



## FY 2019 Authorizer Annual Report

### Authorizer Information

**Name of Authorizing Organization:** Volunteers of America - Minnesota

**Mailing Address:** 924 19<sup>th</sup> Ave, Minneapolis, MN 55404

**Name and Title of Primary Authorizer Contact:** Stephanie Olsen, Authorizing Senior Program Manager

**Telephone of Primary Authorizer Contact:** 612-270-1998

**Email Address of Primary Authorizer Contact:** [solsen@voamn.org](mailto:solsen@voamn.org)

**Authorizer Summary:** Enter an overview of your authorizing organization (for example, include your organization's mission, vision, and history). Limit half page.

Authorizing Program Vision: Volunteers of America-Minnesota (VOA-MN) Charter School Authorizing Program will authorize high quality charter schools that improve all pupil learning, all student achievement, and promote service to others.

Authorizing Program Mission: Volunteers of America-Minnesota (VOA-MN) Charter School Authorizing Program will improve all pupil learning and all student achievement with service to others as its core.

VOA-MN is a nonprofit organization established in Minnesota in 1896, making us one of the oldest non-profits in the state. Throughout our history, we have responded to some of the most pressing societal needs. We seek to empower program participants with the skills, education, and competencies necessary for age-appropriate independence and self-reliance. We seek to strengthen communities and foster within them the capacity to support their members in achieving this independence and self-reliance.

Because of the wide range of our services, we are able to respond to an equally wide range of human needs. Annually, our more than 34,000 program participants include abused and neglected children, children with mental health problems, persons with developmental disabilities or mental illness, students at risk of educational failure, persons convicted of crime but now motivated to develop self-sufficient lives, independent senior citizens seeking social activities and home-bound seniors requiring significant services and supports to remain in their residence of choice.

VOA-MN is one of the oldest, largest and most comprehensive human service organizations in the state. In 2000, the Minnesota state legislature made it possible for a non-profit organization in Minnesota to authorize charter schools. At this time, Volunteers of America-Minnesota became the first non-profit charter school authorizer in the nation. We have a rich history of developing innovative programs to meet emerging social needs. We pride ourselves on sponsoring programs which are able to explicitly articulate the outcomes achieved in our program participants' lives. VOA-MN Charter School Authorizing Program provides Minnesota students with high quality choices in public education through our portfolio of high-performing charter schools and is a model of excellence in authorizing throughout the state and nation.

In the years that we have been authorizing, VOA-MN has developed and practices a model of charter school authorizing that goes beyond the compliance-based role vaguely outlined in state statute. We engage in pro-active relationships and add value to the schools with which we work. During the startup phase VOA-MN works closely with founding groups to ensure that tasks necessary to a successful opening (facility, finance, human resources, marketing/recruitment, curriculum development) are accomplished in a timely manner. Once operational, VOA-MN continues to vigilantly monitor the academic, board governance, operations, and financial performance of its schools through frequent communication, school site visits, board meeting observations, and regularly reviewing of school documents. When signs of trouble arise, we work closely with the school's board to problem solve and identify resources that may be helpful. This is a departure from the traditional reactive relationship between charter school authorizers and schools.

Our authorizer cooperative oversight is ongoing and intended to help charter schools live up to the promise of increased autonomy in exchange for increased accountability. In addition, to be authorized by VOA-MN means you are not just a charter school, but a part of the bigger VOA-MN Charter School Network, which promotes relationships between schools and the larger charter school community by creating professional development opportunities for participants—whether as a board member, school leader, or community member. VOA-MN authorized schools pride themselves on being a part of the high quality of the schools that comprises the VOA-MN Network of Authorized Charter Schools. Being authorized by VOA-MN means being a part of a strong network of charter schools that meets at least annually, regularly shares ideas on effective educational and operational strategies, offers peer mentoring to new leaders, and together broaden individuals' understanding of the charter school community throughout Minnesota.

## **Authorizer Processes**

### **New Charter School Applications in FY 2019 (B.1)**

**Did your organization review any new charter school applications in FY 2019?**

No.

**If no, please provide an explanation:**

We did not have any applications submitted for review. Furthermore, our focus was on expanding the schools that we already authorize.

If yes, complete the table below for each application:

Name of Charter School Applicant	Authorizer Approval or Disapproval	Minnesota Department of Education (MDE) Approval or Disapproval	If Disapproved, Reason(s) for Disapproval	Application Withdrawn by Applicant
N/A	N/A	N/A	N/A	N/A

### New Charter School Openings in FY 2019 (B.2)

Did your organization engage in ready-to-open activities in FY 2019?

No

If no, please provide an explanation:

Our focus as an authorizer has been on ensuring that our newer operational schools continued to stabilize and excel and supporting the expansion of our more established, high-performing schools.

If yes, complete the table below for each charter school scheduled to open:

Name of Charter School Projected to Begin Serving Students in FY 2019	Projected Opening Date	Did this School Open as Planned?	If No, Provide Reason(s) and Revised Projected Opening Date
N/A	N/A	N/A	N/A

### Charter School Expansion Applications in FY 2019 (B.2)

Did your organization review any site and/or grade expansion applications in FY 2019?

Technically, no. However, the review of the New Century School expansion application occurred during summer 2019 - end of FY19 and beginning of FY20.

If no, please provide an explanation:

By school choice, the expansion planning by our schools was not deemed ready for application submission to authorizer VOA-MN during FY19 for formal review.

If yes, complete the table below for each application:

Name of Charter School	Proposed Additional Grades to be Served and/or Location of New Site	Authorizer Approval or Disapproval	MDE Approval or Disapproval	If Disapproved, Reason(s) for Disapproval	Application Withdrawn by Applicant
N/A	N/A	N/A	N/A	N/A	N/A

### Official Early Learning Program Recognition Requests in FY 2019 (B.2)

Did your organization review any requests for official early learning program recognition in FY 2019?

No

If no, please provide an explanation:

By school choice, the expansion planning by our schools was not deemed ready for application submission to authorizer VOA-MN during FY19 for formal review.

If yes, complete the table below for each request:

Name of Charter School	Early Learning Program Seeking Recognition	Authorizer Approval or Disapproval	MDE Approval or Disapproval	If Disapproved, Reason(s) for Disapproval	Application Withdrawn by Applicant
N/A	N/A	N/A	N/A	N/A	N/A

### Charter School Change in Authorizer Requests in FY 2019 (B.2)

Did your organization review change in authorizer requests in FY 2019?

No

If no, please provide an explanation:

Authorizer VOA-MN did not receive any change of authorizer requests.

If yes, complete the table below for each request:

Name of Charter School	Authorizer Charter School Requested to Transfer From	Authorizer Approval or Disapproval	MDE Approval or Disapproval	If Disapproved, Reason(s) for Disapproval	Application Withdrawn by Applicant
N/A	N/A	N/A	N/A	N/A	N/A

**Charter Contract Renewals in FY 2019 (B.9)**

**Did your organization engage in charter renewal activities in FY 2019?**

Yes

**If no, please provide an explanation:**

N/A

**If yes, complete the table below for each school:**

Name of Charter School	Was Contract Renewed?	If Yes, Term of Contract Renewal	If No, Reason(s) for Nonrenewal
Athlos Academy of St. Cloud	Yes	07/01/2019-06/30/2022	N/A
FIT Academy	Yes	07/01/2019-06/30/2022	N/A
Spectrum High School	Yes	07/01/2019-06/30/2024	N/A
TrekNorth High School	Yes	07/01/2019-06/30/2024	N/A

**Additional Authorizer Activities**

**Authorizing Leadership and Staff Skill Development (A.5)**

**Describe how your organization built the knowledge and skill base of its authorizing leadership and staff through professional development over the past year.**

- **Katie Perzel: VOA-MN Education and Clinical Mental Health Services Division Director**

Katie Perzel is the Director of the Education and Clinical Mental Health Services Division at VOA-MN and has worked with the organization for over thirteen years. As the Division Director for VOA-MN, Ms. Perzel is responsible for the oversight of a contract alternative school, an adult high school diploma program, eighteen charter schools across the state of Minnesota, and Vona Center for Mental Health. Ms. Perzel has been in a leadership role for the last seven years providing operational direction, financial oversight, and strategic program development to human service programs. Ms. Perzel has a Bachelor of Science Degree from the University of MN in Psychology and Business Management and has a Masters Degree in Social Work from the University of St. Thomas/ University of St. Catherine. Professional Development: Perzel participated in Diversity Awareness and Data Practices trainings throughout the year as required of all VOA-MN program managers and division directors. Professional Development:

Multicultural Awareness and Diversity (6 hours)

Convening Tough Conversations between Adolescents and Parents (3 hours)

Mandated Reporting for Trauma Informed Settings (4 hours)

Data Practices Act and FERPA - webinar

- **Stephanie Olsen: VOA-MN Authorizing Program Manager**

Stephanie Olsen has been the Program Manager for the VOA-MN Charter School Authorizing Program since December 2012, where she is responsible for providing ongoing management of the authorizing program contractors, as well as support and oversight of VOA-MN's 18 charter schools across Minnesota and holding the schools accountable to their missions, high academic performance and accountability goals, compliance with state and federal laws, and maintaining high satisfaction rates for their constituency (students, parents, and faculty). Prior to VOA-MN, she was an Education Specialist at the Minnesota Department of Education (MDE) where her responsibilities included providing technical assistance to charter school developers, operators and authorizers, as well as promoting quality public school choice in Minnesota. While employed at MDE, she was also responsible for facilitated training opportunities for new and existing charter school developers, board members, and authorizers; as well as MDE policies and process for charter expansion, change of authorizer process, and charter systems pertaining to board elections and meeting procedures (OML) and enrollment/lotteries. She was also authorizer liaison for the state's ten authorized schools. She was the founding Chair of the Minnesota Association of Charter School Authorizers (MACSA); a former elected member of the Minnesota House of Representatives, during which time she served on the Education Policy, K-12 Education Finance, and Government Operations Committees. Prior to serving as a state representative, Ms. Olsen was employed as a Legislative Education Research Consultant and high school social studies teacher. She has a Bachelor of Science Degree in Social Studies Secondary Education and was a Minnesota licensed teacher. Ms. Olsen is a member of the Executive Committee of the Minnesota Association of Charter School Authorizer's (MACSA) and Chair of the MACSA Policy Committee. Professional Development: *Ms. Olsen participates in charter school authorizing meetings scheduled by the Minnesota Department of Education and regularly attends the monthly meetings of the Minnesota Association of Charter School Authorizers.* Ms. Olsen also routinely participates in the national conference of the National Association of Charter School Authorizers. Finally, Ms. Olsen participated in Multi-Cultural Awareness and Diversity and Data Practices trainings throughout the year as required of all VOA-MN program managers and division directors. Ms. Olsen also participated in the two-day VOA-MN Network Conference full of professional development, including sessions on school violence and safety, as well as school diversity held in January 2019.

- **Roderick Haenke: VOA-MN Authorizing Program School Governance Analyst**

Rod Haenke has worked with Minnesota Charter Schools since 1997. Rod's background includes experience as a classroom teacher, a school principal, an instructional designer, a national trainer/presenter, and as a charter school founder and leader. He also was the Director of Curriculum and Instruction for the Minnesota Association of Charter Schools. Rod has authored a successful authorizer application to the state of Minnesota and has

evaluated schools and provided technical assistance to three of the state’s largest authorizers of charter schools in Minnesota, including as the Governance Analyst for Volunteers of America. He is also the “go to” school improvement and strategic consultant for many charter schools in the areas of governance, accountability systems, instructional practices, teacher evaluation systems, and professional development. Rod has developed a library of governance resources and delivered board training to over 10 Minnesota charter schools. Rod has also evaluated schools and state applications to the federal government for charter school dissemination grants. Professional Development:

Mr. Haenke is in the Certificate in Advanced Education Leadership (CAEL), based on the groundbreaking Doctor of Education Leadership (Ed.L.D.) program at the Harvard Graduate School of Education, which provides current and aspiring education leaders with an innovative and flexible online learning experience that develops a robust understanding of the complexities within educational systems, while honing the leadership skills to create transformational change.

Mr. Haenke also participated in the VOA-MN required annual Data Practices / FERPA webinar and our two-day VOA-MN Network Conference full of professional development, including sessions on school violence and safety, as well as school diversity held in January 2019. Mr. Haenke also participated in the MDE Authorizer Conference in July.

- **Rochel Manders: VOA-MN Authorizing Program School Financial Analyst**

Rochel Manders has 25 years of experience in school finance in traditional and charter school settings with 10 years as a Business Manager in two small traditional school districts and 5 years in a charter school. Her passion has always been working with small school districts where variety is the fare of the day. She has worked in a public accounting firm and is a licensed Certified Public Accountant (CPA) with additional experience in private industry. Rochel has been an active member of the Minnesota Association of School Business Officials for 25 years and has served on the MN Trust Board of Trustees. Rochel is currently a financial consultant for Minnesota public schools and joined the VOA-MN Authorizing Program team in July 2017 providing financial oversight of and technical assistance to the VOA-MN network of schools, assistance to the VOA-MN Program Manager, and an annual financial review of each school in the VOA-MN network. Professional Development:

Annual Authorizing Conference	Roseville, MN	MDE	July
CS Boot Camp	Roseville, MN	MDE	July
CSP Webinar	n/a	Webinar	September
NACSA National CS Conference		Orlando, FL	October

Ms. Manders also participated in VOA-MN annually required annual Data Practices / FERPA webinar and the two-day VOA-MN Network Conference full of professional development, including sessions on school violence and safety, as well as school diversity held in January 2019. Finally, she also participated in the MDE Authorizer Conference in July.

- **Phillip Morris: VOA-MN Academic Performance Analyst**

Phillip Morris joined the VOA-MN Authorizing Program team in summer 2016. He has years of international experience in education/teaching and academic data analysis. Phillip has a Master of Arts in Teaching from Hamline University, and Bachelor of Arts in History from Vancouver Island University. He holds a Minnesota teaching license in K-6 Elementary & 5-8 Social Studies. His experience includes: Yinghua Academy 2009 - 2018, Jumpstart Language School (Taiwan) 2002 – 2008. In addition to his contract with VOA-MN, his full-

time employment is as a language arts teacher and District Assessment Coordinator at “National Blue Ribbon School” Yinghua Academy. As our VOA-MN Academic Performance Analyst, he is responsible for publishing our annual VOA-MN Academic Performance Report on our network of authorized charter schools. The report serves as a single annual source of academic program and performance information for all of our VOA-MN operational charter schools. The report contains an analysis of annual and cumulative academic program, performance, and professional development data for each school. Content from the annual Academic Performance Report also serves as the basis for the school academic performance analysis contained in the statutorily required Contract Renewal Evaluation Reports, including evaluation of the extent to which the school has met their primary purpose, “to improve all pupil learning and all student achievement” during the contract term and extent to which professional development is job-embedded and aligned to student academic improvement. Professional Development / workshops attended:

- \* Unpacking Standards and Lesson Objectives
- \* Educational Equity and Diversity
- \* Focus on Growth - NWEA -Est. common language for discussing goals
  - Use MAP growth tools to set goals that support school improvement plans
- \* Applying Reports - NWEA
  - Access and interpret key MAP growth reports
  - Develop and nurture a culture of using data regularly to inform decisions
- \* Entering MTAS data in Pearson Access Next - MDE
- \* Understanding MCA linguistic supports and accommodations - MDE
- \* Testing policies and procedures – MDE

Mr. Morris also participated in our VOA-MN annually required annual Data Practices / FERPA webinar.

### **Authorizer Self-Evaluation (A.9)**

**Describe how your organization self-evaluated its internal ability (capacity, infrastructure, and practices) to oversee the portfolio of charter schools over the past year.**

The authorizing program team discusses goals and any school concerns/celebrations, including strategies and activities as needed, during regularly scheduled team meetings. Goals are specifically discussed in depth quarterly. Documentation (ex. Analyst Monthly Logs) of the team meeting demonstrate that the team is progressing on goals and contain any areas of authorizer school concern or interest. The authorizing program leadership also determines the extent to which we are “building a portfolio of schools committed to excellence” in academic, finance, and board governance through ongoing data collection and analysis in preparation for our annual VOA-MN School Network Performance Reports. These reports are specifically designed to measure school progress meeting our performance standards.

As part of the VOA-MN Corporate budgeting process, VOA-MN Program leadership meets with corporate senior leadership annually in the spring to discuss program performance (strength and challenges) and strategize regarding any needed adjustments to our program staffing or calendar of events. An annual “satisfaction survey” taken by the leadership of our schools is a data source that also informs our staffing and decision-making process as part of our continuous improvement plan.



## **Authorizer High Quality Authorizing Dissemination (A.10)**

**Describe how your organization disseminated best authorizing practices and/or assisted other authorizers in high quality authorizing over the past year.**

VOA-MN was a guest speaker at the 2018 NACSA conference. The VOA-MN program manager was part of a panel of three speaking on oversight of student and school safety. In addition, VOA-MN authorizing program has a designated “liaison” to both the Minnesota Association of Charter Schools and the Minnesota Association of Charter School Authorizers where authorizers engage in meaningful discussions and sharing of best-practices.

The VOA-MN Authorizing Program also has a section of the Corporate VOA-MN website where we house our school network Performance Reports and other authorizing documents for easy access by other authorizers and the public.

## **Charter School Support, Development, and Technical Assistance (B.7)**

**Describe how your organization supported its portfolio of charter schools through intentional assistance and development offerings over the past year.**

The program manager and three performance analysts’ contact information is readily available to our schools for questions or assistance. This year, for numerous reasons, our program team all got uniform corporate email addresses (ex [\\_\\_\\_\\_@voamn.org](mailto:____@voamn.org)). The main reason for the new email addresses is for ease of schools contacting us. Proactive questions from our schools is encouraged by our authorizing team. We have also established the VOA-MN Charter School Collaboration Website where our schools can communicate amongst themselves and share resources. Another way we assistance schools is by producing our three Network Performance Reports: academic, board governance, and school finance. The reports are not only an annual way for schools to monitor progress meeting our required standards, but also to learn what is working in other schools we authorize.

We hold one large two-day event annually called our VOA-MN Charter School Network Conference held in January. The 2019 conference was held at the Holiday Inn Conference Center in Otsego, MN. The main topics of the conference were School Safety, School Quality, and School Diversity; however, there were smaller break-out sessions on many different topics. The two-day conference is free to our schools and VOA-MN also covers the expense of the school hotel rooms because we encourage our schools to stay overnight to attend the school award banquet dinner and fun evening team-building social activities.

## **High Quality Charter School Replication and Dissemination of Best School Practices (B.8)**

**Describe how your organization planned and promoted, within its portfolio, the model replication and dissemination of best practices of high-performance charters schools over the past year.**

This response was covered to some extent in the previous section. VOA-MN is somewhat unique in our Network Approach to authorizing. We want our schools to feel a part of a larger network of schools, the same as Independent School District (ISD) school principals enjoy. For that reason, we have started a “School Leadership Team” comprised of school-nominated leaders who meet monthly to plan and discuss opportunities for our

network of schools. The SLT is the influential agent behind our Network Conference planning and has developed our VOA-MN School Collaboration Website in order to give them an opportunity to post “best practices” and electronically share documents. The new Collaboration Website also has a “listserv” where leaders can reach the other leaders with questions and without having to go through a member of our authorizing program team.

With regard to replication, our VOA-MN authorizing program places an emphasis on supporting our schools to grow and replicate. Though we did not have any schools replicate or apply for expansion in FY19, several were working on the expansion planning process and nearly all of our schools continue to significantly grow their enrollment. In addition to our support to the schools and encouragement to grow, our “Network” of schools also are there to support one another. One of the break-out sessions during our 2019 Network Conference was convened by one of our school board chairs and the topic was overcoming obstacles to facility expansion.

## Portfolio Information

### General Charter School Portfolio Data (as of June 30, 2019)

#### Preoperational Charter Schools in Authorizer’s Portfolio:

Name of Charter School	Charter School LEA Number (if assigned)	Charter School Program (CSP) Grant Recipient	Grade Levels Approved to Serve	Projected Enrollment when Fully Enrolled	Proposed Location	Proposed Opening Date
N/A	N/A	N/A	N/A	N/A	N/A	N/A

#### Operational Charter Schools in Authorizer’s Portfolio:

Name of Charter School	Charter School LEA Number	CSP Grant Recipient	Grade Levels Served in FY 2019	Location	Charter School Demographic and Enrollment Information	Charter School’s World’s Best Workforce Report
Athlos Academy of St. Cloud	4250	Yes	K-6	St. Cloud		<a href="#">AASC WBWF</a>
Athlos Leadership Academy	4011	No	PK-8	Brooklyn Park		<a href="#">ALA WBWF Report</a>
Birch Grove Community School	4145	No	K-5	Tofte		<a href="#">BG WBWF Report</a>

Name of Charter School	Charter School LEA Number	CSP Grant Recipient	Grade Levels Served in FY 2019	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Cornerstone Montessori Elementary School	4201	K-6	K-6	St. Paul		<a href="#">CMES WBWF Report</a>
Fit Academy	4244	Yes	K-12	Apple Valley		<a href="#">FIT WBWF Report.docx</a>
Green Isle Community School	4144	No	K-5	Green Isle		<a href="#">GICS WBWF Report</a>
Harbor City International School	4085	No	9-12	Duluth		<a href="#">HCIS WBWF Report</a>
Kaleidoscope Charter School	4118	No	K-12	Otsego		<a href="#">KCS WBWF Report</a>
Kipp: North Star Academy	4191	No	K-1, 5-8	Minneapolis		<a href="#">KNSA Annual/WBWF Report</a>
Lakes International Language Academy	4116	No	PK-8	Forest Lake		<a href="#">LILA Annual/WBWF Report</a>
Naytahwaush Community Charter School	4155	No	K-6	Naytahwaush		<a href="#">NCCS WBWF Report</a>
New Century School	4240	Yes	K-6	St. Paul		<a href="#">NCS WBWF/Annual Report</a>
Schoolcraft Learning Community	4058	No	K-8	Bemidji		<a href="#">SLC Annual/WBWF Report</a>

Name of Charter School	Charter School LEA Number	CSP Grant Recipient	Grade Levels Served in FY 2019	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Southside Family Charter School	4162	No	K-8	St. Paul		<a href="#">SFCS WBWF Report</a>
Spectrum High School	4160	No	6-12	Elk River		<a href="#">SHS WBWF Report</a>
Tesfa International School	4239	No	K-6	Columbia Heights		<a href="#">TIS WBWF Report</a>
TrekNorth High School	4106	No	6-12	Bemidji		<a href="#">TN WBWF Report</a>
Woodbury Leadership Academy	4228	Yes	K-6	Woodbury		<a href="#">WLA WBWF/Annual Report</a>

**MDE Officially Recognized Early Learning Programs at Charter Schools in Authorizer's Portfolio:**

Name of Charter School	Officially Recognized Early Childhood Health and Developmental Screening Program	Officially Recognized Instructional Preschool Program to provide early childhood education and preparation for transition to kindergarten for children ages 3-5	Officially Recognized Instructional Prekindergarten Program for four-year-olds to prepare children for entry into kindergarten the following year
Athlos Leadership Academy	No	No	Yes
Lakes International Language Academy	No	Yes	No

**Charter Schools with Charter Management Organization (CMO)/Education Management Organization (EMO)**

Name of Charter School	Management Organization Name	Employer Identification Number (EIN)	Management Organization Address Location	Management Organization Address Mailing	Management Organization Type
Athlos Academy of St. Cloud	School Model Support, LLC dba Athlos Academies	EIN: 45-5421815	918 W Idaho St. Boise, ID 83702	918 W Idaho St. Boise, ID 83702	CHAREMO

**Charter School Portfolio Activity in FY 2019**

In FY 2019, did any charter schools leave your organization’s portfolio and transfer to another authorizer during or at the end of the year?

Yes

If yes, complete the table below for each applicable school:

Name of Charter School	Charter School LEA Number	New Authorizing Organization	Effective Date of Transfer
Cornerstone Montessori Elementary School	4201	University of St. Thomas	07/01/2019

In FY 2019, did your organization terminate or revoke the charter contract for any charter school before the end of the contract term?

No

If yes, complete the table below for each applicable school:

Name of Charter School	Charter School LEA Number	Reason(s) for Contract Termination	Effective Date of Contract Termination
N/A	N/A	N/A	N/A

In FY 2019, did any charter schools voluntarily close (i.e., closure was initiated by the school) during or at the end of the year?

No

If yes, complete the table below for each applicable school:

Name of Charter School	Charter School LEA Number	Reason(s) for Closure	Effective Date of Closure
N/A	N/A	N/A	N/A

## Charter School Portfolio Performance

### World's Best Workforce

Describe how your organization incorporates achievement of World's Best Workforce goals in its ongoing oversight and evaluation of charter schools.

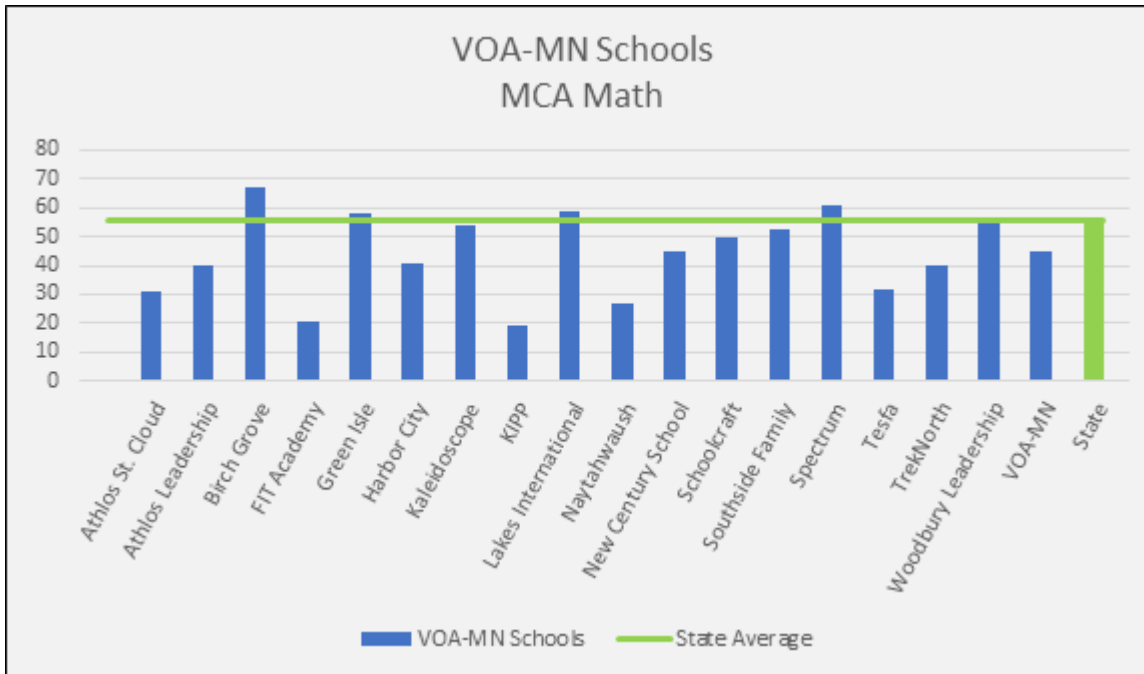
The charter contract of every school includes that a school must meet the World's Best Workforce statutory provisions. Example from Addendum B of our charter contracts:

*ADDITIONAL PURPOSE (M.S. 120B.11): The school is to meet the outcomes adopted by the Commissioner for all public-school students under Minnesota Statutes, section 120B.11 ("World's Best Workforce"), applicable to elementary and high schools. Specifically, that 1) all racial and economic achievement gaps between students are closed; 2) all children are ready for school, 3) all third-graders can read at grade level.*

Goals are to be locally determined, board approved annually for each of the outcomes and reporting on progress meeting WBWF goals is to be reported in the school Annual Report. Each school's Annual Report and World's Best Workforce Plan is to contain an update on their progress meeting their WBWF goals. It is the VOA-MN Academic Performance Analyst that then evaluates that progress in the annual VOA-MN Network Academic Performance Report. Annual Report content compliance is also monitored by the VOA-MN Governance Analyst.

### Academic Performance

Present outcome data regarding key academic performance indicators your organization used when evaluating your portfolio of charter schools. Provide a narrative analysis of this data, indicating strengths and areas for improvement.



Data Source: Minnesota Report Card

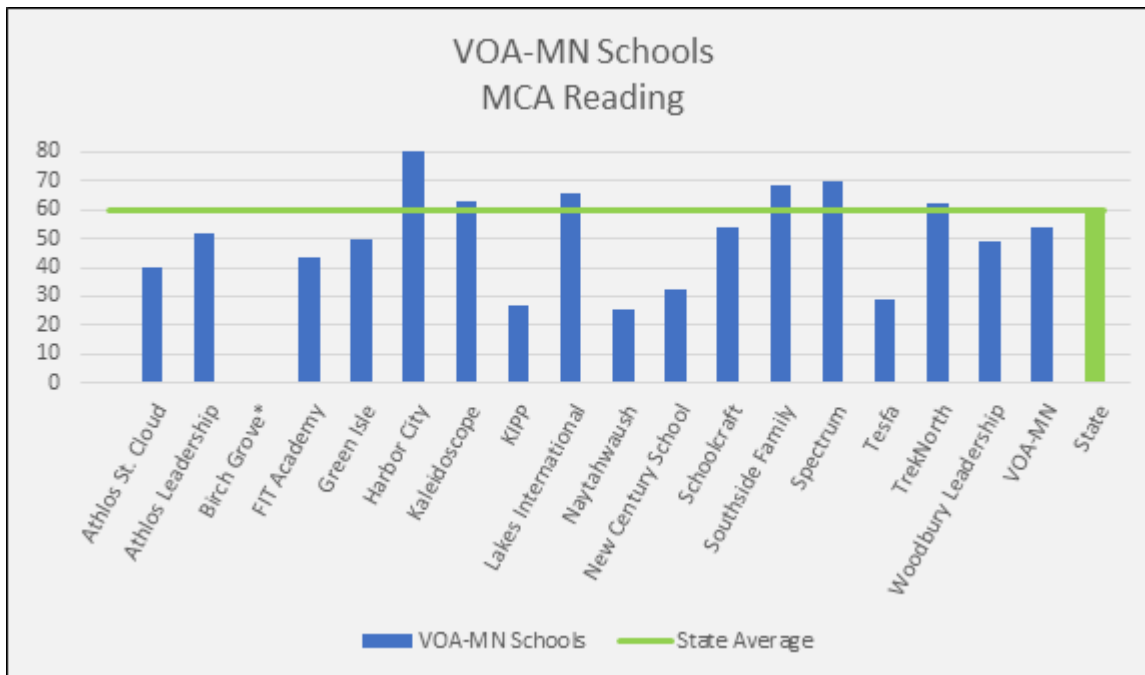
VOA-MN Charter Schools' Math Proficiency	2016	2017	2018	2019
Statewide Average	60.1%	59.2%	57.7%	55.5%
Athlos Academy of St. Cloud	N/A	37.3%	25.5%	31.1%
Athlos Leadership Academy	37.2%	43.0%	42.3%	39.9%
Birch Grove Community School	CTSTR	54.5%	CTSTR	66.7%
FIT Academy	N/A	N/A	30.4%	20.5%

Green Isle Community School	58.3%	58.6%	42.4%	57.7%
Harbor City International School	45.7%	51.6%	52.3%	40.5%
Kaleidoscope Charter School	46.2%	48.5%	49.2%	54.0%
KIPP North Star Academy	35.2%	34.8%	32.3%	19.2%
Lakes International Language Academy	67.9%	59.6%	65.4%	58.8%
Naytahwaush Community Charter School	41.9%	37.8%	40.5%	26.8%
New Century School	N/A	13.3%	33.3%	44.8%
Schoolcraft Learning Community	56.9%	55.1%	45.9%	50.0%
Southside Family Charter School	56.5%	57.1%	60.6%	52.2%
Spectrum High School	62.2%	64.3%	66.8%	61.0%
Tesfa International School	10.0%	6.3%	14.3%	31.6%
TrekNorth High School	48.8%	47.5%	45.4%	40.3%



Woodbury Leadership Academy	75.2%	66.7%	67.0%	54.2%
VOA-MN	50.8%	49.5%	48.2%	44.8%

Both the chart and the table above illustrate the 2019 math proficiency for the VOA-MN network of charter schools. The green line indicates the state average 55.5%. Four schools in the VOA-MN network, Birch Grove Community School, Green Isle Community School, Lakes International Language Academy and Spectrum High School, met or exceeded the state average on the 2019 math MCA. In addition, four schools in the VOA-MN network, Kaleidoscope Charter School, Schoolcraft Learning Community, Southside Family Charter School and Woodbury Leadership Academy, scored within ten percentage points of the state average. The remaining nine schools scored below 45.5% on the 2019 math MCA. This is an area for continued improvement for all the schools in the VOA-MN network of charter schools. As an authorizer, VOA-MN will continue to emphasize the importance of data-driven decision making at the school level as well as academic goal-based professional development.



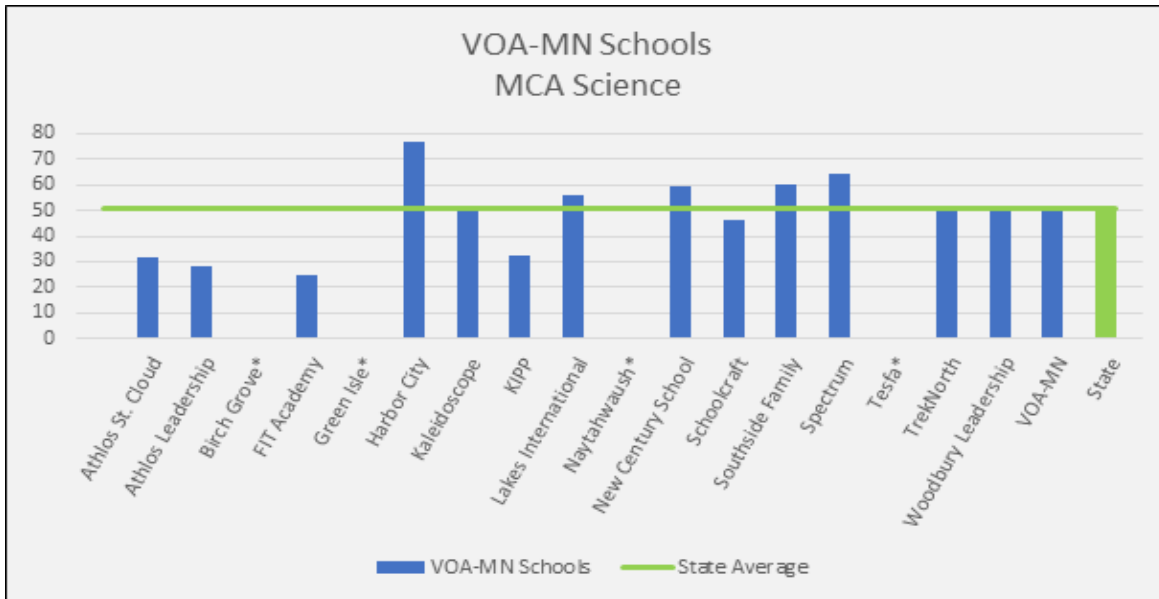
Data Source: Minnesota Report Card

\* Birch Grove Community School did not have a testing cell large enough to record a score.

VOA-MN Charter Schools' Reading Proficiency				
	2016	2017	2018	2019
Statewide Average	60.2%	60.6%	60.4%	59.7%
Athlos Academy of St. Cloud	N/A	42.1%	36.4%	40.2%
Athlos Leadership Academy	49.5%	48.1%	53.3%	51.6%
Birch Grove Community School	CTSTR	63.6%	CTSTR	CTSTR
FIT Academy	N/A	N/A	58.1%	43.2%
Green Isle Community School	41.7%%	58.6%	45.5%	50.0%
Harbor City International School	87.9%	71.4%	83.0%	81.3%
Kaleidoscope Charter School	49.3%	57.1%	58.6%	62.9%
KIPP North Star Academy	29.9%	34.1%	29.4%	26.8%
Lakes International Language Academy	56.9%	61.8%	62.4%	65.7%
Naytahwaush Community Charter School	58.1%	35.1%	35.7%	25.5%

New Century School	N/A	16.7%	37.2%	32.1%
Schoolcraft Learning Community	63.2%	62.2%	58.7%	53.9%
Southside Family Charter School	61.2%	66.2%	64.6%	68.2%
Spectrum High School	67.7%	75.1%	77.8%	69.7%
Tesfa International School	20.0%	19.1%	17.5%	28.9%
TrekNorth High School	64.9%	64.6%	63.8%	62.4%
Woodbury Leadership Academy	75.2%	67.6%	72.7%	48.9%
VOA-MN	55.5%	56.4%	56.2%	53.8%

Both the chart and the table above illustrate the 2019 reading proficiency for the VOA-MN network of charter schools. The green line indicates the state average 59.7%. Six schools in the VOA-MN network, Harbor City International School, Kaleidoscope Charter School, Lakes International Language Academy, Southside Family Charter School, Spectrum High School and TrekNorth High School, met or exceeded the state average on the 2019 reading MCA. In addition, three schools in the VOA-MN network, Athlos Leadership Academy, Green Isle Community School and Schoolcraft Learning Community, scored within ten percentage points of the state average. The remaining eight schools scored below 49.7% on the 2019 reading MCA. Reading proficiency is another area for continued improvement for all schools in the VOA-MN network of charter schools. As an authorizer, VOA-MN will continue to emphasize the importance of data-driven decision making at the school level as well as academic goal-based professional development.



Data Source: Minnesota Report Card

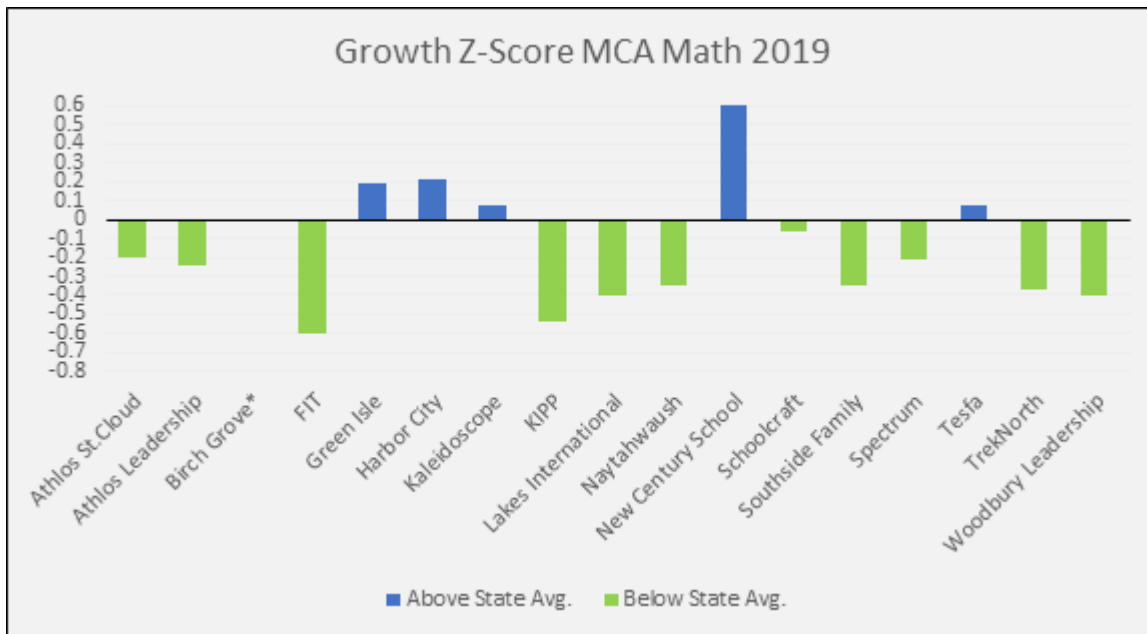
\* Birch Grove Community School, Green Isle Community School, Naytahwaush Community Charter School and Tesfa International School did not have a testing cell large enough to record a score.

VOA-MN Charter Schools' Science Proficiency	2016	2017	2018	2019
Statewide Average	55.5%	54.7%	52.5%	50.7%
Athlos Academy of St. Cloud	N/A	33.3%	36.9%	31.8%
Athlos Leadership Academy	31.1%	34.6%	38.2%	28.1%
Birch Grove Community School	CTSTR	CTSTR	CTSTR	CTSTR
FIT Academy	N/A	N/A	37.5%	25.0%

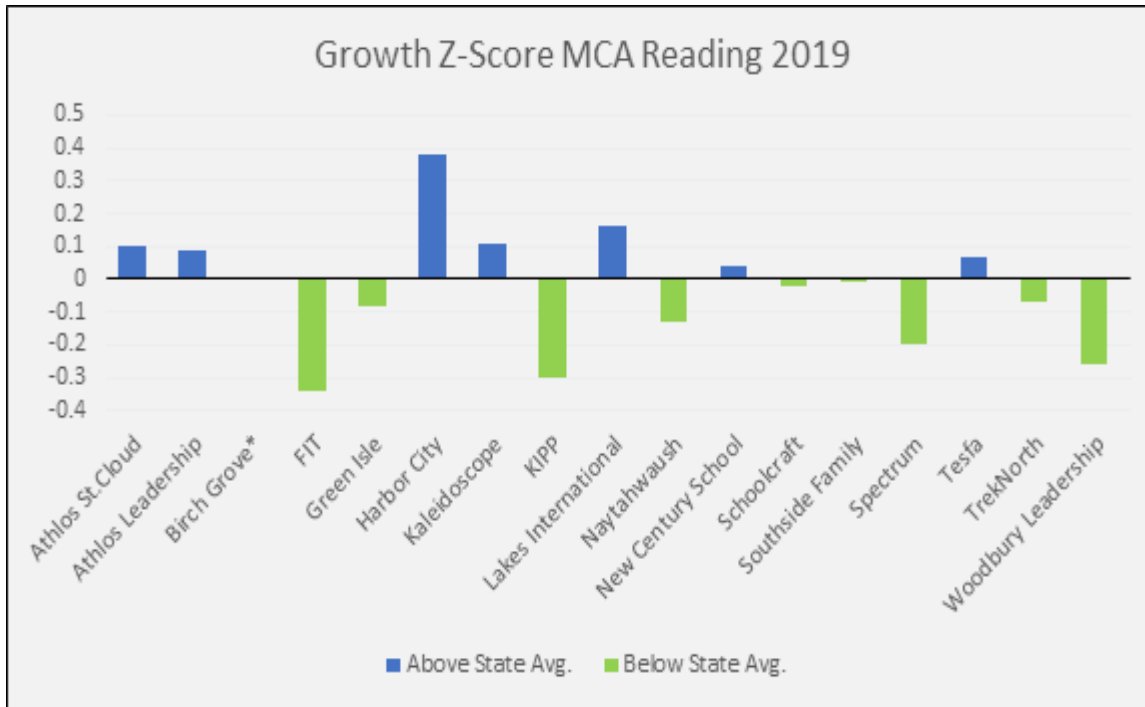
Green Isle Community School	CTSTR	CTSTR	CTSTR	CTSTR
Harbor City International School	N/A	62.7%	N/A	76.6%
Kaleidoscope Charter School	59.0%	56.0%	49.5%	51.3%
KIPP North Star Academy	37.0%	32.8%	44.4%	32.4%
Lakes International Language Academy	57.6%	53.3%	47.6%	55.9%
Naytahwaush Community Charter School	CTSTR	10.0%	CTSTR	CTSTR
New Century School	N/A	18.2%	58.3%	59.3%
Schoolcraft Learning Community	60.0%	60.7%	51.5%	45.9%
Southside Family Charter School	42.1%	69.1%	57.1%	60.0%
Spectrum High School	67.1%	63.9%	67.0%	63.9%
Tesfa International School	25.0%	8.3%	17.6%	CTSTR
TrekNorth High School	50.9%	58.0%	42.3%	51.3%

Woodbury Leadership Academy	90.9%	60.9%	64.0%	50.0%
VOA-MN	53.0%	46.3%	47.0%	49.6%

Both the chart and the table above illustrate the 2019 science proficiency for the VOA-MN network of charter schools. The green line indicates the state average 50.7%. Five schools in the VOA-MN network, Harbor City International School, Kaleidoscope Charter School, Lakes International Language Academy, New Century School, Southside Family Charter School, Spectrum High School and TrekNorth High School, met or exceeded the state average on the 2019 science MCA. In addition, two schools in the VOA-MN network, Schoolcraft Learning Community School and Woodbury Leadership Academy, scored within ten percentage points of the state average. The remaining eight schools either scored below 40.7% on the 2019 science MCA or did not have enough a testing cell large enough to record a score.



\* The Birch Grove Community School has not had a large enough testing cell size in recent years to generate growth scores.



\* The Birch Grove Community School has not had a large enough testing cell size in recent years to generate growth scores.

Growth Z-Score 2019	Percent of LEAs with Growth Z-Scores Above the State Average for the Same Grades Served	Count of LEAs with Growth Z-Scores Above the State Average for the Same Grades Served	Count of LEAs with Growth Z-Scores Below the State Average for the Same Grades Served
Math*	31.3%	5	11
Reading*	43.8%	7	9

\* Growth Data Not available for Birch Grove Community School

The Minnesota Department of Education sets expectations for all students based on average improvements from year to year on statewide assessments. Students receive individual growth results by comparing their score from last year to the current year. This growth result tells whether students are progressing from year to year at expected rates. The above charts and table illustrate growth achieved by the schools in the VOA-MN network on the 2019 MCA math and reading assessments. The blue bars in the above charts indicate schools that had growth z-scores above the state average, while the green bars indicate schools that had scores below the state average. VOA-MN considers growth scores to be a valuable indicator when evaluating schools within its network. Based on data from the

2019 MCA math assessments, five schools from the VOA-MN network had growth scores above the state average, while seven schools had growth scores above the state average in reading. As an authorizer, VOA-MN will continue to emphasize the importance of student growth and achievement within its network of schools.

## Operational Performance

**Present outcome data regarding key operational performance indicators your organization used when evaluating your portfolio of charter schools. Provide a narrative analysis of this data, indicating strengths and areas for improvement.**

**MANAGEMENT AND OPERATIONS STANDARDS** - Each VOA-MN authorized charter school maintains a “Compliance Binder” on site that includes VOA-MN defined evidence of compliance with state and federal statutes organized in the manner prescribed by VOA-MN. Additionally, VOA-MN authorized charter schools submit information to the authorizer in accordance with the VOA-MN prescribed Annual Submission Calendar. Management and operations of the school is monitored by the authorizer and reported in the Formal Site Visit Report annually and additionally as needed. The compliance binder and submission calendar are systems for ongoing monitoring of school performance and compliance and compliance requirements are imbedded in previous sections.

All schools received their formal and informal school site visits by authorizer VOA-MN in FY19 and received their Formal Site Visit Reports. Site visits are generally conducted by the Senior Program Manager. 98 percent of schools were 100 percent compliant – meeting all operation standards. As expected, a couple of schools had a little room for improvement, mostly due to leadership changes and documents misplaced during the transition.

**SCHOOL BOARD GOVERNANCE STANDARDS** – The authorizer regularly monitors the performance quality of the school board based on authorizer observations; interviews with the director, board and faculty; and the review of school policies, reports and board meeting minutes. A school must have a governance model that provides quality oversight by ensuring that there are checks and balances between the board and the school administrators.

The VOA-MN Charter School Authorizing Program publishes annually a School Board Governance Report on their network of authorized charter schools. The purpose of the report is to be a single annual source on the board operations and compliance of the fifteen VOA-MN- authorized charter schools. Authorizer VOA-MN also observes a minimum of one school board meeting annually.

The VOA-MN determined school board governance standards contained below are uniform for all VOA-MN charter schools. The standards are contained in VOA-MN Charter Contract Addendum B (School Accountability and Authorizer Oversight System) and serve as the basis for both annual authorizer monitoring of school board performance and contract renewal determinations. The authorizer will monitor school performance meeting these standards on an ongoing basis and the standards are evaluated in the annual VOA-MN Network Governance



Report. The standards also serve as the criteria for contract renewal determinations. The authorizer reserves the right to have flexibility to reasonably amend these standards /expectations as needed.

VOA-MN's school board governance standards / expectations include the following:

1. The Board of Directors met its governance model requirements laid out in its bylaws and membership requirements as required by Minnesota Statute\*.
2. The Board of Directors has the necessary knowledge to carry out the responsibilities contained in Minn Stat 124E.07, Subd. 6. (Duties), including knowledge in finance/budget, policy/legal, personnel/employment, and education.
3. The board adheres to an orientation process for bringing on new members.
4. The Board of Directors complies with initial and ongoing training requirements set forth in Minn. Stat 124E.07, Subd 7 (Training): governance, financial, and employment policies and practices.
5. The Board of Directors completes a self-evaluation each year.
6. The Board of Directors will comply with MN Open Meeting Law, Chapter 13D, and maintains a quorum for all board meetings.
7. The board regularly reviews, updates, and approves its bylaws. The bylaws are consistent with state law.
8. The Board of Directors adheres to board member election requirements set forth by state statute\*.
9. The Board conducts an annual evaluation (including all aspects of the position description) of the performance of the school leader through a defined annual evaluation process.
10. The Board has a board-approved professional development plan for the school director (if applicable as required by Minn. Stat. 124E.12, Subd. 2\*).
11. The Board of Directors monitors the organization's adherence to school board policies.
12. The Board of Directors complies with Federal data practices law and the Minnesota Data Practices Act (Minn. Stat. Chapter 13)\*.
13. The Board of Directors provides ongoing oversight of school academic performance.
14. The school maintains a high level of parent, teacher and student satisfaction rates based on school conducted surveys and student/faculty retention rates.
15. Board documents are distributed to all board members at least 3 days prior to a board meeting.
16. The Board of Directors maintains a Board Documents Binder which includes meeting minutes, bylaws and articles of incorporation and financial statements; and statutory requirements for posting board related information on the school's website\*.
17. The board has a policy review calendar and reviews and updates its policies as needed or required by state law.

**Of these 17 standards, VOA schools meet many, if not all, of the standards and those that miss achieving the Governance Award miss one or two standards. However, the following list of VOA-MN schools were determined to have met all of the VOA-MN Board Governance standards from July 1, 2018 – June 30, 2019:**

**VOA-MN SCHOOL**

ATHLOS LEADERSHIP ACADEMY  
BIRCH GROVE COMMUNITY SCHOOL  
GREEN ISLE CHARTER SCHOOL  
KALEIDOSCOPE CHARTER SCHOOL  
LAKES INTERNATIONAL LEADERSHIP ACADEMY  
NAYTAWAUSH CHARTER SCHOOL  
SPECTRUM JR AND SR HIGH  
TREKNORTH JR. & SR. HIGH

**Financial Performance**

**Present outcome data regarding key financial performance indicators your organization used when evaluating your portfolio of charter schools. Provide a narrative analysis of this data, indicating strengths and areas for improvement.**

**SCHOOL FINANCIAL STANDARDS (FY 2019)**

The VOA-MN Charter School Authorizing Program provides high quality financial oversight of its network of schools. These schools pride themselves on being part of a cooperative venture where ideas are shared and input from school leaders is valued and used to strengthen all members.

The VOA-MN determined school financial standards serve as the basis to monitor member school's financial health and compliance with state and federal laws, including proper use of public funds. In addition, the standards are used to evaluate school financial performance and to determine the VOA-MN Finance Award recipients.

There were 18 operational schools and no schools in planning during FY18. Key performance indicators used to evaluate VOA-MN authorized charter schools include:

1. The School maintains a balanced budget.
2. The School is compliant with state and federal financial reporting deadlines and laws, including the proper use of public funds.
3. The School's financial audit will be submitted to the Minnesota Department of Education, Office of the State Auditor and the authorizer by December 31.
4. Schools are expected to have audits that are free of all findings.

5. The School is current on all financial obligations, including, but not limited to: pension payments, payroll taxes, insurance coverage, loan payments and terms.
6. The School provides VOA-MN and school board members with monthly financials. June financial reports may be delayed until year-end journal entries are completed. Packets include at least the following: 1) detailed income/expense report, 2) cash flow projection, 3) check register, and 4) current enrollment (Average Daily Membership). The board should review and approve the financials at each board meeting.
7. The School develops and maintains a targeted General Fund balance determined by the school board. For the finance report, VOA-MN also determines a standard for fund balance annually based on items such as school funding trends and funding hold-backs.
8. The School board has a finance committee that meets regularly to review financials.
9. All finance committee members exhibit working knowledge of financial oversight.
10. The School is not in Statutory Operating Debt (SOD).

### **VOA-MN Finance Performance Indicator Results (2=met, 1=partially met, 0=did not meet)**

<b>School</b>	<b>FB</b>										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>%</b>	<b>8</b>	<b>9</b>	<b>10</b>
Athlos Academy St Cloud	2	2	2	0	2	0	0	7	1	2	2
Athlos Leadership Academy	0	2	2	2	2	1	0	12	2	2	2
Birch Grove Community School	2	2	2	0	2	2	0	11	0	2	2
Cornerstone Montessori Elem School	2	2	2	2	2	2	2	28	2	2	2
FIT Academy	0	2	2	0	2	2	0	(1)	2	2	2
Green Isle Community School	2	2	2	0	2	1	0	5	2	2	2
Harbor City International School	0	2	2	2	2	0	0	25	2	0	2
Kaleidoscope Charter School	2	2	2	2	2	2	2	25	2	2	2
Kipp: Northstar Academy	0	2	2	0	2	2	1	15	1	2	2
Lakes Intern'l Language Academy	2	2	2	2	2	2	2	32	2	2	2
Naytahwaush Comm Charter School	2	2	2	2	2	2	2	96	2	2	2
New Century School	2	2	2	2	2	1	1	16	2	2	2
Schoolcraft Learning Community	2	2	2	0	2	0	2	20	2	2	2

Southside Family Charter School	2	2	2	2	2	0	2	22	1	2	2
Spectrum High School	0	2	2	2	2	2	2	24	2	2	2
Tesfa International School	2	2	2	0	2	1	0	6	2	2	2
TrekNorth Jr. and Sr. High School	2	2	2	0	2	2	2	34	2	2	2
Woodbury Leadership Academy	2	2	2	2	2	1	2	21	2	2	2

Financial highlights for VOA-MN authorized charter schools:

- 72% of the schools maintained a balanced budget for FY19.
- 95% of finance committee members possess a working knowledge of financial oversight.
- Fund balances:
  - 56% of the schools met or exceeded the 20% fund balance target
  - 22% of the schools had a fund balance between 10% and 19.99%
  - 22% of the schools had a fund balance between 0 and 9.99%
- 56% (10 of 18 schools) were free of all audit findings.

## Other Performance

**Present outcome data regarding other key performance indicators your organization used when evaluating your portfolio of charter schools. Provide a narrative analysis of this data, indicating strengths and areas for improvement.**

Three essential questions guide VOA-MN authorizer oversight:

- 1. Academic Program Performance - Is the school's Learning Program a Success?**
- 2. Financial Sustainability – Does the School Exhibit Strong Financial Health?**
- 3. Is the organization effective and well run?** (board governance / management and operations)

A narrative and analysis of all of those three areas has been provided in the prior sections.