

# FY 2018 Authorizer Annual Report

## Authorizer Information

**Name of Authorizing Organization:** **Novation Education Opportunities (NEO)**

**Mailing Address**: **3432 Denmark Avenue #130 Eagan, MN 55123**

**Name and Title of Primary Authorizer Contact:** **Wendy Swanson Choi, Executive Director**

**Telephone of Primary Authorizer Contact:** **612-889-2103**

**Email Address of Primary Authorizer Contact**: **executive.director.neo@gmail.com**

**Authorizer Summary:**

**NEO Website:** [www.neoauthorizer.org](http://www.neoauthorizer.org)

**NEO Mission:** Authorize and oversee charter schools through consistent, ongoing and robust evaluation to achieve significant and measurable student growth.

**NEO Vision:** The vision of NEO is to be a leading Minnesota Authorizer of innovative, diverse, and effective charter schools.

**Background.** In 2009, Minnesota passed a new charter school law effectively holding charter school authorizers to higher standards in overseeing the charter school performance in the areas of student achievement, governance, operations, and finance. Due to the new charter school law, essentially all of the 52 prior authorizers, which included districts, colleges/universities and large non-profit organizations, had to be reapproved by the state if they intended to continue to serve as an authorizer.  In addition, the new law called for a new category of authorizers, ‘single purpose authorizers’, whose sole mission is chartering schools.

At that time, primarily due to capacity issues, many authorizers did not resubmit their application and some were denied. NEO was one of the first single-purpose authorizers approved and received approval to authorize 12 schools that transferred from authorizers that no longer continued. Beginning in 2012-2013, NEO authorized 12 operational chartered schools. In 2013-2014, NEO began authorizing 15 operational chartered schools. In 2017-2018 NEO authorized 1 pre-operational and 21 operational chartered schools.

NEO is governed by a Board of Directors, which makes the final decision to approve or reject charter school applications based upon the recommendations of the NEO Advisors (contracted experts) and the Executive Director. The Board of Directors also makes final decisions regarding charter renewals, terminations, and expansions, supervises the Executive Director, and carries out all duties of a nonprofit governing board. There are currently five directors. As a volunteer body, the NEO Board is assisted by the NEO Advisors and the Executive Director who serves as the main charter school liaison. The Advisors review and research applications, oversee school performance and school board meetings, and conduct fact finding in response to complaints. Advisors bring a depth of experience and expertise from the charter school world and elsewhere in academic, governance, operation and financial compliance and oversight.

# Overview of NEO's 5-Yr Strategic Plan

NEO monitors and evaluates progress toward two main goals. The first goal focuses on improvement in the number of students who meet and exceed grade-level standards in reading, math and science and improvement in the number of students graduating. The second goal focuses on improvement in the growth students make in reading and math.

**Goal 1.** **Achievement.** At least 3,000 students collectively served by schools authorized by NEO will score meets or exceeds on grade level math, reading and science state assessments, and graduate.

In FY18 approximately 2,540 students scored meets or exceeds, and graduated, compared to approximately 1,653 in FY13, the year NEO is using as a baseline. NEO is on track to meet this goal in 2020.

**Goal 2.** **Growth.** Collectively, the percent of all students exceeding projected growth scores will exceed 50% by 2020. This past year, schools collectively met this goal in reading with 52% of students meeting and exceeding projected growth scores.

The percent of students meeting and exceeding projected math growth scores has improved and is on track to exceed 50% by 2020.

 **Strategies for Meeting Goals**

Together, the NEO team which includes NEO staff, contracted experts, school leaders, school board members, students, and families. NEO uses several strategies to support and improve school and student success. Generally, the work falls into three categories including starting high quality schools, supporting the improvement of operational schools, and expanding effective practices and high quality schools.

Specifically, the NEO team works together to 1) prioritize, align, and clarify work, 2) share high quality feedback and effective practices, and 3) provide technical assistance through document review-and-comment, board observations, site visits, data meetings, learning walks, and annual meetings of all school leaders and board members.

In addition, the NEO team leverages technology to coordinate and streamline reporting to improve the rate of on-time and accurate submissions and reduce the amount of time schools must spend on meeting reporting requirements.

Collectively, NEO continues to reach more students each year with quality education choices so that all students can learn in the best school that best meets their needs.

**Enrollment Trends: Schools Authorized by NEO**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Grade** | **Pre-K** | **K** | **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **Total** |
| 2014-15 | NA | 280 | 297 | 263 | 277 | 258 | 277 | 165 | 192 | 180 | 204 | 181 | 189 | 217 | 2930 |
| 2015-16 | NA | 330 | 329 | 324 | 284 | 274 | 257 | 212 | 184 | 217 | 198 | 279 | 288 | 513 | 3689 |
| 2016-17 | 34 | 413 | 423 | 427 | 403 | 337 | 291 | 237 | 238 | 194 | 190 | 197 | 215 | 235 | 3834 |
| 2017-18 | 94 | 439 | 464 | 425 | 412 | 408 | 348 | 304 | 244 | 250 | 188 | 213 | 196 | 257 | 4242 |
| 2018-19 | Only total enrollment is available at this time for 2018-2019. | 4782 |

## Authorizer Processes

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

**Did your organization review any new charter school 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 Applicant | Authorizer Approval or Disapproval | Minnesota Department of Education (MDE) Approval or Disapproval | If Disapproved, Reason(s) for Disapproval | Application Withdrawn by Applicant |
| --- | --- | --- | --- | --- |
| Urban Ventures Academy | Approval | Approval | N/A | N/A |
| Odaa Academy of Science and Technology | Approval | Approval | N/A | N/A |
| Great Oaks Academy | Approval | Approval | N/A | N/A |
| STEAM Academy  | Approval | Approval | N/A | N/A |
| Quantum STEAM Academy (formerly Horizon Academy) | Approval | Approval | N/A | N/A |
| Peak Academy | N/A | N/A | N/A | Yes |
| Cross River Charter School | Disapproval | N/A | Did not meet approval criteria  | N/A |
| Unity Academy | Disapproval | N/A | Did not meet approval criteria  | N/A |
| American Technical Academy | Disapproval | N/A | Did not meet approval criteria  | N/A |
| Nelson Mandela Academy | Disapproval | N/A | Did not meet approval criteria  | N/A |
| LT Academy | Disapproval | N/A | Did not meet approval criteria  | N/A |
| Success STEM Academy | Disapproval | N/A | Did not meet approval criteria  | N/A |

### New Charter School Openings in FY 2018 (B.2)

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

Yes

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

N/A

**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 |
| --- | --- | --- | --- |
| The Studio School | 08/31/2018 | No | Facility not available |

### 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 |
| --- | --- | --- | --- | --- | --- |
| New Century Academy | Grade 6 | Approval | Approval | N/A | N/A |
| Sejong Academy | Grades 9-12 | 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:**

No requests were submitted to NEO

**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:**

No requests were submitted to NEO

**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?**

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 |
| --- | --- | --- | --- |
| Lafayette Charter School | Yes | 07/01/2018-06/30/2023 | N/A |
| New Century Academy | Yes | 07/01/2018-06/30/2021 | N/A |
| TEAM Academy | Yes | 07/01/2018-06/30/2021 | 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.**

A. In 2015 NEO's Executive Director was one of 12 leaders selected nationally to complete the NACSA Leadership Program that included weekly coaching and ongoing professional development. Each year, including 2018, NEO’s Executive Director continues to develop professionally with the NACSA Leadership Program cohort and NACSA. NEO Executive Director and System Analyst attended the 2017-18 NACSA Leadership Conference.

B. NEO’s new employee (Systems Analyst) attended the 2017-18 NACSA Authorizer Boot Camp.

C. NEO actively participates in all meetings and the Executive Director of NEO serves on the MACSA Executive Committee, MACSA Standards and Principles Committee and MACSA Effective Practices Committee.

D. NEO is an active member of MACS which helps keep current in knowledge related to authorizing.

E. NEO actively participated in all MDE trainings and learning opportunities.

F. Experts that serve as NEO Advisors in the areas of academic, organizational, governance, and financial oversight provided training to each other, the board, and to the Executive Director.

### 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.**

1. NEO holds monthly board meetings to monitor capacity, infrastructure, and practices including implementation of NEO's Business Plan and the allocation of resources for overseeing the portfolio of charter schools and School Performance.
2. NEO engaged NACSA to conduct an external evaluation of its ability to effectively authorize charter schools in order to gain feedback to improve the organization in 2014 and again in 2018. NEO has used the feedback in its continuous improvement in authorizing. MDE also evaluated NEO in 2015 and NEO continues to utilize the NACSA feedback as well as the feedback from the MDE Minnesota Authorizer Performance Evaluation System (MAPES) to monitor and evaluate progress toward performance indicators.
3. External experts that serve as NEO Advisors in the areas of academic, organizational, governance, and financial oversight aided in external evaluation of NEO processes and procedures including new charter school applications, school site visits, school document review, school board observations, and school expansions. NEO uses the expert feedback from advisors in continuous improvement.

D. NEO utilized the Charities Review Council services to become a “Meets Standards” nonprofit. NEO earned the Meets Standards Seal this past year by partnering with the Council to measure and build internal policies and practices.

### 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.**

1. The NEO Executive Director shared resources and provided assistance to other authorizing organizations in the nation through participation in the NACSA Leadership Program and ongoing leadership program cohort conference calls after the conclusion of the program.
2. The NEO Executive Director served on the MACSA Executive, Standards and Principles, and Effective Practices Committees to help plan and implement the agendas and facilitate continuous improvement and sharing of effective practices at monthly MACSA meetings.

C. NEO also provided and continues to provide assistance to other authorizers upon their request.

### 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.**

NEO's mission is to authorize and oversee charter schools through consistent, ongoing and robust evaluation to achieve significant and measurable student growth.

To operationalize the mission, NEO:

1. Provided robust feedback to the authorized schools through board observations, site visits, document review, and a shared Performance Framework, as well as in ongoing communication. NEO allocates resources to ensure that the feedback and evaluation that the schools receive is the highest quality by contracting only with proven experts in the areas of academic performance, governance and financial oversight.
2. Facilitated the exchange of best practices among the authorized schools. NEO convened two annual meetings (Celebrations of Leading and Learning) for the purpose of 1) clarifying expectations and providing school leadership an opportunity to take stock of their status relative to those expectations, 2) facilitating sharing of effective school practices, 3) providing technical support to schools in areas of need, and 4) recognizing schools for their successes.
3. Provided technical support to authorized schools on various topics including data analysis, site expansion, complying with open meeting law, avoiding audit findings, financial oversight for sustainability, and contract goal setting and progress monitoring based on the needs of the portfolio schools.
4. Developed and hired the position of Systems Analyst to coordinate the communication with the authorized schools to develop and maintain each school’s Performance Framework and on-time, accurate document submission.
5. Transferred the Performance Framework of each authorized school to a Google Sheet and shared each school’s Performance Framework with its board members and school leadership so that the school and NEO have transparent, ongoing access to shared information about the school’s progress toward contract goals.

### 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.**

NEO planned and promoted the replication and dissemination of best school practices of high performance charter schools in the portfolio in the following ways:

1. NEO continued to provide ongoing feedback through review and comment to support successful replication and expansion of high quality schools.
2. To exchange effective practices among portfolio schools with the purpose of each school’s continuous improvement NEO has:
3. held bi-annual meetings (Celebrations of Leading and Learning) to facilitate the exchange of effective school practices and innovative ideas.
4. made exemplar materials available to authorized schools through board meeting feedback and curation and sharing of resources.
5. facilitated informal site visits (learning walks) focused on the school’s current needs or priorities, with the goal of fostering a shared vision of high quality teaching that enhances learning, and of identifying resources the school will share with other schools.
6. NEO provided a project management system and resources to pre-operational schools working to meet readiness to open indicators.
7. NEO provided technical support to schools designated by MDE as a “High Quality Charter School” with their expansion.
8. NEO identified and recognized schools that demonstrated exemplary performance, through awards such as the NEO Stewardship Award in Finance and Academic Achievement Awards, to recognize and promote those schools that demonstrate exemplary performance.

## Portfolio Information

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

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

| Name of Charter School | Charter School LEA Number (if assigned) | Charter School Program (CSP) Grant Recipient | Grade Levels Approved to Serve | Projected Enrollment when Fully Enrolled | Proposed Location | Proposed Opening Date |
| --- | --- | --- | --- | --- | --- | --- |
| The Studio School | 4262 | Yes | 9-12 |  225 | Northeast Minneapolis Studio Space | 08/31/2019 |

**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 |
| --- | --- | --- | --- | --- | --- | --- |
| Achieve Language Academy | 4018 | Yes | PK-8 | 2169 Stillwater Avenue E, St. Paul, MN 55119 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://docs.wixstatic.com/ugd/b95b8a_9636bfa3d6544218bcabbd88747b2033.pdf) |
| Agamim Classical Academy | 4220 | Yes | K-5 | 1503 Boyce Street, Hopkins, MN | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://www.agamim.org/wp-content/uploads/2018/12/17-18-Combined-WBWF-and-AI-Summary-Report-FINAL-1_Agamim-4220-07.asd_.pdf) |
| Avalon Charter School | 4075 | Yes | 6-12 | 700 Glendale Street; Saint Paul, MN 55114 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://drive.google.com/file/d/1Q5y50n_BeyxN51Fw0t4qAhEiRc2LKNoI/view) |
| Discovery Charter School | 4221 | Yes | KG-6 | 4100 East 66th Street Ste 2 Inver Grove Heights, MN 55076 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](http://discoverymn.org/worlds-best-workforce/) |
| Great River School | 4105 | Yes | 1-12 | 1326 Energy Park Dr Saint Paul, MN 55108-5202 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://drive.google.com/file/d/1_2QUEKCakJdwllYEKR0CYVRBHv3g7dx6/view) |
| Kato Public Charter School | 4066 | Yes | 6-12 | 110 N 6th St Mankato, MN 56001-5312 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://www.katopcs.org/uploads/3/0/6/7/30674217/kato_wbwf_summary_report_2017-2018.pdf) |
| Lafayette Public Charter School | 4050 | Yes | PK-8 | 351 6th St Lafayette, MN 56054-970059917 236th St Gibbon, MN 55335 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](http://www.lafayettecharter.k12.mn.us/administration/budget__reports_and_publications) |
| Lionsgate Academy | 4183 | Yes | 7-12 | 5605 Green Circle Drive Minnetonka, MN 553432342 Helen St. North, North St. Paul, MN 55109 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](http://lionsgate.academy/worlds-best-workforce/) |
| Nerstrand Charter School | 4055 | Yes | KG-5 | 205 S 2nd St Nerstrand, MN 55053-4404 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://nerstrand.charter.k12.mn.us/sites/default/files/Annual%20report%202017%202018.pdf) |
| New Century Academy | 4093 | Yes | 7-12 | 950 School Road SW Hutchinson, MN 55350-7028 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](http://www.newcenturyacademy.com/wp-content/uploads/17-18-Combined-WBWF-and-AI-Summary-Report-FINAL.pdf) |
| New City School | 4089 | Yes | KG-8 | 229 13th Avenue NE, Minneapolis, MN 554131500 6th St NE, Minneapolis, MN, 55413 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](http://newcitycharterschool.org/wp-content/uploads/2018/12/WBWF-2017-18-Report-Summary.pdf) |
| North Metro Flex Academy | 4243 | Yes | KG-4 | 2350 Helen Street North Saint Paul, MN 55109 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://northmetroflex.com/resources/) |
| Rochester STEM Academy | 4204 | Yes | 9-12 | 415 16th St SW Rochester, MN 55902-2125 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://rochesterstemacademy.org/wp-content/uploads/2019/01/Rochester-STEM-Academy-2017-2018.-Annual-Report-opt.pdf) |
| SAGE Academy Charter School | 4087 | Yes | 9-12 | 3900 85th Ave N Brooklyn Park, MN 55443-1908 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://docs.wixstatic.com/ugd/416baa_0fdd40b6f5784583a0929696cbf1665b.pdf) |
| Saint Cloud Math and Science Academy Charter School | 4223 | Yes | KG-5 | 1025 18th St. N St. Cloud, MN 56303 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://docs.wixstatic.com/ugd/7af9d5_eca876dc1d1642feb1e986c5b6ffb29d.pdf) |
| Sejong Academy of Minnesota | 4215 | Yes | PK-8 | 1330 Blair Ave N Saint Paul, MN 55104 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://www.sejongacademy.org/) |
| Star of the North Academy Charter School | 4224 | Yes | KG-7 | 1562 Viking Blvd East Bethel, MN 55011 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://www.snacharterschool.org/board/board-approved) |
| TEAM Academy | 4127 | Yes | KG-6 | 220 17th Avenue NE, Waseca, MN 56093 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://www.team.k12.mn.us/site/handlers/filedownload.ashx?moduleinstanceid=1163&dataid=1111&FileName=Worlds%20Best%20Workforce%20Plan.pdf) |
| Universal Academy Charter School | 4225 | Yes | PK-7 | 2919 26th Ave South Minneapolis, MN 55406 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](http://www.uacsmn.org/index.php/board/board-approved-documents) |
| Urban Academy Charter School | 4088 | Yes | PK-6 | 1668 Montreal Avenue Saint Paul, MN 55116 | [Hyperlink to MN Report Card](http://rc.education.state.mn.us/#mySchool/p--1) | [Hyperlink to School’s WBWF Report](https://echalk-slate-prod.s3.amazonaws.com/private/schools/1034/site/fileLinks/6dd9cc2e-1609-44e7-8829-5edc4c6c255b?AWSAccessKeyId=AKIAJSZKIBPXGFLSZTYQ&Expires=1862868433&response-cache-control=private%2C%20max-age%3D31536000&response-content-disposition=%3Bfilename%3D%22Urban%2520Annual%2520Report%2520and%2520WBWF%25202017-2018.pdf%22&response-content-type=application%2Fpdf&Signature=IqHujbZCaBM%2FVU5zsW4OvbNmIjI%3D) |

**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 |
| --- | --- | --- | --- |
| Achieve Language Academy | No | No | Yes |
| Lafayette Charter School | No | No | Yes |
| Sejong Academy | No | No | Yes |
| Universal Academy | No | No | Yes |
| Urban 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?**

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 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?**

Yes

**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 |
| --- | --- | --- | --- |
| Big Picture Twin Cities | 4246 | Academic Performance, Governance | June 30, 2018 |

## 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.**

NEO monitors the collective demographic and enrollment information for schools authorized by NEO to ensure that the schools that NEO collectively authorizes are inclusive of all students.

**Enrollment by Special Populations**

NEO serves a significantly higher percent of English learners, students receiving special education services, and students from low income families than the state according to the MDE Data and Analytics reports summarized in the following tables.

The fastest growing group of students served by schools that NEO authorizes are students who are English learners/Multiple language learners.

Overall, the percent of English learners collectively served by schools authorized by NEO increased from 18% in 2015 to 31% in 2018, and in third grade from 28% in 2015 to 43% in 2018.

In contrast, the percent of all English learners served by schools in the state remains around 8%.

**NEO**

| **Percent of All Students Served by Schools Authorized by NEO** | **2015** | **2016** | **2017** | **2018** |
| --- | --- | --- | --- | --- |
| English Learners | 18.1% | 24.3% | 26.1% | 31.1% |
| Students Receiving Special Education Services | 17.2% | 17.1% | 16.8% | 18.0% |
| Students Meeting State Guidelines for Free/Reduced Meals  | 53.3% | 54.0% | 55.7% | 53.5% |

**Minnesota**

| **Percent of All Students Served by All MN Public Schools** | **2015** | **2016** | **2017** | **2018** |
| --- | --- | --- | --- | --- |
| English Learners | 8.4% | 8.4% | 8.3% | 8.6% |
| Students Receiving Special Education Services | 13.4% | 13.6% | 15.4% | 14.2% |
| Students Meeting State Guidelines for Free/Reduced Meals  | 39.0% | 38.1% | 37.7% | 37.1% |

**NEO Demographic Trends**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Year** | **Ethnicity: American Indian/Alaskan Native** | **Ethnicity: Asian/Pacific Islander** | **Ethnicity: Hispanic** | **Ethnicity: Black, not of Hispanic origin** | **Ethnicity: Two or More Races** | **Ethnicity: White, not of Hispanic origin** |
| 2015 | 0.31% | 14.61% | 8.60% | 24.78% | NA | 48.67% |
| 2016 | 1.25% | 13.26% | 7.62% | 25.07% | NA | 44.51% |
| 2017 | 1.18% | 13.98% | 9.80% | 23.83% | NA | 46.26% |
| 2018 | 0.85% | 16.60% | 10.35% | 27.11% | 3.30% | 41.56% |

### World’s Best Workforce

NEO monitors and evaluates progress toward World’s Best Workforce (WBWF) goals in its ongoing oversight and evaluation of charter schools and uses two main strategies to make progress toward goals.

**Strategy 1.** Regularly oversee and evaluate progress and provide technical assistance.

Schools authorized by NEO collectively align the Performance Frameworks used to oversee and evaluate progress toward the World’s Best Workforce goal areas by organizing the Performance Frameworks by WBWF sections, thus regularly overseeing and evaluating progress in each goal area.

NEO leadership and school leaders review progress each year at the Annual Formal Site Visit. In addition, the Performance Framework is updated as school performance results are available and shared via Google Sheets with all board members and the school leader who can view school progress toward goals throughout the year. NEO also provides technical assistance in using data for performance monitoring and evaluation, as well as engages in data meetings with school leadership.

**Strategy 2.** Facilitate sharing of effective practices.

In addition, NEO facilitates sharing of effective practices in all areas of performance.

**WBWF Goal 1: All children are ready for school.**

Schools that are authorized by NEO that have the capacity and resources to provide high quality pre-kindergarten instruction will work with NEO to gain MDE approval and successfully implement a Prekindergarten Instructional Program. Currently, 5 of the 15 NEO-authorized elementary schools (Achieve Language Academy, Lafayette Charter School, Sejong Academy of Minnesota, Universal Academy, and Urban Academy Charter School) offer pre-kindergarten instruction.

**Results.** The number of schools authorized by NEO with a Prekindergarten Instructional Program continue to increase.

|  |  |
| --- | --- |
| Years | NEO Authorized Schools Adding Prekindergarten Instructional Programs |
| 2014 | Achieve Language Academy |
| 2015 | Lafayette Charter School |
| 2016 | Sejong Academy of Minnesota |
| 2017 | Universal Academy, Urban Academy Charter School |
| 2018 | N/A |
| 2014-2018 | 5 Total Prekindergarten Instructional Program Schools |

**WBWF Goal 2: All third-graders can read at grade level.**

**Grade 3 Reading Results**. The percent of Grade 3 English Learners taking the State Reading Accountability Assessments continues to increase. The percent of students who are English learners who took the state reading accountability assessments at schools authorized by NEO has increased by 14.52 percentage points since 2014.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Percent of English Learners** | **Baseline 2014** | **2015** | **2016** | **2017** | **2018** |
| Schools Authorized by NEO | 28.30% | 38.06% | 38.08% | 42.82% | 43.16% |
| All Schools in the State | 11.40% | 11.82% | 11.94% | 12.66% | 12.22% |

Though the percent of Grade 3 English Learners taking the State Reading Accountability Assessments has increased dramatically, the percent of the Grade 3 students scoring meets and exceeds on the assessments has remained steady and even increased.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Percent Grade 3 Students Scoring at Proficient in Reading** | **Baseline 2014** | **2015** | **2016** | **2017** | **2018** |
| Schools Authorized by NEO | 41.51% | 47.15% | 44.57% | 39.44% | 44.24% |
| All Schools in the State | 59.10% | 59.70% | 58.30% | 57.60% | 56.90% |

**Analysis**.Among schools authorized by NEO, the percent of students in third grade who score proficient has been impacted by a large increase in the number of English learners that the schools authorized by NEO serve.

The percent of students who are English learners out of all students tested increased from 28.30% in 2014 to 42.82% in 2017 to 43.16% in 2018, an increase of 14.86 percentage points.

The collective third-grade proficiency rate of schools authorized by NEO increased from 41.51% in 2014 to 44.24% in 2018. The state third-grade reading proficiency rate decreased from 59.10% in 2014 to 56.90% in 2018.

Data sources: [Minnesota Report Card](http://rc.education.state.mn.us/) and MDE De-identified, Student-level Data

**WBWF Goal 3: All racial and economic achievement gaps between students are closed.**

**Results.** The percent of students by Focus Group who score proficient on All State Reading Accountability Assessments demonstrates improvement and higher achievement than state average in reading but not in math.

|  |  |  |  |
| --- | --- | --- | --- |
| **MCA Reading Results** | **Focus Group:** **English Learner**  | **Focus Group:** **Special Education**  | **Focus Group: Eligible for Free/Reduced Meals** |
| NEO Authorized Schools | STATE | NEO Authorized Schools | STATE | NEO Authorized Schools | STATE |
| 2014 | 20.89% | 17.90% | 33.20% | 34.60% | 34.09% | 40.90% |
| 2015 | 28.80% | 17.90% | 30.70% | 30.80% | 39.80% | 41.50% |
| 2016 | 33.80% | 17.70% | 36.20% | 31.10% | 41.20% | 42.20% |
| 2017 | 25.90% | 15.20% | 34.40% | 31.10% | 38.60% | 42.10% |
| 2018 | 28.46% | 15.00% | 34.05% | 30.70% | 40.52% | 42.20% |
| 2015-2018 | 28.83% | 16.46% | 33.60% | 30.91% | 39.97% | 41.99% |
| Analysis: English Learner | Schools authorized by NEO collectively outperform the state as measured by the percent of English learners who scored proficient in reading. |
| Analysis: Special Education | Schools authorized by NEO collectively outperform the state as measured by the percent of students receiving special educations services who scored proficient in reading. |
| Analysis: Eligible for Free/Reduced Meals | Schools authorized by NEO have improved the percent of students who are eligible for free/reduced meals who score proficient (at grade level) but collectively do not yet outperform the state as measured by the percent of students eligible for free/reduced meals who scored proficient in reading. |

|  |  |  |  |
| --- | --- | --- | --- |
|  **MCA Math** **Results** | **Focus Group:** **English Learner**  | **Focus Group:** **Special Education**  | **Focus Group: Eligible for Free/Reduced Meals** |
| NEO Authorized Schools | STATE | NEO Authorized Schools | STATE | NEO Authorized Schools | STATE |
| 2014 | 34.45% | 28.30% | 20.75% | 33.30% | 36.64% | 43.00% |
| 2015 | 35.00% | 26.70% | 23.40% | 32.10% | 36.80% | 42.30% |
| 2016 | 35.10% | 24.80% | 23.90% | 31.50% | 37.00% | 41.40% |
| 2017 | 28.40% | 22.00% | 23.40% | 30.90% | 33.10% | 40.10% |
| 2018 | 31.18% | 20.60% | 21.29% | 29.60% | 36.26% | 38.20% |
| 2015-2018 | 31.97% | 23.52% | 22.77% | 30.10% | 35.67% | 40.50% |
| Analysis: English Learner | Schools authorized by NEO collectively outperform the state as measured by the percent of English learners who scored proficient in math. |
| Analysis: Special Education | Schools authorized by NEO collectively do not yet outperform the state as measured by the percent of students receiving special educations services who scored proficient in math. |
| Analysis: Eligible for Free/Reduced Meals | Schools authorized by NEO collectively do not yet outperform the state as measured by the percent of students eligible for free/reduced meals who scored proficient in math. |

**WBWF Goal 4: All students are ready for career and college.**

**Results.** The percent of students who scored Proficient on All State Reading and Math Accountability Assessments did not exceed the state average in reading or math.

Data sources: [Minnesota Report Card](http://rc.education.state.mn.us/) and MDE De-identified, Student-level Data

|  |  |  |
| --- | --- | --- |
|  | **All Students:** **Reading**  | **All Students:** **Math**  |
| NEO Authorized Schools | STATE | NEO Authorized Schools | STATE |
| 2014 | 47.83% | 59.80% | 41.04% | 61.90% |
| 2015 | 52.80% | 60.70% | 43.20% | 61.70% |
| 2016 | 53.00% | 61.10% | 43.90% | 61.10% |
| 2017 | 50.50% | 61.40% | 41.80% | 60.20% |
| 2018 | 51.30% | 61.10% | 42.40% | 58.70% |
| 2015-2018 | 51.78% | 61.07% | 42.74% | 60.42% |
| Analysis | Schools authorized by NEO do not yet collectively outperform the state as measured by the percent of students who scored proficient in reading and math. |

**Reading Growth Results**

**Results.** In addition to regularly overseeing and evaluating student progress toward career and college readiness by overseeing and evaluating progress toward grade level proficiency, NEO and the schools authorized by NEO oversee and evaluate the percent of students below grade level making high growth and the percent of students at or above grade level making medium or high growth. If students below grade level are making high growth, they are making the ‘catch up’ growth they need to make to be on track for a successful transition to career and college, and if students who are at or above grade level make medium or high growth, they will remain on track for a successful transition to career and college.

**Results.** The percent of students below grade level making high growth in reading as measured by the state assessments in grades 4 - 8 and high school demonstrate that collectively, the schools that NEO authorizes exceed the state in reading growth.

|  |  |  |
| --- | --- | --- |
| **Year** | **Schools Authorized by NEO** | **State** |
| 2015 | 39.25% | 33.42% |
| 2016 | 33.40% | 31.07% |
| 2017 | 33.88% | 31.06% |
| 2018 | 33.92% | 29.67% |
| 2015-18 | 34.89% | 31.30% |
| Analysis: Reading | Schools authorized by NEO collectively outperform the state as measured by the percent of students below grade level making high growth in reading. |

**Results.** Collectively the schools that NEO authorizes do not exceed the state in the percent of students above grade level making medium and high growth in reading as measured by the state assessments in grades 4 – 8 and high school.

|  |  |  |
| --- | --- | --- |
| **Year** | **Schools Authorized by NEO** | **State** |
| 2015 | 76.11% | 73.77% |
| 2016 | 70.43% | 72.56% |
| 2017 | 71.61% | 73.87% |
| 2018 | 73.56% | 74.57% |
| 2015-18 | 72.80% | 73.70% |
| Analysis: Reading | Schools authorized by NEO collectively do not yet outperform the state as measured by the percent of students at or above grade level making medium or high growth in reading. |

**Math Growth Results**

**Results.** The percent of students below grade level making high growth in math as measured by the state assessments in grades 4 - 8 and high school demonstrate that collectively, the schools that NEO authorizes exceed the state in math growth.

|  |  |  |
| --- | --- | --- |
| **Year** | **Schools Authorized by NEO** | **State**  |
| 2015 | 26.97% | 27.35% |
| 2016 | 27.54% | 25.60% |
| 2017 | 21.21% | 24.85% |
| 2018 | 27.67% | 23.51% |
| 2015-18 | 25.79% | 25.27% |
| Analysis: Reading | Schools authorized by NEO collectively outperform the state as measured by the percent of students below grade level making high growth in math. |

**Results.** Collectively the schools that NEO authorizes do not exceed the state in the percent of students above grade level making medium and high growth in math as measured by the state assessments in grades 4 – 8 and high school.

|  |  |  |
| --- | --- | --- |
| **Year** | **Schools Authorized by NEO** | **State**  |
| 2015 | 61.55% | 74.29% |
| 2016 | 69.01% | 74.35% |
| 2017 | 58.20% | 73.79% |
| 2018 | 65.14% | 73.24% |
| 2015-18 | 63.44% | 73.92% |
| Analysis: Reading | Schools authorized by NEO collectively do not yet outperform the state as measured by the percent of students at or above grade level making medium or high growth in math. |

Data sources:[*Minnesota Report Card*](http://rc.education.state.mn.us/) *and MDE De-identified, Student-level Data*

**WBWF Goal 5: All students graduate from high school.**

**Results.** Schools authorized by NEO have demonstrated improvement in graduation rates since FY14.

**4-year Graduation Rate (Due to state reporting, graduation data lags one year)**

| **Year** | **School Authorized by NEO** | **State** |
| --- | --- | --- |
| Baseline 2013 | 40.01% | 80.40% |
| 2014 | 43.14% | 81.40% |
| 2015 | 46.29% | 82.10% |
| 2016 | 52.67% | 82.50% |
| 2017 | 47.26% | 82.70% |
| 2014-17 | 47.34% | 81.82% |
| Analysis | From the baseline year rate of 40.01% in 2013, the graduation rate for the combined years of 2014-2017 increased to 47.34%, an increase of 7.33 percentage points. Schools authorized by NEO are not yet exceeding the state 4-year graduation rate. |

**5-year Graduation Rate (Due to state reporting, graduation data lags one year)**

| **Year** | **School Authorized by NEO** | **State** |
| --- | --- | --- |
| Baseline 2013 | 45.29% | 81.80% |
| 2014 | 48.05% | 83.60% |
| 2015 | 50.82% | 84.40% |
| 2016 | 52.67% | 85.10% |
| 2017 | 59.96% | 85.50% |
| 2014-17 | 52.69% | 84.08% |
| Analysis | From the baseline year rate of 45.29% in 2013, the graduation rate for the combined years of 2014-2017 increased to 52.69%, an increase of 7.4 percentage points.Schools authorized by NEO are not yet exceeding the state 5-year graduation rate. |

**6-Year Cohort (Due to state reporting, graduation data lags one year)**

| **Year** | **School Authorized by NEO** | **State** |
| --- | --- | --- |
| Baseline 2013 | 48.51% | 82.30% |
| 2014 | 52.25% | 83.30% |
| 2015 | 52.34% | 85.00% |
| 2016 | 56.36% | 85.90% |
| 2017 | 59.04% | 86.40% |
| 2014-17 | 56.58% | 84.58% |
| Analysis | From the baseline year rate of 48.51% in 2013, the graduation rate for the combined years of 2014-2017 increased to 56.58% in 2017, an increase of 8.01 percentage points.Schools authorized by NEO are not yet exceeding the state 6-year graduation rate. |

### 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.**

**Goal 1.** **Achievement.** At least 3,000 students collectively served by schools authorized by NEO will score meets or exceeds on grade level math, reading and science state assessments, and graduate. In FY18 approximately 2,540 students scored meets or exceeds, and graduated, compared to approximately 1,653 in FY13, the year NEO is using as a baseline. NEO is on track to meet this goal in 2020.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Year** | **Math** | **Reading** | **Science** | **Graduates** | **Total High Quality Seats** |
|  2014 | 580 | 691 | 201 | 436 | 1,908 |
| 2015 | 624 | 763 | 192 | 468 | 2,047 |
| 2016 | 637 | 796 | 223 | 456 | 2,112 |
| 2017 | 752 | 910 | 200 | 522 | 2,384 |
| 2018 | 848 | 1,038 | 236 | 514 | 2,540 |

**Goal 2.** **Growth.** Collectively, the percent of all students exceeding projected growth scores will exceed 50% by 2020. This past year, schools collectively met this goal in reading with 51% of students meeting and exceeding projected growth scores. The percent of students meeting and exceeding projected math growth scores has improved and is on track to exceed 50% by 2020.

**Reading Results.** This past year, schools collectively met this goal in reading as summarized below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Reading** | **Met Growth Score** | **Total Tested** | **Percent Meeting Projected Growth Reading Score** |
| 2014 | 397 | 1014 | 39.15% |
| 2015 | 647 | 1155 | 56.02% |
| 2016 | 610 | 1247 | 48.92% |
| 2017 | 716 | 1444 | 49.58% |
| 2018 | 756 | 1479 | 51.12% |

**Math Results.** This past year, schools collectively did not meet this goal in math as summarized below; however, the percent meeting and exceeding math growth targets has improved and is on track to exceed 50% by 2020.

|  |  |  |  |
| --- | --- | --- | --- |
| **Math** | **Met Growth Score** | **Total Tested** | **Percent Meeting Projected Math Growth Score** |
| 2014 | 388 | 1039 | 37.34% |
| 2015 | 465 | 1186 | 39.21% |
| 2016 | 527 | 1227 | 42.95% |
| 2017 | 536 | 1465 | 36.59% |
| 2018 | 649 | 1466 | 44.27% |

### 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.**

**Attendance Rates.** NEO measures whether attendance rates consistently exceed 90%. Due to the state reporting timeline, attendance data lags one year.

**Collective Average Attendance Rates of Schools Authorized by NEO**

Data source:MDE Data and Analytics

| **Group** | **Year** | **Attendance Rate** |
| --- | --- | --- |
| All | 2014 | 91.15% |
| All | 2015 | 92.97% |
| All | 2016 | 93.23% |
| All | 2017 | 92.33% |

**Results.** Collectively, the schools authorized by NEO achieved a 92.33% attendance rate in 2017.

## Mobility. NEO measures the student mobility rates to understand the mobility of students enrolling and leaving the schools. Mobility rates include percent of students who transfer into the school after October 1, and the percent of students who transfer out of the school after October 1. Due to state reporting timeline, mobility data lags one year.

## The 2015 results included five new schools. New schools generally experience higher rates of students transferring out and therefore the collective percent of students transferring out after October 1st increased between the 2014 and 2015 reported data.

**Collective Mobility Results for Schools Authorized By NEO (data lags one year due to MDE reporting)**

Data source:MDE Data and Analytics

| **Year** | **Percent Transferring In after Oct 1** | **Percent Transferring Out after Oct 1** |
| --- | --- | --- |
| 2014 | 19.48% | 12.60% |
| 2015 | 17.96% | 17.17% |
| 2016 | 16.52% | 17.12% |
| 2017 | 9.60% | 11.90% |

**Results.** NEO authorized schools collectively had an average of 9.60% of students enroll after October 1st and an average of 11.90% of students transfer out after October 1st.  The decrease in the mobility of students transferring in and out of the school is an indicator of improved stability.

## Compliance Operational Performance Indicators in FY 2018

**Compliance Checklist**. This report is used to document if the school attains a satisfactory or exemplary level by meeting statutory, contractual and MDE compliance requirements. To reach the exemplary rating, a school must have no documented infractions during the fiscal year. Beyond that, to reach the exemplary rating, a school must also submit required documentation on-time and accurate.

**Results**. In FY18 all NEO authorized schools were either in compliance or came into compliance within the designated time frame resulting in zero documented infractions for the twenty compliance items listed below.

Compliance Items:

* + 1. Board Member Background Checks
	+ 2. Board Training (New and Ongoing)
	+ 3. Staff & Volunteer Background Check
	+ 4. Teacher Licensure
	+ 5. Teacher Evaluation, Peer Review Process
	+ 6. Standards Alignment
	+ 7. Civil Rights
	+ 8. Nonsectarian School Facilities and Program
	+ 9. Certificate of Occupancy
	+ 10. Safety and Security
	+ 11. Open Meeting Law
	+ 12. Bylaws
	+ 13. Current Board Roster
	+ 14. Website Requirements
	+ 15. Policies & Assurances
	+ 16. Updated Certificate of Insurance
	+ 17. School Calendar Required Instructional Hours
	+ 18. Annual Budget Adopted
	+ 19. Annual/WBWF Reports
	+ 20. Board Meeting Packet

Compliance is verified during an annual site visit, document review, website review, and board meeting observations.

### 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.**

NEO analyzes 14 indicators to evaluate financial sustainability and to determine finance awards. NEO also uses the analysis to provide feedback to schools, personalize technical assistance, and share exemplary practices. The end-of-year school fund balance is one of the indicators of school sustainability.

**Average NEO Authorized School Fund Balance**

Data source: MDE Data and Analyticscalculated as of December 27, 2018

|  |  |
| --- | --- |
| **Year** | **Average Fund Balance** |
| 2015 | 29.44% |
| 2016 | 31.74% |
| 2017 | 32.58% |
| 2018 | 31.18% |

**Results.** The average fund balance for NEO-authorized schools was 31.18% in 2018 with a range of -5.97% to 126.56%.  The NEO-authorized schools performed well beyond the state charter school average fund balance of 24.02% in FY2018. The statewide fund balance range for all charters was -34.64% to 126.56%.

All NEO-authorized operational schools had a positive fund balance. One school with a negative balance was closed and no longer operates.  No current NEO-authorized operating school is in Statutory Operating Debt (SOD).

Every NEO-authorized operating school has a positive Quick Ratio.

Over 70% of reporting NEO-authorized schools (15 out of 21) had a ‘finding-free” audit in 2018.

19 out of 21 earned the MDE School Finance Award in 2018 based on the 2017 MDE analysis.

**Overview of Strengths and Areas of Improvement in Financial Performance Through FY2018**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Financial Indicators** | **2013** | **2014** | **2015** | **2016** | **2017** | **2018** |
| Total Number of Schools Including Pre-operational | 15 | 15 | 19 | 21 | 23  | 21 |
| Operational Schools Earning MDE School Finance Award | 13/15  | 14/15 | 13/18 | 17/19 | 20/21  | 19/21 |
| Operating Schools In Statutory Operating Debt | 0 | 0 | 0 | 0 | 0 |  0  |
| Schools w/Any Audit Finding (significant or material) | 7 | 7 | 9 | 6 | 5 |  6 |
| Fund Balance is less than 0  | 0 | 0 | 0 | 0 | 1  |  1 |
| Fund Balance 0 to 9.99% | 4 | 2 | 4 | 4 | 5 |  3 |
| Fund Balance 10 to 19.99 | 2 | 4 | 3 | 5 | 5 |  7 |
| Fund Balance 20 to 29.99% | 1 | 2 | 3 | 3 | 2 |  1 |
| Fund Balance 30% or Greater | 8 | 7 | 9 | 9 | 10 |  9 |

**NEO Stewardship Award in Finance**

NEO awards schools that achieve exemplary financial performance with the NEO Stewardship Award in Finance.

Most criteria for the NEO Stewardship Award in Finance are taken directly from the NEO Contract and/or Minnesota Statutes. The criteria that separated out schools are those “stretch” criteria that go beyond good to higher levels of achievement.

They are:

1. The school board demonstrates consistent financial oversight through use of quality financials including balance sheet, monthly income/expenditures, budget vs. actual revenues and expenses including enrollment assumptions and actual enrollment information, and cash flow projections.
2. Schools must be free from all audit findings.
3. The general fund unreserved balance was at or above 20%.
4. The school board demonstrates consistent financial oversight through us of a fund balance policy.

Eight (8) schools met 14 of 14 criteria, and won the NEO Stewardship Award in Finance in FY17 for FY16 reporting: Achieve Language Academy, Avalon Charter School, BlueSky Online, Kato Charter School, Lafayette Charter School, Lionsgate Academy, Nerstrand Elementary Charter School and SAGE Academy.

### 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.**

N/A