

**Audubon Center of the North Woods  
Charter School Executive Director Search  
Feedback and Insights**

A number of schools authorized by ACNW are in the process of hiring new leadership, and some have asked us to weigh in on the process by:

1. Providing job descriptions for Executive Directors or Principals;
2. Serving on a search committee for such positions;
3. Providing ACNW criteria for hiring someone for these positions; or
4. Giving advice on the type of person to hire.

This gives us an opportunity for us to offer information that is helpful but that also keeps within our appropriate role as authorizer.

It is important for schools to remember that the ACNW's main role as authorizer is to conduct oversight and evaluate the performance of schools we authorize. The charter contract and the ACNW Charter School Manual are the guiding documents regarding those processes. In addition, ACNW makes determinations on expansions and renewals, and as needed issues notices of intervention.

To address the requests above, we provide the following thoughts:

1. Provide job descriptions for Executive Directors or Principals

We encourage you to use your colleagues as resources. Some ACNW authorized schools may have recently gone through a hiring process or reviewed their job descriptions, and they may be able to share some resources with you. For a list of ACNW schools and contact info, go to this [LINK](#).

2. Serve on a search committee for such positions

It is a conflict of interest for ACNW to be involved in the hiring process of an ED, Principal, or any staff member of a school that it authorizes. Therefore this is not something we can do.

3. Provide ACNW criteria for hiring someone for these positions, or

While we will not provide "criteria" for hiring someone, we can provide ACNW related responsibilities that a board could communicate to a prospective employee or could include in a job description. While the school's board of directors is the primary party to the contract with ACNW, the school's director may be charged by the board with much of the day to day work regarding this contract and relationship. This does not change the

board's responsibility for direct communication with the authorizer. These responsibilities are part of the charter contract of the ACNW Charter School Manual and may include:

- Monitoring and reporting on school performance, specifically as it relates to the charter contract and school goals.
- Submitting reports and documents to the authorizer in a timely fashion and in the manner requested by the authorizer.
- Communicating with the authorizer on a regular basis, including ensuring authorizer is aware of any significant challenges, complaints or issues.
- Attending required authorizer trainings or meetings as appropriate.
- Ensuring the board of directors is up to date on any authorizer related issues and communications.
- Facilitating authorizer site visits as appropriate.
- Other authorizer related duties as assigned by the board of directors.

4. Give advice on the type of person to hire.

A qualified candidate will advance the mission of the school, maintain or create a positive learning environment for students, foster a positive culture for staff, parents, and the community, ensure quality operations, and effectively manage the school's finances. As your authorizer, we evaluate your school as outlined in the ACNW Charter School Manual. Critical to that evaluation and central to decisions regarding charter renewal are the following questions:

- Is the school an academic success (judged with particular attention to its degree of success in meeting annual goals and performance targets, especially SMART goals)?
- Is the school an effective, viable organization (judged with particular attention to the Operational Performance Indicators and by compliance with law and with the charter contract)?
- Is the school fiscally sound (judged with particular attention to the Finance Performance Indicators)?

Ultimately, performance in these areas is the responsibility of the board; however, it makes sense that the board has an ED or leader that will ensure the school's success in these areas.

We hope this is helpful.

Please don't hesitate to contact David Greenberg with any questions regarding this: [greenberg@auduboncharterschools.org](mailto:greenberg@auduboncharterschools.org) or 612-331-4181.