



North Lakes Academy Charter School

ISD# 4053-07

School Year 2014-15

World's Best Workforce (WBWF) & Annual Report

Table of Contents

1. School Information (pg. 4)
2. Implementation of Primary and Additional Statutory Purposes (pg. 6)
3. Student Enrollment & Demographics (pg. 7)
4. Student Attendance, Attrition & Mobility (pg. 8)
5. Educational Approach and Curriculum (pg. 9)
6. Innovative Practices & Implementation (pg. 10)
7. Academic Performance: Goals and Benchmarks (pg. 11)
8. Educational Effectiveness: Assessment & Evaluation (of students, teachers, school leaders, curriculum & instruction) (pg. 17)
9. Student and Parent Satisfaction (pg. 18)
10. Environmental Education (pg. 20)
11. Governance and Management (pg. 20)
12. Staffing (pg. 27)
13. Operational Performance (pg. 29)
14. Finances (includes annual budget) (pg. 29)
15. Future Plans (pg. 31)

School Information

Upper School and Central Offices

North Lakes Academy Charter School
308 15th Street Southwest
Forest Lake, MN 55025
651-982-2688

Middle School

North Lakes Academy Charter School
255B NW 7th Avenue
Forest Lake, MN 55025
651-982-2773

Cam Stottler, Executive Director
cstottler@northlakesacademy.org

<http://www.northlakesacademy.org>

Brief Overview of the School and its History

North Lakes Academy (NLA) is a charter school located in Forest Lake, Minnesota, a community north of Saint Paul, Minnesota. The school was organized by a group of Forest Lake area parents and teachers seeking an alternative to the large junior high schools available to the children in the community. NLA was chartered in the spring of 1999 and opened for operation in the fall of 1999.

The school has served students in grades six through nine since its inception. Spring of 2008 the charter was renewed by MDE for SY 2008-09 through SY2010-11. During the 2007-2008 school year the NLA Board authorized the additions of grades 5 and 10 for SY 2008-09, grade 11 for SY 2009-10 and grade 12 for SY 2010-11. The expansion proposal was approved by MDE on 4/18/08. SY 2008-09 saw the addition of two Grade 5 sections and the equivalent of two Grade 10 sections. Grades 5 and 6 were housed on a temporary site leased from Faith Lutheran Church.

In SY 2009-2010 NLA added grade 11. The school was again housed on two sites, this time with grades 5-8 in the original Forest Lake site and grades 9-11 in a remodeled office space located south of the main campus.

During SY 2010-11 NLA continued to operate middle and upper schools at the different sites and added grade 12. In June of 2011, eighteen (18) students graduated in a ceremony held at Crossroads Church in Forest Lake.

In addition to math, science, language arts and social studies, the disciplines of modern language, visual arts, musical arts, physical education and technology are considered core academic areas at North Lakes.

Mission and Vision

Vision: North Lakes Academy will provide an environment in which middle and high school students will learn eagerly, extensively and deeply in order that they will be able to assume productive and satisfying roles in a global society.

Mission: North Lakes Academy will provide a rigorous, liberal arts curriculum in a small, personalized, developmentally appropriate environment to students and families who value education. NLA will graduate students who are confident, skilled scholars and citizens prepared to succeed in a post secondary institution.

Values: NLA values academic accomplishment, a sense of community, personal and group accountability, and growth toward independence.

Core beliefs

- Higher education leads to improved quality of life.
- All academic options for all students must be rigorous and will lead to higher education.
- All students with academic aspirations deserve the opportunity and support necessary to succeed in higher education.

Expectations: NLA expects excellence in core academic and artistic disciplines, development of a sense of purpose and path, appreciation of a united community built through appreciation of diversity.

Philosophy: North Lakes Academy is a public charter school that values the dignity and worth of all persons and does not discriminate on the basis of race, religion, national and ethnic origin, sex, physical handicap, or learning styles/abilities.

Authorizer Information

North Lakes Academy has had a working relationship with Audubon Center of the North Woods officially since June of 2011 when they became the official school authorizer. In early 2010, NLA began looking for an authorizer after new regulations from MDE related to charter school authorization were announced. NLA had working relationships with Steve Dess, then ACNW Charter Director, prior to this point and at his invitation NLA applied for authorization with ACNW. The current contract of authorization extends to June of 2020.

The authorizing mission of the Audubon Center of the North Woods (ACNW) Charter School Division is to provide superior oversight, evaluation, feedback and strategic support to its

authorized schools resulting in the increased academic, financial, operational and environmental education performance of each school.

The authorizing vision of ACNW is to authorize a portfolio of high performing charter schools that instill a connection and commitment to the environment in their school communities, while working towards a healthy planet where all people live in balance with the Earth.

David Greenberg, Director of Charter School Authorizing
Audubon Center of the North Woods
Charter School Division
43 Main St. S.E., Suite #507
Minneapolis, MN 55414
612-331-4181
www.auduboncharterschools.org

Implementation of Primary and Additional Statutory Purposes

The primary purpose of North Lakes Academy is to improve all pupil learning and all student achievement. North Lakes Academy will report on the primary purpose of improving all pupil learning and all student achievement through the annual report - submitted each fall for review by both Audubon and Minnesota Department of Education. Additionally, North Lakes Academy will use data accrued through student, staff and parent surveys to adapt, increase or decrease in any areas that contribute to the primary purpose of learning and achievement. North Lakes Academy continually assesses staff performance, curriculum and programming, and other programs associated with student learning and achievement throughout the school year by means of staff meetings, cabinet-level administrative meetings as well as parent meetings.

In SY 2014-15, North Lakes Academy worked to improve all pupil learning and all student achievement in major ways through a performance compensation model of staff evaluation, surveys given to the community, parents, and students, and through regular staff, cabinet-level, and parent meetings.

The performance compensation model of staff evaluation is centered on 11 evaluative standards for teaching expectations and performance - each standard containing model behaviors by both staff and students. A total of 6 observations of staff are completed by peer observers (4) and administration (2) of which professional SMART goals are set and worked towards throughout the school year. This gives staff and administration a true coaching model of collaboration and accountability that increases staff performance in the classroom.

Surveys were conducted with the NLA community, staff (evaluating building leads) and students (evaluating school programming and rigor). This section will be spoken to more thoroughly in the Student & Parent Satisfaction section, but responses have helped shape course offerings - including pursuing dual-credit courses through AP/CIS and CLEP opportunities.

Staff meetings are held weekly to address student concerns (including child-find for interventions), speak to professional growth plans (through PLC groups) and to plan purposefully for large scale NLA events. Cabinet-level meetings are held monthly to address big-picture 5-12 issues, to plan purposefully for district initiatives, and to set administrative goals to better serve students. Parent meetings are held monthly in the form of a Parent Advisory Group, as well as conferences held twice yearly. The Parent Advisory Group set agenda items to share concerns, celebrations, and ways to influence better student outcomes through event-planning, informational feedback on programming, and a chance to pursue large scale initiatives and volunteering.

The additional purpose of North Lakes Academy is to increase learning opportunities for all pupils. The school will report on its implementation of this additional purpose through the annual report. North Lakes Academy will implement scheduling options allowing for consistent experiences with the arts (middle school), by enhancing emotional intelligence competency courses and curriculum (upper and middle), and by continually looking to add dual-credit course options as a part of staffing design (upper).

North Lakes Academy continued its efforts in increasing learning opportunities for all pupils by providing scheduling options that allowed for consistent arts experiences, by creating and implementing a middle school emotional intelligence course called “Habits” based off of 7 Habits of Highly Effective People by Steven Covey, and by researching and pursuing further CIS courses with the University of Minnesota-Mankato.

Student Enrollment and Demographics

North Lakes Academy has seen growth in its student population each year since the school opened. When the school board authorized the additional grades to serve students in grades 5-12 in SY 2007-2008, there was an understanding that growth would occur. Since that time, each of the grades from 9-12 has shown an increase in student enrollment to an average of 50+ students enrolled each year. That trend continued through each grade with an expected graduating class of 55 for SY 2014-2015. Once this number is reached, there is an expectation of enrollment beginning to level out with slight gains each year.

Number of Students Enrolled

	2013-14	2014-2015	2015-16(est.)
Kindergarten	NA	NA	NA
1st Grade	NA	NA	NA
2nd Grade	NA	NA	NA
3rd Grade	NA	NA	NA
4th Grade	NA	NA	NA
5th Grade	38	19	38
6th Grade	48	45	33
7th Grade	55	67	53
8th Grade	54	62	65
9th Grade	50	52	65
10th Grade	45	57	61

11th Grade	55	44	52
12th Grade	31	56	38
Total	376	400	404
Total ADM (Average Daily Membership) for year	376	400	404

Key Demographic Trends

	2013-2014	2014-2015	2015-2016 (est)
Total Enrollment	376	400	404
Male	175	182	187
Female	201	218	217
Special Education	69	69	56
LEP	1	1	1
African American	5	5	11
Latino	10	12	10
Asian/PI	7	3	7
American Indian	4	6	6
White	349	352	338

Student Attendance, Attrition & Mobility

Student Attendance

	2012-13	2013-14	2014-15
Overall Attendance Rate	96.31%	95.4%	94.9%

Overall attendance rate has been consistently solid for North lakes Academy. Many of the students who chose North lakes Academy do so to meet a need that has not been met in previous schools. Overall, retention and attendance data would indicate that that the majority of students are satisfied with their education at NLA.

Student Attrition

Percentage of students* who are continuously enrolled between October 1 of 2013-14 school year and October 1 of 2014-15 school year.	83%
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*Do not include graduating students or those who have completed your school program, i.e. if your school is K-6, do not include students who have completed 6th grade.

Percentage of students* who continue enrollment in the school from Spring 2014 to October 1, 2014.	<u>85%</u>
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*Do not include graduating students or those who have completed your school program, i.e. if your school is K-6, do not include students who have completed 6th grade.

Student Mobility

	Summer Transfers In	Number of students on Oct. 1	Mid-year Transfers In	Mid-year Transfers Out	Total Mid-year Transfers	Mobility Index* (as a percent)
2009-10	75	287	48	40	88	30.66
2010-11	79	314	32	32	64	20.85
2011-12	67	329	39	32	71	21.58
2012-13	73	342	58	34	92	26.90
2013-14	96	370	50	43	93	25.10

* Total mid-year transfers divided by Number of students on Oct. 1.

Educational Approach and Curriculum

NLA offers a rigorous liberal arts curriculum to students in grades 5-12. This curriculum is a liberal arts curriculum that is designed to produce well rounded, college bound students and lifelong learners. Each student takes courses in language arts, social studies, science, math, physical education and music or visual arts. Students must earn 28 upper school credits to graduate. Credit is only awarded when a grade of C- or better is achieved in a class. Class size average is 22 students. The regular school day begins at 7:50 and runs until 2:10, with a calendar year beginning the first Tuesday after Labor Day and ending in early June.

NLA provides experiential courses based on a balance of skills, content, and character development. In keeping with the school’s mission, the concept of “learning community” is key to the North Lakes Academy educational experience. NLA benefits from maintaining a small, personalized environment that encourages high levels of parent involvement, local community interaction, teacher autonomy, and student responsibility. NLA employs a shared decision-making model, which ensures accountability for all stakeholders. North Lakes Academy places the learner firmly at the heart of the learning process. Students and parents are active, motivated partners in education.

In addition to state mandated tests, North Lakes Academy administers the Northwest Evaluation Association Measures of Academic Progress (NWEA MAP) tests twice yearly at the upper school and three times yearly at the middle school.

Both of the buildings have a strong special education program serving approximately 21% of the student population operating under the guidance of the special education staff.

Innovative Practices and Implementation

North Lakes Academy has continued innovating through a full development of the Becoming... curriculum which has blossomed into involving parents through a Parent Advisory Group in how the culture of the school can be maintained and grown. NLA has also undergone a shift in leadership with Cam Stottler taking over for the retired Jackie Saunders. Cam has been employed with NLA for 5 years and has served as a math teacher, Dean of Students, and Upper School Building Lead before becoming Executive Director.

The middle school has had continued success in developing a meshed-classroom approach to grades 5-6 – with the highlight being a significant growth in NWEA MAP scores in 5th grade math as a result. Discipline referrals decreased and academic growth increased.

In the coming school year, Middle School will begin embedding emotional intelligence into the 6th grade curriculum based around Steven Covey's "7 Habits for Highly Effective Teens." This will begin a full implementation of emotional intelligence into the Middle School that will act as a prelude to Upper School's Becoming... program.

NLA expanded the May Term Upper School program in which students spend three weeks exploring a variety of elective offerings ranging from yoga and mosaic arts to Rube Goldberg and Myth Buster scientific explorations to include courses focused on preparation for college. Classes are specifically designed for academic content to meet real life experience.

Middle School May Term is one interdisciplinary course taught in the established classes for the semester.

North Lakes continued to explore innovative methods of authentic student assessment. The Upper School adopted a model which ties course grades directly to mastery of standards and de-emphasizes homework as a part of the grade. By mid-year, the majority of students and families had reached and accepted the understanding that homework is a tool used to master certain outcomes, not an outcome in and of itself.

NLA initiated a program of dual credit opportunities in SY 2012-13. Through CIS and AP, students were offered the opportunity to earn college credit in physics, psychology, world history, music theory. Planning and preparation were completed to add additional dual credit courses in science, math, Spanish and language arts for the 2013-14 school year. In fact, 75% of all graduating seniors in SY 2014-15 left NLA with college credit.

Planning and preparation were also completed for a new staff compensation model to be piloted in the 2013-14 school year and fully implemented in SY 2014-15. The model is a highly innovative formula balancing experience, performance, initiative and student mastery of standards to determine individual teacher compensation.

Academic Performance

World's Best Workforce (WBWF) Goal Areas:

- **Ready for Kindergarten (R4K):** NLA does not serve Kindergarten students
- **Reading Well by 3rd Grade (RG3):** NLA does not serve 3rd grade students
- **Achievement Gap Closure (AGC):** NLA implemented math and language “plus” classes at the middle school level to reach at-risk students. Data shows that these students scored on average a higher growth gain when compared to the rest of the student population.
- **Career and College Ready (CCR):** NLA had 92% of students earn course credit in the Becoming... curriculum (which is focused on becoming college and career ready. ACT scores have risen each of the last three years as well.
- **Graduate from High School (GRAD):** NLA graduated 77% of 4-year senior students. Another 9% met graduation standards over the summer of 2015.

Indicator 1: Mission Related - *Over the period of the contract, students at North Lakes Academy (NLA) will demonstrate increased emotional intelligence based on successful completion of the Becoming Curriculum.*

Becoming Curriculum Passing Percentage Data			
Course	# Students Passed	# Students Enrolled	Percentage
TLC (9th Grade)	53	54	98.1%
Possibilities (10th Grade)	42	42	100.0%
Post-Secondary Prep (11th Grade)	38	38	100.0%
Service Learning (12th Grade)	38	52	73.1%
		Total Percentage	92.0%

The Becoming... curriculum for NLA has been a valuable resource for connecting students and families to the emotional intelligence quotient that is valued in a life-long learner. Though these courses do not share the same type of rigor as a science or math course, the overall vocabulary, consistent messaging, and real-world applications have made for a student body of leaders.

Indicator 2: English Language Learners - NLA has no contractual goal in this area.

Indicator 3: Reading Growth Goal - *Over the period of the contract, students at NLA will demonstrate growth in reading as measured by state accountability tests and nationally normed assessments.*

NLA Aggregate Z-Scores			
Reading	Middle	167 Students	-0.015534
	Upper	41 Students	0.072517

	District	208 Students	-0.012123
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The aggregate z-scores suggest that NLA is not quite where we want to be with our reading program - though we are close. This data is consistent with the next table of proficiency.

Indicator 5: Reading Proficiency Goal - *Over the period of the contract, students at NLA will demonstrate proficiency in reading as measured by state accountability tests and nationally normed assessments.*

NLA Aggregate Proficiency - Reading									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	61.9%	52.5%	34.9%	59.5%	39.8%	30.0%	64.4%	42.8%	35.1%
5	63.6%	NA	NA	66.7%	48.7%	NA	65.2%	42.0%	38.2%
6	63.6%	41.7%	NA	63.9%	44.7%	32.1%	64.1%	41.8%	40.5%
7	57.8%	68.8%	53.3%	55.7%	35.6%	24.2%	57.4%	42.9%	28.6%
8	64.6%	41.7%	NA	56.2%	37.2%	24.0%	54.4%	39.3%	34.6%
10	61.4%	53.8%	20.0%	57.2%	36.6%	23.8%	65.1%	41.8%	25.6%

This is the first time this data has been accumulated and shown for individual grades and compared with both the State as well as ISD 831. There are some very positive gains (8th grade is significantly higher than both State and ISD 831) and some concerning aspects (7th grade is significantly lower than any other grade at NLA - though still high than State and ISD 831). One critical issue being addressed is the SpEd scores. This 2015-16 school year NLA has begun a pull-out SpEd reading course to address these concerns in a more direct approach. We are hoping this will cause an increase in the number of high growth scores and will translate to an increase in proficiency. We also hired on a reading specialist consultant to help guide SpEd staff and general education staff toward more effective and systematic reading instruction and intervention for students with reading goals.

Indicator 4: Math Growth Goal - *Over the period of the contract, students at NLA will demonstrate growth in math as measured by state accountability tests and nationally normed assessments.*

NLA Aggregate Z-Scores

Math	Middle	168 Students	-0.161868
	Upper	31 Students	-0.565135
	District	199 Students	-0.224688

Math is still very much a concern for NLA as improvement has not take shape in a satisfactory manner. Though the upper school has altered the course offerings to be more aggressive in meeting student needs, the results have not followed this dynamic shift. One shared opinion with

NLA administration is the inability to leverage these tests in a way that assures any sense of investment with students knowing that there is no graduation component tied to MCA's any longer.

Indicator 6: Math Proficiency Goal - *Over the period of the contract, students at NLA will demonstrate proficiency in math as measured by state accountability tests and nationally normed assessments.*

NLA Aggregate Proficiency - Math									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	49.8%	37.9%	38.5%	60.2%	40.8%	30.9%	64.3%	45.4%	37.0%
5	34.8%	NA	NA	59.7%	40.4%	31.6%	62.0%	40.1%	43.9%
6	68.2%	50.0%	NA	57.9%	36.6%	28.9%	58.2%	36.7%	38.2%
7	50.0%	37.5%	53.3%	55.0%	33.2%	21.6%	66.5%	47.5%	26.1%
8	52.3%	41.7%	NA	58.0%	37.5%	23.2%	66.7%	52.4%	35.4%
11	32.4%	NA	NA	48.7%	27.7%	15.6%	54.2%	35.0%	8.6%

NLA recognizes the critical number of 32% proficiency in the upper school. This has been a consistent low value in recent years though there have been interventions put into place. For the 2015-16SY NLA will be offering a parallel math course for students deemed at-risk of graduation and for SpEd students with goals in this area. This parallel curriculum will include Algebra 1, Geometry, and then 2 Life Skills math courses designed to better meet the post-secondary needs of the at-risk student population. NLA is satisfied with the progress being shown in the middle school - especially considering the 5th graders are new to NLA and that usually takes a year to realign the math patterns students have been coming in with.

Indicator 7: Science Proficiency - *Over the period of the contract, students at NLA will demonstrate proficiency in science as measured by state accountability tests and nationally normed assessments.*

NLA Aggregate Proficiency - Science									
Grade	NLA	FRP	SpEd	State	FRP	SpEd	ISD 831	FRP	SpEd
All	53.5%	45.5%	15.0%	53.4%	52.9%	28.4%	60.6%	42.2%	38.5%
5	65.0%	NA	NA	59.3%	38.7%	35.4%	61.7%	40.8%	40.3%
8	55.4%	33.3%	NA	45.9%	25.3%	22.3%	54.8%	35.8%	42.0%
HS	45.5%	42.9%	8.3%	54.9%	34.4%	26.5%	66.8%	54.2%	29.0%

NLA has not been able to discern a noticeable trend in science scores the last few years. It is alarming though to see the single-digit SpEd score and discussion has begun on how to address this outlier.

Indicator 9: Post-Secondary Readiness - *Over the period of the contract, students at NLA will demonstrate readiness for post-secondary success.*

NLA has goals in this areas based on graduation rates, dual-credit courses, and post-secondary acceptances.

Graduation Rates:

4-year Graduation Trends

School Year	Statewide Average	Forest Lake #831	North Lakes Academy
2011	77%	87%	82%
2012	77%	85%	75%
2013	79%	81%	85%
2014	81%	82%	77%

5-year Graduation Trends

School Year	Statewide Average	Forest Lake #831	North Lakes Academy
2012	80%	81%	86%
2013	81%	89%	90%
2014	83%	85%	88%

NLA compares mostly favorable to both the Statewide and FL #831 data. It should be noted that the smaller class sizes have a larger impact with NLA’s percentages each year. The 5-year trend is very encouraging as it shows the students that have yet to graduate are at least close enough to finish off the necessary work. Very few students do not have the capacity to graduate in 5 years from NLA.

Dual-Credit Courses (AP/CIS/PSEO)

School Year	Graduating Students	% attained College Credit
2013	24	65%
2014	27	72%

2015	50	75%
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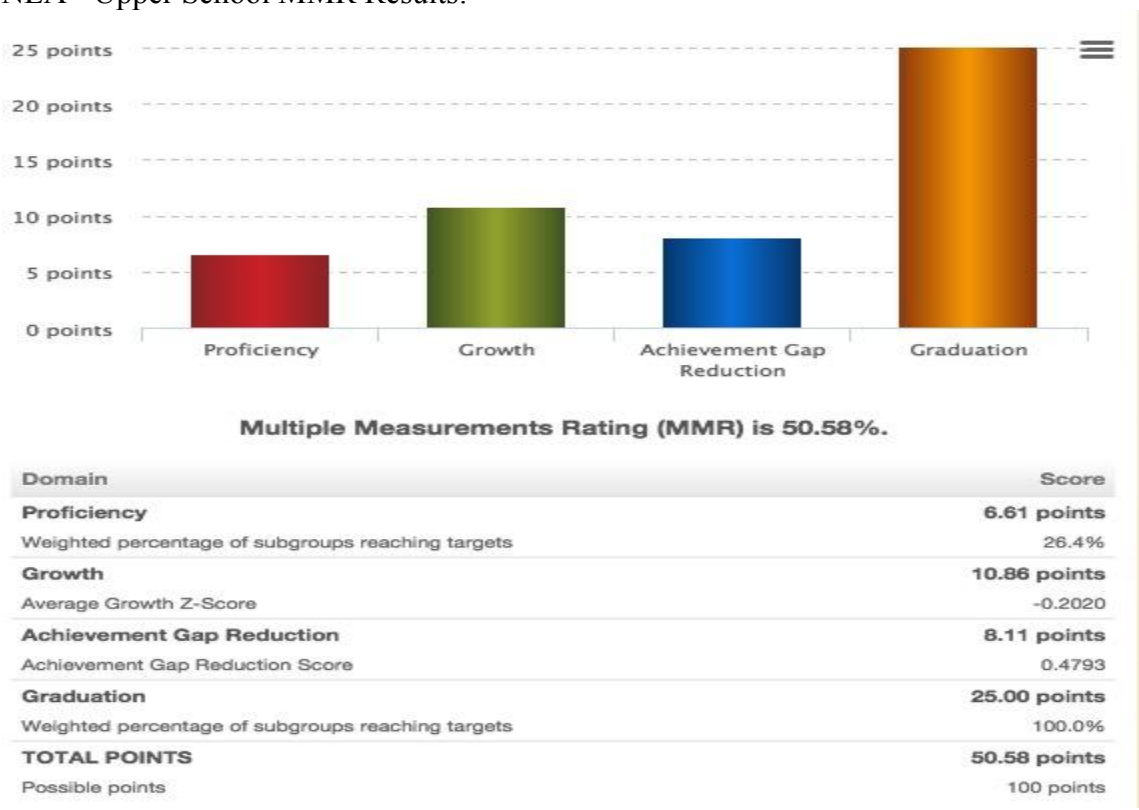
Dual-Credit courses have been trending positively for NLA. The school has been working to establish more on-campus offerings, as well as exploring courses that speak directly to CLEP options. The Higher Learning Commission proposals and rule-changes have made it difficult to commit time and energy into expanding our CIS offerings, but is the preferred route.

Post-Secondary Acceptances

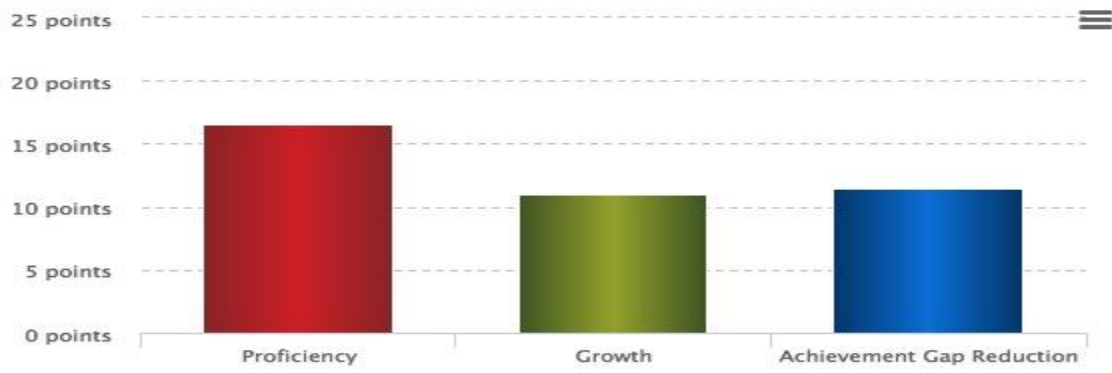
NLA has been working with Audubon to establish appropriate guidelines for reporting on this goal.

Indicator 10: Federal and State Accountability - *NLA does not have a contractual goal in this area. ACNW will evaluate the school's performance through MMR provided by the state.*

NLA - Upper School MMR Results:



NLA - Middle School MMR Results



Multiple Measurements Rating (MMR) is 51.89%.

Domain	Score
Proficiency	16.54 points
Weighted percentage of subgroups reaching targets	66.2%
Growth	10.96 points
Average Growth Z-Score	-0.0889
Achievement Gap Reduction	11.43 points
Achievement Gap Reduction Score	0.1986
TOTAL POINTS	38.92 points
Possible points	75 points

The MMR results indicate that NLA has growth areas needed in Proficiency and Achievement Gap Reduction at the Upper School. Graduation rates have a perfect score.

NLA Middle School shows that growth is needed in both Growth and Achievement Gap Reduction. A challenge with the Achievement Gap is to properly focus on the students being counted towards this area in a more meaningful way.

Indicator 11: Attendance - *Over the period of the contract, NLA students will attend school at high rates.*

Group	Year	Attendance
All	2011	94.3%
All	2012	94.7%
All	2013	95.5%
All	2014	94.5%
All	2015	94.3%

NLA has traditionally shown a very high rate of attendance.

NAEP Progress: NLA did not participate in NAEP testing.

[Educational Effectiveness: Assessment & Evaluation](#)

North Lakes Academy uses education effectiveness practices to ensure high quality instruction and rigorous curriculum by encompassing a comprehensive teacher evaluation rubric model and providing staff development on each of the 11 standards contained therein. Instructional technology is infused in curriculum offerings by focusing on Google Apps for Education and using Google Drive to limit paper copies. Various courses also offer online textbooks and support. The school endorses and uses Schoology as a communication platform for students and parents in regards to the everyday class experience.

NLA assesses and evaluates each student's progress toward meeting state and local academic standards by keeping up-to-date gradebooks, providing consistent feedback and remediation, providing rigorous coursework opportunities, and through communication with students and parents both at conferences and through individual student meetings.

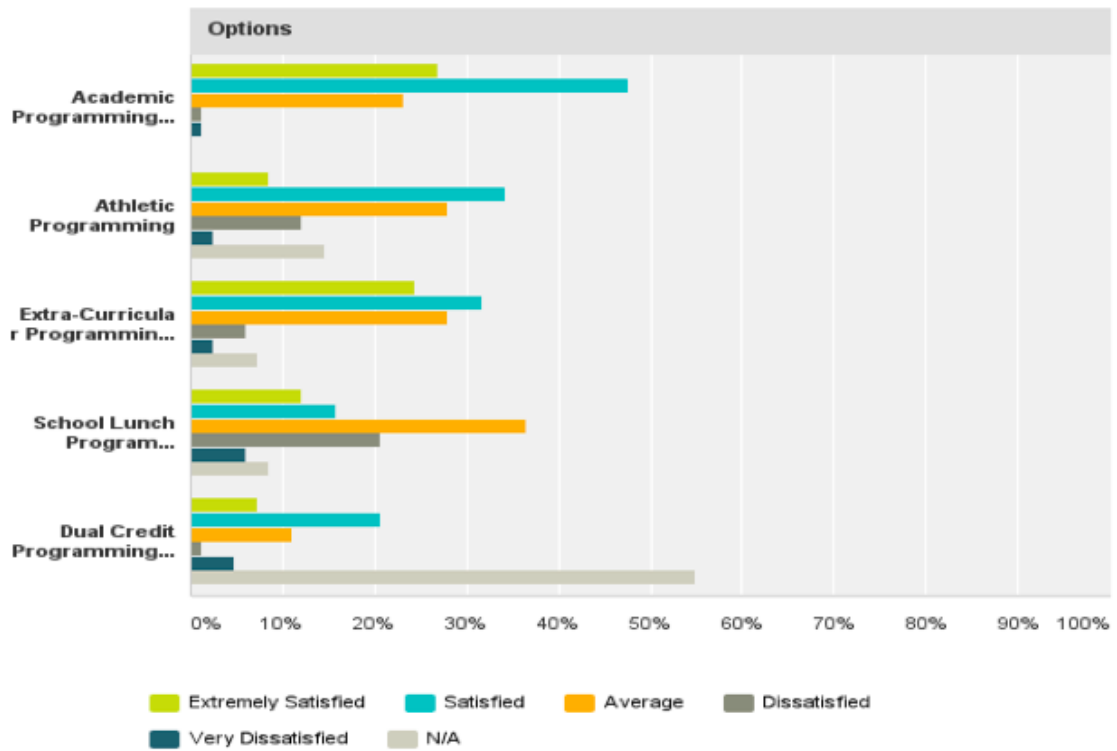
NLA reviews and evaluates the strengths and weaknesses of instruction and curriculum through a process that encompasses 6 observations conducted yearly (4 by peer observers, 2 by administration), consistent staff and cabinet meetings to discuss opportunities for both instruction and curriculum, approval of staff development centered on specific disciplines, and by adjusting course offerings to meet student need and demand. The staff observation and evaluation adheres to statutes under section 122A.40, subdivision 8, or 122A.41, subdivision 5. Strategies and best practices, student outcomes, school principal evaluations under section 123B.147, subdivision 3 are assessed and evaluated through a Director Evaluation Committee (DEC) that is commissioned by the NLA Board of Directors and reported on quarterly.

Student and Parent Satisfaction

NLA conducted surveys for graduating seniors, 9-11 grade students, and parents of NLA. The results are positive and encouraging. Among the highlights:

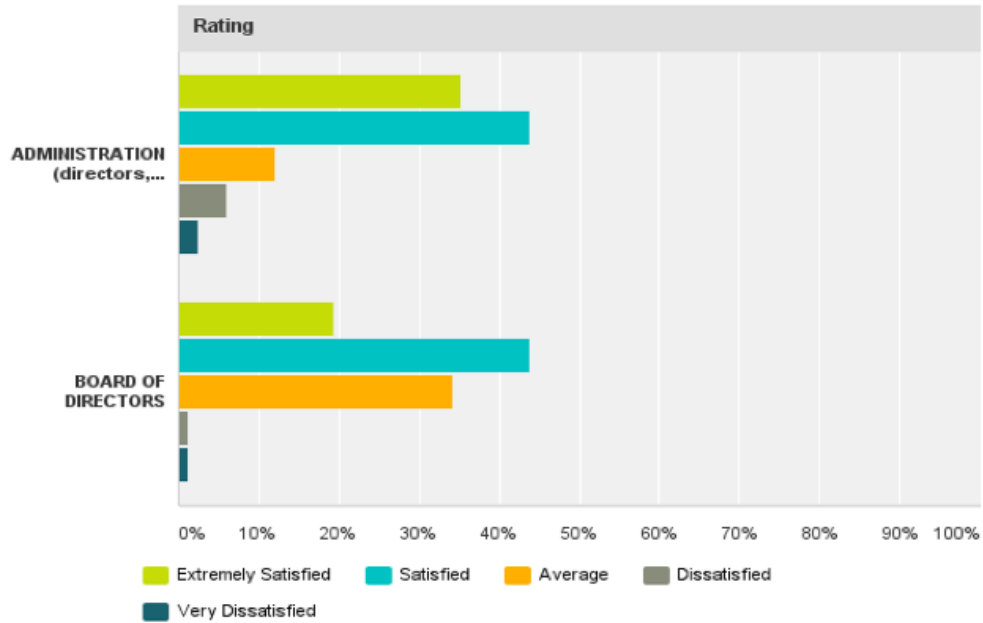
Q3 How satisfied are you with the following programs at NLA?

Answered: 82 Skipped: 0



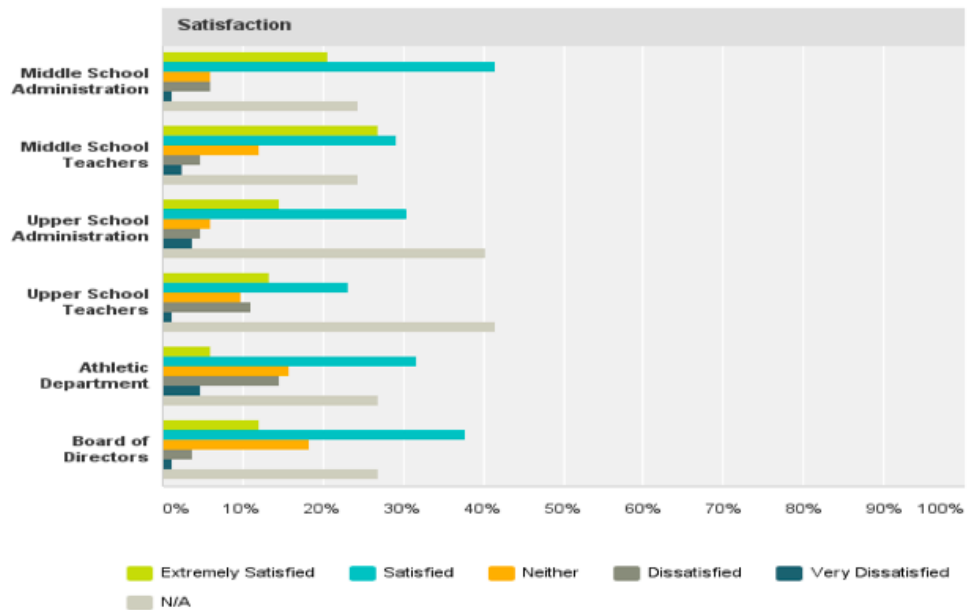
Q6 How satisfied are you with the LEADERSHIP of the following:

Answered: 82 Skipped: 0



Q7 How satisfied are you with COMMUNICATION from the following departments (frequency, clarity, accessibility)?

Answered: 82 Skipped: 0



[Environmental Education](#)

The mission of North Lakes Academy’s authorizer, the Audubon Center of the North Woods, is to “instill a connection and commitment to the environment in people of all communities through experiential learning.” As part of our contract with our authorizer, we have agreed to the following environmental education goal.

Staff, students and parents at North Lakes Academy will increase their environmental literacy, and develop the knowledge, skills and attitudes to support a sustainable, healthy environment.

The Audubon Center of the North Woods defines environmental education as the implementation of values and strategies that foster learning and create environmentally literate citizens who engage in creating healthy outcomes for individuals, communities, and the earth. Environmental literacy is the knowledge, skills, attitudes, motivation, and commitment to work individually and collectively toward sustaining a healthy natural and social environment. To meet the above goal, North Lakes Academy has agreed to provide opportunities to instill a connection and commitment to the environment through experiential learning.

The school engaged in the following activities to meet its Environmental Educational Goal in FY14:

- 5th, 6th and 10th grade students attended multi day environmentally focused retreats at Audubon Center of the North Woods – Sandstone.
- 5th grade students attended the one-day Chisago County Water Festival.
- Middle School students working at reducing the food waste during the lunch hour
- Teacher-led Earth Friendly Outdoor Recreation, 5th – 12th grade students participate in PE classes outside up to 33% of the school year.
- EE as curriculum component –
 - Upper school science elective: environmental science
 - Embedded environmental standards in science, math, health, civics
 - Family survey regarding EE standards

For the 2015-16SY NLA has devoted a TOSA teaching time to our EE coordinator that is charged with developing service learning opportunities in the EE area for our 10th grade students.

Governance & Management

North Lakes Academy School Board

The School Board is composed of nine teachers, parents, and local community members, and establishes our long-term vision and has final governing authority over all financial and other business affairs. The Board also ensures that our school is acting in accordance with state law and the wishes of our authorizer, Audubon Center of the North Woods.

Governance Structure

As a teacher-majority board, five positions on the School Board are reserved for teacher members, and one position is reserved each for a parent member and a community member (according to statute). The five positions reserved for licensed classroom teachers are filled by two teachers from each of the district’s two campuses, with the final position filled by a teacher from either campus. The remaining two additional “floating” positions will be open to the election/appointment from either the parent or community member voting groups.

Meeting Schedule & Procedures

Regularly-scheduled meetings of the North Lakes Academy School Board occur on the second Tuesday of every month at 6:00pm at our Middle School campus located at 255B NW Seventh Avenue, Forest Lake, Minnesota 55025. As needed, planning sessions and single-issue meetings are scheduled and posted on the school calendar as well as online at the following link: <http://www.northlakesacademy.org/school/special-meetings> .

In accordance with the Minnesota Open Meeting Law (MN Statute 13D), all affiliated and unaffiliated members of the public are welcome to attend. Agendas and approved minutes for all meetings are distributed to the public via e-mail and social media, and are also made available on the school website at this link: <http://www.northlakesacademy.org/school/agendas-minutes/>. All Board proceedings are managed by the latest version of Robert’s Rules of Order, and governed by our Policy #001-Bylaws (<http://www.northlakesacademy.org/school/bylaws/>).

Additional information can be obtained by e-mailing our Board Secretary, Christopher Stewart, at dstewart@northlakesacademy.org.

Board Election Dates

- 2011-12 Election Date:** October 19, 2011
- 2012-13 Election Date:** October 17, 2012
- 2013-14 Election Date:** October 16, 2013
- 2014-15 Election Date:** September 30 – October 15, 2014
- 2015-16 Election Date:** September 28 - October 9, 2015

Board Training (As Required by Statute)

Board Member Name	Training Content Area	Training Date	Trainer/Presenter
Hammersten, Sandi	Board Governance	10/5/2013	Ellen McVeigh
	Employment Matters	10/5/2013	Linda Tacke
Thompson, Emily	Governance	10/5/2014	Ellen McVeigh Linda Tacke
	Financial Matters		
	Employment Matters		
Masterjohn, Susan	Governance	4/21/2012	Dr. Charles Speiker
	Financial Matters		
	Employment Matters		
Nosser, Michael	Employment Matters	4/12/2014	Ellen McVeigh Linda Tacke
	Governance		

	Financial Matters		
Stewart, Christopher	Governance Employment Law Financial Matters	4/20/2013	Ellen McVeigh Linda Tacke
Stottler, Cam	Governance Employment Law Financial Matters	4/20/2013	Ellen McVeigh Linda Tacke
Miller, Cody	Governance Financial Matters Employment Matters	4/12/2014	Ellen McVeigh Linda Tacke
Tim Hassler	Governance Employment Matter Financial Matters	1/30/2014 2/13/2014 4/14/2014	Dan DeBruyn Eugene Piccolo Dan DeBruyn
Chelsie Thielen	Governance Employment Matters Financial Matters	4/12/2014	Ellen McVeigh Linda Tacke

It is noted that North Lakes Academy Board of Directors have not all completed required annual training for the FY15. to meet and ensure future compliance with statute, NLA has already established a Board Calendar and discussed training opportunities for the 2015-16 school year including the yearly Charter School Conference, Annual Leader's Retreat hosted by ACNW, Charter School Law Conference among others.

Ongoing Training - FY14 and FY15			
Board Member Name	Training #1: MACS Charter School Law Conference July 31st, 2014	Training #2: Audubon (ACNW) Leadership Conference November 13-14, 2014	Training #3:
Hammersten, Sandi	Attended	----	----
Hassler, Timothy	----	----	----
Houlahan, Angie	----	----	----
Masterjohn, Susan	Attended	----	----

Miller, Cody	----	----	----
Nosser, Michael	----	----	----
Peck, Beth Ann	----	----	----
Stewart, Christopher	Attended	Attended	----
Thielen, Chelsie	----	----	----

Board Continuing Education

Providing new and current Directors with the information they need to perform effectively is a critical step in developing strong organizational leadership for North Lakes Academy. As such, the NLA School Board has taken extensive measures to ensure that we are not only in compliance with the expectations of our authorizer and of Minnesota Statute, but striving to create initiatives and set examples for other charter organizations in our network. This is evidenced by our application for the Minnesota Association of Charter School (MACS) Governance Award, multiple presentations at the ACNW Leadership Retreat, and the board-specific development goals created by the Board and based off of self-evaluations of our strengths and weaknesses.

Management

Name	File Folder Number	Assignment	Years Employed by School
Jackie Saunders	219168	Upper School Director	14
Kerry Huset	301146	Middle School Co-Building Lead	14
Andrew Brandt	412299	Middle School Co-Building Lead	5
Jan Jensen	204194	Finance Director	14
Jeff Beimert	426976	Activities Director	7
Michael Higgins	449958	Technology Director	5
Cheri Jensen	NA	Student Wellness Coordinator	14
Delise Welsch	NA	Upper School Office Manager	8
Jennie Senapatiratne	NA	Special Services Coordinator	6
Cam Stottler	390168	Upper School Building Lead	6

*This table contains information for all members of the school management/administrative team.

North Lakes had two school directors from fall of 2009 to spring of 2013. The Board annually reviews the director's job description in order to continuously improve the effectiveness of this model. As part of this process the Board established during the 2012-13 school year that beginning July 1, 2013 North Lakes Academy would operate under a one executive director model.

Jackie Saunders - Executive Director 2014-15

Jackie Saunders has a teaching license but not an administrative license. At the Director's annual review Ms. Saunders presented documentation that she had met her 2013-14 professional plan standards as determined in statute. Ms. Saunders has a master's degree in educational leadership and 40 years experience in education as a teacher, program coordinator and charter school director. She is a co-founder of NLA.

Cam Stottler – Assistant Executive Director and Upper School Building Lead

Cam has had 13 years teaching experience in numerous settings. Cam has been department lead, building lead, and data coordinator throughout his career. Cam completed his administrative licensure during the 2012-13 school year.

Jeff Beimert – Activities Director

Jeff serves as the 5-12 activities director and attends all required trainings requested by the Minnesota State High School League.

Beth Ann Peck – College In the Schools Coordinator

Beth Ann serves as the 9-12 College in the Schools and AP coordinator and is working with the University of Minnesota through their College in the Schools training.

Kerry Huset – Middle School Co-Building Lead

Kerry serves the middle school co-building lead with a focus on student behavior and culture. She attends a minimum of two trainings related to behavior and discipline per year. The last year's trainings included bullying, RTI and Special education students.

Andrew Brandt - Middle School Co-Building Lead

Andrew has been at North Lakes Academy for 5 years - serving this year as a co-building lead in charge of curriculum and instruction.

Professional Development Plan(s) and Implementation

Executive Director / Upper School Director (Jackie Saunders)

Major Responsibilities:

School-wide Leadership

The Executive director will work to

1. Develop, in conjunction with the Board and the admin team, a strategic five year plan
2. Insure NLA remains in compliance with, and true to, its original charter

3. Preserve and promote the North Lakes Academy mission, goals, values and philosophy
4. Promote unity through appreciation of diversity among staff, students and families.
5. Hold and direct monthly 5-12 staff meetings which promote the mission, vision, philosophy and values of NLA as stated in its charter
6. Direct all programs of the school including but not limited to:
 - a. Academic
 - b. Extracurricular
7. Hold regular meetings of the Admin Team
8. Monitor and address all matters of school climate and culture
9. Manage the sometimes competing demands of various constituencies of the school
10. Be inspirational, visible and accessible to members of the school community
11. Encourage staff to propose, plan and develop innovative programs in accordance with the mission of the school
12. Recruit and mentor “value added” staff
13. Promote school wide unity

Enrollment / Retention

1. Represent NLA in dealings with other school systems, professional organizations, businesses, agencies of government and the general public including but not limited to:
 - a. City of Forest Lake
 - b. MN Association of Charter Schools
 - c. MN legislature
 - d. Audubon of the North Woods
 - e. Various community organizations such as the Chamber of Commerce, Rotary, Lions Club, and Forest Lake Area Partnership for Families, etc.
2. Coordinate and supervise all news releases and/or items of public interest related to school incidents or events.
3. Attend or delegate a representative to attend all meetings of municipal agencies or government bodies at which matters pertaining to the school appear on the agenda.
4. Guide Enrollment Coordinator in public relations and advertising campaigns.

Academics

1. Promote data driven / best practice instructional innovation by
 - a. Analyzing data
 - b. Overseeing evaluation and improvement of curriculum and instruction based on data analysis
2. Collaborate with all staff to establish specific, targeted performance goals for students.
3. Insure that NLA’s primary focus is on improving student achievement and value added education
4. Participate in professional growth activities for the purpose of sharing expertise and best practice with colleagues.
5. Adhere to the principles and practice of standards based education and Core Curriculum.

Operations

1. Oversee implementation of Board policy
2. Act as liaison between Board and school staff 5-12 programs
3. Recommend action to Board

4. Inform Board of applicable law and MDE rules and regulations
5. Inform Board of best practice and current trends in education
6. Work with legal counsel when necessary
7. Submit to Board clear explanations of any proposed procedure that will involve either departure from established practice or the expenditure of substantial sums
8. Oversee assignment of personnel
9. Evaluate members of the Admin. Team
10. Oversee the ongoing development of evaluation models consistent with NLA mission, goals, values and philosophy
11. Determine the appropriateness of requesting licensure variances from MDE
12. Facilitate short and long-term plans for sites and facilities
13. Work with Special Education Director to ensure compliance with MDE and federal guidelines and requirements

Goals: NLA has a Director's Evaluation Committee, appointed annually by the Board, to help establish director goals and monitor their progress toward completion. The goals for the 2014-15 school year for Jackie Saunders, who does not hold an administrator's license, were as follows:

1) Jackie will research, lead, conduct, and report on a sustainable fundraising campaign in conjunction with Blue Rose Advisories - a company hired to provide infrastructure to a development department that NLA has previously never had.

Through the 2014-15 school year several meetings were held to plan, research, focus, and initiate a sustainable fundraising campaign in conjunction with Blue Rose advisories. After bi-monthly meetings that started in May, 2014 and continued through January, 2015, it was determined that the large scale strategy of community resources was not a viable option for sustainable fundraising. Focus was shifted to intrinsic funding and better management of internal resources.

2) Jackie will create process, disseminate information and leadership tasks, and strive to seamlessly transition a succession plan for NLA to fulfill her role due to her impending retirement.

Throughout the 2014-15 school year Jackie worked closely with administration through cabinet-level meetings and one-on-ones to identify large areas of information/leadership transfer, and in March of 2015 presented to the Board of Directors her recommendation for a succession plan. It was at this meeting where Cam Stottler was named the next Executive Director of NLA. Jackie and Cam worked closely to identify and discuss any further transition needs.

3) Jackie will adopt an NLA parent-home agreement that highlights in triplicate what it means to be a student at North Lakes Academy. Expectations will be laid out for parents, students, and staff to uphold the sense of trust and community NLA strives for.

Jackie completed the agreement after receiving feedback from staff, parents, and students about what it means to be a student at North Lakes Academy. NLA is using this agreement in FY16 to frontload expectations of incoming families to our community.

Staffing

North Lakes Academy is proud to have excellent staff retention. Staff satisfaction surveys indicate that employees are invested in the vision and mission of NLA. NLA employs all appropriately licensed teachers and the educational assistants are all highly qualified.

Licensed Teaching Staff -Name	File #	License Expiration Date	Assignment/Subject(s)	2014-2015 Status*
Beimert, Jeffrey	426976	6/30/16	PE/Health 9-12	R
Brandt, Andrew	412299	6/30/18	Language arts 7-8	R
Carlson, Joleen	467693	6/30/18	Mathematics 5-12	NR
Del Villar, Laura	388150	6/30/17	5 th Grade	R
Ellstrom, Catherine	474634	6/30/18	Mathematics 5-12	R
Florczak, Forrest	473142	6/30/20	Social Studies 5-8	R
Goulet, Jaime	469194	6/30/17	Health Education 5-12	R
Gatzke, Lisa	456284	6/30/15	Visual Arts K-12	NR
Hassler, Tim	418180	6/30/16	5 th Grade	R
Houlahan, Angela	469425	6/30/18	PE K-12, Health Education 5-12, DAPE 5-12	R
Huset, Kerry	301146	6/30/17	PE 5-8	R
Johnson, Jessica	445122	6/30/15	SPED 9-12	NR
Kucera, Charlene	248182	6/30/19	LD K-12, EI Ed K-6	R
Luchsinger, Melissa	437279	6/30/19	Visual Arts K-12	R
Lutes, Thomas	463601	6/30/16	Communication Arts 5-12	R
Mendenhall, Dan	411960	6/30/18	Science 7-8	R
Meyer, Lisa	396067	6/30/16	Language Arts 5-8, EI Ed K-6	R
Montes, David	389596	6/30/17	Spanish 8-12	R
Nelson, Eric	448928	6/30/19	Social Studies 9-12	NR
Nesvold, Todd	465895	6/30/17	LD, EBD K-12	R
Ogaard, Joshua	467602	6/30/17	Mathematics 5-12	R
Ottjes, Nicole	391120	6/30/20	Instr and Classroom Music K-12	R
Peck, Beth Ann	419806	6/30/19	Language Arts 11-12	R
Rapp, Jeffrey	303298	6/30/18	Band 5-8	R
Russie, Kristin	436265	6/30/17	French 9-12	R
Saunders, Benjamin	432318	6/30/19	Science 9-12	R
Stewart, Chris	460169	6/30/16	Social Studies 9-12	R
Stottler, Cam	390168	6/30/19	Mathematics 9-12	R
Swanson, Brenda	369114	6/30/19	SPED 9-12	R
Thompson, Emily	368471	6/30/19	Spanish 5-8	R
Yaeger, Andrea	353147	6/30/16	6 th Grade	R

* R = Return, NR = Not Return, NRL = Leave of absence

2015-16 New Licensed Teaching Staff	File #	License Expiration Date	Assignment/Subject(s)	Comments
Anderson, Jill	392827	6/30/2017	PE/Health 9-12	
Howard, David	372364	6/30/2019	Social Studies 9-12	
Riebe, Melody	443433	6/30/2018	Special Education 9-12	
Jungbluth, Maggie	485361	6/30/2016	Special Education 9-12	Restricted
Triviski, Alija	486078	6/30/2016	Special Education 5-8	Limited
Anton, Sean	467377	6/30/2017	Visual Arts 5-8	
Brierley, Kristina	463632	6/30/2017	Mathematics 5-8	

Licensed teacher percentage turnover rate:

2014-15 to 2015-16: $[4/31 \times 100] = 13\%$

Traditionally speaking, most of the staff hired at North Lakes Academy stay at NLA for five years or more. The belief is that they stay with the school due to the educational freedoms they are allowed. Some of the staff from SY 2014-2015 have moved on to further advance their careers by either locating closer to home or move into administrative positions.

2014-15 Other Licensed (non-teaching) Staff			
Name	Assignment	14-15 Status*	Comments
Saunders, Jacquelyn	Executive Director Upper School Principal	NR	License # 219168 Expires 6/30/14

* R = Return, NR = Not Return

2014-15 Non-Licensed Staff			
Name	Assignment	15-16 Status*	Comments
Jensen, Cheri	Administrative Assistant	R	
Jensen, Jan	Business Manager	R	
Jones, Robin	SPED Para 5-8	R	
Schultz, Cherie	Custodian	R	
Drew, Mary	Administrative Assistant	R	
Senapatiratne, Jennie	Enrolment/Marketing. Food Service Director	R	
Waterworth, Marie	SPED Para 9-12	R	

● R = Return, NR = Not Return

Operational Performance

The operations report from ACNW is as follows:

See Appendix A for a detailed report.

With other items related to school operations, the school had a designated committee that focuses on the safety and security of the school. They revisit the emergency planning guide each fall and make the necessary updates required to stay current with local, state and federal regulations. The emergency planning guide can be found in each of the building with the building receptionists. The supervision and proper implementation of the Emergency Planning Guide is handled by Cheri Jensen and she has been promoted from administrative assistant to Central Office Coordinator. Ms. Jensen is also a first responder for our school district.

Our enrollment coordinator also wears the hat of food services manager. Our food service provider for SY 2013-2014 was Lancer Foods located in Mendota Heights, MN. All of the necessary regulations are followed with questions and management of the program under the supervision of Jennie Senapatiratne.

More details from Audubon Operations report, see appendix A.

Finances

Questions regarding school finances and for complete financials for 2014-15 and/or an organizational budget for 2015-16 contact:

Jan Jensen – Finance Director
308 15th Street Southwest
Forest Lake, MN 55025

Phone: 651-797-6261

Email: jjensen@northlakesacademy.org

Information presented below is derived from preliminary audit figures. The full financial audit will be completed and presented to Minnesota Department of Education and Audubon Center of the North Woods no later than December 31, 2015

FY15 Finances	Fund 1	Fund 2	Fund 4
Total Revenues	4,293,304.52	105,825	NA
Total Expenditures	4,285,708.44	105,748	NA
Net Income	7,596.08	77	NA
Total Fund Balance	384,542	6,660	NA

Overview

The school was eligible for the MDE finance award in 2014 and 2015.

The school approved its FY15 Budget prior to the statutory deadline of June 30, 2014. The FY15 audit contained information on a mid-year update of the FY15 budget. Additionally,

meeting minutes from February 10, 2015 indicate the board revised the FY15 Budget to reflect new revenue and expense projections. The school demonstrated satisfactory performance according to the guidelines set forth by Audubon.

A review of several FY15 check registers did not yield any concerns about late payments.

Revenues

Student enrollment and retention have been the biggest part of the school revenue. Fundraising follows behind the student funding formula with NLA receiving some funding from Federal Grant programs like Federal Special Education and Title Programs I and II..

Expenses

During the SY 2014-15, there was a significant investment in the remodeling of the upper school facility to meet the needs of the school. The patterns of expenditures are consistent with the mission, program and goals of the school.

Student Learning is demonstrated as a priority of the school by having approximately sixty percent of the budget expended on instructionally related items. This indicator is in part a function of size of the school and its framework.

The percent of expenditures attributed to instruction was 60.42%, at the desired level of 60--65% and above the "majority of funds" expended in the general fund. Each building purchased Chromebooks and LCD projectors to assist in the delivery of cutting edge information to the students.

Net Income and Fund Balance

At June 30, 2014, the school had a fund balance of 10.14%. The FY15 original budget was hopeful to add to the fund balance, but during the year the Board of Directors made the decision to finish the renovation of the upper school facilities knowing it would slightly reduce for this one year our fund balance percentage although the fund balance did increase by \$7,596. Our fund balance with unaudited financials for FY15 should be 9.11%, The School has a fund balance policy that sets a target range of 10--20% of general fund expenditures. The projections for the fund balance look to be on the upswing. If all of the students attend school for the entire year without transition, the school should expect a fund balance in the area of 12-14%.

World's Best Workforce Annual Budget

North Lakes Academy has made budget adjustments to accommodate and speak to deficiencies that have been exposed through the WBWF findings, but these allocations are all part of the annual budget presented prior.

Future Plans and Challenges

NLA has put in FTE and research towards the possibility of expanding to K-4.

Transportation is contracted through ISD 831. Unfortunately, this has not met our transportation needs for extracurricular and afterschool programming, and due to financial restrictions, we have been unable to explore other transportation options. We continue to approach ISD 831 with proposals to improve bussing and transportation. To date, none of those proposals have been accepted.

The newly formed Huskie Athletic Booster Club spent 2014-15 gathering funds, establishing traditions and recognizing performances for student athletes. HABC also donated over \$6000 worth of equipment and finance towards NLA needs.

The financial challenges facing all schools, especially charters, are most noticeable at North Lakes Academy in the technology arena. NLA negotiated and innovated in technology through the purchase of Chromebooks. The decision was made that this item is more productive and cost-effective than the trendier iPad devices. Going forward NLA is rolling out a Chromebook leasing program for families that attend. We anticipate this initiative to positively affect our ability to lead with technology in education.

North Lakes Academy has adopted and implemented a new compensation structure effective for the 2014-15 school year. In 2013-14 NLA conducted over 60 staff observations, 10 task force meetings, several staff development meetings, and received final board approval for this new structure. This model falls in line with the state requirement of 35% salary based upon evaluative performance.

Anticipated Expansion

NLA plans to continue being a 5-12 school. Enrollment will be capped at 474. The Upper School expansion has been completed and the additional space has been positively received and led to a high percentage of student retention and increased enrollment.

Program Changes

Upper School implemented a Becoming... curriculum centered on the idea that “what you can become is as important as what you achieve.” This curriculum has 4 elective courses centered on building emotional intelligence, post-secondary planning, expanding worldviews, and creating/owning culture within the school and community.

Appendix A: Audubon Operations Report

[NLA Operations Survey Report](#)