



Audubon Center of the North Woods

APPLICATION COVER SHEET 1

Organization Name:

Northwoods Audubon Center, Inc.

Doing business as:

Audubon Center of the North Woods

Contact Information

Audubon Center of the North Woods

P.O. Box 530, Sandstone, MN 55072

Organizational Phone: 888-404-7743 or 320-245-2648 Fax 320-245-5272

Melonie Shipman, ACNW Co-Director

Email: charter@audubon-center.org

Audubon Center of the North Woods – Charter School Division

43 Main St. S.E., Suite # 238 Minneapolis, MN 55414

Charter School Division Field office Phone: (cell) : 651-260-3782 Fax: 612-789-0547

Steve Dess, ACNW Charter School Coordinator

Email: sdess@audubon-center.org

Name of Primary Contact/Liaison

Steve Dess



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Check the appropriate box and provide the appropriate organizational information:

- Independent school district school board.
- Intermediate school district school board.
- Education district organized under sections 123A.15 to 123A.19 .
- Institution of higher education, check the authorizer category the organization meets:
 - Minnesota private college that grants two- or four-year degrees and is registered with the Minnesota Office of Higher Education under chapter 136A;
 - Community college, state university, or technical college, governed by the Board of Trustees of the Minnesota State Colleges and Universities; or
 - The University of Minnesota.
- X Charitable organization under section 501(c)(3) of the Internal Revenue Code, include as an attachment the organization's most current version of **every** item requested below:
 - Documentation to evidence the organization's **current membership** with the Minnesota Council of Nonprofits or the Minnesota Council on Foundations (membership must be active when the application is submitted).
 - Documentation of the organization's "Active" registration with the Office of the Minnesota Attorney General when the application is submitted to MDE.
 - An audited financial statement that reports an "end-of-year fund balance of at least \$2,000,000" from the most recently completed fiscal year.
 - Important Notes:*
 - *Annual reports must be filed and current with the Attorney General.*
 - *End-of-year fund balance is the same as "Net Assets."*
 - *End-of-year fund balance must reflect the organization's most recently completed fiscal year.*
- Single Purpose Authorizer – Charitable organization under section 501(c)(3) of the Internal Revenue Code:
 - **Please note:** single purpose authorizers "shall consider and approve applications using the criteria provided in subdivision 4 and shall not limit the applications it solicits, considers, or approves to any single curriculum, learning program, or method" (Minn. Stat. § 124D.10 Subd. 3(b)(5)).
 - MDE will verify the organization's registration with the Charities Division of the Office of the Minnesota Attorney General: www.ag.state.mn.us/Charities/. The organization must have an "Active" registration with the Office of the Minnesota Attorney General when the charter application is submitted to MDE.



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APPLICATION COVER SHEET 2

LEGALLY BINDING

By signing this form, I/we Audubon Center of the North Woods the applicant, acknowledge that I/we am aware of authorizer responsibilities in their entirety as stated within the application materials and shall comply with all applicable federal, state and local laws, ordinances, rules and regulations and provisions stated therein should the organization be approved to authorize charter schools in Minnesota. I/we hereby assure and agree to comply with all conditions and submit required documents and certifications as required of approved authorizers.

IDENTIFIED OFFICIAL WITH AUTHORITY

MELONIE SHIPMAN, ACNW CO-DIRECTOR
Print Name and Title

Date 9.27.2010

SIGNATURE OF MAIN PERSON WITH LEGAL AUTHORITY TO SIGN LEGAL DOCUMENTS ON BEHALF OF THE SCHOOL DISTRICT/ORGANIZATION

AUTHORIZER'S CHARTER SCHOOL LIAISON

STEVE DESS, CHARTER SCHOOL COORDINATOR
Print Name and Title

Date 9.27.2010

SIGNATURE



APPLICATION COVER SHEET 3

EXISTING SCHOOLS (to be completed only by active authorizers)

Active authorizers should provide the exact name and city of each charter school that is currently in operation. Use additional paper, as needed.

SCHOOL NAME		
Academic Arts High School (formerly: River Heights Charter School)		
Year opened	Current Contract Term Dates	City
2004	July 1, 2009 - June 30, 2012	West St. Paul
Grades	Enrollment number	CMO or EMO (if applicable)
9-12	55	
Curriculum model or special focus		
Project-Based Learning		
SCHOOL NAME		
AFSA High School (formerly : Academy For Science and Agriculture High School)		
Year opened	Current Contract Term Dates	City
2001	July 1, 2008 - June 30, 2011	Vadnais Heights
Grades	Enrollment number	CMO or EMO (if applicable)
9-12	205	
Curriculum model or special focus		
Agriculture and STEM		
SCHOOL NAME		
Aurora Charter School		
Year opened	Current Contract Term Dates	City
2000	July 1, 2009 - June 30, 2012	Minneapolis
Grades	Enrollment number	CMO or EMO (if applicable)
K-8	299	
Curriculum model or special focus		
Latino immigrants, Spanish emersion in lower grades transitioned to English in higher grades		
SCHOOL NAME		
Best Academy		
Year opened	Current Contract Term Dates	City
2008	July 1, 2008 - June 30, 2011	Minneapolis



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Grades	Enrollment number	CMO or EMO (if applicable)
K-8	494	
Curriculum model or special focus		
African-American focused, Boys-focused, Engineering , Science, and Technology		
SCHOOL NAME		
Bright Water Montessori		
Year opened	Current Contract Term Dates	City
2008	July 1, 2008 - June 30, 2011	Minneapolis
Grades	Enrollment number	CMO or EMO (if applicable)
K-4	82	
Curriculum model or special focus		
Montessori in the near northside of Minneapolis		
SCHOOL NAME		
Cannon River STEM School		
Year opened	Current Contract Term Dates	City
2009	July 1, 2009 - June 30, 2012	Faribault
Grades	Enrollment number	CMO or EMO (if applicable)
K-8	183	
Curriculum model or special focus		
STEM		
SCHOOL NAME		
Cross Lake Community School		
Year opened	Current Contract Term Dates	City
2000	July 1, 2009 - June 30, 2012	Crosslake
Grades	Enrollment number	CMO or EMO (if applicable)
K-8	135	
Curriculum model or special focus		
Community School with Multi-age classrooms		



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SCHOOL NAME		
Emily O. Goodridge-Grey Accelerated Charter School		
Year opened	Current Contract Term Dates	City
2006	July 1, 2007 - June 30, 2010	Minneapolis
Grades	Enrollment number	CMO or EMO (if applicable)
K-7	230	
Curriculum model or special focus		
Accelerated learning		
SCHOOL NAME		
Glacial Hills Elementary School		
Year opened	Current Contract Term Dates	City
2007	July 1, 2007 - June 30, 2010	Starbuck
Grades	Enrollment number	CMO or EMO (if applicable)
K-6	91	
Curriculum model or special focus		
Community School with focus on natural resources		
SCHOOL NAME		
Great Expectations School		
Year opened	Current Contract Term Dates	City
2003	July 1, 2009 - June 30, 2012	Grand Marais
Grades	Enrollment number	CMO or EMO (if applicable)
K-8	65	
Curriculum model or special focus		
Multi-age classrooms, Environment as an Integrating Context (EIC)		
SCHOOL NAME		
Harvest Preparatory Academy		
Year opened	Current Contract Term Dates	City
1998	July 1, 2009 - June 30, 2012	Minneapolis
Grades	Enrollment number	CMO or EMO (if applicable)
K-6	350	
Curriculum model or special focus		
African-American focused, extended learning day		



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SCHOOL NAME		
La Crescent Montessori Academy		
Year opened	Current Contract Term Dates	City
1999	July 1, 2009 - June 30, 2012	La Crescent
Grades	Enrollment number	CMO or EMO (if applicable)
K-8	43	
Curriculum model or special focus		
Montessori		
SCHOOL NAME		
Laura Jeffrey Academy		
Year opened	Current Contract Term Dates	City
2008	July 1, 2008 - June 30, 2011	St. Paul
Grades	Enrollment number	CMO or EMO (if applicable)
5-8	200	
Curriculum model or special focus		
Girls-focused, STEM		
SCHOOL NAME		
Lighthouse Academy of Nations		
Year opened	Current Contract Term Dates	City
2005	July 1, 2009 - June 30, 2012	Minneapolis
Grades	Enrollment number	CMO or EMO (if applicable)
9-12	140	
Curriculum model or special focus		
Focused on recent immigrants		
SCHOOL NAME		
Natural Science Academy (formerly Michael Frome Academy)		
Year opened	Current Contract Term Dates	City
2008	July 1, 2008 - June 30, 2011	St. Paul Park
Grades	Enrollment number	CMO or EMO (if applicable)
K-5	60	
Curriculum model or special focus		
Environment as an Integrating Context (EIC)		



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SCHOOL NAME		
New Discoveries Montessori Academy		
Year opened	Current Contract Term Dates	City
2006	July 1, 2009 - June 30, 2012	Hutchinson
Grades	Enrollment number	CMO or EMO (if applicable)
K-6	192	
Curriculum model or special focus		
Montessori		
SCHOOL NAME		
Noble Academy		
Year opened	Current Contract Term Dates	City
2007	July 1, 2007 - June 30, 2010	Minneapolis
Grades	Enrollment number	CMO or EMO (if applicable)
K-8	460	
Curriculum model or special focus		
Hmong culture-focused		
SCHOOL NAME		
Oshki Ogimaag		
Year opened	Current Contract Term Dates	City
2009	July 1, 2009 - June 30, 2012	Grand Portage
Grades	Enrollment number	CMO or EMO (if applicable)
K-6	36	
Curriculum model or special focus		
Community School with an Anishinaabe (Ojibwe) culture-focused		
SCHOOL NAME		
Prairie Seeds Academy		
Year opened	Current Contract Term Dates	City
2004	July 1, 2008 - June 30, 2011	Brooklyn Park
Grades	Enrollment number	CMO or EMO (if applicable)
K-12	740	
Curriculum model or special focus		
Hmong culture-focused		



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SCHOOL NAME		
River's Edge Academy		
Year opened	Current Contract Term Dates	City
2009	July 1, 2009 - June 30, 2012	St. Paul
Grades	Enrollment number	CMO or EMO (if applicable)
9-12	60	
Curriculum model or special focus		
Expeditionary Learning Outward Bound		
SCHOOL NAME		
Riverway Learning Community		
Year opened	Current Contract Term Dates	City
2000	July 1, 2009 - June 30, 2012	Minnesota City
Grades	Enrollment number	CMO or EMO (if applicable)
K-12	101	
Curriculum model or special focus		
Montessori for lower grades, Project-based, Multi-age classrooms for higher grades		
SCHOOL NAME		
Swan River Montessori		
Year opened	Current Contract Term Dates	City
2005	July 1, 2008 - June 30, 2011	Monticello
Grades	Enrollment number	CMO or EMO (if applicable)
K-6	145	
Curriculum model or special focus		
Montessori		
SCHOOL NAME		
Voyageurs Expeditionary High School		
Year opened	Current Contract Term Dates	City
2003	July 1, 2009 - June 30, 2010	Bemidji
Grades	Enrollment number	CMO or EMO (if applicable)
9-12	68	
Curriculum model or special focus		
Project-Based, Expeditionary Learning		



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AUTHORIZING HISTORY (to be completed only by active authorizers)

Active authorizers should report the following data related to their history as authorizers:

Total Application Decisions	Applications Approved	Applications Denied
By ACNW: approximately 50 that were interviewed	Intent to sponsor: 30 (6 repeats) Approved by MDE : 25	By ACNW: Approximately 20 By MDE: 5 (4 repeats passed)

Total Renewal Decisions	Contracts Renewed	Contracts Non-renewed
17	17 – 4 this year for one year only	0

	Non-renewal	Charter Termination	Voluntary closure	Other
Charter school closures by the source of the closure decision:		1 before opening	0	0



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APPLICATION TO BE CERTIFIED AS A MINNESOTA CHARTER SCHOOL AUTHORIZER

PART A: STATEMENT OF INTEREST

DOCUMENT LIST: EVIDENCE OF AUTHORIZER PRACTICES

Attachment Number:	Document Title	*Relevant Practice Area	Notes (if necessary)
1	ACNW Charter School Authorizing Manual 2010-2011		
	About Audubon Center of the North Woods	A.1.1, A.1.2, A.2	
	About Charter Schools & Why ACNW Authorizes	A.2	
	What is ACNW Seeking in New and Transfer Charters?	A.2	
	ACNW Charter School Authorizing Program Strengths	A.2	
	ACNW Organizational Structure	A.2	
	Conflicts of Interest	A.2	
	Authorizer Duties and Expectations of Schools	A.2	
	Contract and Authorizer Fees	A.2	
	ACNW Five Year Financial Plan	A.2	
	ACNW Application Criteria & Process	A.2	
	ACNW Oversight of Start-up Process	A.2	
	ACNW Oversight Plan for Operating Schools	A.2	
	ACNW Evaluation Plan for Operating Schools	A.2	
	ACNW Interventions	A.2	
	Supplemental Application for School Expansion	A.2	
	ACNW Renewal or Termination Criteria & Process	A.2	
	ACNW Timeline for non-renewal or termination of a contract	A.2	
	ACNW Charter School Shut Down Plan	A.2	
	Appendix 1: Affidavit of Intent to Authorize a Charter School	A.2	
	Appendix 2: Sample Charter School Authorizer Contract	A.2	
	Appendix 3: Sample Charter School Goals	A.2	
	Appendix 4: Charter School Start-Up Guide and Progress Checklist	A.2	
	Appendix 5: Charter School Ready-to-Open Checklist	A.2	
	Appendix 6: ACNW Charter School Annual Site Visit Report Form	A.2	
	Appendix 7: Application for Charter Contract Renewal	A.2	
	Minnesota Statutes 124D.10.Subd.3	A.2	
	Minnesota Statutes 124D.10.Subd.15	A.2	

*Relevant Practice Area means the aspect of authorizer practice to which the document relates: Chartering Mission and Vision (A.1.), Authorizing Capacity and Infrastructure (A.2.). If the document is relevant to more than one section, list all that are applicable. If you are submitting the document for other reasons, put "Other" in the Relevant Practice Area column and explain the relevance briefly in the Notes column.



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A.1: Chartering Mission and Vision – ACNW

The Audubon Center of the North Woods (ACNW) is a nonprofit organization approved by the Minnesota Department of Education to sponsor (authorize) charter schools, currently through FY 2011.

ACNW CHARTER SCHOOL DIVISION MISSION

The mission of ACNW is to authorize and provide superior leadership and oversight to charter schools through continuous monitoring designed to achieve significant and measurable student growth for the benefit of the schools it authorizes. In addition ACNW charter schools will provide opportunities to instill a connection and commitment to the environment through experiential learning.

ACNW seeks to enhance public education in Minnesota by supporting charter schools which validate quality performance. The purpose of Audubon Center of the North Woods Charter School Division is to authorize public charter schools in accordance with Minnesota Statute 124D.10 which governs the duties and responsibilities of charter school authorizers. ACNW is committed to serving as an Authorizer for the full term of each charter school it authorizes subject to the approved period granted as an Authorizer by the Minnesota Department of Education following this application (anticipated to be five years).

ACNW CHARTER SCHOOL DIVISION VISION

The vision of ACNW is to be highly successful as an Authorizer and to have all ACNW authorized charter schools make Adequate Yearly Progress and be recognized as highly successful Charters in Minnesota.

The Audubon Center of the North Woods is a private, non-profit, residential environmental learning center, a wildlife rehabilitation facility, and conference & retreat center nestled on the shores of Grindstone Lake near Sandstone, MN in east-central Minnesota. It offers a great variety of environmental learning experiences for people of all ages, with programming in natural history and science, team-building, adventure programming, and outdoor/environmental education.

ACNW began in 1968 when the current property was bequeathed to the National Audubon Society by Dr. Marguerite Schwyzer. The land was then transferred to the Audubon Center of the North Woods, a separate private, 501(c) non-profit organization. Since that time, the Audubon Center has served as a residential and day use education facility for small groups of international students, college students, adults, and school groups.



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In 2003 ACNW, as a part of its educational programming, recognized the need for quality charter school sponsors and made application to and was granted authority by the MDE to sponsor charter schools and provide those services permitted under Minnesota Statute 124D.10. Since that time, ACNW has grown to be one of the largest sponsors of charter schools in Minnesota. Currently ACNW, as required in MN Statute 124D.10, 2009 is enhancing its commitment to authorizing and providing superior leadership and oversight to charter schools through continuous monitoring designed to achieve significant and measurable student growth for the benefit of the schools it authorizes and the families and communities in which the school is located.

ACNW anticipates obtaining approval by the Minnesota Department of Education as a charter school authorizer in the late fall of 2010.

See *ACNW Charter School Authorizing Manual 2010-2011* – About Audubon Center of the North Woods.

A.2: Authorizing Capacity and Infrastructure

The ACNW Board of Directors has, at each monthly Board meeting this summer moved forward with greater understanding of Authorizer expectations following study of the new law provisions, national Authorizer Standards, and the submissions and results of the first round of the Authorizer approval process. Work to finalize budget, staffing, policies and procedures were prepared by ACNW staff and consultants for the ACNW Board Charter School Sub-Committee study and ultimately recommendations to the monthly Board of Director meetings.

Ultimately, ACNW Board held a Special Meeting solely for decision-making prior to undertaking the second round application for Authorizer status to be made Fall 2010. ACNW Board of Directors acted to reapply to be approved as an Authorizer in this application period. ACNW Board approved work by its ACNW Board Charter School Sub-Committee finalizing the Charter Schools Division mission & vision; new policies and procedures and fully implementing the ACNW expansion of capacity and infrastructure as proposed and considered satisfactory per the initial application and our follow-up communication to the Commissioner. The Charter School Division is ready to accomplish a full schedule of Authorizer work per our new policies and procedures.

ACNW has been in the sponsorship role for seven years. Initially, Mike Link, the long term ACNW Executive Director, was the direct link to the oversight of the first few schools. Five and one half years ago, Steve Dess, (Resume Attachment 10), who had just ended a seven year term as the Minnesota Association of Charter Schools executive director, joined the operation as the Charter School Liaison. Until a year ago, when Mike Link retired, these two individuals with extensive organizational and educational experience collaborated in all school matters,



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attended MDE trainings, reported to the ACNW Board Charter School Sub-Committee on a regular basis and the ACNW Board of Directors with monthly updates and with an annual Board presentation and planning session to determine the next year's goals as a charter school sponsor. This resulted in planned deliberate growth over seven years yielding a diverse cohort of chartered schools.

The ACNW Board Charter School Sub-Committee has operated for five & half years. Rick Fletcher, Mary Ellen Vetter, Dave Conrad and Jessica Driscoll (see Resumes Attachment 10), are long standing members of the Sub-Committee, both with extensive experience as educators including in substantive charter school leadership capacities. Rick Fletcher has been for the last year and a half, the elected chairman of the ACNW Board of Directors. Within the last two and a half years, ACNW has twice given notice to terminate or not renew charter contracts (one was ended, the other continued). In both instances these Sub-Committee members attended the hearings as well as made prior visits to the school leadership to become fully informed prior to making these critical decisions.

Accountability to the ACNW Board of Directors for performance in authorizing charter schools is held by the ACNW Co- Director, Melonie Shipman (Resume Attachment 10). The Charter School Coordinator reports directly to the ACNW Co-Director.

The unbounded energy and youthful appearance of the current Charter School Coordinator belies the fact that he is 62 ½ and approaching the retirement of his current activity level. He has already begun the planning for handing off the coordination of this responsibility to the next generation. It is hoped that the hiring of ACNW staff and subsequent high quality performance of staff and including a training program to assume the position will lead to a successful internal candidate for the Charter School Coordinator Position. If not, a highly qualified candidate, new to ACNW will be employed with a suitable training period.

The staffing structure for oversight of charter schools by the ACNW Charter School Division includes the positions of:

- Charter Schools Coordinator
- Charter School Liaison #1
- Charter School Liaison #2
- Charter School Administrative Assistant

Three of four of these positions are filled. Steve Dess is the Charter Schools Coordinator. Liaison #1 is Kirsten Kinzler (Resume Attachment 10) and the Administrative Assistant is Angie Pykonen (Resume Attachment 10).

The final Liaison position has 36 applications generated by advertisement in a number of venues and by word of mouth. The job opening release is as follows:



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“Authorizer of Minnesota public charter schools (statewide) is hiring for a staff person(s) to be a liaison to schools beginning August 2010. Person(s) in this position will monitor organizational development, document school performance on student achievement and review initiatives by the school to continuously improve. This person will utilize procedures to prepare information for the authorizer to evaluate performance on the contract between the authorizer and the school.

Successful candidate will interact with highly motivated school leaders and the school’s board. And will review school designs with new and time tested strategies to foster student achievement. If you have been involved in school/student assessment & evaluation at a school, this opportunity will broaden your experience and impact on student learning in Minnesota. The work involves schools with considerable diversity in student populations.

Administration of a public school, work in a charter school and teaching experience are among valued experiences considered in choosing the candidate(s) for the position. Part- time & full time possibilities. Resume to charter@audubon-center.org”

With the immediate need to implement timely evaluations for renewals of contracts, ACNW has engaged well qualified contractors, some of whom will be assigned to some liaison work (through this Fall) until hiring of highly qualified staff can be completed. Note: the dynamic for ACNW attracting and hiring a highly qualified candidate is affected by our current unapproved Authorizer status. ACNW is conducting these interviews with a decision making process which will likely not be completed until a determination by the Commissioner that the ACNW is an Authorizer beyond June 30, 2010. Temporarily, this is not considered a serious delay as it will allow contractors who will be working in the training and consultation for this year to experience first hand the implementation particularly of the evaluation process. This should enhance the effectiveness of collaboration with the field staff as they undertake the school evaluations and make the preparations of recommendations to the ACNW Board Charter School Sub-Committee.

The consultant structure focus is on attention to the FY 2010-11 school year and implementation of the new policies and procedures by field staff and proper preparation of documentation for the ACNW Board Charter Schools Sub-Committee.

The consultant structure for training & consultation for field staff include contracts in

- Governance and Mission
- Financial Accountability
- Academic and Assessment Accountability

These contractors in Governance; Morgan Brown, Finance; Chuck Speiker and Academic Accountability Consultant; Glory Kibble are the trainers. (See Bios in *ACNW Charter School Authorization Manual 2010-2011*)



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Trainer Key Responsibilities:

- Assist Charter School Coordinator in training of Field Staff consistent with ACNW policies & procedures
- Review with Charter School Division Field Staff strategies during undertaking the implementation of responsibilities.
- Assist Charter School Division Field Staff in successful implementation of responsibilities through periodic consultation

Monthly Sept., Oct., Nov., & Dec. - 4 hours each contracted area - 2 hours a month for in person training and 2 hours a month for consultation. First 4 months : 48 hours training. Monthly Jan. through June the same program with 72 hours for training and consultation. Total of 120 hours at \$50.00 (fee has been negotiated for each) = \$6,000.00

ACNW is committed to building a quality & thorough data repository of charter school profile, audits, annual reports, evaluations, and authorizer determinations as well filing the regular reports generated in preparation for charter school Board meetings that can be reviewed/audited by interested parties (its public data) and for the MDE interests in their new role in Authorizer oversight. The Administrative director has a system for data collection and the ACNW Charter School Division office has been populated with full files for each school. ACNW is now positioned to keep primarily paperless school files.

Prior to employment at ACNW, Steve Dess performed the Process Observer function for the sponsor, St. Paul Public Schools. for four years. That role was to recruit and facilitate best use of the school leader expertise and to be an intermediary monitor for consistency and fairness in the charter school contract review process. Dave Conrad (Resume #6) has agreed to serve on the ACNW Board Charter School Sub-Committee in this role, except when his school is reviewed.

ACNW will continue growing the relationships between ACNW authorized schools and the Nonprofit Assistance Fund, Minnesota Council of Nonprofits, and MAP for Nonprofits. The purpose of this initiative is to provide multiple levels of expertise and training in areas where schools are struggling and also as a preventative measure to ensure that ACNW schools have access to the non-profit organizational development that they offer. To date, ACNW has many examples of use and planned use for these excellent resources.

Integral to the long term quality of the ACNW authorizer oversight function is the commitment to train staff intentionally to take over the Charter School Division leadership and to complete the goal to become a considered a highly successful Authorizer as stated as in our Charter School Division vision statement. Steve Dess has extensive, current knowledge: charter school reporting systems (MARSS, STAR, SERVS, EDRS, UFARS, Federal Food Programs); charter school grants (CSP Grant processes, Facilities Renovation Grant process, Walton Grant); charter school opportunities (Q-Comp, RTTT, Board of Teaching waivers <when appropriate>, Learner Year); financial procedures (auditing, banking and



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financial institutional partners); organizational challenges (recruitment, facility, transportation, staff, board); and school closures (coordinated four school auctions, helped students/parents find new schools, forwarded records, testified in court). On a quarterly basis, ACNW will monitor for significant transfer of 'institutional memory' to the new staff. This is an important job performance criterion for Steve over the next 3 years. ACNW staff will also regularly attend national and regional conferences and trainings held by organizations like the Nonprofit Assistant Fund, Minnesota Council of Nonprofits, and MAP for Nonprofits.

Finally, ACNW anticipates only modest growth of # of charter schools authorized. We anticipate 3 schools will be closed and offset by 5 or 6 new & transfer schools. See Organizational Chart, Budget, Bios, List of ACNW Board & Board Advisory Committee Members, and Job Descriptions in *ACNW Charter School Authorizing Manual 2010-2011*.

Resumes of staff and ACNW Financial Plan are included as an attachment to this document.



PART B: EVALUATION OF EXISTING OR PROPOSED PRACTICES

DOCUMENT LIST: EVIDENCE OF AUTHORIZER PRACTICES

Attachment Number:	Document Title	*Relevant Practice Area	Notes (if necessary)
1	ACNW Charter School Authorizing Manual 2010-2011		
	About Audubon Center of the North Woods	B.1.1, B.1.5	
	About Charter Schools & Why ACNW Authorizes	B.1.5	
	What is ACNW Seeking in New and Transfer Charters?	B.1.5, B.4.4	
	ACNW Charter School Authorizing Program Strengths	B.1.5	
	ACNW Organizational Structure	B.1.3	
	Conflicts of Interest	B.1.3, B.4.1, B.4.3	
	Authorizer Duties and Expectations of Schools	B.1.2, B.1.3	
	Contract and Authorizer Fees	B.1.4, B.1.5	
	ACNW Five Year Financial Plan	B.1.4, B.1.5	
	ACNW Application Criteria & Process	B.1.2, B.1.7, B.1.8, B.1.9	
	ACNW Oversight of Start-up Process	B.3.1	
	ACNW Oversight Plan for Operating Schools	B.2.1, B.2.2, B.2.3, B.2.4	
	ACNW Evaluation Plan for Operating Schools	B.3.2, B.3.3, B.3.4	
	ACNW Interventions	B.1.6, B.3.5, B.3.9, B.4.1	
	Supplemental Application for School Expansion	B.1.6, B.3.6	
	ACNW Renewal or Termination Criteria & Process	B.1.6, B.3.7, B.3.8, B.3.9	
	ACNW Timeline for non-renewal or termination of a contract	B.3.10	
	ACNW Charter School Shut Down Plan	B.3.10	
	Appendix 1: Affidavit of Intent to Authorize a Charter School	All areas in Section B	
	Appendix 2: Sample Charter School Authorizer Contract	B.1.6, B.2.1, B.2.2, B.2.3, B.2.4, B.2.5, B.2.6, B.2.7, B.2.8, B.4.2	
	Appendix 3: Sample Charter School Goals	B.2.2, B.2.6, B.3.2	
	Appendix 4: Charter School Start-Up Guide and Progress Checklist	B.3.1	
	Appendix 5: Charter School Ready-to-Open Checklist	B.1.6, B.3.1	
	Appendix 6: ACNW Charter School Annual Site Visit Report Form	All of Section B.2, B.3.2, B.3.3, B.3.4, B.3.5, B.3.9, B.4.4	
	Appendix 7: Application for Charter Contract Renewal	B.1.6, B.3.8, B.3.9	
	Minnesota Statutes 124D.10.Subd.3		
	Minnesota Statutes 124D.10.Subd.15		



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2	ACNW New Charter Application Guide		
	Introduction	B.1.1, B.1.2, B.1.3	
	Charter School Intent to Apply Form	B.1.1, B.1.2, B.1.3, B.1.5	
	ACNW Charter School Application		
	General Instructions and Format	B.1.6	
	Executive Summary	B.1.1	
	(1) Statutory Purposes	B.1.2	
	(2A) Vision and Mission Statements	B.1.1	
	(2B) Goals and Student Performance Expectations	B.1.2, B.1.5	
	(2C) Educational Program Model	B.1.1, B.1.2, B.1.3, B.1.5	
	(3) Evaluation Plan for the school that includes criteria for evaluating:	B.1.2, B.1.4, B.1.5	
	(4) Governance and Management Plan	B.1.3, B.1.4, B.1.5	
	(5) Financial Management Plan	B.1.2, B.1.3, B.1.4, B.1.5	
	(6A) Administration Plan	B.1.3, B.1.5	
	(6B) Operations Plan	B.1.2, B.1.3, B.1.4, B.1.5	
	Reader Overall Assessment and Recommendation	B.1.6	
3	ACNW Transfer Authorizer Application Guide		
	Introduction	B.1.1, B.1.2, B.1.3	
	Intent to Apply for Transfer of Authorizer Form	B.1.1, B.1.2, B.1.3, B.1.4, B.1.5	
	ACNW Charter School Application for Transfer of Authorizer		
	General Instructions and Format	B.1.6	
	School Summary	B.1.1, B.1.2, B.1.3, B.1.4, B.1.5	
	(1) Statutory Purposes	B.1.2	
	(2A) Vision and Mission Statements	B.1.1	
	(2B) Goals and Student Performance Expectations	B.1.2, B.1.5	
	(2C) Educational Program Model	B.1.1, B.1.2, B.1.3, B.1.5	
	(3) Evaluation Plan and School Capacity	B.1.2, B.1.3, B.1.4, B.1.5	
	(4) Governance and Management Plan	B.1.3, B.1.4, B.1.5	
	(5) Financial Management Plan	B.1.2, B.1.3, B.1.4, B.1.5	
	(6A) Administration Plan	B.1.3, B.1.4, B.1.5	
	(6B) Operations Plan	B.1.2, B.1.3, B.1.4, B.1.5	
	Reader Overall Assessment and Recommendation	B.1.6	



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4	Resolution re: ACNW Facilities & On-Site Educational Programs	B.4.1, B.4.3	
5	Sample Completed School Contract with Attachments	B.2.2, B.3.2	
6	SMART Goals	B.2.2, B.3.2	
7	Renewal Strategic Plan Template	B.2.2, B.2.3, B.2.4, B.3.8	
8	Record of Application - Decisions for 3 years	B.1.5, B.1.6, B.1.9, B.2.7, B.2.8	
9	Record of Renewal - Decisions for 3 years	B.1.5, B.1.6, B.1.9, B.2.7, B.2.8, B.3.6, B.3.7, B.3.8	
10	Resumes of ACNW Staff	n/a	

*Relevant Practice Area means the aspect of authorizer practice to which the document relates: Application Decision-making (B.1.), Contracting and Oversight (B.2.), Accountability Decisions (B.3.), School Autonomy (B.4.). The practice areas can be referenced by the corresponding section of the evaluation: B.1., B.2., B.3. or B.4. If the document is relevant to more than one section, list all that are applicable. If you are submitting the document for other reasons, put “Other” in the Relevant Practice Area column and explain the relevance briefly in the Notes column.



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B.1: Application Decision-Making

See *ACNW Charter School Authorizing Manual 2010-2011* and Document List: Evidence of Authorizer Practices above.

B.2: Contracting and Oversight

See *ACNW Charter School Authorizing Manual 2010-2011* and Document List: Evidence of Authorizer Practices above.

B.3: Accountability Decisions

See *ACNW Charter School Authorizing Manual 2010-2011* and Document List: Evidence of Authorizer Practices above.

B.4: School Autonomy

See *ACNW Charter School Authorizing Manual 2010-2011* and Document List: Evidence of Authorizer Practices above.

B.4.4 Facilitating Innovation

More than just staying out of the way for schools to achieve instructional innovation, ACNW helps schools to network, and learn from each other. ACNW Montessori schools have the option to meet for a weekend each year to promote new ideas (this year coming up in April). A group of five ACNW schools with a majority of new immigrant populations have been meeting to discuss best practices. One of ACNW's Authorizer goals in our own strategic plan for next year is to facilitate networking events for four such cohorts of schools with common interests. ACNW feels this initiative helps in building quality programs for children and in no way interferes with charter school autonomy.

See *ACNW Charter School Authorizing Manual 2010-2011* and Document List: Evidence of Authorizer Practices above for more documentation.



PART C: EVALUATION OF SCHOOL PERFORMANCE

DOCUMENT LIST: EVIDENCE OF AUTHORIZER PRACTICES

Attachment Number:	Document Title	*Relevant Practice Area	Notes (if necessary)
1	ACNW Charter School Authorizing Manual 2010-2011		
	About Audubon Center of the North Woods	n/a	
	About Charter Schools & Why ACNW Authorizes	n/a	
	What is ACNW Seeking in New and Transfer Charters?	n/a	
	ACNW Charter School Authorizing Program Strengths	n/a	
	ACNW Organizational Structure	n/a	
	Conflicts of Interest	n/a	
	Authorizer Duties and Expectations of Schools	n/a	
	Contract and Authorizer Fees	n/a	
	ACNW Five Year Financial Plan	n/a	
	ACNW Application Criteria & Process	n/a	
	ACNW Oversight of Start-up Process	n/a	
	ACNW Oversight Plan for Operating Schools	n/a	
	ACNW Evaluation Plan for Operating Schools	C.1.3, C.2	
	ACNW Interventions	C.1.3, C.2	
	Supplemental Application for School Expansion	n/a	
	ACNW Renewal or Termination Criteria & Process	C.1.3, C.2	
	ACNW Timeline for non-renewal or termination of a contract	n/a	
	ACNW Charter School Shut Down Plan	n/a	
	Appendix 1: Affidavit of Intent to Authorize a Charter School	C.1.3, C.2	
	Appendix 2: Sample Charter School Authorizer Contract	C.1.3, C.2	
	Appendix 3: Sample Charter School Goals	C.1.3, C.2	
	Appendix 4: Charter School Start-Up Guide and Progress Checklist	n/a	
	Appendix 5: Charter School Ready-to-Open Checklist	n/a	
	Appendix 6: ACNW Charter School Annual Site Visit Report Form	C.1.3, C.2	
	Appendix 7: Application for Charter Contract Renewal	C.1.3, C.2	
	Minnesota Statutes 124D.10.Subd.3		
	Minnesota Statutes 124D.10.Subd.15		
2	ACNW New Charter Application Guide		
	Introduction	n/a	
	Charter School Intent to Apply Form	n/a	
	ACNW Charter School Application	n/a	
	General Instructions and Format	n/a	
	Executive Summary	n/a	
	(1) Statutory Purposes	n/a	



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	(2A) Vision and Mission Statements	n/a	
	(2B) Goals and Student Performance Expectations	C.1.3	
	(2C) Educational Program Model	n/a	
	(3) Evaluation Plan for the school that includes criteria for evaluating:	C.1.3, C.2	
	(4) Governance and Management Plan	n/a	
	(5) Financial Management Plan	C.1.3, C.2	
	(6A) Administration Plan	n/a	
	(6B) Operations Plan	n/a	
	Reader Overall Assessment and Recommendation	C.1.3, C.2	
3	ACNW Transfer Authorizer Application Guide		
	Introduction	n/a	
	Intent to Apply for Transfer of Authorizer Form	n/a	
	ACNW Charter School Application for Transfer of Authorizer	n/a	
	General Instructions and Format	n/a	
	School Summary	n/a	
	(1) Statutory Purposes	n/a	
	(2A) Vision and Mission Statements	n/a	
	(2B) Goals and Student Performance Expectations	C.1.3, C.2	
	(2C) Educational Program Model	n/a	
	(3) Evaluation Plan and School Capacity	n/a	
	(4) Governance and Management Plan	n/a	
	(5) Financial Management Plan	C.1.3, C.2	
	(6A) Administration Plan	n/a	
	(6B) Operations Plan	n/a	
	Reader Overall Assessment and Recommendation	C.1.3, C.2	

*Relevant Practice Area means the aspect of authorizer practice to which the document relates: School Academic Performance (C.1), or School Fiscal Performance (C.2.). The practice areas can be referenced by the corresponding section of the evaluation: C.1., C.2. If the document is relevant to more than one section, list all that are applicable. If you are submitting the document for other reasons, put “Other” in the Relevant Practice Area column and explain the relevance briefly in the Notes column.

ACNW invited schools to provide information about their fiscal, academic performance, and other information about their school which are included below.