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Welcome!

Thank you for agreeing to serve as a member of the IQS Cadre. Your work for the coming year will be very important in so many ways. First, this year we anticipate that we will be welcoming up to six (6) new charter schools into our authorizing group. In FY'16, Flex Academy located in Richfield, Technical Academy located in Owatonna, Minnesota Early Learning Academy in St. Louis Park, Jane Goodall School in Maple Lake, Summit Academy in Inver Grove Heights and Level Up Academy in White Bear Lake are all hoping to meet their "Ready to Open" benchmarks and open their doors to excited students this fall. There's a lot of hard working people committed to creating these new and innovative learning opportunities for children. With a little help from our Cadre, the Board of IQS is confident that they will all be successful in getting to the "starting line".

This year we will also be undergoing a performance review by MDE. Members of our new management team, StrategicTREC, have attended a number of meetings held by the Department to learn more about what the process will look like. We know that IQS will be a part of the second cohort group to go through the review process; which is mandated by law. Four (4) authorizers went through the process this year and, based upon their feedback, we can expect to have all of our practices placed under a very fine microscope. While we're confident that we will receive high enough marks to proceed with a "reapplication" for the coming year, we are also anticipating that there will be areas where we will be asked to change and improve upon our existing practices. Constructive feedback can only serve to help us grow and improve.

Finally, the Board of IQS wants this year to be one in which we can all learn from one another for the expressed purpose of becoming better at what we do. You'll see some changes in how we'll work together (starting with this handbook). Through the work of StrategicTREC, we've also attempted to use technology in a way that should make your work easier and our responsibility to collect and communicate your work much more efficient. We have updated the IQS website and hope to make it a resource not only for our schools, but for Cadre members as well.

Your work provides a great service to more than 4,000 students who attend our schools. Thank you for all that you do.

Dan Mott
Chair
IQS Board of Directors

Section 1: About IQS and StrategicTREC

Innovative Quality Schools (IQS) received its Approved Authorization Application (AAA) from the Minnesota Department of Education in the winter of 2010. Organized as a 501c(3), IQS operates without employees. Its own innovative management design is contractor based; opting to hire a management firm with educational expertise that will guide and direct the successful operations of IQS. The board consists of seven (7) members. Our By-Laws are consistent with MDE requirements.

The **mission** of Innovative Quality School is to,

“...is to authorize charter schools that are innovative and successful in preparing students to achieve their full potential...”

The **vision** of IQS is to,

“...is to achieve success for all learners by supporting schools engaged in educational innovation...”

IQS has developed a set of values that reflect our commitment to student achievement, and school innovation.

Focus on Innovation: Take risks to try creative new things, challenge old processes, and continuously adapt.

Avoid Insularity: Learn from, and be sensitive to, ideas and proposals that challenge our comfort zones.

Commit to Collaboration: Be interdependent, have an open flow of ideas, listen to others and value differences.

Embrace Diversity: Seek diversity in Board membership and sponsored schools.

Instill Clarity and Transparency: Follow fair and rigorous procedures resulting in the authorization of high quality schools focused on innovation and student achievement.

Transform for Educational Excellence: Commit to achieving our vision, mission and goals through the continual assessment of our work and acting upon results to improve our performance.

StrategicTREC (S-TREC) is an LLC hired by IQS in the winter of 2015 to oversee the management of IQS activities. It was first organized in 2012 as a sole proprietorship with the single purpose of providing assistance to schools, churches and small businesses in their development of their strategic plans. In the winter of 2014, S-TREC expanded into a partnership and assumed the leadership/oversight responsibilities of charter schools authorized by IQS.

The **mission** of S-TREC aligns with IQS. Its mission as,

“...a team of educators, is to guide, lead, and support schools in their efforts to create and implement innovative learning programs and services for students, through our strong and energizing commitment to see students achieve and excel in school and in life...”

The vision of S-TREC is to,

“...be recognized as the leader in supporting and guiding schools striving to innovate 21st century learning....”

Section 2: IQS Authorized Schools

For the coming school year, IQS will provide oversight to seventeen (17) schools with students in FY'15. An additional six (6) schools are in the final stages of 'ready to open.' One (1) school will be in its planning stage. The table below provides information related to:

- School location/address
- Director information
- IQS assigned lead and contact information.
- Date of Contract Renewal

Cadre members will be assigned to these schools based upon their area of expertise and the identified special support needs of our schools.

Authorized Schools of Innovative Quality Schools during FY'16.

	School	School Contact	IQS Lead	Contract Period
1	Academy of Construction and Engineering Sciences	Sam DiPaola 4221 Harriet Ave. So. Minneapolis, MN 55409 612-408-2648	Tom Tapper IQS Management Team ttapper@iqsmn.org	Planning Year
2	Bdote Learning Center 3216 East 29 th St Minneapolis, MN 55406	Cindy Ward-Thompson cindy@bdote.org 651-328-1403	Milo Cutter IQS Management Team mcutter@iqsmn.org	10/13-6/19
3	Beacon Academy 9060 Zanzibar Ln North Maple Grove, MN 55311	Sean Koster skoster@beaconacademy.com 763-546-9999 ext. 108	Milo Cutter IQS Management Team mcutter@iqsmn.org	8/11-6/16
4	Cyber Village Academy 768 Hamline Ave. St. Paul, MN 55125	David Glick dglick@cybervillageacademy.com 651-523-7170 ext. 101	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	7/12-6/17
5	Duluth Academy 3301 Technology Dr. Duluth, MN 55811	Bonnie Jorgenson bonnie.jorgenson@duluthedison.com 218-728-9556	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	5/12-6/17
6	E.C.H.O 101 Rocket Ave. Echo, MN 56237	Jason VanEngen JVanEngen@echo.charter.k12.mn.us (507) 925-4143 x102	Tom Tapper IQS Management Team ttapper@iqsmn.org	3/12-6/16
7	EdVisions Off Campus 501 Main St. Henderson, MN 56044	Gigi Dobosenski gigi@edvisionsoffcampus.org 507-248-3101	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	7/14-6/19
8	Flex Academy 100 66 th St West Richfield MN 55423	Greg Gentle ggentle@mnflex.org 612-470-0601	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	7/14-6/19

9	International Spanish Language Academy 5959 Shady Oak Rd Minnetonka MN 55343	Jeremy Perrin jperrin@isla-academy.org 952-746-6020	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	7/11-6/16
10	Jane Goodall Environmental Sciences Academy 3901 County Rd. 39 NW Maple Lake MN 55351	Craig Wignes craigwignes@gmail.com 763-438-9698	Milo Cutter IQS Management Team mcutter@iqsmn.org	7/14-6/20
11	Level Up Academy 2600 E Co Rd E White Bear Lake, MN 55110	Molly Dandelet (Interim) dandelet@levelupacademy.org	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	7/4-6/20
12	Milroy PO Box 120 Milroy, MN 56263	Heidi Sachariason Heidi.Sachariason@MILROY.k12.mn.us 507-336-2563	Tom Tapper IQS Management Team ttapper@iqsmn.org	7/11-6/16
13	Minnesota Early Learning Academy 222 Hennepin Ave. Mpls. MN 55401	Mary Stafford Ms@distinctiveschools.org 218-565-1456	Tom Tapper IQS Management Team ttapper@iqsmn.org	7/14/20
14	Minnesota New Country School 210 Main Street Henderson MN 56044	Nichole Kotasek nkotasek@newcountryschool.com 507-327-5119	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	7/14-6/19
15	Nasha Shkola 3500 Williston Rd Minnetonka, MN 55345	Paul Kinsley paul.kinsley@nashashkolamn.org 952-476-1880	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	2/12-6/16
16	Paladin Technical Academy 308 Northtown Dr Blaine Mn 55434	Eric Gieseke 763-786-4799 eric.gieseke@paladincareertech.com Brandon Wait 763-786-4799 brandon.wait@paladincareertech.com	Milo Cutter IQS Management Team mcutter@iqsmn.org	7/15-6/18
17	Prodeo Academy 1550 40 th Ave NE Columbia Heights 55421	Rick Champion rickchampion@prodeoacademy.org 612-559-4881	Milo Cutter IQS Management Team mcutter@iqsmn.org	4/12-6/16
18	STEP Academy 4100 East 66 th St Inver Grove Heights MN 55076	Mustafa Ibrahim Mustafa@stepacademymn.com 651-285-1920	Milo Cutter IQS Management Team mcutter@iqsmn.org	7/14-6/19
19	Summit Academy 970 Raymond Ave. Suite G-60 St. Paul, MN 55114	Magdy Rabeaa mrabeaa@summitcharterschool.org (651) 289-9333	Tom Tapper IQS Management Team ttapper@iqsmn.org	7/14-6/20
20	Technical Academies of Minnesota (Willmar Campus) 1705 16 th ST NE Willmar, MN 56201	Doug Knick dknick@technicalacademies.org 320-262-5640	Milo Cutter IQS Management Team mcutter@iqsmn.org	2/13-6/19
21	Technical Academies of Minnesota (Owatonna Campus) PO Box 14103 St. Paul, MN 55114	Sara Baird sbaird@technicalacademies.org	Milo Cutter IQS Management Team mcutter@iqsmn.org	2/13-6/19

22	Upper Mississippi Academy 2 Federal DR Fort Snelling MN 55111	Barbara Wornson barb.wornson@umissacademy.org 612-843-3240	Tom Tapper IQS Management Team ttapper@iqsmn.org	2/12-6/16
23	Venture Academy 315 27 th Ave. SE Minneapolis, MN 55414	Jon Bacal jbacal@ventureacademies.org 612-695-2396	Stephen O'Connor IQS Management Team soconnor@iqsmn.org	2/13-6/18
24	Watershed High School 6541 16 th Ave S Richfield, MN 55423	Destiny Sparks dsparks@watershedhs.org 952-649-0485	Milo Cutter IQS Management Team mcutter@iqsmn.org	7/12-6/15

Schools that are in italics- will be in their first year of operation. (Up to six (6))

Schools that are in bold- will be in their contract renewal year. (Seven (7))

Section 3: Professional Cadre Duties and Responsibilities

Below are the job responsibilities of our Cadre. These responsibilities are described and included in our AAA submittal to MDE and a benchmark against which MDE will evaluate IQS's performance over the past five (5) years.

IQS Cadre Position Description

Professional Responsibility: To assist the IQS Management Team in the implementation of the IQS chartering procedures as approved by the IQS Board and MDE.

Primary Responsibilities:

1. Participate in training functions as requested by the Management Team of IQS to demonstrate competence in the IQS authorizing procedures.
2. Provide oversight of schools assigned and prepare reports consistent with the IQS authorizing procedures.
3. Adhere to the "Conflict of Interest" provisions of the contract with the Cadre Member and report all actual and potential conflicts of interest to the Managing Director of the IQS Management Team.
4. Maintain communication lines with the schools assigned.
5. Gather information from the Minnesota Department of Education regarding the schools interactions with MDE for items such as timely reporting, audits, special education compliance, etc.
6. Assure that data practice procedures are complied with as well as other state and federal laws and rules.
7. Attend school board meetings, review monthly budget reports, and other duties regarding the operation of the school.
8. Ask the question; what are the underlying factors contributing to school results. For example "Why do you think you are getting those results?"

Other Responsibilities as Assigned and Needed:

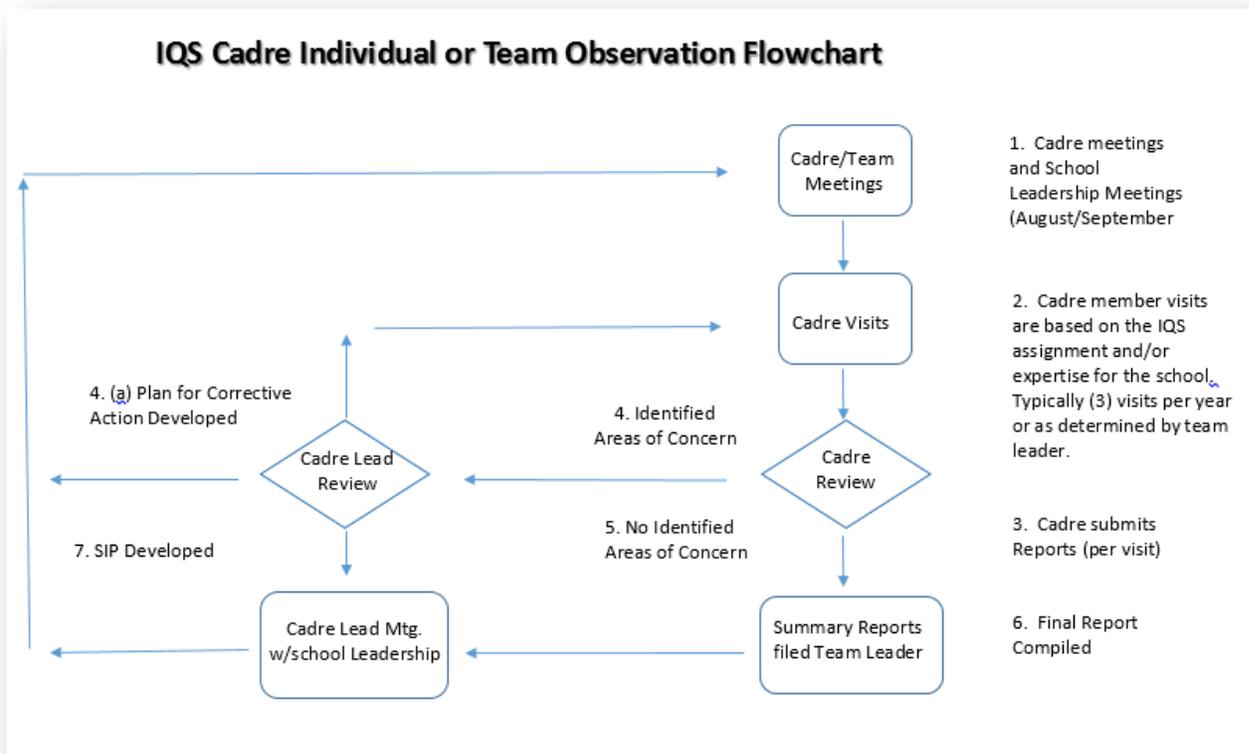
1. Serve as Cadre Team Leader when assigned by the Managing Director and provide oversight of the team to assure competent work.
2. Serve as a member of a school renewal team to make recommendations regarding the renewal of the chartered school.
3. Review applications of new chartered schools to determine whether they meet the requirements of IQS to serve as their authorizer.

Cadre Qualifications:

In order to be a member of the IQS Professional Cadre, an individual must demonstrate "expert level status" in each of the areas to be assigned. These areas include: School(ing) models and curriculum for those models; Governance; Evaluation including growth models and value-added growth models; Finance and financial operations; and Operations of a school.

Section 4: How Things Work

Oversight Process (Beginning of the Year Planning): Cadre involvement in providing oversight to the school(s) assigned are illustrated in the flowchart below. As a member of an oversight team, Cadre members will be expected to attend the first site meeting with the Charter school leaders in the fall. The primary purpose of that meeting will be to review the year-end report from the previous year and the School Improvement Plan (SIP). Meeting participants will then discuss areas that Cadre members will ‘focus’ on during their on-site visits.



Oversight School Year Site Visits (Record Keeping): Cadre members are responsible for monitoring assigned charter school(s). Monitoring may take many forms depending upon the performance area assigned. For example, if assigned to ‘Governance,’ the Cadre member will be asked to attend no fewer than three (3) board meetings during the school year and complete a report form (see section 5). A Cadre member assigned to ‘Evaluation of Student/School Performance’ will typically make school visits (usually three (3) annually), interview faculty, students and administrators as a part of completing the oversight process. A record of each visit

should be recorded and filed using the on-line filing system on the IQS website. An example of the electronic record is shown below.

School Oversight Summary

This School Oversight Summary is used by IQS as one part of the IQS Oversight process as a way to provide feedback to schools authorized. When completed, this report is to be delivered to the Cadre Team Leader.

School Name	Date of Event	Time: Start – End										
IQS Members that gathered data for this summary:	Person Preparing this report:	Event: (e.g. board meeting, Cadre visit)										
The report is based on the review of the following (Check All the Apply)	Purpose of Oversight:											
<table border="1"> <tr><td><input type="checkbox"/></td><td>Mission, Goals, and Program Model</td></tr> <tr><td><input type="checkbox"/></td><td>Governance of the School Performance</td></tr> <tr><td><input type="checkbox"/></td><td>Evaluation of Student/School Performance</td></tr> <tr><td><input type="checkbox"/></td><td>Financial Performance</td></tr> <tr><td><input type="checkbox"/></td><td>Operations of the School Performance</td></tr> </table>	<input type="checkbox"/>	Mission, Goals, and Program Model	<input type="checkbox"/>	Governance of the School Performance	<input type="checkbox"/>	Evaluation of Student/School Performance	<input type="checkbox"/>	Financial Performance	<input type="checkbox"/>	Operations of the School Performance		
<input type="checkbox"/>	Mission, Goals, and Program Model											
<input type="checkbox"/>	Governance of the School Performance											
<input type="checkbox"/>	Evaluation of Student/School Performance											
<input type="checkbox"/>	Financial Performance											
<input type="checkbox"/>	Operations of the School Performance											
IQS Findings Comments should be aligned and/or address the items listed in the IQS Score Card for the school.												
Legal or Contractual Requirements needing attention.												
Things to Consider:												

Cadre Team

Check all that apply

Comments align with Score Card

Oversight responsibilities can also be conducted via email and telephone communications as well as finding and researching relevant information using the Internet. (i.e. MDE website/school performance data and/or IQS website, school website etc.) Time spent on these activities should be recorded and placed into the school file.

Oversight Process (End of the Year Planning): At the end of the third quarter, the IQS Management Team Leader will schedule with the charter school leader, a meeting to review the year-to-date findings. A brief summary of the findings of each Cadre team member will be given. Collectively, these findings will form the underpinnings of the SIP for the coming year. **(Note:** It is recognized that putting together a meeting time that will meet every Cadre member’s schedule is very difficult. Attendance at the fall and spring conferences, while preferred, is not mandatory).

Cadre Time On Task: The amount of time a Cadre member may spend on oversight responsibilities will vary and be dependent, in large part, upon the overall needs of the school. As noted, Cadre members will meet as a team with their school at least twice annually. The first meeting provides an opportunity for Cadre members to meet leaders in the schools they have been assigned. These meetings will typically require two (2) to three (3) hours. Over the course of the year, Cadre members can then schedule on-site visits at a time convenient to them. Two (2) to four (4) hours should be planned for each visit; however, the time necessary will be dictated by the agenda/purpose of the meeting and will be determined by the

Cadre member. Individually planned meetings can be conducted either on-site or through the use of technology. Individual Cadre visits such as these should take place no fewer than three (3) times over the course of the year. A final team meeting will take place in the late winter/early spring of the school year. The purpose of this meeting will be to review findings of the past year and begin to lay the groundwork for the coming school year. All time spent on oversight responsibilities should be 'logged' on a monthly basis on an invoice (See Section 5) and forwarded to the IQS Management Team Leader for approval and reimbursement

IQS Drop Box: A drop box has been set up for use by Cadre team members. The box will contain all of the various forms (as described in Section 5 of this handbook) along with data and information files on each of our schools. It is suggested that Cadre team members periodically review the content of your school file(s) as a means of developing an understanding of "how things are going" in your school.

Special Assignments: Each year, people interested in organizing a new charter school approach IQS. The process for beginning a school is carefully laid out by MDE and must be strictly followed by IQS and all other authorizers. One of those requirements is that three (3) independent readers must first read all applications submitted to the MDE for approval. The initial review of a "potential" application is in the form of a "Letter of Intent" (LOI). These letters are submitted to the IQS Management team who then selects a set of Cadre members to read, comment and give approval (or not). If the LOI is approved, a complete application is written and forwarded for approval to the IQS Management team. At that point, MDE once again requires an independent review of the application by no fewer than three (3) people. If selected to serve on either the **LOI approval team** or the **formal application approval team**, Cadre members will be reimbursed at the contracted rate.

Section 5: Sample Forms

Cadre Invoices:

Below is an example of the Cadre Invoice. The invoice and instructions on how to complete and submit the form can be found in the Cadre Folder in the IQS Dropbox. Cadre members, when planning a school visit, or putting time against an assigned school, should inform the Cadre Management Team leader that is assigned to your school. This should be done to assist the IQS management team in “tracking” resource usage for each of our authorized schools. Once work has been completed, the invoice, along with the site visit report and supporting documents, should be submitted to the IQS Management Team leader for approval and forwarding to the IQS accountant for reimbursement. Every effort will be made to have invoices within ten (10) days of completing the work. IQS is committed to pay Cadre members for their work within 30 days of receipt of the invoice.



Cadre Invoice Form

Name: _____ **Date:** _____

Street Address: _____ **Social Security Number:** _____

City, State: _____ **Phone:** _____

Email: _____

Step 1: Complete all items in this section.

iget Code to use:

- 4040 - Printing
- 5010 - Oversight of schools with students
- 5020 - Oversight of schools in their Planning Year
- 5030 - Mileage
- 6010 - Reviewing letters of intent or new school applications
- 7010 - Cadre Training/Meetings

Step 2: Reference these budget codes for IQS activities and mileage.

Budget Code	Dates of Service	School	Services Provided	Hours Provided	Miles Driven	Total Expenses
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
						\$ -
Total Hours				0	0	\$ -

Step 3: List each activity by date with appropriate code and service provided. Mileage for a date and activity should be entered on separate line.

Hourly Rate **\$75.00**

Mileage **0.575**

Category totals for the line item entries above.			
4040 Total			
5010 Total			
5020 Total			
5030 Total			
6010 Total			
7010 Total			
Total Invoice	0	0	\$ -

Step 4: Total number of hours and mileage for invoice.

Step 5: Totals should agree

I certify that this invoice is accurate and that these expenses were incurred by me.

Name

Date

Name

Date

I approve payment of this invoice

Please Identify the IQS Focus for this activity:

- Mission/Vision _____
- Governance _____
- Program _____
- Finance _____
- Operation _____

Step 6: Identify the area(s) of focus for this activity

Step 7: Email a pdf of the completed invoice to: Milo Cutter at mcutter@iqsmn.org or mail it to:

Milo Cutter, IQS
PO Box 40219
St. Paul, MN 55104

School Oversight Summary:

Each time Cadre members provide oversight, a summary of your work, findings and supporting documentation should be submitted to the IQS Management Team leader. This form can be found in the Cadre Folder of the drop box. Documentation of Cadre activities is a required expectation of MDE and an important part of our Minnesota Authorization Performance Evaluation (MAPE) rating. The School Oversight Summary should be forwarded electronically with your invoice.



School Oversight Summary

This School Oversight Summary is used by IQS as one part of the IQS Oversight process as a way to provide feedback to schools authorized. When completed, this report is to be delivered to the Cadre Team Leader.

School Name	Date of Event	Time: Start – End

IQS Members that gathered data for this summary:	Person Preparing this report:	Event: (e.g. board meeting, Cadre visit)

The report is based on the review of the following (Check All the Apply)	Purpose of Oversight:
<input type="checkbox"/> Mission, Goals, and Program Model	
<input type="checkbox"/> Governance of the School Performance	
<input type="checkbox"/> Evaluation of Student/School Performance	
<input type="checkbox"/> Financial Performance	
<input type="checkbox"/> Operations of the School Performance	

IQS Findings Comments should be aligned and/or address the items listed in the IQS Score Card for the school.

Legal or Contractual Requirements needing attention.

Things to Consider:

'Bio' Information:

Innovative Quality Schools has structured an innovative system of charter school authorization. As a 501c(3), IQS consists of a Board of Directors and no employees. Board members receive no compensation for their work. The Board meets monthly. To carry out the responsibilities outlined in its AAA agreement, the Board hires a management team. Its responsibility is to organize and deploy a team (Cadre) of highly

qualified educational specialists whose responsibility it is to provide oversight and guidance to charter schools.

Below is a sample form of a “bio” information resume. Cadre members must complete a brief listing describing their qualifications to serve as a Cadre member. This information is maintained by IQS and submitted to MDE as a part of its annual report. The resume can be found in the Cadre Folder in the IQS Dropbox.

Important Bio Information

For internal use only {

Name: _____

Address: _____

Telephone: _____

Email: _____

Education (Highest Degree):

Institution: _____ **Describe roles and responsibilities**

Major _____

Minor _____

Work Experience:

Current Status- Title/Position _____

Description

Recent Position _____

Describe any other positions relevant to Cadre Work

Cadre Contracts:

Cadre members annually sign a contract to serve as a member of the Cadre team. The contract addresses possible conflict of interest issues as well as defining specific Cadre responsibilities and terms and conditions of service. A copy of the contract is shown below.



SERVICE AGREEMENT

This is a "Service Agreement" between Innovative Quality Schools (referred to as IQS in this Agreement) and [Click here to enter text](#). Independent Contractor (referred to as IC in this Agreement), to provide consultation services as set forth in this Agreement.

1. Identity of IQS: Innovative Quality Schools (IQS) is a Minnesota non-profit corporation, which serves as an authorizer of chartered schools in Minnesota. The mailing address for IQS is PO Box 40219, St. Paul, Minnesota 55104.

2. Identity of the Independent Contractor: The Independent Contractor (IC) [Click here to enter text](#). is located at **Street address, City, Minnesota** [Click here to enter text](#).

Social Security Number: [Click here to enter text](#).

Phone Number: [Click here to enter text](#).

Email Address: [Click here to enter text](#).

3. Work to be performed:

The IC may perform any or all of the following services as assigned by Cadre Team Leader:

- A. Mission, Goals, and Program Model
- B. Governance of the School Performance
- C. Evaluation of Student/School Performance
- D. Financial Performance
- E. Operations of the School Performance

For the 2015-2016 school year, the IC will provide professional services for the following schools.

IQS Schools	Assignments (Identified in Section 3)
-------------	---------------------------------------

4. Conflict of Interest: The IC represents to IQS that as of the date of this Agreement and the immediately preceding two years, neither IC nor any immediate family member, has had a financial interest in, been a paid consultant to, or a board member or employee of, the IQS school(s) assigned above. IC further agrees to refrain from having a financial interest in, becoming a paid consultant to, or becoming a board member or employee to charter school(s) assigned above for a period of one year following the termination of this Agreement.

5. Terms of Payment: IQS will assign IC schools and oversight responsibilities as noted in Section 3 of this Agreement. IQS shall pay IC \$75.00 per hour for work assigned. In order to receive compensation, IC must submit invoice and appropriate reports to IQS Team Leader in the month work was performed; such submittal by the 23rd of the month.



6. Reimbursement of Expenses: IQS will reimburse IC for mileage at the current rate specified by the Internal Revenue Service for travel to and from IQS consultation functions. Reimbursement will also be provided for lodging when prior approval from the IQS Team Leader is received. Meals are reimbursed when lodging is necessary. Receipts/documentation are required for lodging and meal expenses.

7. Independent Contractor Status: IC and IQS intend that an independent contractor relationship will be created by this Agreement. IC is not to be considered an employee of IQS for any purpose, and IC is not entitled to any employee benefits from IQS. IC understands that it is responsible for all federal, state, and local income taxes arising from the provision of services pursuant to this Agreement. No workers compensation insurance shall be obtained by IQS concerning IC or any employees or subcontractors of IC. IC shall comply with the worker's compensation law concerning IC and any employees of IC. IQS shall have the right to control the manner and means of performance of all services hereunder, subject to general standards of performance and direction that may be provided by IQS.

8. Equipment, Tools, Materials or Supplies, Office, Meeting Space: IC shall provide their own office space, office equipment, materials, and supplies necessary to complete the work provided for in this Agreement including computer, printer, and Internet connection.

9. Termination of this Contract: Without cause, either party may terminate this contract after giving 15 days written notice to the other of the intent to terminate this contract. The parties shall deal with each other in good faith during the 15-day period after any notice of intent to terminate without cause has been given.

10. Insurance: IC will maintain appropriate insurance including general liability, automobile and workers compensation insurance. IQS may request proof of such insurance.

11. Indemnification by IC: IC will indemnify and defend IQS against all liability, claims, and expenses including reasonable attorneys' fees based on damage or injury to property, employees or students arising in connection with IC's performance of this Agreement. This indemnification will survive termination of this Agreement.

12. Authority to bind IQS: IC has no authority to enter into contracts or agreements on behalf of IQS. This agreement does not create a partnership between the parties.

13. Amendments: This contract may be supplemented, amended, or revised only by the written agreement of the parties.

BY: _____
Innovative Quality Schools

Date: _____

BY: _____
Independent Contractor

Date: _____

P.O. Box 40219, Saint Paul, MN 55104
651-234-0900, www.iqsmn.org

Cadre members receive professional liability coverage under a policy held by Innovative Quality Schools.

Section 6: IQS: Commitment to Quality and Innovation

Five Metrics of Charter School Performance:

IQS's 'Approved Authorizer Agreement' with MDE forms the framework for Cadre work. To that end, it is important to recognize the Five Basic Principles which form the basis of the IQS accountability system.

1. **Mission, Goals and Program Model:** *Is the school implementing the school model/mission which was described in its approved charter application and subsequent contract with IQS?*
2. **Governance:** *Is the make-up of the Board consistent with statutory requirements including conflicts of interest; does it perform its governance responsibilities including the provision of policy leadership to the school; is it allocating and providing oversight of its financial resources; is it holding the school accountable for achieving results; and, is it operating as a board consistent with the law?*
3. **Evaluation of Performance:** *Is the school's program a success as determined by data and information analysis of multiple indicators key of which is student learning?*
4. **Finance:** *Is the school using its resources appropriately and planning for the future?*
5. **Operations of the School:** *Is the school a viable organization which is operating in compliance with the law and in an efficient manner?*

These five (5) simple questions should form the *basis of inquiry* for Cadre members in fulfilling their oversight responsibilities. A 'review form' for Cadre members use is available the IQS drop box. It can be completed electronically and placed into the charter school file for team review and compilation.

Facilitators of Innovation:

Innovative Quality Schools requires that all of the schools it authorizes include some aspect which is innovative. It also seeks to have this innovation evaluated and if successful, be disseminated. IQS is careful to define an innovation as "... a practice without a scientific research base..." Innovation, once found to be successful, becomes a 'best practice.' Some of the innovations which IQS has been involved in include:

- Models of schools focused on literacy such as schools that go from "Age 3 to Grade 3"
- Models that actually combine grades 11, 12, 13 and part of 14 with the goal of all students completing an AA degree along with their high school diploma
- Small high schools that are project-based in rural Minnesota enabling the community to retain a high school
- Schools that use a 'professional practice model' for teachers such as the models for professional organizations such as physicians, lawyers, architects, etc.

- Schools that rely significantly on technology as an instructional tool and also which rely heavily on the rigorous learning students complete outside of school

As members of a Cadre team with oversight of an IQS authorized school, it is important to focus your oversight responsibilities in a manner that will assist your school in moving from innovation to best practice.

A Network of Success:

Cadre members are in a unique position. They have the opportunity to observe innovative ideas being put into practice and share that information with colleagues and with other school leaders. It is the hope of IQS that its Cadre members will be actively engaged in disseminating information about innovation they see. This can be done in a variety of ways including:

- Contributing to the IQS website; sharing professional thoughts and ideas on the website blog and writing articles of interest to our charter schools
- Participating in IQS sponsored training and work sessions.
- Identifying 'links' on our website to valuable educational innovation sites.

"...at the heart of IQS's success in achieving its vision to become the research and development arm of public education is our Cadre. We could not achieve our vision without a team of highly professional educators; willing to share their expertise with our charter schools so they might be successful in their efforts to innovate on behalf of the children they serve..."

Dan Mott
Chair
Innovative Quality Schools

Section 7: IQS's Contract With Schools

Minnesota Statute 124.D (10) identifies the fundamental rationale driving the establishment of charter schools. Those reasons include working to:

1. Improve all pupil learning and all student achievement
2. Increase learning opportunities for all pupils
3. Encourage the use of different and innovative teaching methods
4. Measure learning outcomes and create different and innovative forms of measuring outcomes
5. Establish new forms of accountability for schools
6. Create new professional opportunities for teachers, including the opportunity to be responsible for the learning program at the school site

Contents of the contract that have been entered into between IQS and its charter schools is also defined by Minnesota Statute 124D.10 and can be found in subdivision 6. The terms of the agreement are intended to provide schools and their authorizers with a system of accountability designed to provide evidence that the school is successfully addressing at least one (1) of the six (6) reasons for charter schools to exist.

For Cadre members, it is important to understand what is in our contracts with our authorized schools. MDE's evaluation of our work is determined, in part, by the successfully monitored our degree to which we have requirements of charter schools; ensuring that all requirements of charter schools law are being met. Key requirements of the law include:



important to understand what authorized schools. MDE's determined, in part, by the successfully monitored our requirements of charter

- ✓ A statement describing the charter school's primary purpose and how it intends to achieve it
- ✓ The process that will be used to report its intentions to implement its purpose.
- ✓ ***A description of the school program and the specific academic and non-academic outcomes that students must achieve****
- ✓ Admission policies and procedures
- ✓ Model of governance
- ✓ Signed affidavits of Board members to adhere to state and federal laws related to charter school operations
- ✓ Authorizer's processes and procedures used in the oversight process
- ✓ Written performance criteria that will be used (by the authorizer) in determining charter school eligibility for contract renewal
- ✓ Assurance of purchase of insurance liability for the charter school
- ✓ Provisions for holding 'harmless' the authorizer for any suit and/or claim against the charter school

- ✓ A plan for providing special instruction for children with disabilities as requested and/or required
- ✓ ***The specific conditions for contract renewal as it relates to student performance measures****
- ✓ A plan for the orderly closure of the school

**Italics and bold type have been added for emphasis.*

It is important for Cadre members to become familiar with the contract between IQS and their assigned charter school(s) in order to ensure that their site visits and other related oversight activities align with the contract agreement. Contracts with each of our schools can be found in the Cadre Dropbox. Each of our schools has its own file.

As an authorizer, it is IQS's responsibility,

"... to create a performance framework that establishes expectations for school operations, student achievement, budget and finance, and board governance and then to provide guidance and oversight to assure those expectations are met..."