



## FY 2018 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." Saving Children Through Education assisted an under-performing grade school in North Minneapolis in implementing a content-rich educational program and teacher professional development, which resulted in a significant increase in academic performance. Saving Children Through Education changed its name and decided to expand its reach, while maintaining its stated mission to improve the education of children, and authorize quality charter schools. Friends of Education is not a religious organization, nor does it promote any religious activity or teaching.

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.

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 2017-2018 school year, Friends of Education authorized 13 charter schools serving 9,659 students. During the 2017-2018 school year: the Minnesota Department of Education designated six of the schools (or 46%) as High-Quality Charter Schools; SchoolDigger.com ranked eight of the schools (or 62%) in the top 25 of all Minnesota public school districts; US News and World Report recognized all three high schools (or 100%) as among the best in the United States, with one ranked first among Minnesota's public high schools; its three high schools (or 100%)

were in the top four highest average composite ACT scores for Minnesota public high schools; and the Star Tribune – for the fifth consecutive year – recognized one school as among the top ten public schools in the state with the highest poverty rates whose students achieve grade level or better on state assessments. In addition, two Friends of Education schools (or 15%) are designated National Blue Ribbon Schools.

## Authorizer Processes

### New Charter School Applications in FY 2018 (B.1)

**Did your organization review any new charter school applications in FY 2018?**

No

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

Friends of Education has advertised, continually since 2004, that it is accepting new charter school applications; the FY2018 due date was January 26, 2018; Friends of Education did not receive any new charter school applications.

**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 2018 (B.2)

**Did your organization engage in ready-to-open activities in FY 2018?**

No

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

Friends of Education had no new schools opening in FY2018 or FY2019.

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

Name of Charter School Projected to Begin Serving Students in FY 2018	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 2018 (B.2)

Did your organization review any site and/or grade expansion applications in FY 2018?

Yes

If no, please provide an explanation:

N/A

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
Hennepin Elementary	Additional Grades: 7-8  Location of New Site: 3109 East 50 <sup>th</sup> Street, Minneapolis MN	Approval	Approval	N/A	N/A

### Official Early Learning Program Recognition Requests in FY 2018 (B.2)

Did your organization review any requests for official early learning program recognition in FY 2018?

No

If no, please provide an explanation:

Friends of Education received no Early Learning Program requests in FY2018.

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 2018 (B.2)

Did your organization review change in authorizer requests in FY 2018?

No

If no, please provide an explanation:

Friends of Education received no requests in FY2018 from existing charter schools to transfer to Friends of Education.

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 2018 (B.9)

Did your organization engage in charter renewal activities in FY 2018?

No

If no, please provide an explanation:

Friends of Education had no schools in renewal in FY2018.

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
N/A	N/A	N/A	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 2017-2018 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	
Minnesota Department of Education MAPES	7/12/17	✓	✓	✓			Authorizing Review Process
North Western Foundation	7/13/17	✓		✓		✓	Data Analysis & interpretation
Legal Policies Training	7/13/17	✓	✓	✓	✓		Training in recommended organizational policies
MACS/Clifton Allen Innovation	7/19/17	✓			✓	✓	Charter School Innovation
United in Best Practices 4.0	7/28/17	✓	✓			✓	Exchange of Best Practices Among Teachers and Instructional Leaders
Information Security	8/3/17	✓	✓	✓	✓		Training in data security to inform oversight and school practices
Minnesota Association of Charter Schools	9/11/17	✓		✓	✓		Advancing Board Governance
Minnesota Department of Education MEIRS Webinar	9/12/17	✓	✓	✓		✓	On Track Graduation
Minnesota Association of Charter Schools	10/4/17	✓		✓	✓		Advancing Board Governance

National Association of Charter School Authorizers Annual Conference	10/17-10/19	✓		✓	✓	✓	Sessions in authorizer oversight and monitoring school operations and student learning
HIPAA Privacy and Security Compliance	11/27/17	✓	✓	✓	✓		Training in HIPAA to inform oversight and school practices
Harassment Awareness Training	4/10/18	✓	✓	✓	✓		Training in workplace harassment to inform oversight and school practices
Employment Separation Training	4/10/18		✓	✓	✓		Obtain information regarding employment legal requirements to inform oversight and school practices
Minnesota Department of Education MAPES	4/18/18	✓	✓	✓			Authorizing Review Process
Board of Directors Networking & Best Practice	5/10/18	✓	✓		✓		Sharing best governance practices
Business Continuity	5/16/18	✓	✓	✓	✓		Training in systems required to continue services after a disruptive event
Minnesota Department of Education ESSA Data and Communication Webinar	6/14/18	✓	✓	✓		✓	Federal/State: School Accountability
ASCD Pathways to Equity	6/28/18	✓		✓		✓	Problems and Practices That Impede Educational Equity

In addition, the Friends of Education board received trainings on curriculum (August 2017) and charter application processes (February 2018).

### 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 FY2018 school performance were achieved. Friends of Education also evaluated its internal staffing vis-à-vis portfolio size; both were within plan, resulting in no changes. In addition, Friends of Education continued engagement of third-party site visits in FY2018; Friends of Education determined that third-party site visits provide useful oversight information. Also, each Friends of Education staff was formally evaluated in FY2018. Friends of Education leadership also met with staff regularly (generally, weekly) to review priorities, assess work product, review procedures and initiatives. In addition, Friends of Education annually reviews its charter contract; in 2018, revisions included additional or clarifying existing definitions, and in response to issues arising at one or more schools, Friends of Education revised language in its charter contract to clarify the third-party investigation process and admission response sections.

*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 staff 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 continued into FY2018. As a result of this review, Friends of Education drafted a potential school status report to be provided to school families annually (or posted on the website); prior to implementation, school feedback will be requested.

*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. Friends of Education also compared its new charter school application and evaluation process with Minnesota authorizer practices discussed at Minnesota Department of Education or Minnesota Association of Charter School Authorizer forums and determined that the rigor of existing practices warranted no modification.

**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 disseminated quality authorizing practices in the following manner:

The Minnesota Department of Education requested that Friends of Education share and present its performance framework to Minnesota authorizers at the Authorizer conference on January 9/10, 2017, which Friends of Education did.

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 six times during FY2018 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 the MDE presentation, 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 2018 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 continued to provide 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 FY2018, 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 FY2018, Friends of Education provided the following professional development opportunities to its schools:

<i>Teach Like a Champion/Uncommon Schools - Check for Understanding:</i>	<i>2017 July 28</i>
<i>Crafting Meaningful Services for Special Needs Children:</i>	<i>2017 Aug 8</i>
<i>Cognitive Coaching:</i>	<i>2017 Aug 10-11</i>
<i>Institute for Therapy and Behavior Change Training:</i>	<i>2017 Aug 31</i>
<i>Minnesota Classical Educators Conference:</i>	<i>2017 October 20</i>
<i>DDI Implementation:</i>	<i>2017 Nov 16</i>
<i>National Association for Core Text and Courses conference:</i>	<i>2018 Mar 18</i>
<i>Board of Directors Networking &amp; Best Practices:</i>	<i>2018 May 10</i>



## 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 (workshop provided November 16, 2017),
- (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 as previously noted, Friends of Education provided opportunities for school team members to attend out-of-state workshops and participate in research related to increasing student achievement. 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. In thanking Friends of Education one school leader wrote:

*To Beth Topoluk and the Board of Friends of Education for their financial support and personal encouragement to possess a do-what-it-takes-attitude to closing the achievement gap and allowing innovation to happen in our 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 fourth annual school board of directors and best practice sharing event on May 10, 2018, hosted at DaVinci Academy. This event has been initiated by the schools with Friends of Education providing financial assistance for out-of-pocket costs. The 2018 event included presentations by schools on various topics such as effective board governance and board member recruitment.

#### *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. In addition to schools authorized by Student Achievement Minnesota, during FY2018, three other 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 FY2018, Friends of Education sponsored the second annual 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 10, 2018, Friends of Education awarded \$67,000 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, many schools utilize them for training opportunities in increasing student achievement and best practices; one school leader wrote:

*I would like to take this opportunity to thank Friends of Education for its guidance, leadership, professional, and financial support of initiatives that are focused on increasing student achievement. The continuing success of our students is a reflection of your continuous support of the schools you authorize.*

### **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 expansion and replication applications of three of its charter schools during prior fiscal years. Those schools' applications were approved, and the schools continued their expansion and replication in FY2018: Seven Hills Preparatory Academy continued its site expansion by expanding its grades to K-2 and 6-8 in Richfield and now serves a total student population of over 880; Eagle Ridge Academy continued its replication/expansion and now serves 1,380 students; and DaVinci Academy began its replication/expansion in FY2018 serving a student population of 720.

## **Portfolio Information**

### **General Charter School Portfolio Data (as of June 30, 2018)**

#### **Preoperational Charter Schools in Authorizer's Portfolio:**

<b>Name of Charter School</b>	<b>Charter School LEA Number (if assigned)</b>	<b>Charter School Program (CSP) Grant Recipient</b>	<b>Grade Levels Approved to Serve</b>	<b>Projected Enrollment when Fully Enrolled</b>	<b>Proposed Location</b>	<b>Proposed Opening Date</b>
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 2018	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Aspen Academy	4184	No	K-8	14825 Zinran Avenue, Savage, 55378	<a href="#">Hyperlink to MN Report Card</a>	<a href="#">Hyperlink to School's WBWF Report</a>
Clarkfield Area Charter School	4172	No	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	No	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-6	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	No	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>

Name of Charter School	Charter School LEA Number	CSP Grant Recipient	Grade Levels Served in FY 2018	Location	Charter School Demographic and Enrollment Information	Charter School's World's Best Workforce Report
Nova Classical Academy	4098	No	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>
Parnassus Preparatory School	4199	Yes	K-12	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	No	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>
Yinghua Academy	4140	No	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>
Stride Academy (note: transferred effective 7/1/2018)	4142	No	K-6	3241 Oakham Lane, St Cloud, 56301	<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 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
Clarkfield Area Charter School	No	Yes	Yes
Cologne Academy	No	No	Yes

**Charter School Portfolio Activity in FY 2018**

In FY 2018, 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
Stride Academy	4142	Pillsbury United Communities	07/1/2018

In FY 2018, 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 2018, 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:

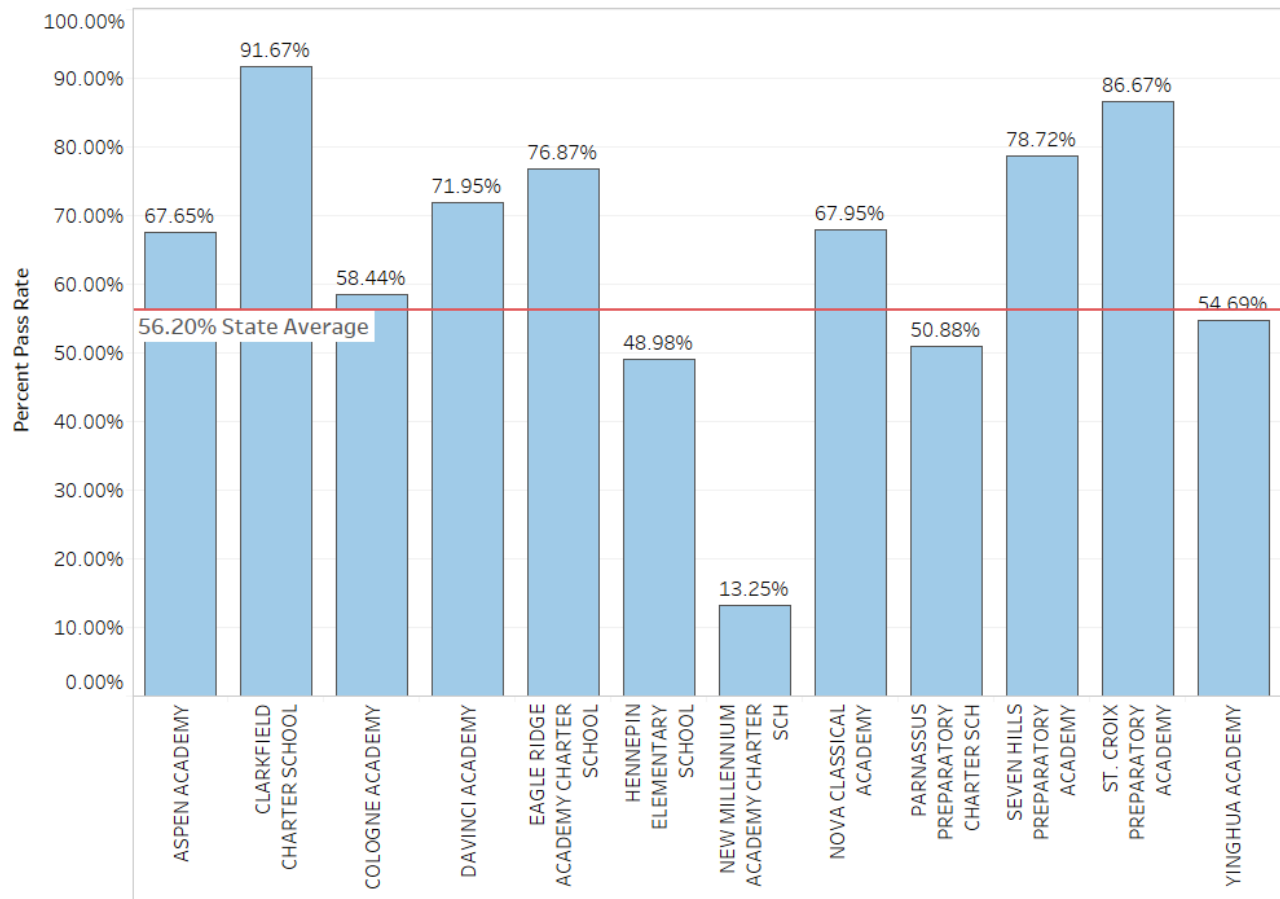
- Friends of Education evaluates, and provides separate analysis of, attainment of World’s Best Workforce Goals, through multiple means such as school evaluation reports and site visit reports, and
- Friends of Education negotiates with its authorized schools charter contract goals which incorporate World’s Best Workforce 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 demonstrate significantly higher percentages of students reading at grade level than the state average.

2018 Grade Three Reading MCA Proficiency (using count tested)



Notes: Stride Academy Proficiency rate: 38.6%

Yinghua Academy is a Chinese full-immersion school; as reflected in national studies, English reading proficiency in full-immersion schools typically lags until 5<sup>th</sup> grade.

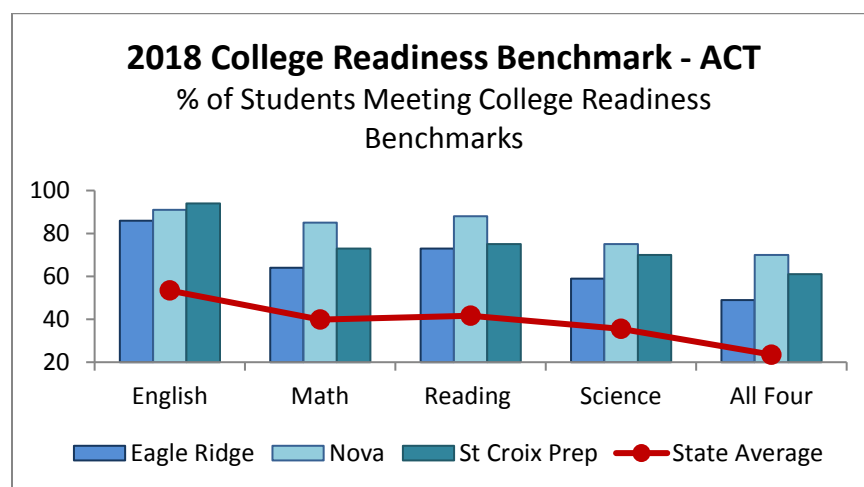
Hennepin Elementary has 70% English learners, compared with the state average of 8%. The Star Tribune recognized Hennepin Elementary, for the fifth consecutive year, as among the top ten public schools in the state with the highest poverty rates whose students achieve grade level or better on state assessments.

New Millennium Academy: Needs improvement.

Parnassus Preparatory Charter School: See North Star ELP Progress chart which shows Parnassus ELP students achieved 85% of targets compared with the state average of 67%.

**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 all three of Friends of Education high schools with reportable data significantly outperform state averages.



In addition, each of the three schools' average composite ACT scores were in the top four highest average composite ACT scores for all Minnesota public high schools.

### 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 and improvement is the 2018 decline in growth measures compared to the state average growth.

Indicators	% Schools Achieving Indicators			
	2018	2017	2016	3-Year Average
<b>Academics</b>				
MCA Proficiency > resident district	92	88	88	89
MCA Proficiency > state average	81	77	77	78
On-track growth > state average	58	79	83	73
FRL proficiency > state FRL proficiency	85	81	77	81
Z-score average > zero	58	67	84	70
Majority of reportable subgroups MCA proficiency > Edina, Orono, or Wayzata districts proficiency for same subgroups	76	69	77	74

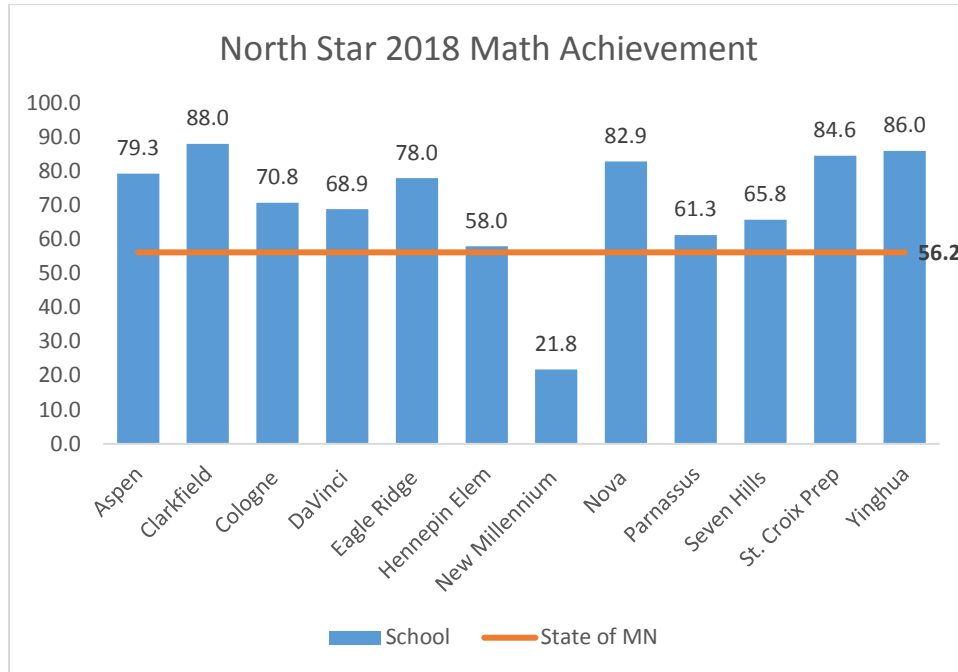


**North Star Indicators**

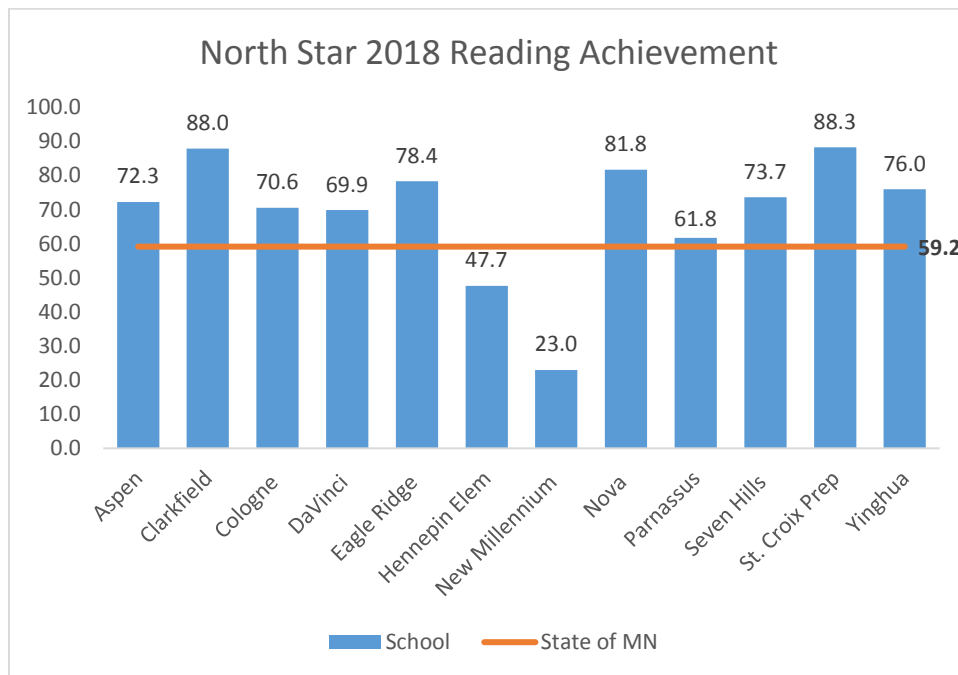
The following charts are from the North Star indicators in the MDE report card. While most schools in the portfolio are exceeding the state average in the majority of the indicators, an area for improvement is ELP progress.

**North Star Achievement**

North Star Achievement shows the percentage of students who meet or exceeds standards on the MCAs and the MTAS based on the school population tested, plus those students that opted out. All but one of Friends of Education school exceeded the state average in math, and all but two exceeded the state average in reading.



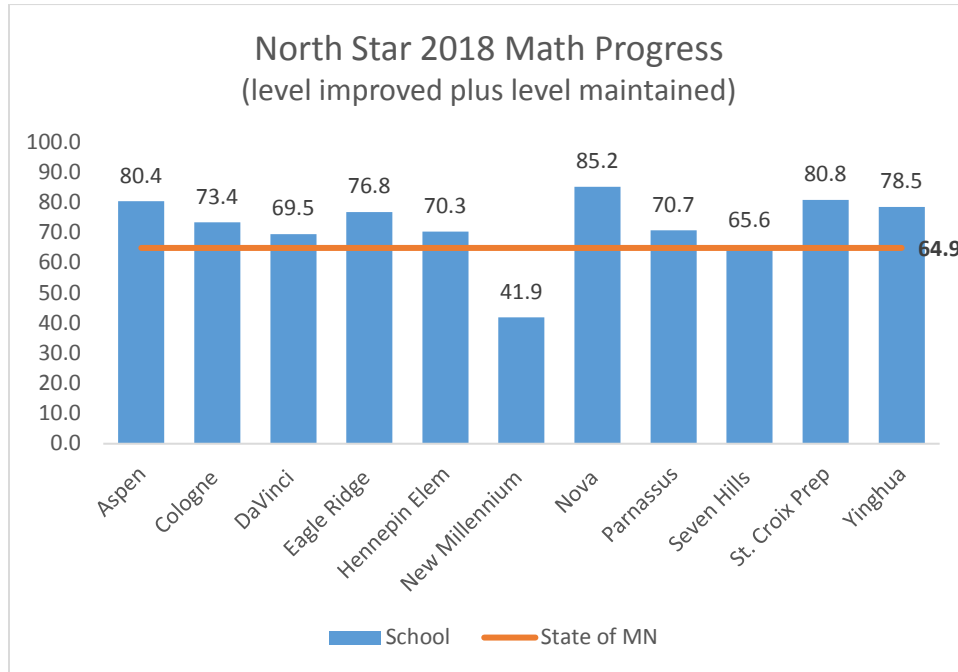
Note: Stride Academy Math Achievement rate: 48.7



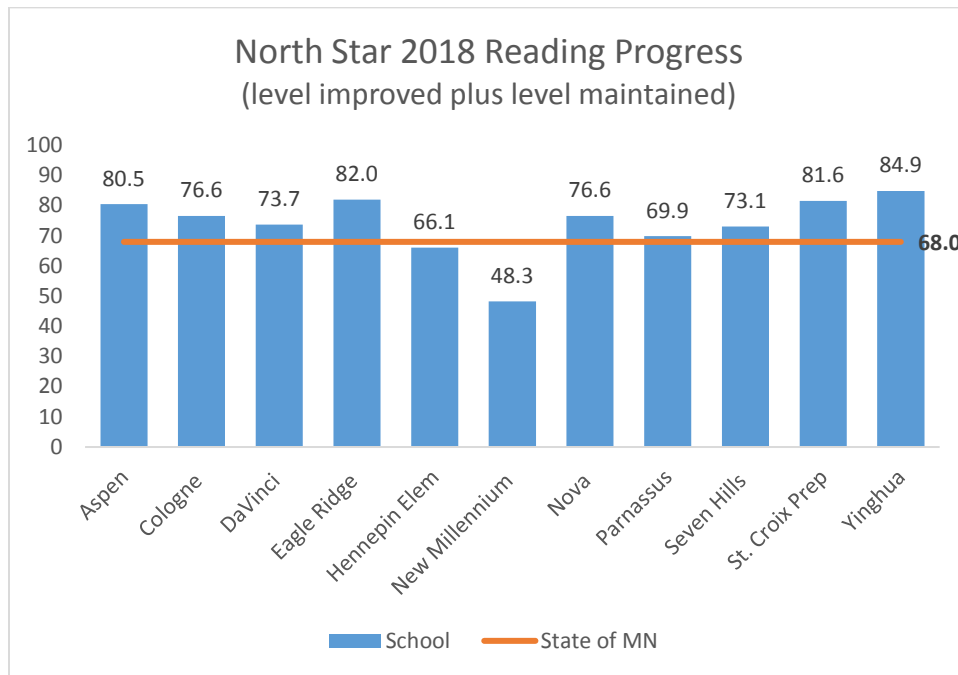
Note: Stride Academy Reading Achievement rate: 49.4

### North Star Progress

North Star Progress shows how students are progressing year over year. The following charts demonstrate the percentage of students improving and maintaining achievement levels compared to the state averages for reading and math. Once again, all but one Friends school exceeded the state average in math and all but two exceeded the state average in reading.



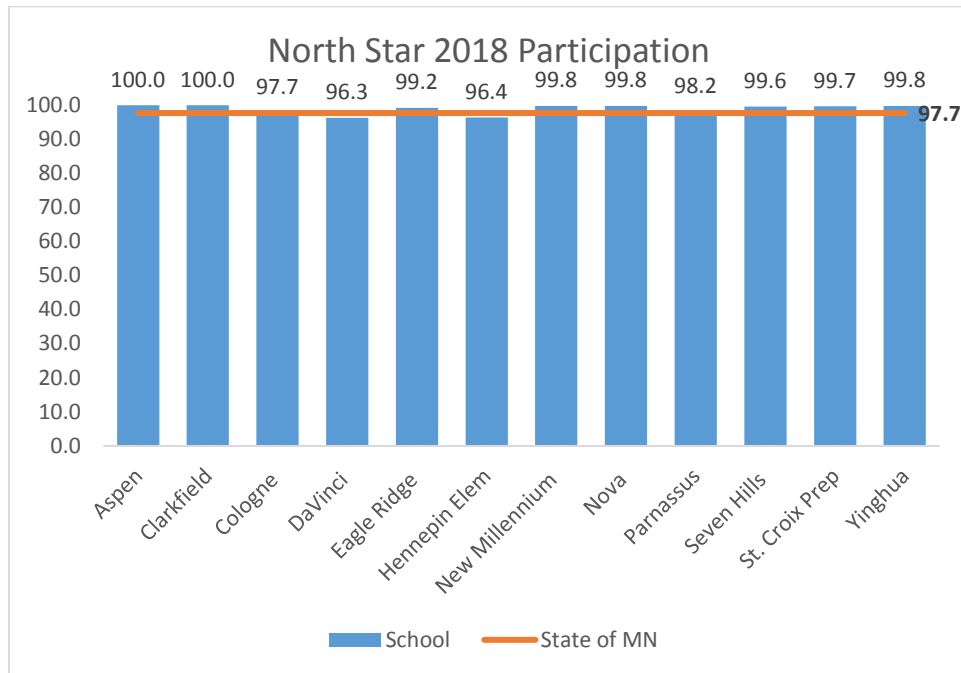
Note: Schools not listed have counts too small to report.  
Stride Academy Math Progress rate: 55.6



Note: Schools not listed have counts too small to report.  
Stride Academy Reading Progress rate: 68.8

### North Star Participation

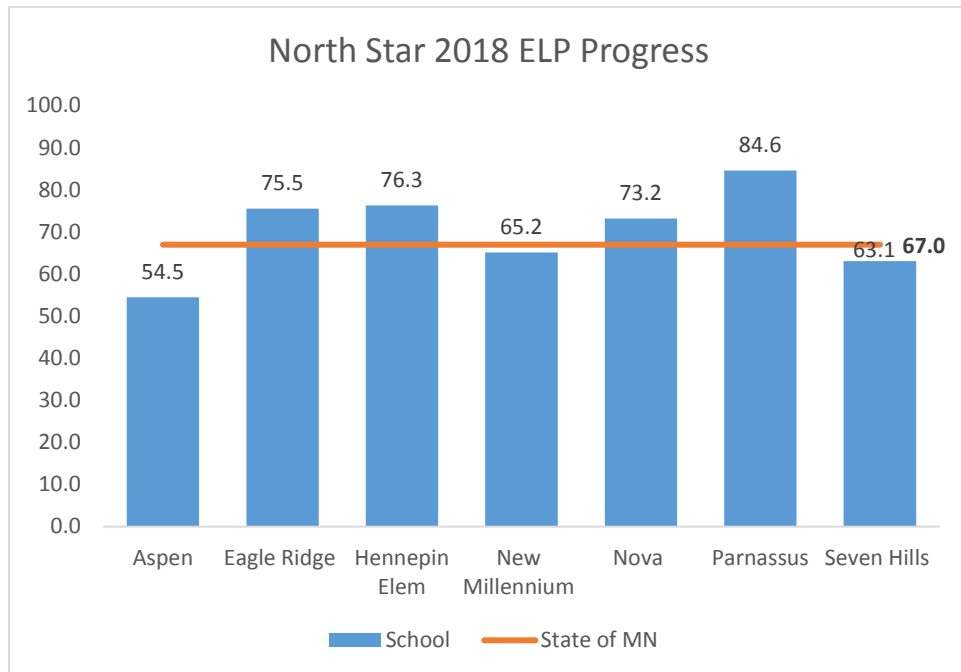
North Star Participation shows the percentage of students tested based on the number of students expected to be tested. All but two Friends of Education schools met or exceeded the state average participation.



Note: Stride Academy Participation rate: 100.0

### North Star ELP Progress

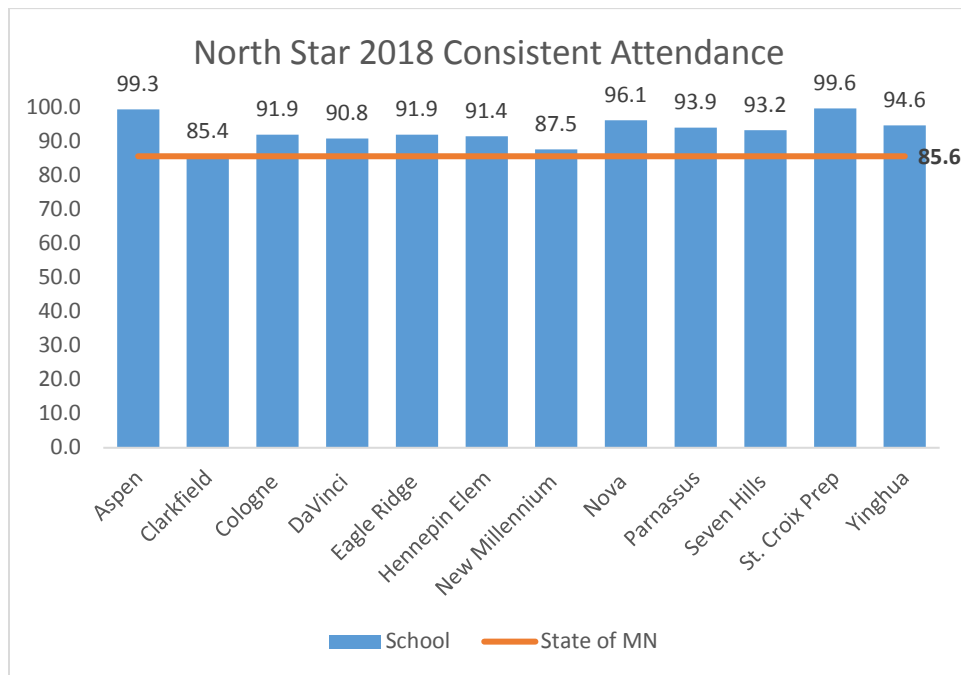
North Star ELP Progress is the average amount of progress English learners made towards their targets. The State average of 67 means that English learners in the state, on average, made it 67% of the way to their targets. Three of seven, or 43% of Friends of Education schools, had lower English learner progress than the state average and are improvement areas.



Note: Schools not listed have counts too small to report.  
Stride Academy ELP Progress rate: 79.7

### North Star Consistent Attendance

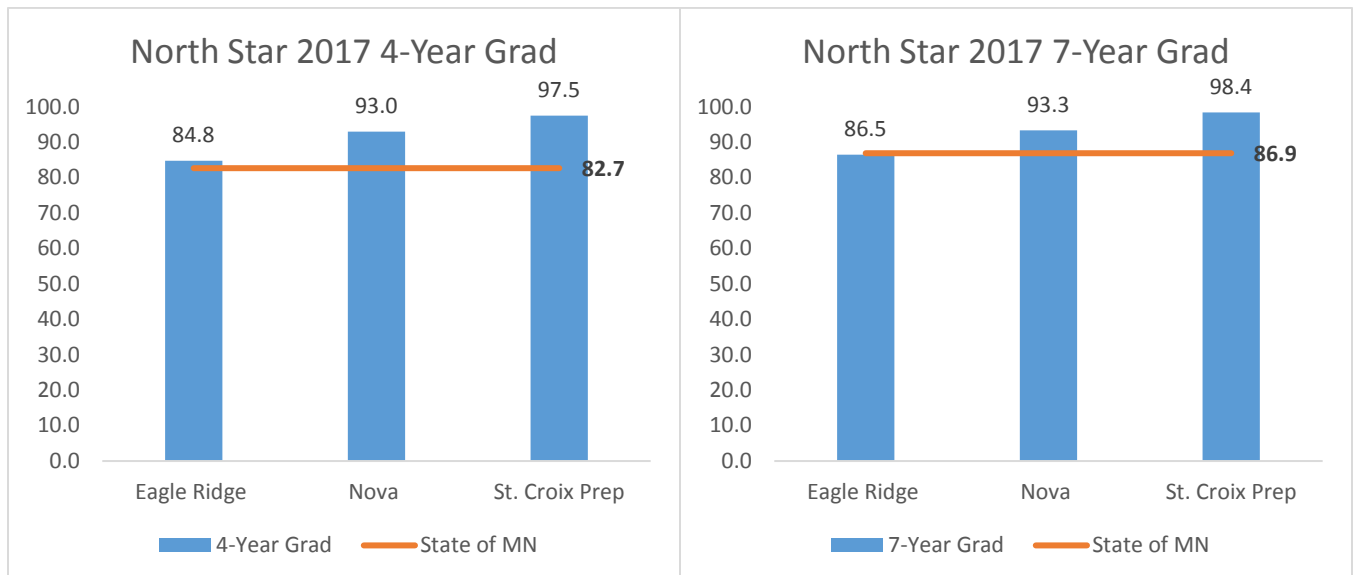
North Star Consistent Attendance considers students consistently attending if they are in school more than 90 percent of the time they are enrolled. Twelve of thirteen Friends of Education schools exceeded state average attendance, one of thirteen schools were within two-tenths of the state average.



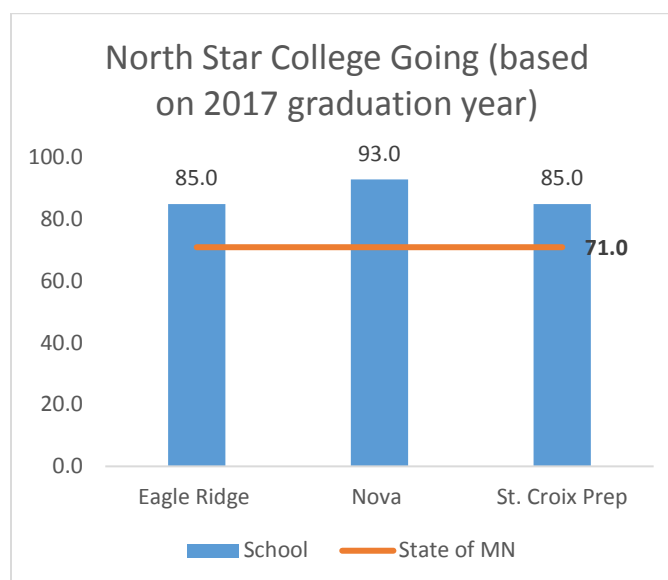
Note: Stride Academy Consistent Attendance rate: 90.6

### North Star Graduation

The North Star 4-year Graduation rate shows if students are graduating on time. The 7-year Graduation rate identifies which students are graduating by the time they are age 21. The College-Going rate identifies the percentage of students enrolled in any Institute of Higher Education within sixteen months of high school graduation. The state of Minnesota produces this graduation information on a one-year lag. Two Friends of Education high schools exceed the state average in all graduation rate measures; one high school is within 0.4 of the 7-year graduation average and exceeds the state average in the other two measures.



Schools not listed have counts too small to report.



Schools not listed have counts too small to report.

### 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. When considering the numerous existing legal requirements and that a school is identified as deficient if it misses even one, the lack of 100% legal compliance is not surprising. While Friends of Education expects 100% legal compliance, Friends of Education also believes that not all legal requirements are of identical import, e.g. failing to post the authorizer’s name on the website is of lower significance than omitting admission and lottery requirements. Friends of Education expectations regarding corrections reflect this difference. For example, Friends of Education will require immediate correction of admission/lottery information and allow longer correction periods for other items.

Indicators	% Schools Achieving Indicators			
	2018	2017	2016	3-Year Average
<b>Operations</b>				
Educational Program contained in charter implemented	100	100	100	100
Instruction/assessment aligned to standards, emphasizes student achievement	85	77	85	82
Complies with requirements related to English Language Learner students and students with disabilities	77	69	100	82
Complies with ALL applicable laws and reporting requirements	69	77	81	76

Complies with lottery, data privacy, and discipline requirements	100	85	100	95
Complies with Health, Safety, and Occupancy requirements	100	100	100	100
Complies with charter school board membership and composition and reports	100	92	100	97
Complies with and reports charter school board training	85	54	20	53
Charter school annual reports/WBWF reports contained all legal requirements	77	92	20	63
Websites contained all legal requirements	69	62	60	64

Note: During FY2018, Minnesota Department of Education or Friends of Education noticed Stride Academy for noncompliance with UFARS, equal access, website, reporting, and special education requirements, and attempting change of charter contract terms without authorizer consent.

## 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. In addition, no schools have been in statutory operating debt.

Indicators	% Schools Achieving Indicators			
	2018	2017	2016	3-Year Average
Financial and Investment				
External Audit = no material or significant deficiencies	75	77	92	85
State Finance Award Recipient	100	92	100	97
Per Pupil Cost < Resident District Cost	Not	92	85	89
Taxpayer Value	Available	92	100	96
Fund Balance $\geq$ 25%	75	77	69	74
All Additional Sustainability Indicators Met	71	85	81	79
All Near-Term Indicators Met	100	100	92	97

Note: Stride Academy is not included in the 2018 financial analysis as Friends of Education is no longer its authorizer and did not receive its FY2018 audit.

## 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.**

### **Minnesota Department of Education High Quality Schools**

The Minnesota Department of Education designated six Friends of Education schools as High Quality Charter Schools in 2018.

Aspen Academy  
Cologne Academy  
DaVinci Academy  
Eagle Ridge Academy  
Nova Classical Academy  
Yinghua Academy

### **United States Department of Education Blue Ribbon Schools**

The U.S. Department of Education designated two Friends of Education schools as National Blue Ribbon schools for overall academic excellence.

DaVinci Academy  
Yinghua Academy

### **SchoolDigger Results**

School Digger ranks districts based on average score obtained in each grade on state assessments compared to the state average score. School Digger ranked three of Friends schools in the top four districts in the state, with seven in the top thirty. The Friends of Education schools ranked as follows:

1. St Croix Preparatory Academy
2. Eagle Ridge Academy
4. Yinghua Academy
6. Nova Classical Academy
26. Aspen Academy
28. DaVinci Academy
29. Cologne Academy

### **US News & World Report Best High Schools Rankings**

In the 2018 US News Best High Schools rankings, all three of Friends of Education qualifying schools were recognized. Nova Classical Academy ranked 1<sup>st</sup> in Minnesota and earned a gold medal, Eagle Ridge Academy ranked 52<sup>nd</sup> in Minnesota and earned a silver medal, and St. Croix Preparatory Academy earned a bronze medal.

### **Star Tribune Beating the Odds**

For the fifth consecutive year, the Minneapolis Star Tribune recognized Hennepin Elementary as a Beating the Odds school. The Beating the Odds schools are the top ten schools with the highest poverty rates whose students score at grade level or better on the state Math and Reading tests.

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While the recognitions above demonstrate a strong portfolio, Friends of Education and its schools recognize that education is a continuous improvement process. Friends of Education seeks improvement for all students in all schools. For example, while Aspen Academy was named a High-Quality Charter School, its ELP progress lags the state average by more than twelve points. This demonstrates the importance of comprehensive school evaluation. As one component of comprehensive evaluation, Friends of Education evaluates on-track growth by

subgroup. A review of 2018 on-track growth by subgroup shows more than 10-point gaps (between the subgroup and white students) in the following subgroups and schools, identifying improvement and remediation areas:

Aspen Academy: Black, English Learner, FRL, Special Education

Cologne Academy: Black, FRL, Special Education

DaVinci Academy: Black, English Learner, Special Education

Eagle Ridge Academy: Black, English Learner, FRL, Hispanic, Special Education

Nova Classical Academy: English Learner, FRL, Hispanic, Special Education

Parnassus Preparatory School: Black, English Learner, FRL, Hispanic, Special Education

Seven Hills Preparatory Academy: Black, English Learner, FRL, Hispanic, Special Education

St. Croix Preparatory Academy: Black, FRL, Special Education

Yinghua Academy: Black, Special Education