



## FY 2017 Authorizer Annual Report

### Authorizer Information

**Name of Authorizing Organization:** Friends of Education

**Mailing Address:** 200 East Lake St EX0-01-T Wayzata, MN 55391

**Name and Title of Primary Authorizer Contact:** Elizabeth Topoluk, Executive Director

**Telephone of Primary Authorizer Contact:** 952-745-2717

**Email Address of Primary Authorizer Contact:** [topoluk@tcfbank.com](mailto:topoluk@tcfbank.com)

#### Authorizer Summary:

Friends of Education's mission is to improve the education of children. Improving K–12 education since 1999, Friends supports programs which emphasize content and critical thinking with demonstrated evidence of increasing student achievement and post-secondary readiness.

History: Friends of Education started in 1999, under the name "Saving Children Through Education." The initial focus of Saving Children Through Education was an under-performing grade school in North Minneapolis. Saving Children Through Education assisted this school, Ascension Grade School, in implementing a content-rich educational program and teacher professional development, which resulted in a significant increase in academic performance. Saving Children Through Education's involvement with Ascension Grade School resulted in changing the organization's name to "Friends of Ascension".

After the success of Ascension Grade School, Friends of Ascension decided to expand its reach, while maintaining its stated mission to improve the education of children and authorize quality charter schools. Friends of Education's mission directs all of its activities: its Charter School Mission is to improve the education of children through quality authorization of charter schools. Friends of Education authorizes elementary charter schools which implement a content-rich curriculum promoting critical thinking and middle and high schools which prepare students for post-secondary success.

In 2009, Friends of Ascension changed its name to "Friends of Education" to reflect Friends' broad-based interest in improving the education of children. Friends of Education is not a religious organization, nor does it promote any religious activity or teaching.

Vision: Friends of Education's vision for its Charter School Mission is to establish, through a system of business-based accountability measures, a network of high-quality charter schools implementing a content-based learning program which achieve better results when measured against resident district and state average performance.

Friends of Education is a 501(c)(3) nonprofit Minnesota corporation. Friends of Education is a member of the Minnesota Council of Nonprofits and is registered with the Minnesota Office of the Attorney General.

In the 2016-2017 school year, Friends of Education authorized 13 charter schools serving 9,222 students. During FY2017 (in December 2016), the Minnesota Department of Education designated nine of the schools as High-Quality Charter Schools.

## Authorizer Processes

### New Charter School Applications in FY 2017 (B.1)

**Did your organization review any new charter school applications in FY 2017?**

Yes

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

Provide an explanation

**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
Progeny Academy	Disapproval	N/A	Application was incomplete	N/A

### New Charter School Openings in FY 2017 (B.2)

**Did your organization engage in ready-to-open activities in FY 2017?**

No

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

Friends of Education had no new schools opening in FY2017.

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

Name of Charter School Projected to Begin Serving Students in FY 2017	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 2017 (B.2)

Did your organization review any site and/or grade expansion applications in FY 2017?

No

If no, please provide an explanation:

Friends of Education posts its application materials and due date on its website. Friends of Education provided informational sessions and received inquiries but received no applications.

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 2017 (B.2)

Did your organization review any requests for official early learning program recognition in FY 2017?

Yes

If no, please provide an explanation:

N/A

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
Cologne Academy	Instructional Prekindergarten	Approval	Approval	N/A	N/A

### Charter School Change in Authorizer Requests in FY 2017 (B.2)

Did your organization review change in authorizer requests in FY 2017?

No

If no, please provide an explanation:

Friends of Education received no change in 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 2017 (B.9)

Did your organization engage in charter renewal activities in FY 2017?

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
Clarkfield Area Charter School	Yes	07/01/2017-06/30/2022	N/A

Name of Charter School	Was Contract Renewed?	If Yes, Term of Contract Renewal	If No, Reason(s) for Nonrenewal
Nova Classical Academy	Yes	07/01/2017-06/30/2022	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.**

Friends of Education routinely makes available to its staff professional development in three core areas: authorizer practices, school operations, and student achievement. Friends of Education provides professional development in each of these areas to: (1) inform and enhance its core authorizing practices, (2) better understand school operational requirements, which Friends believe leads to more effective oversight, and (3) fundamentally, the primary purpose of charter schools is to improve all pupil learning and all student achievement; accordingly, Friends of Education believes that it, as an authorizer, needs to continually better understand and recognize those key components which drive student achievement.

In the 2016-2017 school year, staff and/or leadership attended:

Professional Development	When	Friends of Education Personnel Attending		Area Addressed			Purpose
		Staff	Leadership	Authorizer Practices / Oversight	School Operations	Student Achievement	
Real Estate Development: Minnesota Boundary Law	July 2016		✓	✓	✓		Training in real estate legal requirements to inform authorizer oversight and school practices
Employment Law: "Who is an Employee? Who is an Employer?"	July 2016		✓	✓	✓		Obtain information regarding employment law to inform oversight and school practices
MDE ESSA	July 2016	✓	✓	✓		✓	Authorizer oversight and school accountability
Columbia Teachers College Writing Workshop	July 2016	✓	✓			✓	Training in effective writing strategies and structures to promote student achievement

Friends /SAM United in Best Practice 3.0	August 2016	✓	✓	✓	✓	✓	Best practices for teachers and leaders
U.S. Supreme Court’s Big New Decisions	August 2016		✓	✓			Review of caselaw to inform authorizer oversight and school practices
Evolving Technologies	August 2016		✓	✓	✓		Training in social engineering and data practices to inform authorizer oversight and school practices
New Fair Labor Standards Act Rules	August 2016		✓	✓	✓		Obtain information regarding employment law to inform oversight and school practices
Elimination of Bias: Lessons Learned from Corporate Initiatives to Promote Diversity and Inclusion	August 2016		✓	✓	✓	✓	Training in inherent or unintentional bias and steps to address elimination
Conducting Effective Workplace Investigations	September 2016		✓	✓	✓		Training in investigation practices to inform oversight and school practices
MDE Academic Growth Webinar	September 2016	✓		✓		✓	Interpreting academic data; student learning
NACSA Conference	October 2016	✓		✓	✓	✓	Authorizer oversight and monitoring, student learning
The 25 <sup>th</sup> Annual School Law Conference	November 2016		✓	✓	✓	✓	Review of legislation and cases impacting oversight, school operations and student achievement
Friends/SAM DDI Reading I Workshop	November 2016	✓	✓			✓	Training in effective instructional practices re: main idea and summary to promote student learning

The Art of Effective Communication	December 2016		✓	✓	✓		Obtain information to inform authorizer oversight and school practices
“Problem Employees” – Pitfalls and Solutions	December 2016		✓	✓	✓		Obtain information regarding employment law to inform oversight and school practices
MDE ESSA Webinar	January 2017	✓		✓		✓	Authorizer oversight and training re: school accountability
MDE Data Reports & Analytics Webinar	January 2017	✓	✓	✓		✓	Authorizer oversight and training re: using data to improve student learning and instruction
Friends/SAM DDI Reading II Workshop	January 2017	✓				✓	Training in effective instructional practices re: story elements to improve student learning
Friends/SAM DDI Reading III Workshop	March 2017	✓				✓	Training in effective instructional practices re: vocabulary to improve student learning
MDE MAPES	March 2017	✓	✓	✓			Authorizing process review
Friends of Education Board Member Networking and Best Practices	May 2017	✓	✓	✓	✓	✓	Strategic planning and process, replication

## 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.**

### *What Gets Measured Gets Better*

Friends of Education has four organizational goals related to school academic performance; the Friends of Education Board of Directors regularly monitors school performance and requires reporting regarding school performance at its board meetings. All four organizational goals for FY2017 school performance were achieved. Friends of Education also evaluated its internal staffing vis-à-vis portfolio size; both were on-plan, resulting in no

changes. In addition, Friends of Education engaged in third-party site visits in FY2017; Friends of Education determined that third-party site visits provide useful oversight information. Also, each Friends of Education staff was formally evaluated in FY2017. Friends of Education leadership also met with staff regularly (generally, weekly) to review priorities, assess work product, review procedures and initiatives.

#### *Infrastructure*

Friends of Education's infrastructure (technology, facility, etc.) is generously donated by TCF Financial Corporation as part of its corporate-giving program. As a \$23 billion national bank holding company, TCF is subject to numerous federal system standards; because Friends of Education's systems are provided by TCF, those federal standards affect Friends of Education. Consequently, Friends of Education enjoys state-of-the art business-continuity (a/k/a disaster recovery), privacy and data systems security, and evaluation/upgrade protocols and regularly participates in training exercises related to privacy and data systems security.

#### *National Standards*

Friends of Education annually reviews its practices against national authorizing practices, such as a national organization or a nationally-known authorizer. In FY2017, Friends of Education commenced a comprehensive review of Ohio's authorizer evaluation standards which will continue into FY2018.

#### *State Standards*

Friends of Education evaluated its Minnesota Authorizer Performance Evaluation System (MAPES) feedback and continued its scheduled board review of organizational goals and scheduled review of national standards.

## **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.**

Friends of Education has disseminated quality authorizing practices in the following manner:

Continuing the FY2016 request of Friends of Education Chairman and University of St. Thomas President that their charter school leadership collaborate frequently regarding issues, practices, and mutual problem-solving, Friends of Education and University of St. Thomas personnel met monthly through FY2017 and shared practices and collaborated on oversight issues such as school intervention and closure.

Friends of Education regularly participated in the authorizer collaboration meetings known as the Minnesota Association of Charter School Authorizers (MACSA). These monthly meetings provided a regular opportunity to share information and problem-solve.

In addition to MACSA meetings and collaboration with the University of St. Thomas as noted, Minnesota authorizers routinely reach-out to their colleagues to both share and request information, and Friends of Education regularly participates on both sides of these exchanges.

Friends of Education also contributed to the sponsorship of a session at the 2017 National Charter School Conference related to authorizer oversight.



## 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.**

Friends of Education provided Technical Assistance in two forms:

- 1) *Direct Technical Assistance.* Friends of Education retained consultants for the sole purpose of assisting its schools in various areas to address existing problems, prevent new problems, and promote continuous improvement.
- 2) *Professional Development.* Friends of Education provided numerous professional development opportunities in multiple areas both to prevent problems and to promote continuous improvement.

The Technical Assistance is not required and is provided at no-charge. Friends of Education does monitor participation in the professional development opportunities to determine if an identified area of improvement may be addressed through offerings.

### *Direct Technical Assistance:*

During FY2017, Friends of Education retained a 0.80 FTE consultant to assist schools in teacher-coaching and instructional strategies as well as assessment development, and a 0.25 FTE consultant to assist schools in curriculum mapping and sequencing of material. The schools contact the consultant directly for desired services, and the consultant bills Friends of Education.

### *Professional Development*

During FY2017, Friends of Education provided the following professional development opportunities to its schools:

*Teachers College Columbia University Writing Conference: 2016 July 26*

*United in Best Practice 3.0: 2016 August 5*

*DDI Next Steps: An Interactive Approach to Reading Strategies: 2016 November 15*

*DDI Next Steps: An Interactive Approach to Reading Strategies: 2017 January 24*

*DDI Next Steps: An Interactive Approach to Reading Strategies: 2017 March 7*

*Board of Directors Networking & Best Practice Event: 2017 May 11*

*Cognitive Coaching: 2017 June 29, 30*

In addition, and as part of the United in Best Practice Conference on August 5, 2016, Friends of Education was pleased to host Rick Wormelli, the author of the award-winning book, *Meet Me in the Middle*, to provide a training sessions for its authorized schools. Mr. Wormelli's classroom practice is a showcase for ASCD's best-selling series, "At Work in the Differentiated Classroom."

## 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.**

## **Dissemination of Best School Practices**

The dissemination of best practices is an intentional piece of Friends of Education’s mission to improve the education of children and occurs through the following avenues.

### *Data-Driven Instruction.*

Data-Driven Instruction is a key Friends of Education best practice dissemination initiative, replicating the Data Driven Instructional model utilized by the high-performing Uncommon Schools network. Friends of Education has hosted multiple subsequent sessions of Data Driven Instruction (DDI), and over 80% of our schools currently implement this initiative. While the vast majority of our schools utilize this model, implementation and quality of replication is at different levels across the schools. To address this issue, Friends of Education has a three-prong approach:

- (1) Continue offering the high-quality DDI instruction,
- (2) Friends of Education schools which have a high DDI replication score (on the rubric developed by the Uncommon Schools), present to other Friends of Education schools as to their implementation, and
- (3) Friends of Education retained a 0.80 consultant to work specifically with schools on school-improvement initiatives, including DDI.

### *Sharing Best Practices*

In addition to hosting specific professional development, Friends of Education provided opportunities for school team members to attend out-of-state workshops. In FY2017, Friends of Education sent school team members to Uncommon *Teach Like a Champion* workshops. To maximize learning and our investment, Friends of Education asks that the schools which attend out-of-state workshops to provide the information to other schools.

### *School-Board Governance*

Friends of Education is proud that a culture of best-practices sharing has been cultivated and established among its schools as evidenced by the third annual school board of directors and best practice sharing event in May 2017 hosted by Seven Hills Preparatory Academy. This event has been initiated by the schools with Friends of Education providing financial assistance for out-of-pocket costs. The 2017 event included presentations by schools on various topics such as strategic planning and managing school expansion and replication.

### *Dissemination to Non-Friends of Education Schools*

Friends of Education’s mission is to improve the education of children, and we have placed this mission into action by providing high-quality professional development not only to our authorized schools but also to others. During FY2017, four non-Friends of Education schools attended our high-quality professional development.

### *Site Visit Annual Reports*

Friends of Education utilizes its site visit process to identify opportunities for best practice dissemination and replication in its charter schools. Specifically, the site visit form includes a compilation of best practices identified in Friends of Education charter schools, and Friends of Education rates each school on its adoption or implementation of the practices.

### *Battle of the Books*

In FY2017, Friends of Education sponsored a Battle of the Books competition for its network of schools. Designed to promote literacy and love of reading among students in grades 3-5, the competition encourages dissemination of reading strategies, parent involvement, and collaboration among students.

### Performance-Based Grants

On May 11, 2017, Friends of Education awarded almost \$60,000 in performance-based grants to its authorized schools. Because the primary purpose of charter schools, by law, is to improve all pupil learning and student achievement, the grants emphasized academic achievement, although awards were also provided for attaining financial measures and for observed best practices. While the grants are unrestricted, the schools which have utilized them to date have done so for training opportunities in promoting excellence; one school leader wrote:

*The support and recognition that Friends of Education provides to its schools goes above and beyond and makes us all better.*

### High-Quality Charter School Model Replication

Friends of Education encourages expansion and replication of its high-quality charter schools; consequently, Friends of Education supported the federal grant applications of three of its charter schools during prior fiscal years. Those schools' applications were approved and continued their replication in FY2017: Seven Hills Preparatory Academy continued its site expansion by establishing grades K-1 and 6-8 in Richfield and K-5 in Bloomington, serving a total student population of over 800; Eagle Ridge Academy expanded to over 1200 students having moved into its new 210,000 sq. ft. facility; and DaVinci Academy broke ground on a larger facility.

## Portfolio Information

### General Charter School Portfolio Data (as of June 30, 2017)

#### 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	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 2017	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Aspen Academy	4184	Yes	K-8	14825 Zinran Avenue, Savage, 55378	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>

Name of Charter School	Charter School LEA Number	CSP Grant Recipient	Grade Levels Served in FY 2017	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Clarkfield Area Charter School	4172	Yes	K-6	301 13 <sup>th</sup> Street, Clarkfield, 56223	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Cologne Academy	4188	Yes	K-8	1221 S Village Pkwy, Cologne, 55322	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
DaVinci Academy	4185	Yes	K-8	532 Bunker Lake Blvd NE, Ham Lake, 55304	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Eagle Ridge Academy	4122	Yes	K-12	11111 Bren Road W, Minnetonka, 55343	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Hennepin Elementary School	4205	Yes	K-5	2123 Clinton Ave S, Minneapolis, 55404	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
New Millennium Academy	4143	Yes	K-8	5105 Brooklyn Blvd, Brooklyn Center, 55429	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Nova Classical Academy	4098	Yes	K-12	1455 Victoria Way, St Paul, 55102	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>

Name of Charter School	Charter School LEA Number	CSP Grant Recipient	Grade Levels Served in FY 2017	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Parnassus Preparatory School	4199	Yes	K-11	11201 96 <sup>th</sup> Ave N, Maple Grove, 55369	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Seven Hills Preparatory Academy	4159	Yes	K-8	<u>Bloomington Campus:</u> 8600 Bloomington Ave S, Bloomington, 55425  <u>Richfield Campus:</u> 1401 W 76 <sup>th</sup> St, Richfield, 55423	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
St. Croix Preparatory Academy	4120	Yes	K-12	4260 Stagecoach Trail N, Stillwater, 55082	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Stride Academy	4142	Yes	K-8	3241 Oakham Lane, St Cloud, 56301	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Yinghua Academy	4140	Yes	K-8	1616 Buchanan St NE, Minneapolis, 55413	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>

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

Name of Charter School	Officially Recognized for Early Childhood Health and Developmental Screening	Officially Recognized for Preschool Instructional Program for Children 3-5 Years	Officially Recognized for Prekindergarten Instructional Program for Four Year Olds to Prepare Children for Entry into Kindergarten the Following Year
Clarkfield Area Charter School	No	Yes	Yes

### Charter School Portfolio Activity in FY 2017

In FY 2017, did any charter schools leave your organization’s portfolio and transfer to another authorizer 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	New Authorizing Organization	Effective Date of Transfer
N/A	N/A	N/A	N/A

In FY 2017, 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 2017, 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.**

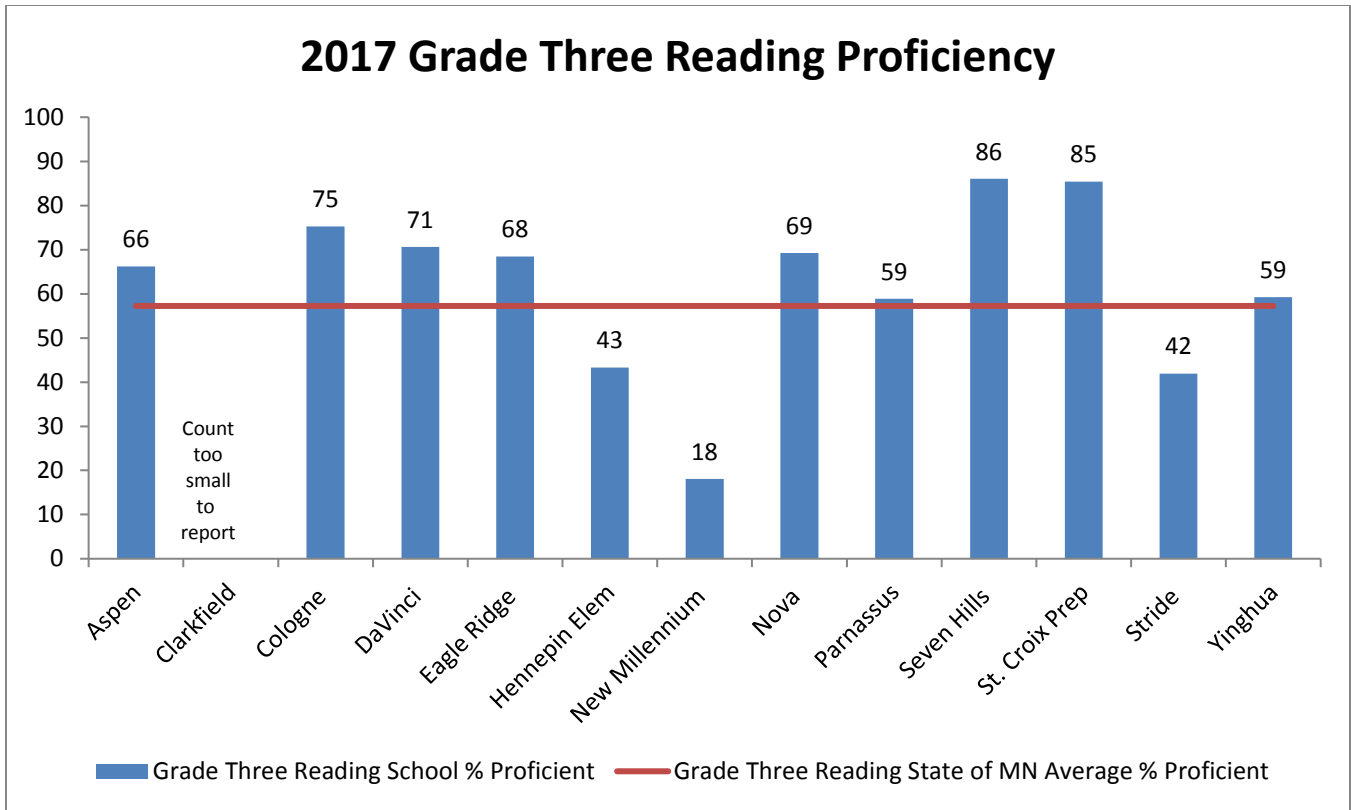
Friends of Education incorporates achievement of World’s Best Workforce goals in its ongoing oversight and evaluation as follows:

- Friends of Education evaluates, and provides separate analysis of, attainment of World’s Best Workforce Goals, through multiple means such as school evaluation reports and site visit reports, and
- As charter contracts are renewed, Friends of Education incorporates World’s Best Workforce Goals into charter contract goals.

With respect to separate analysis of attainment of World’s Best Workforce Goals, and as examples:

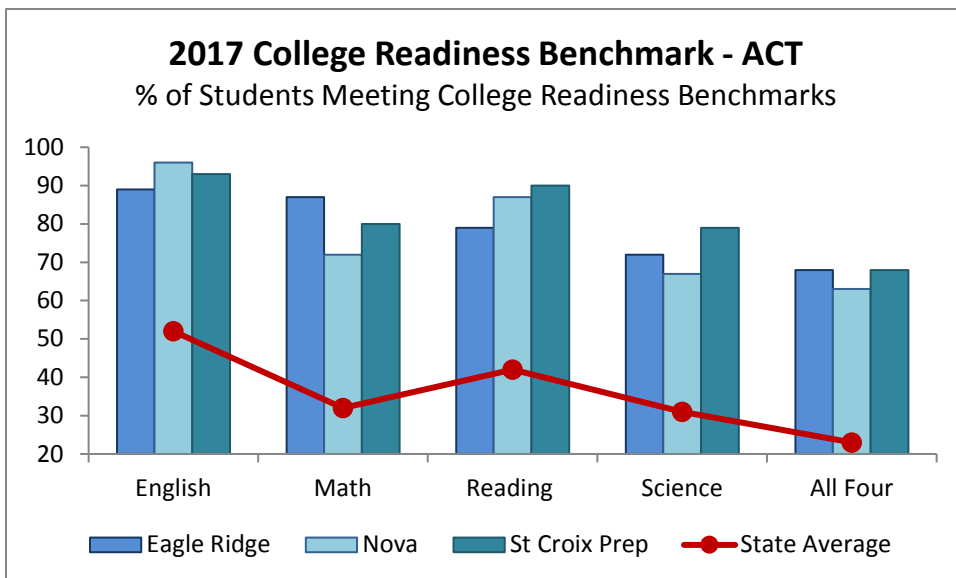
#### **World’s Best Workforce Goal: All Third Graders Can Read at Grade Level**

As demonstrated in the following chart, the majority of Friends of Education schools which have third grade demonstrate significantly higher percentages of students reading at grade level than the state average.



**World’s Best Workforce Goal: All Students are Ready for Career and College**

Friends of Education charters four schools which have high school grades; however only three schools have reportable ACT data. As demonstrated in the following chart, comparison of the ACT readiness benchmarks demonstrate that Friends of Education schools significantly outperform state averages.





## 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.**

Friends of Education assesses many different academic performance indicators of its schools. As examples,

1. Friends compares absolute proficiency with the resident districts and state averages;
2. Friends compares the school's economically disadvantaged (FRL) proficiency to the state's economically disadvantaged (FRL) proficiency average;
3. Friends evaluates individual student growth, both on-track for success and z-score growth data;
4. Friends compares the schools' reportable sub-group proficiency against high-performing suburban schools sub-group proficiency.

As summarized below, Friends portfolio of schools is high-performing in all areas. One area for evaluation is the fluctuation of z-score growth.

Indicators	% Schools Achieving Indicators			
	2017	2016	2015	3-Year Average
<b>Academics</b>				
MCA Proficiency > resident district	88	88	78	85
MCA Proficiency > state average	77	77	66	73
On-track growth > state average	79	83	57	73
FRL proficiency > state FRL proficiency	81	77	84	81
Z-score average > zero	67	84	57	69
Majority of reportable subgroups MCA proficiency > Edina, Orono, or Wayzata districts proficiency for same subgroups	69	77	69	72

## 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.**

Friends monitors its portfolio of schools operationally through a variety of mechanisms, including site visits, various compliance reviews, attendance at school's board meetings, and review of reports. Generally, Friends schools have been responsive in making any required or suggested changes and updates. While Friends schools

have traditionally shown strength operationally, a few areas of concern exist. For example, Friends notes the drop in compliance with the requirements related to English Language Learners and students with disabilities. The schools with issues were noticed and have implemented changes to address the issues.

Indicators	% Schools Achieving Indicators			
	2017	2016	2015	3-Year Average
<b>Operations</b>				
Educational Program contained in charter implemented	100	100	100	100
Instruction/assessment aligned to standards, emphasizes student achievement	77	85	81	81
Complies with requirements related to English Language Learner students and students with disabilities	69	100	94	88
Complies with ALL applicable laws and reporting requirements	77	81	69	76
Complies with lottery, data privacy, and discipline requirements	85	100	88	91
Complies with Health, Safety, and Occupancy requirements	100	100	94	98

## 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.**

Friends of Education believes that sound fiscal management is a key factor in a school's sustainability and utilizes a business-based model for assessing finances. A major strength in the Friends of Education portfolio is the schools' overall fiscal management demonstrated by clean audits, strong fund balances, and state finance awards: the most recent portfolio performance data report provided by Minnesota Department of Education show that ten schools had clean audits; six schools had operating fund balances exceeding 30% and an additional four schools had fund balances exceeding 20%; and twelve of the thirteen schools received the state finance award which recognizes sound fiscal policies and compliance with state finance reporting obligations. In addition, no schools have been in statutory operating debt.

An area for improvement identified in FY2017 was the increase in material weaknesses in internal controls as reflected in the schools' external audits. Specifically, for FY2017, three schools' audits revealed material weaknesses in internal controls, whereas only one schools' audit reflected a material weakness in FY2016.

Indicators	% Schools Achieving Indicators			
	2017	2016	2015	3-Year Average
<b>Financial and Investment</b>				
External Audit = no material or significant deficiencies	77	92	88	90
State Finance Award Recipient	92	100	88	94
Per Pupil Cost < Resident District Cost	Not	85	100	93
Taxpayer Value	Available	100	100	100
Fund Balance $\geq$ 25%	77	69	44	57
All Additional Sustainability Indicators Met	Not	81	75	78
All Near-Term Indicators Met	Available	92	75	84

## 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.**

The Minnesota Department of Education provides Friends of Education with an annual portfolio performance data report. The Department's data shows that, on a portfolio/consolidated basis, Friends of Education schools exceed state averages in all metrics. On an individual school basis, the data shows that 76-84% of Friends of Education schools outperform state average proficiency and growth and 100% of Friends of Education schools outperform the state average graduation rate for all cohorts.

Portfolio Performance Data

Subject	Proficiency							
	Math				Reading			
Year	2017	2016	2015	Average	2017	2016	2015	Average
<b>Average</b> LEA Proficiency Z Score	0.79017	0.48856	0.5880	0.6222	0.66922	0.47207	0.5092	0.5502
<b>Percent</b> of LEAs with Proficiency Z Scores Above the State Average for the Same Grades Served	84.62%	62.50%	75.00%	74.04%	76.92%	62.50%	75.00%	71.47%

<b>Average</b> LEA Focus Proficiency Z Score	1.00857	0.67321	0.7369	0.8062	0.8265	0.57649	0.5933	0.6654
<b>Percent</b> of LEAs with Focus Proficiency Z Scores Above the State Average for the Same Grades Served	84.62%	75.00%	87.50%	82.37%	84.62%	62.50%	68.75%	71.96%
<b>Growth</b>								
Subject	Math				Reading			
Year	2017	2016	2015	Average	2017	2016	2015	Average
<b>Average</b> LEA Growth Z Score	0.16317	0.03252	-0.0195	0.0587	0.13995	0.04674	0.0619	0.0829
<b>Percent</b> of LEAs with Growth Z Scores Above the State Average for the Same Grades Served	76.92%	68.75%	56.25%	67.31%	84.62%	68.75%	56.25%	69.87%
<b>Average</b> LEA Focus Growth Score	0.23372	0.12726	0.0647	0.1419	0.16725	0.09407	0.1332	0.1315
<b>Percent</b> of LEAs with Focus Growth Z Scores Above the State Average for the Same Grades Served	76.92%	68.75%	62.50%	69.39%	84.62%	75.00%	56.25%	71.96%
<b>Graduation</b>								
Cohort	4-year							
Year	2016	2015	2014	Average				
<b>Average</b> LEA Graduation Z Score	0.81303	0.8222	0.7295	0.7882				
<b>Percent</b> of LEAs with Graduation Z Scores Above the State Average	100.00%	100.00%	100.00%	100.00%				
<b>5-year</b>								
Cohort	5-year							
Year	2016	2015	2014	Average				
<b>Average</b> LEA Graduation Z Score	0.80447	0.8637	0.9281	0.8654				
<b>Percent</b> of LEAs with Graduation Z Scores Above the State Average	100.00%	100.00%	100.00%	100.00%				
<b>6-year</b>								
Cohort	6-year							
Year	2016	2015	2014	Average				
<b>Average</b> LEA Graduation Z Score	0.86366	0.8735	0.7144	0.8172				
<b>Percent</b> of LEAs with Graduation Z Scores Above the State Average	100.00%	100.00%	100.00%	100.00%				