUNITY**

UNIVERSITIES **OF** WISCONSIN

Annual Report

2023-2024

Vision

The Universities of Wisconsin Office of Educational Opportunity (OEO) vision is to authorize high-performing charter schools that instill the Wisconsin Idea by incubating new educational opportunities, sharing what we learn with PK-20 stakeholders, and supporting efforts to close opportunity and achievement gaps. We connect stakeholders with the opportunity to create, lead, or attend high-quality public charter schools, while leveraging the expertise and resources from the university, state government, local practitioners, and national experts to improve K-12 practices.

Mission

The OEO exists to expand access to high-quality innovative educational opportunities for students, families, and communities across Wisconsin by authorizing and overseeing public charter schools that meet local needs, interests, and demands. It is our goal to improve the education outcomes for students, especially students historically underserved and who may not have access to high-quality or community-desired educational options.



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Executive Summary

The Universities of Wisconsin Office of Educational Opportunity is pleased to present its 2023-2024 Annual Report on its authorized charter schools. The Office of Educational Opportunity's (OEO) mission is to expand access to high-quality innovative educational opportunities for students, families, and communities across Wisconsin by authorizing and overseeing public charter schools that meet local needs, interests, and demands.

During the 2023-24 academic year, the OEO portfolio comprised 11 charter schools, serving approximately 1,877 students from K4 through 12th grade. This report outlines these schools' academic, financial, and organizational performance. We evaluate schools through multiple measures, including state report card scores, Forward Exam results, MAP assessments, ACT, attendance, and graduation rates, while also considering the comprehensive development of students. We encourage you to visit these schools to experience firsthand each school's unique model dedicated to quality and responsiveness to student needs.

Over the past year, the OEO has collaborated with school leaders, board members, and authorizers across the state to enhance the quality of authorization processes. In pursuing this goal, the OEO faced the difficult decision to revoke two charters. While the OEO does not make such decisions lightly, when they do occur, they reflect our ultimate commitment to ensuring that all schools meet the expectations promised to their students, families, and stakeholders.

Looking ahead, the OEO will continue to work alongside partners to ensure that all OEO authorized schools consistently provide high-quality opportunities and desirable outcomes that meet the local needs and demands of the communities they serve. Additionally, the OEO is committed to strengthening its own authorizing practices in service to all.

The OEO is incredibly proud of its charter school portfolio and invites you to explore the growth and accomplishments detailed in this report.

In partnership,



Cynthia L. Gonzalez
Director, Office of Educational Opportunity

Cynthia L. Gonzalez

Director, Office of Educational Opportunity

Cynthia Gonzalez serves as the Director of the Office of Educational Opportunity (OEO) for the Universities of Wisconsin. As part of the Universities of Wisconsin, her role is to carry out the OEO's legislative responsibilities to authorize charter schools that have the potential to provide high-quality education to all students while addressing the critical educational issues facing our state and local communities. She also works closely with school leaders and board members to ensure that schools meet the expectations set forth in their charter contracts.

Cynthia brings a wealth of administrative and teaching experience, including her role in establishing a public independent charter high school in Milwaukee. She completed coursework and is currently writing her dissertation to receive a PhD in Educational Leadership and Policy Analysis at UW-Madison. Her scholarship focuses on charter schools, with particular interest in charter school boards, and the role of high-quality charter authorizers. She holds an M.S. in Curriculum and Instruction from the University of Wisconsin–Milwaukee.

What excites Cynthia most about her role as OEO director is the opportunity to merge her charter scholarly interest with her practical experience, all while fulfilling the great responsibility this appointment holds in serving Wisconsin's students, families, and communities. She recognizes the tremendous impact that quality charter school authorizing can have on providing high-quality educational opportunities for all students.

Vijayram Patel

Student Assistant, Data Analyst

Vijayram Patel supports the Director of the OEO by providing data-driven insights that enable informed decisions about charter schools, helping to ensure that they meet expectations and deliver high-quality education to students.

Mirjana Raskob

Student Assistant, Office of Educational Opportunity

Mirjana Raskob, who graduated in May 2024 from UW-Madison with a degree in psychology and a certificate in social justice and education, is passionate about education and dismantling inequities within the education system. Mirjana was proud to work within both the public school system and with the Office of Educational Opportunity. She hopes to continue her education by pursuing a Master of Social Work.

Advisory Council & Committees

The OEO Advisory Council advises the OEO director on:

- Operational Policies
- Budget Development
- Charter School Application Process and Criteria
- Charter School Monitoring Functions
- Charter School Evaluation Process and Criteria
- Universities of Wisconsin Policy and Procedures
- Relationships with Outside Agencies
- UW Campus Relationships: interfacing with the programs and research assets of each campus, including educator preparation programs.

Membership

Advisory Council members are drawn from the following Universities of Wisconsin units:

- Division of Academic and Student Affairs;
- Office of Government Relations;
- Office of Financial Administration; and
- Office of Public Affairs, Communications, and Branding.

Members serve for two years and may be reappointed by the OEO Director. The Advisory Council also receives legal advice and support from the Office of General Counsel.

Advisory Council

- Dr. Barbara Bales, Director, Strategic Initiatives and Educational Innovation in PK-20 and Education Programs, Universities of Wisconsin
- Deej Lundgren; Associate Vice President, Government Relations
- Noah Brisbin, Senior System Legal Counsel
- Jessica Laeseke, Financial Manager
- Dr. Johannes Britz, Senior Vice President of Academic and Student Affairs
- Jack Jablonski, Associate Vice President for Public Affairs, Communications, and Branding

Application Review Committee

Members of the Application Review Committee follow a specified process for evaluating the application and collectively determining its merit as a Universities of Wisconsin charter school. As part of the committee, members:

- participate in training on conducting application reviews;
- independently read, evaluate, and participate in capacity interviews for each assigned application; and
- collectively provide recommendations and feedback to the OEO director regarding the approval or non-approval for each assigned application based upon the criteria outlined in the Rubric.

Membership Qualifications

For the Application Review Committee, the OEO solicits the participation of highly qualified individuals from diverse educational, professional, and cultural backgrounds, who work in various education fields. The OEO solicits and appoints individuals with expertise in at least one of the following areas, but not limited to:

- High-Quality Charter School Start-Up and Expansion
- School Assessment and Evaluation
- Curriculum and Instruction
- School Leadership
- Charter School Authorizing
- Board Governance and Oversight
- Diversity, Equity, Access, and Inclusion
- Charter School Planning, Program Design, and Implementation
- Food Services, Facilities, and Student Health
- School Operations
- Legal Requirements and Procedures
- Special Education
- Community Outreach/Engagement
- Multilingual Education
- Post-secondary Opportunities
- School Finance

Application Review Committee Members

- Dr. Barbara Bales, Director, Strategic Initiatives and Educational Innovation in PK-20 and Education Programs, Universities of Wisconsin
- Deej Lundgren, Associate Vice President, Government Relations
- Dr. Kristi Cole, CEO, The Lincoln Academy

Charter School Evaluators

Charter School Evaluators 1) conduct charter school renewal site visits 2) conduct annual school site visits and/or 3) complete reports or other evaluation related documents as requested by the OEO director.

- Dr. Barbara Bales
- Dr. Janice Ereth
- Dr. Allen Brant
- Maria Melbye
- Mary Christensen
- Bounrod Xiong

Office of Educational Opportunity

The Office of Educational Opportunity was created through the Wisconsin Legislature in 2015 as part of the biennial budget Act 55 and amended in 2017 to allow for statewide authorization of the operation of charter schools. The Office of Educational Opportunity serves as the review and monitoring office as defined by legislation.

Review Applications for Charter Independent Public Schools

The Application Review Committee is tasked with evaluating proposed new school applications using the criteria set forth in Rubric, which is publicly available. This evaluation includes a thorough review of the written application, a substantive in-person capacity interview with all qualified applicant groups, and other due diligence to examine the applicant's experience and capacity to have potential to provide high-quality education and opportunities to students.

Monitor Established Public Charter Schools

Established charter schools are monitored on an annual basis via site visits, document review, and school leader meetings. Charter schools are reviewed according to the standards and measures included in the School Performance Framework and charter contract. OEO's Performance Framework establishes clear and transparent standards for charter school academic, financial, and organizational performance. The Performance Framework is the primary measurement of charter school performance. The Performance Framework establishes standards to be applied throughout all functions and benchmarks of the charter term, including ongoing monitoring, annual assessments, and renewal criteria.

Evaluate Established Public Charter Schools

During each year of a charter school's term, the school receives an annual report, which includes ratings aligned to the Performance Framework. Ratings from each year of the charter term will be considered in the ultimate renewal decision.

Charter Schools in Operation

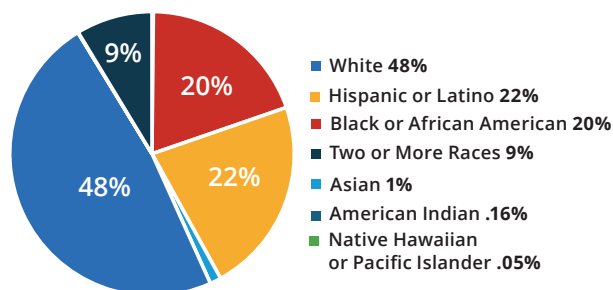
2023-24 Authorized Charter Schools

	Location	Grades Served	Status	Years in Operation	Current Contract Term	Renewal Year	Location	Renewal/Revocation/Non-Renewal
Adeline Montessori School	Waukesha, WI & Milwaukee, WI	K4-8	OPEN	3	2021 -2026	2025-2026	Waukesha, WI & Milwaukee, WI	N/A
Central Sands Community High School	Amherst, WI	9-12	OPEN	2	2022 - 2027	2026-2027	Amherst, WI	N/A
Isthmus Montessori Academy Public	Madison, WI	K4-12	OPEN	6	2023 -2028	2027-2028	Madison, WI	N/A
Kenosha High School of Technology Enhanced Curriculum	Kenosha, WI	9-12	OPEN	2	2022 -2027	2026-2027	Kenosha, WI	N/A
Milestone Democratic School	Madison, WI	6-12	OPEN	4	2020 -2025	Closed June 2024	Madison, WI	Revoked
Mill Creek Academy	Waukesha, WI	K4-5	OPEN	1	2023 - 2028	2027-2028	Waukesha, WI	N/A
New Leaf Prep Academy	Howard, WI	K-8	OPEN	3	2021 - 2026	2025-2026	Howard, WI	N/A
One City Elementary School	Madison, WI	K4-5	OPEN	6	2023 - 2028	2027-2028	Madison, WI	N/A
One City Preparatory Academy	Madison, WI	6-12	OPEN	2	2022 - 2027	2026-2027	Madison, WI	N/A
The Lincoln Academy	Beloit, WI	K4-12	OPEN	3	2021 - 2026	2025-2026	Beloit, WI	N/A
UpGrade Media Arts Schools	Wauwatosa, WI	6-12	OPEN	3	2021 - 2026	Closed June 2024	Wauwatosa, WI	Revoked

Historical Portfolio Size

	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Number of Schools	2	2	3	7	10	11
Total Enrollment	275	325	395	1,117	1,556	1,877

2023-24 OEO Student Race/Ethnicity Demographics



Performance Framework

The Office of Educational Opportunity (OEO) has the responsibility of ensuring that all OEO-authorized charter schools provide high-quality education for the students they serve. This report provides the Performance Framework(s) and accompanying indicators as the accountability mechanism that sets academic, fiscal, and organizational standards for each school.

The Performance Framework is used to:

- Provide clear guidance about how the charter school and the OEO define charter school success;
- Provide charter school leaders and board with data sources used to evaluate the school in each component (academic, fiscal, and organizational);
- Guide the completion of the Performance Framework annual report;
- Provide differentiated oversight based on each school's performance of interventions;
- Provide comprehensive information for data-driven charter renewal decisions;
- Ensure that all charter schools authorized by the OEO provide their students with a high-quality public education; and
- Preserve operational and programmatic autonomy of the charter school.

The Performance Framework is dynamic and subject to continuous review and improvement based on any changes in federal and state laws, state accountability, and improved authorizer policies and practices. Therefore, you will find three Performance Frameworks that OEO schools are currently under. The OEO looks forward to consolidating all schools into one Performance Framework in the near future.

Performance Framework #1

	AMS	CS	KTEC	MDS	NLPA	OCPA	UMA
Academic							
A.1 State School Report Card	ES	MS	X	X	MS	ES	MS
A.2 Attendance (22-23 school year)	X	MS	X	XX	MS	XX	ES
A.3 State ELA Assessment Achievement (Forward)	X	N/A	N/A	X	ES	XX	*
A.4 State Math Assessment Achievement (Forward)	X	N/A	N/A	XX	X	X	*
A.5 MAP RIT Growth Reading	MS	MS	*	*	MS	XX	*
A.6 MAP RIT Growth Math	MS	MS	*	*	XX	XX	*
FOR HIGH SCHOOLS							
A.7 State Math Assessment (ACT)	N/A	XX	XX	XX	N/A	N/A	*
A.8 State ELA Assessment (ACT)	N/A	X	XX	X	N/A	N/A	*
A.9 State Math Assessment (PreACT Secure)	N/A	ES	X	XX	N/A	N/A	*
A.10 State ELA Assessment (PreACT Secure)	N/A	ES	X	X	N/A	N/A	*
A.11 High School Graduation Rate	N/A	N/A	N/A	*	N/A	N/A	*
Financial							
F.1 Current Ratio	*	ES	X	*	XX	ES	*
F.2 Enrollment Variance	XX	ES	XX	XX	MS	XX	XX
F.3 Default	*	MS	MS	*	X	MS	*
F.4 Debt to Asset Ratio	*	ES	MS	*	XX	ES	*
Organizational							
O.1 Education Program Implementation	MS	MS	MS	X	MS	MS	X
O.2 Financial Management and Oversight	*	X	X	*	X	X	*
O.3 Board Governance Compliance	MS	MS	MS	X	X	MS	X
O.4 On time OEO reporting requirements (DPI, OEO, and other entities)	X	MS	MS	X	MS	MS	X
O.5 Contract compliance for SwD	MS	MS	MS	X	MS	MS	X
O.6 Fair and equitable enrollment	MS	MS	MS	X	MS	MS	X
O.7 Fair and equitable discipline policies	MS	MS	MS	X	MS	MS	X
O.8 Compliant with staff background checks	MS	MS	MS	MS	MS	MS	MS
O.9 Compliant with staff credential requirements	MS	X	MS	X	X	MS	X
O.10 Met safety and health-related services requirements	MS	MS	MS	X	MS	MS	X

ES - Exceeds Standard

X - Does Not Meet Standard

N/A - Not Applicable

MS - Meets Standard

XX - Far Below Standard

***** - No Data

Performance Framework #2

	The Lincoln Academy
Academic	
A.1 State School Report Card	MS
A.3 State ELA Assessment Achievement	MS
A.4 State Math Assessment Achievement	MS
A.5 MAP RIT Growth Reading	MS
A.6 MAP RIT Growth Math	MS
A.7 MAP Reading RIT Growth for Subgroups	MS
A.8 MAP Math RIT Growth for Subgroups	MS
A.9 Attendance (22-23)	MS
A.10 Graduation	N/A
School Specific Goals	
A.11 Employment Readiness	MS
A.12 Career Integration	MS
A.13 Civic and Community Readiness	N/A
Financial	
F.1 Current Ratio	MS
F.2 Enrollment Variance	MS
F.3 Default	MS
F.4 Debt to Asset Ratio	MS
Organizational	
O.1 Education Program Implementation	MS
O.2 Compliant with required instructional days or minutes, graduation and promotion requirements, and state assessments	MS
O.3 Fair and equitable enrollment	MS
O.4 Contract compliance for Students with Disabilities (SwD)	MS
O.5 Contract compliance for students identified as English Learners (EL)	MS
O.6 On time financial reporting	MS
O.7 Unqualified audit without significant findings or weaknesses	MS
O.8 Compliance – Board Governance, submitted required board info	MS
O.9 Adequate and maintained facilities	MS
O.10 Met Safety and health-related services requirements	MS
O.11 Climate and safety surveys indicate a satisfactory rating	MS
O.12 Met DPI/OEO reporting requirements	MS

MS - Meets Standard

X - Does Not Meet Standard

***** - No Data

PS - Partially Meets Standard

N/A - Not Applicable

Performance Framework #3

	IMAP	OCES	MCA
Academic			
A.1 State School Report Card	MS	MS	MS
A.2 State ELA Assessment Achievement	PS	X	X
A.3 State Math Assessment Achievement	X	X	PS
A.4 MAP RIT Growth Reading	MS	PS	PS
A.5 MAP RIT Growth Math	MS	X	MS
A.6 MAP Reading RIT Growth for students that scored below the 50th percentile	N/A*	N/A*	N/A*
A.7 MAP Math RIT Growth for students that scored below the 50th percentile	N/A*	N/A*	N/A*
A.8 State Math Assessment (ACT and PreACT Secure)	X	N/A	N/A
A.9 State ELA Assessment (ACT and PreACT Secure)	X	N/A	N/A
A.10 Attendance (22-23 school year)	MS	X	N/A*
A.11 Graduation	N/A*	N/A	N/A
Financial			
F.1 Current Ratio	MS	MS	MS
F.2 Enrollment Variance	MS	PS	X
F.3 Default	MS	MS	MS
F.4 Debt to Asset Ratio	MS	MS	MS
F.5 On time financial reporting	MS	MS	MS
F.6 Unqualified audit without significant findings or weaknesses	PS	X	MS
Organizational			
O.1 Compliance – Board Governance	PS	MS	MS
O.2 Compliant with oversight of schools with CMOs	N/A	N/A	MS
O.3 Education Program Implementation	MS	MS	MS
O.4 Compliant with required instructional days or minutes, graduation and promotion requirements, and state assessments	MS	MS	MS
O.5 Fair and equitable enrollment	MS	MS	MS
O.6 Contract compliance for Students with Disabilities (SwD)	MS	MS	MS
O.7 Contract compliance for students identified as English Learners (EL)	MS	MS	MS
O.8 Compliant with staffing	MS	MS	MS
O.9 Adequate and maintained facilities	MS	MS	MS
O.10 Met Safety and health-related services requirements	MS	MS	MS
O.11 School Community Survey	N/A*	N/A*	N/A*
O.12 Met DPI reporting requirements	MS	MS	MS
O.13 Met any other OEO reporting requirements	MS	MS	MS

MS - Meets Standard

X - Does Not Meet Standard

N/A* - Not Applicable This Year

PS - Partially Meets Standard

N/A - Not Applicable

***** - No Data

Adeline Montessori School & West Side Montessori Academy

GENERAL INFORMATION

995 S Sawyer Rd
Oconomowoc, WI 53066

(262) 201-4492
adelinemontessori.com

SCHOOL INFORMATION

Curriculum Emphasis: Montessori

Opened: July 2021

Charter Holder: Adeline Montessori School, Inc.

Board President: Danielle Sell

Administrator: Emily Rodriguez

"The mission of Adeline Montessori School (AMS) is to prepare children to become self-motivated by their innate sense of curiosity and encourage them to use critical thinking skills and diplomacy to overcome obstacles. The AMS community/team will guide students to problem-solve with empathy as they grow to become adults with integrity."

Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	104	103	137
English Learners	0.0%	0.0%	0.0%
Economically Disadvantaged	7.7%	3.9%	1.5%
Students with Disabilities	7.7%	13.6%	38.0%
American Indian	0.0%	0.0%	0.0%
Black or African American	1.9%	1.0%	19.7%
Hispanic or Latino	6.7%	6.8%	10.9%
Asian	7.7%	4.9%	0%
White	83.7%	86.4%	61.3%
Two or More Races	0.0%	1.0%	8%

Student/Faculty Retention

91%
OF FACULTY

(47 out of 52) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

91.2%
OF STUDENTS

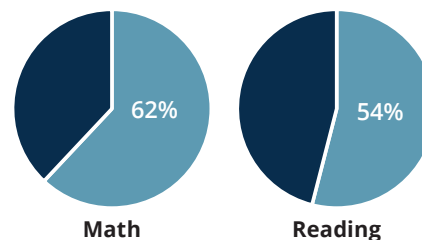
(125 out of 137) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

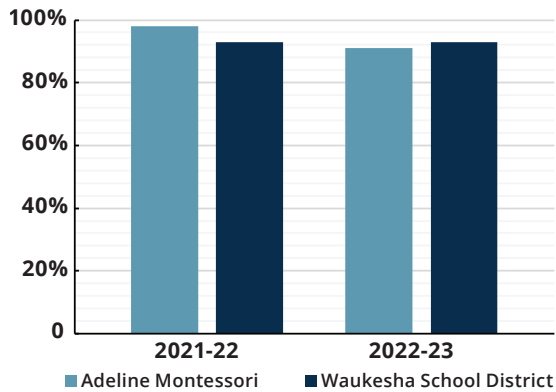
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	Alternate Rating	Satisfactory Progress
2022-23	74.9	Exceeds Expectations
2023-24	73.4	Exceeds Expectations

2023-24 Percent of Students Meeting/ Exceeding Expected Fall to Spring MAP Growth



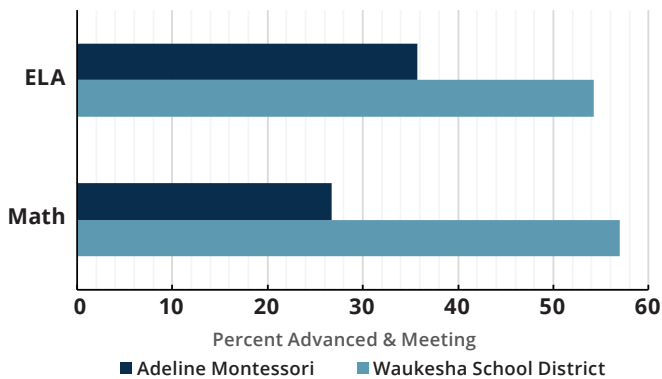
Attendance Rate



Revenue Per Pupil 2023-24

State/Pupil Aid	*
Special Ed.	*
Federal Funds	*
Grants	*
Donations	*
Other Revenue	*
Total Revenue	*

2023-24 Forward Exam Results Compared to Local School District



Expenditures Per Pupil 2023-24

Instruction	*
Instruction Support	*
Facilities	*
Administration	*
School Board	*
Other Expenditures (Cont. Service/Debt Service)	*
Total Expenditures	*

Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assets
*	*	*	80%	250	202	200	*	*	*	*

*At the time of this report’s publication, AMS had not submitted their 2023-24 Financial Audit to the OEO

Central Sands Community High School

GENERAL INFORMATION

3995 County Rd K
Amherst, WI 54406-9013

(715) 824-2583
centralsands.org

SCHOOL INFORMATION

Curriculum Emphasis: Waldorf pedagogy; knowledge based learning and integrated curriculum

Opened: July 2022

Charter Holder: Central Sands Community High School, Inc.

Board President: Chamomile Nusz

Administrator: Amy Boelk

"The mission of Central Sands Community High School is to draw inspiration from Waldorf pedagogy to create a learning community that fosters individual growth through the processes of thinking, feeling, and willing. Thinking processes will be developed through knowledge based learning and integrated curriculum. With an emphasis on process over product and the utilization of self-assessment, students will develop self-motivation and a growth mindset."

Enrollment & Demographics

	2022-23	2023-24
Total Enrollment	21	30
English Learners	0.0%	0.0%
Economically Disadvantaged	33.3%	33.3%
Students with Disabilities	14.3%	0.0%
American Indian	0.0%	0.0%
Black or African American	0.0%	0.0%
Hispanic or Latino	4.8%	6.7%
Asian	0.0%	0.0%
White	95.2%	93.3%
Two or More Races	0.0%	0.0%

Student/Faculty Retention

100%
OF FACULTY

(4 out of 4) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

80%
OF STUDENTS

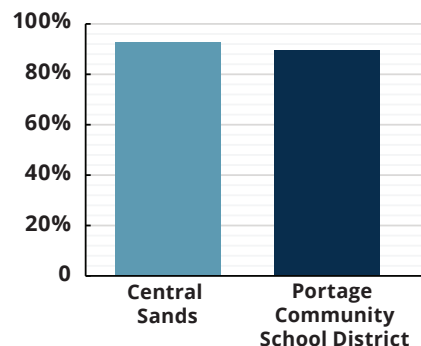
(24 out of 30) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

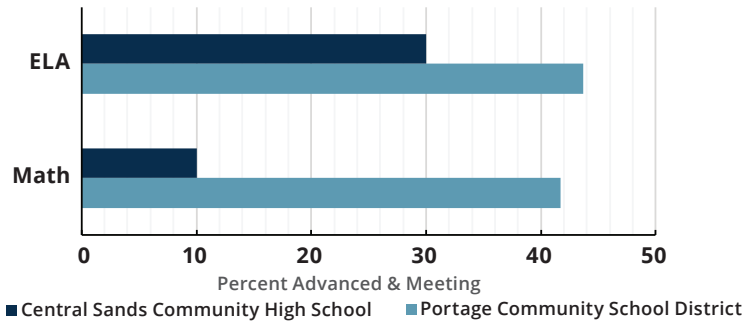
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2022-23	Alternate Rating	Needs Improvement
2023-24	Alternate Rating	Satisfactory Progress

Attendance Rate 2022-2023



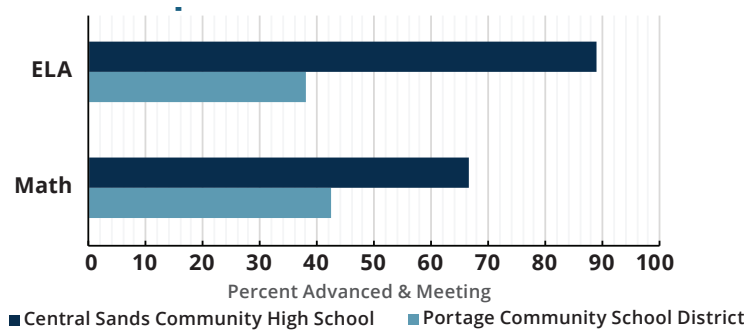
2023-24 ACT Results Compared to Local School District



Revenue Per Pupil 2023-24

State/Pupil Aid	11,195
Special Ed.	0
Federal Funds	6,260
Grants	0
Donations	0
Other Revenue	805
Total Revenue	18,260

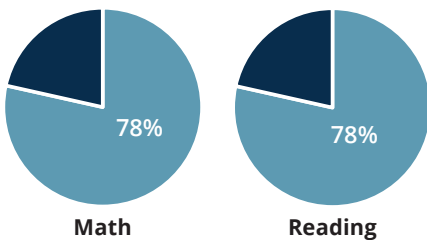
2023-24 PreACT Results Compared to Local School District



Expenditures Per Pupil 2023-24

Instruction	1,928
Instruction Support	11,036
Facilities	1,707
Administration	614
School Board	0
Other Expenditures (Cont. Service/Debt Service)	971
Total Expenditures	16,256

2023-24 Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assests
1.40	154,148	109,920	98%	30	31	28	No	.54	180,212	330,188

Kenosha High School of Technology Enhanced Curriculum

GENERAL INFORMATION

7400 39th Ave.
Kenosha, WI 53142

(262) 286-0320
ktecschools.org

SCHOOL INFORMATION

Curriculum Emphasis: Technical Career Path; interdisciplinary project-based learning

Opened: July 2022

Charter Holder: Kenosha Schools of Technology Enhanced Curriculum, Inc.

Board President: Paul Fegley

Administrator: Stacey Duchrow

"The mission of KTEC High School's rigorous technical curriculum is to prepare students for the workforce, an apprenticeship, and a post-secondary technical or traditional education is directly aimed at increasing career and college readiness. In grades 9-12, students will choose a Technical Career Path allowing them to earn industry certifications and credits from Gateway Technical College. Industry partners will provide mentorships and experiential learning to ensure students understand different career Paths."

Enrollment & Demographics

	2022-23	2023-24
Total Enrollment	41	61
English Learners	14.6%	13.1%
Economically Disadvantaged	53.7%	57.4%
Students with Disabilities	24.4%	26.2%
American Indian	0.0%	0.0%
Black or African American	4.9%	4.9%
Hispanic or Latino	14.6%	31.1%
Asian	0.0%	0.0%
White	78.0%	54.1%
Two or More Races	2.4%	9.8%

Student/Faculty Retention

66%

OF FACULTY

(4 out of 6) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

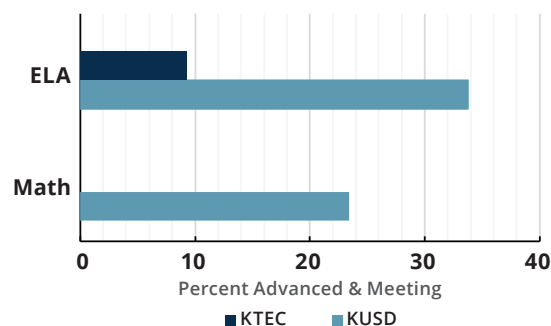
95%

OF STUDENTS

(59 out of 61) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

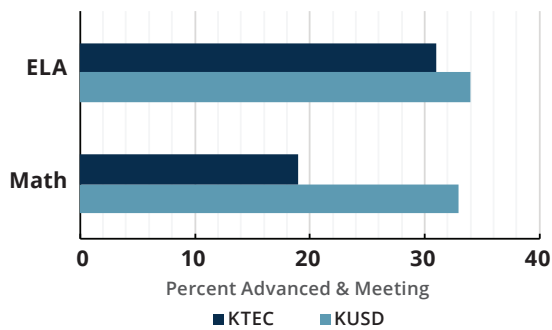
2023-24 ACT Results Compared to Local School District



DPI School Report Card Results

Year	Overall Score	Overall Ranking
2022-23	Alternate Rating	Satisfactory Progress
2023-24	51.9	Meets Few Expectations

2023-24 PreACT Results Compared to Local School District



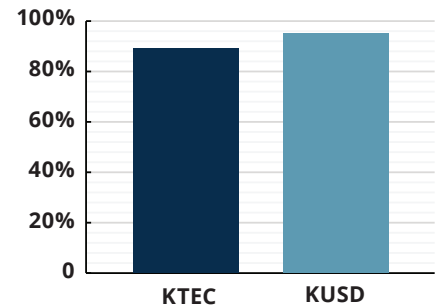
Percentage of Students that Earned College Credit and Industry Certifications

Percent of attempted Gateway Technical College Credits Earned	Courses
80%	Math (Applied Math, College Algebra)
74%	English (Foundations of Writing, Fundamentals of Writing)
87%	Technical Pathways (Liberal Arts, Welding, Industry 4.0, Computer for Professional)

Industry Certificates: 89% were obtained (Of the 900 certifications offered to students, 801 were earned).

Note: KTEC will begin administering the NWEA MAP Assessment 2024-2025 school year; this data was used to measure growth during the 2023-2024 school year.

Attendance Rate 2022-23



Revenue Per Pupil 2023-24

State/Pupil Aid	11,777
Special Ed.	113
Federal Funds	5,636
Grants	0
Donations	0
Other Revenue	8,543
Total Revenue	26,069

Expenditures Per Pupil 2023-24

Instruction	14,807
Instruction Support	1,588
Facilities	5,877
Administration	1,587
School Board	0
Other Expenditures (Cont. Service/Debt Service)	271
Total Expenditure	24,132

Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assets
.97	557,226	571,963	60.5%	100	62	59	No	.84	571,963	674,891

Milestone Democratic School

GENERAL INFORMATION

2758 Dairy Dr
Madison, WI 53718

(608) 305-4332
milestonedemocratic.org

SCHOOL INFORMATION

Curriculum Emphasis: Personalized Inquiry and Project-Based Learning

Opened: July 2021

Charter Holder: Milestone Democratic School, Inc.

Board President: April Freund

Administrator: Sean Anderson

"The mission of Milestone Democratic school is to be a place where learning is engaging, where everyone has a voice and that all voices are heard, and where the most important step is the next one."

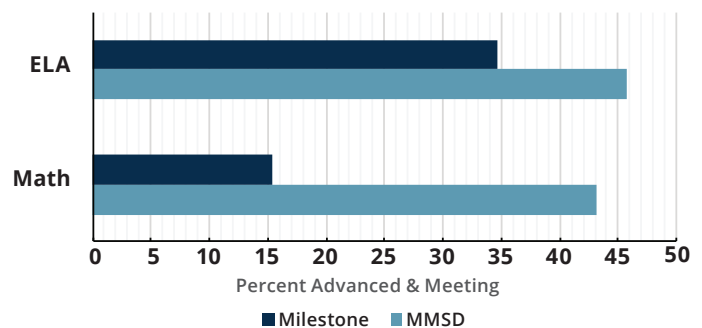
Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	44	42	84
English Learners	0.0%	0.0%	0.0%
Economically Disadvantaged	20.5%	38.1%	44.0%
Students with Disabilities	2.3%	4.8%	7.1%
Asian	4.5%	7.1%	6.0%
Black or African American	15.9%	7.1%	4.8%
Hispanic or Latino	13.6%	11.9%	13.1%
Two or More Races	22.7%	28.6%	22.6%
White	43.2%	45.2%	53.6%

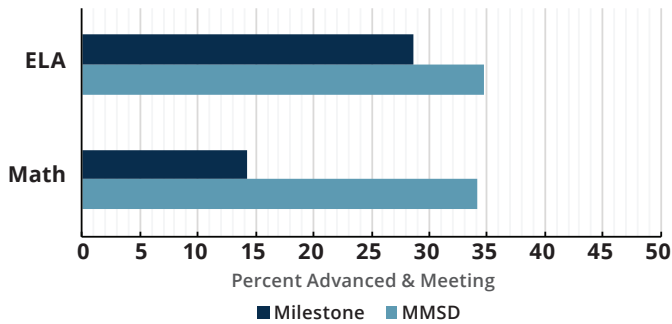
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	Alternative Rating	Satisfactory Progress
2022-23	Alternative Rating	Satisfactory Progress
2023-24	Alternative Rating	Needs Improvement

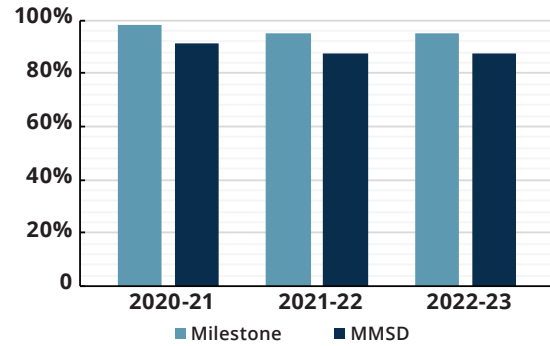
2023-24 Forward Results Compared to Local School District



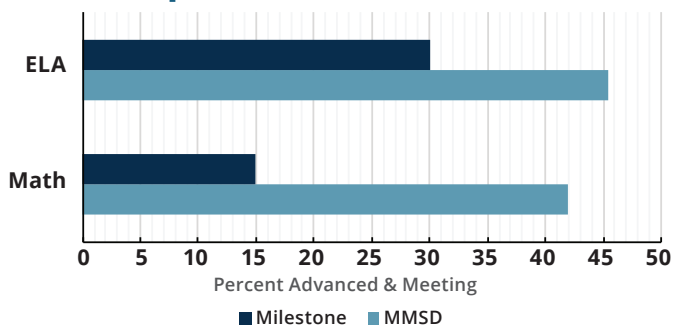
2023-24 ACT Results Compared to Local School District



Attendance Rate



2023-2024 PreACT Results Compared to Local School District



Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assests
*	*	*	48%	200	92	86	*	*	*	*

*At the time of this report’s publication, MDS had not submitted their 2023-24 Financial Audit to the OEO

New Leaf Prep Academy

GENERAL INFORMATION

360 AMS Ct
Green Bay, WI 54313

(920) 455-0292
newleafprepacademy.org

SCHOOL INFORMATION

Curriculum Emphasis: Montessori & Environmental

Opened: July 2021

Charter Holder: New Leaf Prep Academy

Board President: Brianna Simoens

Administrator: Paige Christoff

"The mission of New Leaf Prep Academy is to focus on the whole child through highly researched, hands on teaching philosophies and techniques, mainly the Montessori method. Hands-on learning is a proven way to keep students more engaged and increase retention by curating critical thinkers, problem-solvers, and self-motivated learners."

Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	125	155	186
English Learners	0.0%	0.0%	0.5%
Economically Disadvantaged	Data Redacted	1.9%	6.5%
Students with Disabilities	9.4%	6.5%	9.7%
American Indian or Alaskan Native	0.8%	2.6%	1.6%
Black or African American	0.8%	0.6%	3.2%
Hispanic or Latino	9.0%	1.3%	3.8%
Asian	0.0%	1.3%	0.5%
White	94.0%	92.9%	90.9%
Two or More Races	0.0%	1.3%	0.0%

Student/Faculty Retention

86.95%
OF FACULTY
(20 out of 23) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

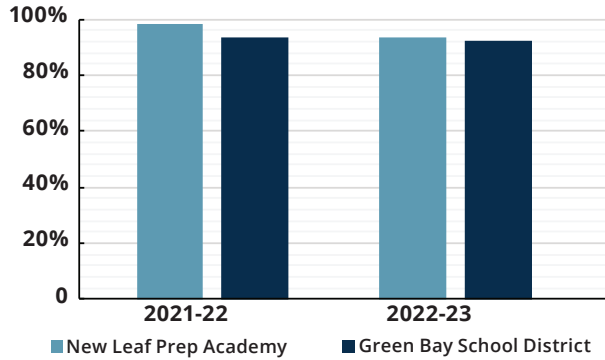
82.3%
OF STUDENTS
(153 out of 186) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	No district report card available	
2022-23	63.9	Meets Expectations
2023-24	64.7	Meets Expectations

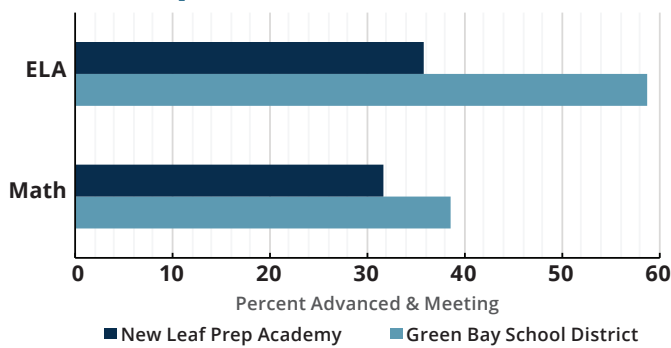
Attendance Rate



Revenue Per Pupil 2023-24

State/Pupil Aid	11,110
Special Ed.	308
Federal Funds	429
Grants	74
Donations	194
Other Revenue	978
Total Revenue	13,092

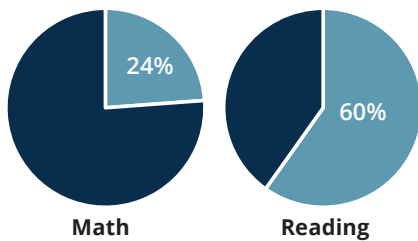
2023-24 Forward Exam Results Compared to Local School District



Expenditures Per Pupil 2023-24

Instruction	5,399
Instruction Support	209
Facilities	5,017
Administration	2,148
School Board	0
Other Expenditures (Cont. Service/Debt Service)	931
Total Expenditures	13,704

2023-24 Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assets
.44	194,983	436,441	97.5%	186	186	177	Yes	1.07	9,523,686	8,849,382

One City Preparatory Academy

GENERAL INFORMATION

1707 W Broadway
Madison, WI 53713

(608) 531-2128
onecityschools.org

SCHOOL INFORMATION

Curriculum Emphasis: Expeditionary Learning (EL Education)

Opened: July 2022

Charter Holder: One City Schools, Inc.

Board President: James Howard

Administrator: Kaleem Caire

"The mission of One City Preparatory Academy (OCPA) is to seed a new model of public education that ensures children are on track to succeed in a college or career preparatory program from birth through high school graduation. OCPA will increase educational equity and opportunity by ensuring that children of color, children living in poverty, and other children attending our school will acquire the fundamental knowledge, skills, learning behaviors, and cultural exposure necessary to advance successfully through 12th grade and beyond."

Enrollment & Demographics

	2022-23	2023-24
Total Enrollment	138	53
English Learners	1.4%	0.00%
Economically Disadvantaged	52.2%	60.4%
Students with Disabilities	2.2%	7.5%
Asian	0.0%	1.9%
Black or African American	68.8%	73.6%
Two or More Races	13.0%	9.4%
Hispanic or Latino	8.7%	13.2%
White	9.4%	1.9%

Student/Faculty Retention

83%

OF FACULTY

(5 out of 6) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

96%

OF STUDENTS

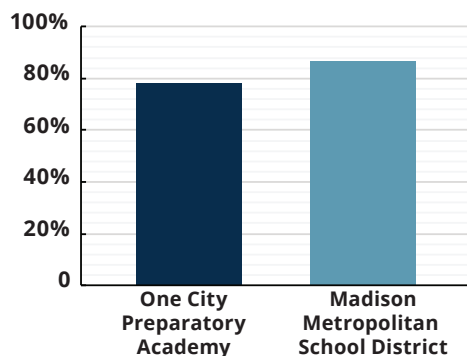
(51 out of 53) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

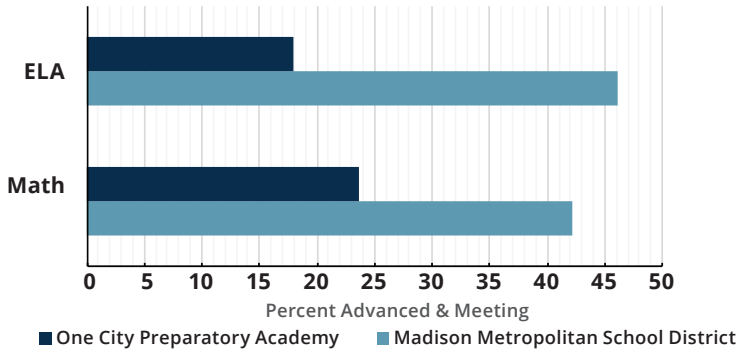
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2022-23	Alternate Rating	Satisfactory Progress
2023-24	73.6	Exceeds Expectations

Attendance Rate



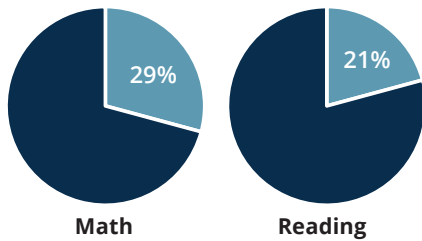
2023-24 Forward Exam Results Compared to Local School District



Revenue Per Pupil 2023-24

State/Pupil Aid	10,774
Special Ed.	179
Federal Funds	2,108
Grants	187
Donations	0
Other Revenue	53
Total Revenue	13,301

2023-24 Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



Expenditures Per Pupil 2023-24

Instruction	13,351
Instruction Support	2,853
Facilities	5,126
Administration	2,270
School Board	38
Other Expenditures (Cont. Service/Debt Service)	857
Total Expenditures	24,496

Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assests
1.79	2,108,555	1,178,832	84.3%	64	53	55	No	.52	20,575,959	39,190,416

Upgrade Media Arts Schools

GENERAL INFORMATION

11220 West Burleigh
Wauwatosa, WI 53222

(833) 922-2438
upgradeschools.org

SCHOOL INFORMATION

Curriculum Emphasis: Media Arts
Focused

Opened: July 2021

Charter Holder: Upgrade Media Arts
Schools, Inc.

Board President: Jameelah H. Shareef

Administrator: Tequila Kurth

"The mission of Upgrade Media Arts Schools is to prepare students to excel academically, develop critical thinking, literacy and leadership skills, and present original film, television radio, recording arts and podcast projects through a social justice lens. While our school has a strong emphasis on the media arts, our design prepares students to thrive in any industry."

Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	4	7	10
English Learners	*	*	*
Economically Disadvantaged	*	*	*
Students with Disabilities	*	*	*
Asian	0.0%	14.3%	0.0%
Black or African American	100.0%	71.4%	90.0%
Hispanic or Latino	0.0%	14.3%	10.0%
Two or More Races	0.0%	0.0%	0.0%
White	0.0%	0.0%	0.0%

*Percentage withheld to protect student privacy

DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	Alternate Rating	Satisfactory Progress
2022-23	Alternate Rating	Satisfactory Progress
2023-24	Alternate Rating	Satisfactory Progress

2023-24 Forward, ACT, and PreACT Results Compared to Local School District

All data redacted

Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assests
*	*		15.5%	100	14	17	*	*	*	*

*At the time of this report's publication, UMA had not submitted their 2023-24 Financial Audit to the OEO

The Lincoln Academy

GENERAL INFORMATION

608 Henry Avenue
Beloit, WI 53511

(608) 690-5100
thelincolnacademybeloit.com

SCHOOL INFORMATION

Curriculum Emphasis: College and Career

Opened: July 2021

Charter Holder: The Lincoln Academy, Inc.

Board President: Lisa Furseth

Administrator: Dr. Kristi Cole

"The mission of The Lincoln Academy is to be the premier K-12 school in the state of Wisconsin providing college and career pathways for scholars to lead happy, choice-filled lives. They are committed to an equitable environment with rigorous instruction, joyous interactions, and strong community partnerships."

Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	410	524	626
English Learners	12.0%	21.0%	19.8%
Economically Disadvantaged	59.0%	66.6%	62.6%
Students with Disabilities	8.8%	11.3%	15.7%
American Indian	0.0%	0.0%	0.0%
Black or African American	16.1%	16.4%	13.7%
Hispanic or Latino	37.6%	37.0%	40.1%
Asian	0.5%	0.4%	0.3%
Native Hawaiian or Pacific Islander	0.0%	0.0%	0.2%
White	38.3%	40.6%	39.0%
Two or More Races	7.6%	5.5%	6.7%

Student/Faculty Retention

80%
OF FACULTY

(86 out of 107) returned or stayed throughout the 2023-2024 school year (10 were a TLA decision of non-renewal)

(OEO Charters: 82%)

89%
OF STUDENTS

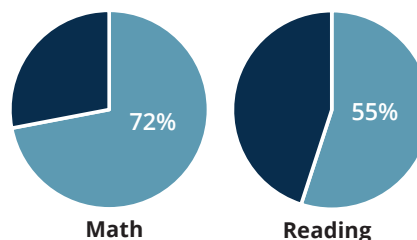
(557 out of 626) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

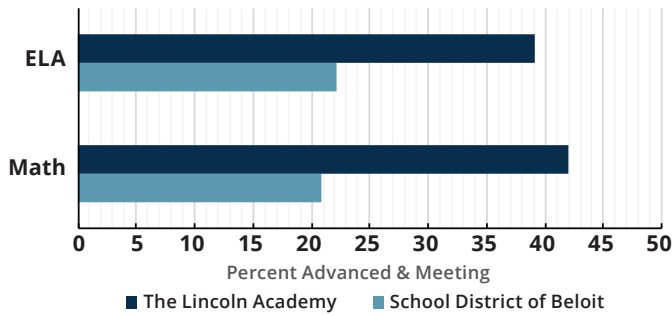
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	Alternate Rating	Satisfactory Progress
2022-23	74.9	Exceeds Expectations
2023-24	67.8	Meets Expectations

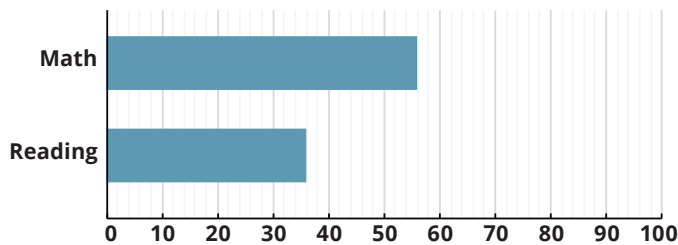
Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



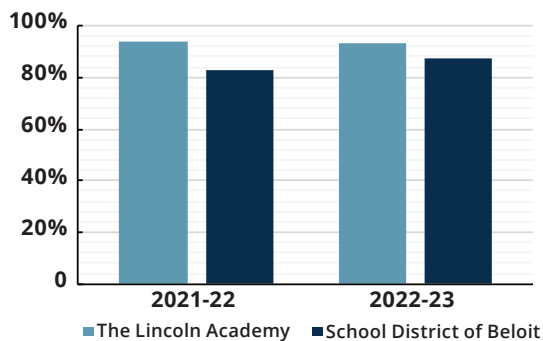
2023-24 Forward Exam Results Compared to Local School District



Percent of Average Fall to Spring MAP Growth Met by students that scored below the 50th percentile in Fall assessment (Math & ELA)



Attendance Rate



Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assets
5.04	2,040,619	404,879	116%	626	624	No	.008	404,879	48,780,980

Revenue Per Pupil 2023-24

State/Pupil Aid	11,377
Special Ed.	296
Federal Funds	2,461
Grants	0
Donations	11,964
Other Revenue	106
Total Revenue	26,204

Note: During the 2023-24 fiscal year, TLA received \$5.1 million in donations for capital improvement. When excluding this capital improvement donation, the donation amount per pupil is \$3,833, with an overall per pupil revenue of \$18,073.

Expenditures Per Pupil 2023-24

Instruction	8,915
Instruction Support	1,248
Facilities	5,220
Administration	3,592
School Board	0
Other Expenditures (Cont. Service/Debt Service)	638
Total Expenditures	19,613

Isthmus Montessori Academy Public

GENERAL INFORMATION

1802 Pankratz Street
Madison, WI 53704

(608) 661-8200
isthmusmontessoriacademy.org

SCHOOL INFORMATION

Curriculum Emphasis: Association Montessori International Method of Education

Opened: August 2018

Charter Holder: Isthmus Montessori Academy, Inc.

Board President: Troy Vosseller

Administrator: Melissa Droessler

"To provide an aid to life through a holistic AMI Montessori Education; helping children achieve their greatest success, develop independence, and live with genuine kindness to others and the world."

Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	203	208	220
English Learners	1.0%	1.4%	1.8%
Economically Disadvantaged	22.7%	19.7%	18.2%
Students with Disabilities	10.8%	8.2%	7.3%
Asian	3.4%	1.9%	2.7%
Black or African American	4.4%	4.3%	5.0%
Hispanic or Latino	13.8%	14.4%	13.2%
Two or More Races	0.0%	9.6%	9.5%
White	69.0%	69.7%	69.5%

Student/Faculty Retention

80.4%

OF FACULTY

(37 out of 46) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

83.6%

OF STUDENTS

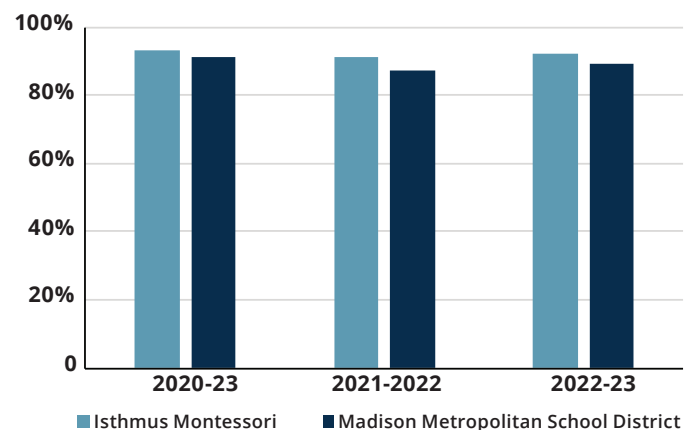
(184 out of 220) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

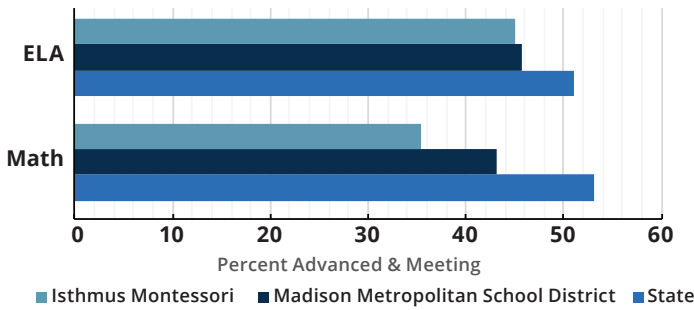
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	63	Meets Expectations
2022-23	57.7	Meets Few Expectations
2023-24	60.8	Meets Expectations

Attendance Rate



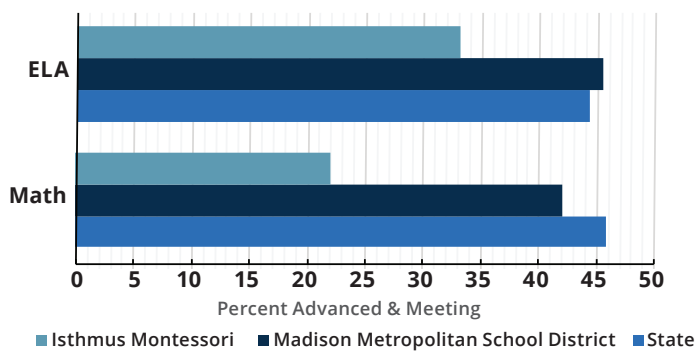
2023-24 Forward Exam Results Compared to Local School District and the State



Revenue Per Pupil 2023-24

State/Pupil Aid	11,539
Special Ed.	185
Federal Funds	781
Grants	0
Donations	0
Other Revenue	191
Total Revenue	12,696

2023-24 PreACT Results Compared to Local School District and the State

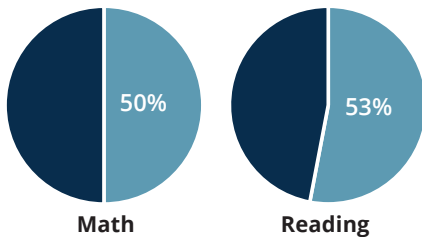


Expenditures Per Pupil 2023-24

Instruction	9,370
Instruction Support	434
Facilities	1,265
Administration	988
School Board	0
Other Expenditures (Cont. Service/Debt Service)	1,953
Total Expenditures	14,010

Notice: ACT Data for IMAP 2023-24 was redacted

2023-24 Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assets
1.13	361,114	320,479	104%	209	221	216	No	.78	3,301,494	4,223,704

Mill Creek Academy

GENERAL INFORMATION

S46 Lawnsdale Rd
Waukesha, WI 53189

(262) 422-6020
nhaschools.com/schools/mill-creek-academy

SCHOOL INFORMATION

Curriculum Emphasis: Mill Creek's curriculum emphasizes academic rigor aligned to state learning standards, integrated with moral focus concepts.

Opened: July 2023

Charter Holder: Mill Creek Academy, Inc.

Board President: Kyle Koenen

Administrator: Joseph Sellenheim

"Waukesha Charter Academy will be a welcoming school community sustained by a rigorous curriculum, parent partnerships, student-centered teaching, and a high level of moral focus."

Enrollment & Demographics

	2023-24
Total Enrollment	187
English Learners	1.6%
Economically Disadvantaged	39.0%
Students with Disabilities	0.0%
Asian	2.1%
Black or African American	10.2%
Hispanic or Latino	7.5%
Two or More Races	17.1%
White	63.1%

Student/Faculty Retention

69%

OF FACULTY

(29 out of 42) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

65.7%

OF STUDENTS

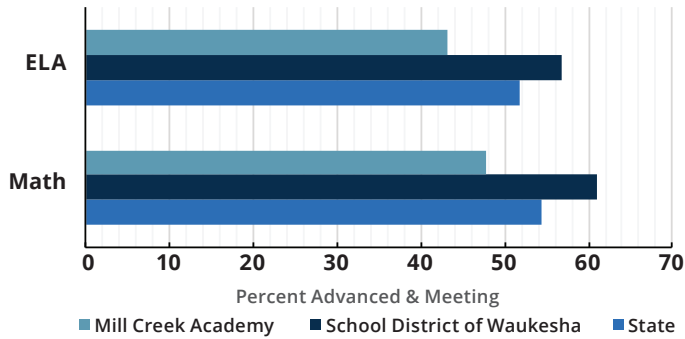
(123 out of 187) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

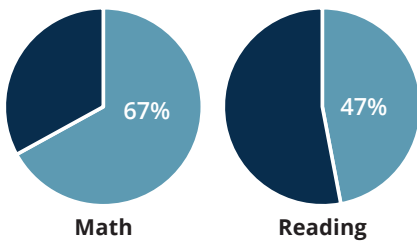
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2023-24	Alternate Rating	Satisfactory Progress

2023-24 Forward Exam Results Compared to Local School District and the State



2023-24 Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



Revenue Per Pupil 2023-24

State/Pupil Aid	9,402
Special Ed.	168
Federal Funds	520
Grants	0
Donations	0
Other Revenue	349
Total Revenue	10,439

Expenditures Per Pupil 2023-24

Instruction	10,783
Instruction Support	11,018
Facilities	8,359
Administration	4,426
School Board	108
Other Expenditures (Cont. Service/Debt Service)	26,833
Total Expenditures	61,527

Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assests
1.3	58,106	44,610	80%	204	170	160	No	0.7	44,610	58,106

One City Elementary School

GENERAL INFORMATION

1707 W Broadway
Madison, WI 53713

(608) 531-2128
onecityschools.org

SCHOOL INFORMATION

Curriculum Emphasis: Expeditionary Learning (EL Education)

Opened: July 2018

Charter Holder: One City Schools, Inc.

Board President: James Howard

Administrator: Kaleem Caire

"To seed a new model of public education that ensures young children are on track to succeed in a college or career preparatory program from birth through high school graduation."

Enrollment & Demographics

	2021-22	2022-23	2023-24
Total Enrollment	227	317	283
English Learners	4.0%	2.8%	1.1%
Economically Disadvantaged	46.7%	50.2%	60.1%
Students with Disabilities	4.0%	1.9%	5.3%
Asian	1.3%	1.9%	1.8%
Black or African American	55.5%	54.3%	57.6%
Two or More Races	15.0%	10.7%	9.5%
Hispanic or Latino	15.9%	21.5%	21.9%
White	12.3%	11.7%	9.2%

Student/Faculty Retention

85%

OF STAFF

(94 out of 110) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 82%)

93%

OF STUDENTS

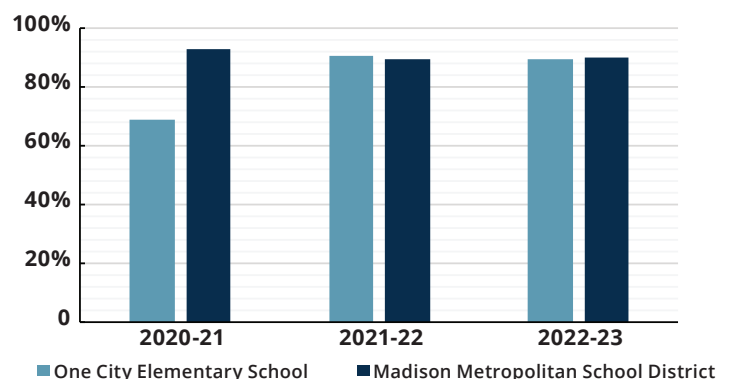
(265 out of 283) returned or stayed throughout the 2023-2024 school year

(OEO Charters: 86.2%)

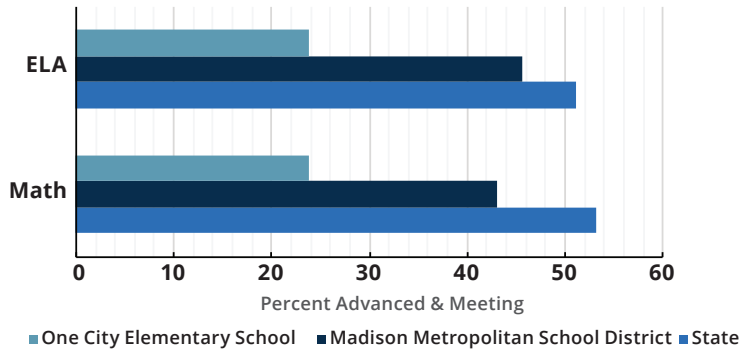
DPI School Report Card Results

Year	Overall Score	Overall Ranking
2021-22	Alternate Rating	Needs Improvement
2022-23	55	Meets Few Expectations
2023-24	70.3	Exceeds Expectations

Attendance Rate



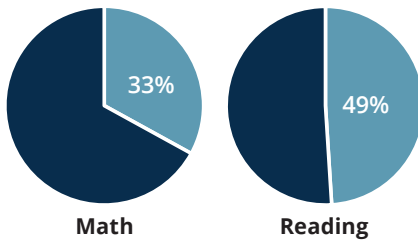
2023-24 Forward Exam Results Compared to Local School District and the State



Revenue Per Pupil 2023-24

State/Pupil Aid	10,774
Special Ed.	179
Federal Funds	2,108
Grants	187
Donations	0
Other Revenue	53
Total Revenue	13,301

2023-24 Percent of Students Meeting/Exceeding Expected Fall to Spring MAP Growth



Expenditures Per Pupil 2023-24

Instruction	13,351
Instruction Support	2,853
Facilities	5,126
Administration	2,270
School Board	38
Other Expenditures (Cont. Service/Debt Service)	857
Total Expenditures	24,496

Financial Performance Indicators 2023-24

Current Ratio	Current Assets	Current Liabilities	Enrollment Variance	Projected FTE	Sept. Count FTE	Jan. Count FTE	Debt Default	Debt to Assets Ratio	Total Liabilities	Total Assets
1.79	2,108,555	1,178,832	89.6%	310	282	274	No	.52	20,575,959	39,190,416

Office of Educational Opportunity

Schedule Of OEO Authorizer Operating Costs

Operating Activity	Cost
Employee Salaries	120,798
Employee Benefits	33,855
Purchased Services	9,724
Non-Capital Objects	512
Capital Objects	0
Insurance and Judgments	0
Other	0
TOTAL	164,889

Appendix A: Detailed Performance Framework(s)

Please visit the OEO web page the Academic, Financial, and Organizational Performance Framework indicators of all three Performance Frameworks found in this report.

wisconsin.edu/oao/accountability

Appendix B

For charter schools with non-renewed or revoked contracts during 2023-24, the authorizer must provide reasoning for the non-renewal or revocation. Documentation of reasoning can be found on the following pages. For additional information, please contact the OEO.

Milestone Democratic School Notice of Revocation

UpGrade Media Arts School Notice of Revocation

April 11, 2024

Board of Directors
April Freund, Board President

Milestone Democratic School
2758 Dairy Drive
Madison WI, 53718

TRANSMITTED VIA EMAIL

re: Notice of Revocation

Board President April Freund,

On March 1, 2024, the Office of Educational Opportunity (OEO) issued a letter of Notice of Non-Emergency Revocation and Opportunity to Cure under Section 9.2 (2) of the charter contract to Milestone Democratic School (MDS). The letter identified specified Event(s) of Default (which are appended to the end of this letter) under contract Section 9.1 for remedy and provided MDS notice the OEO office may terminate the Contract if MDS failed to cure or otherwise remedy the specified Event(s) to the reasonable satisfaction of the OEO office by April 1, 2024. In response to the letter, MDS developed a corrective action plan (CAP) and submitted it to OEO on April 1, 2024.

Before these events, on February 21, 2024, OEO received a letter from Sean Anderson (MDS school leader), detailing the position MDS found itself in, urging the newly appointed MDS Board to pass a resolution initiating the Charter School Dissolution Plan detailed in Appendix E of the Charter School Contract between UW-OEO and MDS. MDS decided that it would not voluntarily relinquish the Charter.

Following the submission of the MDS CAP, OEO reviewed the CAP. Based on this review, OEO has determined that the MDS CAP has not satisfied the requirements of OEO. The CAP provided little evidence MDS can cure or otherwise remedy the Event(s) to bring the school up to the standards expected by parents, students, the State, and Department of Public Instruction (DPI).

Specifically, OEO has determined that the MDS CAP does not cure the following Events of Default under the Charter Contract:

1. Section 9.1(1), Academic Performance:
 - a. The lack of a fully developed curriculum in its fourth year of operation necessitates OEO to conclude that “the pupils enrolled in the Charter School fail to make sufficient progress toward attaining the educational goals under Wis. Stat. § 118.01.” This is supported by MDS’s academic framework scores of Does Not Meet Standards for three consecutive years, with the most recent school year’s academic framework score trending downward to Far Below Standards.
2. Section 9.1 subs. (2) and (3), Financial Capacity:

- a. The 2022-23 financial audit documents substantial doubt about MDS's ability to continue as a going concern.
 - b. The 2022-23 financial audit documents that MDS's total liabilities exceed total assets by almost \$270,000, over 20 percent of its updated 2023-24 annual budget expenses.
3. Section 9.1(8), Enrollment:
- a. MDS's enrollment is 86 students based on this year's DPI Second Friday January Count Report. MDS's planning and projections indicate that the school requires approximately 110 students to operate successfully in 2024-25. However, MDS has not presented an enrollment plan with sufficient information to suggest it will be able to retain existing students, convert students in virtual attendance to in person attendance as required by DPI, and enroll new students to reach a total enrollment of approximately 110 students for the 2024-25 school year.

This letter serves as **official notice** under Section 9.2 (2) that OEO will terminate the Charter Contract based on MDS Events of Default and inability to carry out expectations set forth in the Charter Agreement. Termination shall become effective at the end of the current academic year 2023-2024. MDS must initiate termination procedures under Section 9.3 General Termination or Nonrenewal Procedures immediately.

We understand that this is a difficult process for MDS's staff and families, and please know we appreciate your commitment to keeping the best interest of Milestone Democratic School students as your Board's top priority. Our office will be available to provide guidance on the revocation transition process, student record transfers, and addressing outstanding obligations.

Following receipt of this letter, please schedule a meeting with the OEO Director to discuss next steps.

In partnership,



Cynthia L. Gonzalez
Director, Office of Educational Opportunity

CC: Deej Lundgren, Associate Vice President, Government Relations
Noah Brisbin, Senior System Legal Counsel
Jay Rothman, President of the Universities of Wisconsin

Events of Default by Grantee

Section 9.1 (1) & Section 5.3 & 3.1(5) Performance Evaluation: Are students meeting standards for proficiency as compared to the local district?

- The pupils enrolled in the Charter School fail to make sufficient progress toward attaining the educational goals under Wis. Stat. § 118.01, or fails to make progress under the Performance Framework as set forth in this Contract for 3 consecutive years.

Section 9.1 (2), Section 9.1 (3) & Section 3.1(11): Financial Management and Oversight: Is the school meeting financial management and oversight requirements?

- The Grantee or Charter School fails to comply with generally accepted accounting standards of fiscal management or receives a qualified audit opinion regarding its inability to continue as a going concern and has not resolved the auditor's concerns within a reasonable time period, not to exceed 30 days or such longer period as the Office may allow in its sole discretion.
- The Grantee's current liabilities exceed current assets or total liabilities exceed total assets, or the Grantee has been declared insolvent or adjudged bankrupt by a court of competent jurisdiction.

Section 9.1 (8) & Section 3.1(10) Enrollment: Does the school meet enrollment projections to fund ongoing operations?

- The Charter School has enrollment below the projected minimum established in this Contract or has insufficient enrollment to operate successfully.

In addition, Milestone Democratic School has shown a continued pattern of failure to meet several standards within the performance framework and contract as follows:

Section 3.1 (3): Educational Program: Is the school adhering to the learning program of Milestone, to the extent possible, as stated in contract and state law?

- Clarification needed on hybrid vs. virtual learning in compliance with state law. Wisconsin law does not permit independent charter schools to offer virtual learning.

Section 3.1(6) Board Governance and Reporting: Is the school complying with governance requirements?

- The school does not materially comply with applicable laws, rules, regulations, and provisions of the charter Contract relating to governance by its Board, including but not limited to Board policies, Board bylaws, open meetings laws, code of ethics, conflicts of interest, Board composition and/or membership rules.
- The school does not materially comply with reporting requirements to the Office of Educational Opportunity and DPI; late independent financial audit as of 2/23/2024.

Section 3.1(8) Health & Safety: Is the school an effective steward of the health and safety of all students?

- Does not meet standard: The Charter School shall comply with all Applicable Law concerning health and safety that pertain to public school operation. The Charter School shall establish and maintain at all times policies, procedures, and processes in accordance with Applicable Law to ensure the physical, social, and emotional health of the pupils enrolled in programs operated by

the Charter School.

Section 4.4 Staff Certifications: Is the school meeting teacher and other staff credentialing requirements?

- All Instructional Staff for whom licensure is required by Wis. Stat. §§ 118.19(1) and 121.02(1)(a)(2) shall hold a license or permit to teach issued by the Department. Notwithstanding the foregoing, however, the Parties agree that the Charter School is not an instrumentality of the District and therefore is not subject to the requirements arising in connection with Wis. Stat. §§ 118.40(7)(a) and 118.40(7) (am).
 - To OEO's knowledge, Head of School does not yet hold an administrative license per the DPI Wisconsin Educator Licensing Database. While the Executive Director or CEO of a charter school does not have to hold an administrative license, there must be a licensed administrator on staff to perform those duties.
 - It appears that the Principal and Director of Pupil Services on record offers services via a virtual format.



Office of Educational Opportunity

Office of University Relations
1824 Van Hise Hall, 1220 Linden Drive 1700, Madison, WI 53706
wisconsin.edu
cynthia.gonzalez@wisconsin.edu or (608) 262-888

April 25, 2024

Board of Directors
Jameelah H. Shareef, Board President

Dr. Tequila Kurth, Chief Executive Officer
UpGrade Media Arts School
11220 West Burleigh
Wauwatosa, WI 53222

TRANSMITTED VIA EMAIL

re: Notice of Revocation

Board President Jameelah H. Shareef,

On March 1, 2024, the Office of Educational Opportunity (OEO) issued a letter of Notice of Non-Emergency Revocation and Opportunity to Cure under Section 9.2 (2) of the charter contract to UpGrade Media Arts School (UMA). The letter identified specified Event(s) of Default (which are appended to the end of this letter) under contract Section 9.1 for remedy and provided UMA notice the OEO office may terminate the contract if UMA failed to cure or otherwise remedy the specified Event(s) to the reasonable satisfaction of the OEO office by April 1, 2024.

On March 22, 2024, Sarah Hanneman, an attorney at Attolles Law, which firm has been retained by UMA, requested an extension of the April 1, 2024 deadline for UMA to submit its Corrective Action Plan (CAP) to the OEO as specified in Notice. The OEO, out of courtesy and with a desire to allow UMA to submit a thorough response to the Notice, extended the deadline to April 15, 2024. UMA submitted to the OEO a CAP on April 15, 2024, at 11:59 pm. On April 16, 2024, UMA notified the OEO that it had submitted the wrong copy of its CAP and provided the OEO UMA's final CAP.

The letter of Notice required UMA to work with the Wisconsin Resource Center for Charter Schools (WRCCS) to draft a plan addressing the OEO's areas of concern that UMA was to respond to in its CAP. UMA initiated contact with WRCCS on March 25, 2024, and had its first virtual meeting on April 8, 2024. UMA provided a draft of its recruitment/fundraising document to WRCCS for collaboration, however, UMA failed to demonstrate that it collaborated with WRCCS on the overall CAP.

Following the submission of the UMA CAP, the OEO reviewed the CAP. Based on this review, the OEO has determined that the UMA CAP has not satisfied the requirements of the OEO. The CAP provided little evidence UMA can cure or otherwise remedy the Event(s) of Default to meet UMA's contractual obligations and bring the school up to the standards expected by parents, students, the State, and the Department of Public Instruction (DPI).

Specifically, the OEO has determined that the UMA CAP does not cure the following Events of Default

under the charter contract:

1. Section 9.1(2), Section 9.1(3) & Section 3.1(11), Financial Management and Oversight:
 - a. UMA's restated FY2023 documents reflect that UMA's current and total liabilities exceed current and total assets by \$20,000, even after recharacterizing the CEO's collective \$430,596 in contributions to UMA through FY2023 as a donation rather than a loan.
 - b. UMA has submitted a balanced budget for the 2024-25 school year. However, its lowest enrollment model, which projects a student enrollment of 17 (higher than the school's current enrollment), anticipates a steep reduction in expenses from current spending levels and a reliance on donations beyond what UMA has demonstrated the likelihood of soliciting and securing, which, taken together, cast substantial doubt on UMA's likelihood of successfully achieving the budget provided.
 - c. UMA's balanced budget proposal based on an enrollment of 50 students for the 2024-25 school year, in the OEO's judgment, is also unlikely to come to fruition based on the need to retain and recruit students to triple the school's overall enrollment. See Item 4 below.
2. Section 9.1 (7) & Section 3.1 (14), School Facility
 - a. UMA has failed to comply with Section 3.1(14)'s requirements to notify the OEO of any change in location for review and approval. UMA's rental agreement with Milwaukee Youth Arts Center, Inc. dated April 12, 2024, provided as part of its CAP, continues a pattern of noncompliance.
 - b. The OEO has determined that both facilities identified by UMA in its CAP pose significant concerns of being suitable facilities to support UMA's full academic program. The CAP did not give the OEO confidence that UMA can provide legally required certificates of occupancy and safety to the OEO in advance of the deadline for UMA to sign a lease Agreement on or before May 1, 2024.
3. Section 9.1 (7), Section 3.1(8), & Section 7.4, Health & Safety
 - a. The OEO does not have confidence that UMA has the ability and capacity to ensure the health and safety of the pupils as required by Wis. Stat. § 118.40(1m)(b)8i in the current facility it is operating in and in the two proposed locations.
 - b. Per the contract, the school is required to provide the OEO with proof of a lease or ownership of the school premises, as well as a description of the facilities. UMA has failed to meet the contract requirements outlined in Section 7.4 of the contract with past and present building lease(s).
 - c. Furthermore, UMA has failed to provide the OEO with a certificate of insurance for the 2023-24 school year as required by the contract, which causes the OEO not to have reasonable assurance that the school's health & safety measures are adequate to protect its students.
4. Section 9.1 (8) & Section 3.1(10), Enrollment
 - a. UMA's enrollment is 14 students based on this year's DPI Second Friday January Count Report. Based on the OEO's analysis of UMA's proposed 2024-25 budget, the OEO has determined that UMA's planning and projections indicate that the school requires approximately 50 students to operate successfully in 2024-25. However, UMA has not presented an enrollment plan with sufficient information to suggest it will be able to retain existing students and enroll new students to reach a total enrollment of approximately 50 students for the 2024-25 school year.
 - b. UMA has not met enrollment expectations for each year in operations. In 2021-22, UMA



Office of Educational Opportunity

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enrolled 10 students; in 2022-23, 11 students; in 2023-24, 14 students. These figures have fallen well short of UMA's projection of an approximate enrollment of 50 students in Section 3.1(10) of the charter contract.

This letter serves as **official notice** under Section 9.2 (2) that the OEO will terminate the charter contract based on UMA Events of Default and inability to carry out expectations set forth in the charter agreement. Termination shall become effective at the end of the current academic year 2023-2024. UMA must initiate termination procedures under Section 9.3 General Termination or Nonrenewal Procedures immediately.

We understand that this is a difficult process for UMA's staff and families, and please know we appreciate your commitment to keeping the best interests of UpGrade Media Arts School students as your Board's top priority. The OEO will be available to provide guidance on the revocation transition process.

Following receipt of this letter, please schedule a meeting with the OEO Director to discuss next steps.

In partnership,

A handwritten signature in black ink, appearing to read 'Cynthia L. Gonzalez'.

Cynthia L. Gonzalez
Director, Office of Educational Opportunity

CC: Deej Lundgren, Associate Vice President, Government Relations
Noah Brisbin, Senior System Legal Counsel
Jay Rothman, President of the Universities of Wisconsin

Events of Default by Grantee

Section 9.1 (2), Section 9.1 (3) & Section 3.1(11): Financial Management and Oversight: Is the school meeting financial management and oversight requirements?

- The Grantee's current liabilities exceed current assets or total liabilities exceed total assets, or the Grantee has been declared insolvent or adjudged bankrupt by a court of competent jurisdiction. Negative Net Assets found in Financial Independent Audit.

Section 9.1 (7): The Grantee or Charter School materially violates any of the terms, conditions, promises or representations contained in or incorporated into this Contract.

Section 3.1 (14) School Facility:

- Any change in location or increase in the number of campuses must be approved in advance by the OEO Director.
- Significant change in the educational program without the Director's approval.

Section 9.1 (7): The Grantee or Charter School materially violates any of the terms, conditions, promises or representations contained in or incorporated into this Contract.

- Section 3.1(8) Health & Safety: Is the school an effective steward of the health and safety of all students?
 - Does not meet standard: The Charter School shall comply with all Applicable Law concerning health and safety that pertain to public school operation. The Charter School shall establish and maintain at all times policies, procedures, and processes in accordance with Applicable Law to ensure the physical, social, and emotional health of the pupils enrolled in programs operated by the Charter School.
- Section 7.4 Copies of Certain Documents: The Grantee shall provide to the Office no later than May 31 prior to the Charter School's first academic year: (1) Copies of its lease or deed for the premises in which the Charter School shall operate; and (2) Copies of certificates of occupancy and safety that are required by law for the operation of a public school in the State of Wisconsin. The insufficiency of any such document shall constitute an Event of Default under this Agreement.

Section 9.1 (8) & Section 3.1(10) Enrollment: Does the school meet enrollment projections to fund ongoing operations?

- The Charter School has enrollment below the projected minimum established in Contract or has insufficient enrollment to operate successfully.
- As of the commencement of the first academic year, the Parties project an approximate enrollment of 50 students. If the School fails to substantially meet this projection by 60 days prior to the start of the academic year, as demonstrated through enrollment applications signed by students' parents/guardians or other reasonable documentation, the School's charter may be subject to revocation at the discretion of the Director. The Office reserves the right to verify enrollment documentation.

Office of Educational Opportunity

Division of University Relations
Van Hise Hall, 1220 Linden Drive, Madison, WI 53706

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wisconsin.edu/oeo