



**Regular Meeting of the
Board of Directors of Citizens of the World Kansas City**

Location: CWC Kansas City Primary Grades Campus
3435 Broadway Blvd
Kansas City, MO 64111

Date: Wednesday, October 17th, 2018, 5:30pm

Proposed Minutes

1. Call to Order

Mr. Norris called the meeting to order at 5:33 p.m.

Mr. Norris welcomed the members of the public in attendance and gave an overview of the meeting order.

2. Roll Call by Board Chair

Mr. Norris proceeded with roll call.

Present:

Mr. Jacob Littrell
Mr. Jim MacDonald (5:36 pm)
Mr. Miguel Meneses
Mr. Luke Norris
Mr. Joe Richmond
Dr. Joy Vann-Hamilton

Absent:

Ms. Maria Salcedo
Mr. Anthony Sealey
Mrs. Johna Sutton

Mr. Norris determined that with 5 of 9 – later 6 of 9 - Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Dr. Vann-Hamilton moved to approve the agenda as proposed and Mr. Littrell provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments

Mr. Norris invited public comment.

Ms. Ashley Gates (CWCKC parent) shared some concerns regarding staffing levels, student support, and a lack of resolution from prior concerns. Mr. Norris responded to Ms. Gates and affirmed that the Board will discuss her concerns in closed session tonight.

Mrs. Hope Jolly (CWCKC parent) also shared some concerns regarding retention, staffing levels, and communication. Mr. Norris acknowledged Mrs. Jolly's concerns and expressed gratitude.

Mrs. Deanna Homer requested Board email addresses to be published; Mr. Norris committed to putting those on the school website.

Ms. Valerie Deibel (CWCKC faculty) suggested a more robust family/staff survey process; Mr. Norris affirmed that the survey process will be rolled out more tactically/strategically this year.

Another parent (name unknown) shared a concern regarding student behavior; Mr. Norris acknowledged the concern.

Mr. Daniel Green (CWCKC parent) also shared a concern regarding student behavior; Mr. Norris acknowledged the concern and reaffirmed that the Board will discuss these concerns in closed session tonight.

5. Review & Consideration of minutes from the September 12th, 2018 regular meeting of the Board

Mr. Littrell asked for more detail regarding the depth of conversations. Otherwise, the Board did not have any comments regarding the proposed minutes from the September 12th, 2018 Regular Meeting of the Board. Mr. Richmond moved to approve the minutes as proposed and Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining.

6. Review & Consideration of minutes from the September 21st, 2018 special meeting of the Board

The Board did not have any comments regarding the proposed minutes from the September 21st, 2018 Special Meeting of the Board. Mr. Richmond moved to approve the minutes as proposed and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining.

7. Finance Committee Report (Mr. Joe Richmond & Mr. Paul Greenwood, EdOps)

Mr. Greenwood presented an updated financial picture through September 30 (more up to date than the expected August 31). Total YTD revenue stands at \$949k, which exceeds budgeted revenue. Total YTD expenses are currently at \$912k, compared to a budgeted amount of \$1m. However, there is an additional \$40k worth of accounts payable not accounted for in the \$912k.

The EOY cash forecast remains steady at \$39k with only minor variances. Mr. Greenwood put a strong emphasis on this forecast being dependent on holding enrollment and meeting fund-raising targets.

Mr. Greenwood then presented a cash flow summary. He particularly focused on the outstanding \$75k line of credit repayment, the quarterly payments to CWCS (which have been deferred to a lump-sum in April), and the \$150k start-up loan repayment. Mr. Greenwood further highlighted lower-than-budgeted

benefit payments and steady payroll/taxes. Lastly, he emphasized that the cash flow projection is dependent on donations at an approximate level of \$150k/month, saying that the budget has been modified around the reality of current enrollment, but it is reliant on development.

Mr. Norris asked for a motion to approve this presentation as a re-forecast of our current approved operating budget. Mr. Richmond moved to approve the presentation as a re-forecast of the approved operating budget and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

Continuing, Mr. Greenwood then presented a 5-year pro-forma budget. Mr. Norris clarified that the goal of this pro-forma is to be less reliant on development in future years, moving from a 12% target to a 4-5% target. Overall, it was put together to answer whether we can reduce fund-raising amidst increased fixed costs and project growth. In addition to broad Board planning, Mr. Norris shared that this pro-forma will specifically give the Board a directional assist in planning Middle School expansion.

Mr. Norris asked Mr. Greenwood to incorporate a slight rent adjustment (\$3/sq ft lease rate for 19-20) to the model to increase the fund balance percentage.

Mr. Norris then asked for a motion to approve this pro-forma for submission to our sponsor and funding partners. Mr. Richmond moved to approve this pro-forma for submission to our sponsor and funders; Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining.

Mr. Norris also asked for a motion to allow the Executive Director and Finance Committee for authorization to tap into the remaining line of credit – up to \$60k – if when necessary, provided notice is given to the Board at the next regular meeting. Mr. MacDonald moved to approve this authorization and Mr. Richmond provided a second. The motion was unanimously approved with none abstaining.

a. Review & Consideration of Monthly Financials (August 2018), including Check Register

Mr. Richmond moved to approve the August register as proposed and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining.

8. Review & Consideration of update to “Attendance Policy” in Family Handbook

Dr. Droege continued last month’s attendance conversation. Since then, she has followed up with our peer schools and MCPSA to create a policy that incentivizes positive attendance participation, but also puts some teeth into chronic truancy. Her goal is to have a one-month transition period in order to communicate and educate families on the importance of attendance, then begin the process.

The school has a minimum goal of having 90% students attend 90% of the time; Dr. Droege’s actual goal is for students to attend 95% of the time. Dr. Droege presented the policy and the progressive steps that families will be walked through.

- If a student is below 90%: a letter is sent home and a phone call with an admin team member is required in which support options are discussed.
- If a student is below 80%: the school will require an in-person meeting to discuss challenges and improvement steps to take.
- Continued low attendance with no improvement would then leave the school with the option to withdraw the student and/or report the family for educational neglect.

Dr. Droege also affirmed that Excused vs. Unexcused absences have the same effect on attendance rate (and funding), but they allow the school more leeway in handling a case-by-case basis.

Dr. Droege asked Mr. Johnson to share the communication/education campaign plan. Mr. Johnson acknowledged the work Ms. Millard (CWCKC parent) put into the plan and also expressed gratefulness to the United Way city-wide attendance campaign and other peer schools that shared best practices.

Mr. Johnson provided the Board a handout summarizing the campaign, then walked through the steps and various communication channels and tools that will be utilized.

Mr. Norris asked about efforts to ensure students' personal ownership in the policy. Dr. Droege affirmed that there will be a concerted effort to provide positive incentives that are appealing to students so they will have a voice in their attendance – and not just for meeting the 90% goal, but will also be awarded for students showing committed improvement.

Mr. Littrell moved to approve the policy as proposed and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

9. Review & Consideration of updating the Employee Handbook:

a. Addition of "Abuse Prevention Policy"

Mr. Brennan presented an addition to the Employee Handbook, titled "Abuse Prevention Policy." Mr. Brennan shared that our insurance company recently completed a loss control survey and provided the school recommendations to strengthen our policies and programs. A key element was the need to strengthen our Abuse & Molestation policy – in particular, to have a "stand alone" chapter within the policy manual. This policy would include a definition, annual training, and specific controls.

Dr. Vann-Hamilton moved to approve the policy addition as proposed and Mr. Richmond provided a second. The motion was unanimously approved with none abstaining.

b. Revision of "Student-Staff Interaction Policy"

Mr. Brennan additionally presented a second proposed revision to the Employee Handbook, titled "Student-Staff Interaction Policy." Our insurance company also gave us this recommendation as a result of the same loss control survey. This revision would specifically prohibit CWC Kansas City staff from being alone off-site (outside of school hours) with any CWC Kansas City student.

The Board clarified that the policy would include 1) CWC Kansas City staff acting as sport coaches being unable to run a practice without additional adults present, 2) CWC Kansas City staff acting as tutors or "baby-sitters" on personal time, and 3) CWC Kansas City staff hosting sleepovers for their children and children's friends who happened to also be CWC Kansas City students. Mr. Brennan responded that the policy specifically excludes CWC Kansas City staff from being *alone* with students, so coaching a team would not be excluded, provided other teammates or coaches were present, but the second and third scenarios would apply.

Mr. Littrell asked if the insurance company would allow a waiver form signed by the student's parents specifically allowing CWC Kansas City staff to be alone with children (i.e. in case of tutoring or hosting a sleep-over). Mr. Brennan said that he would inquire with the insurance company; Mr. Norris tabled the discussion.

c. Revision of "Jury Duty or Witness Leave Policy"

Dr. Droege presented a revision to the "Jury Duty or Witness Leave Policy" in the Employee Handbook. The approved handbook states that "Paid leave for jury duty is available to a full-time employee who has been working at CWC Kansas City for 12 consecutive months." Dr. Droege presented a request to modify that wording to extend that coverage to any full-time employee regardless of length of service.

Mr. Richmond moved to approve the policy revision as proposed and Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining.

These two approved policies will be reflected in the Employee Handbook, which will now be updated as approved 10/17/2018.

10. Executive Director's Report (Dr. Kristin Droege)

a. Diversity – Current Enrollment & Attendance Data

Dr. Droege summarized her dashboard report; overall the school demographics are holding steady. The school continues to hit all demographic goals except for Hispanic/Latino population. We are still supporting a higher-than-expected Free/Reduced Lunch population, but that has been a consistent trend across the prior two years.

The attendance data shows the whole-school year-to-date is 94.19%, which is the highest in a long time. However, only 79.5% of students are above 90%, which is lower than normal. This is an interesting shift, which shows the chronically absent percentage is drastically reducing. The Special Education percentage held steady, but requests for evaluations have increased, so this area is expected to grow.

Dr. Droege showed a three-year trend in relation to student transience. This year, we are seeing a smaller total rate and, for the first time, a higher "in" and a lower "out." She also highlighted that the "dissatisfaction" reason is comprised of two areas: "things that happened that were not acceptable to the family" and "the reality of the school is not what we thought it was."

Additionally, Dr. Droege discussed the gender percentage in that we are beginning to see a skew toward males. This month is the highest percentage difference that we have seen and it is beginning to impact culture and something to monitor closely.

b. Understanding – Overview of Trimester 1 NWEA Data

This year, Trimester 1 academic data will be presented across 2 Board meetings. NWEA data will be shared tonight with next month featuring a comparison of NWEA data to Fountas & Pinnell data to internal Everyday Math data.

Mr. Norris reminded the Board that the Board is responsible for the academic progress of the school's students. Further, as part of the CWC partnership and fees that CWCKC pays to CWCS, CWCS collates this data and supports the CWCKC team as thought partners.

Dr. Droege also reminded the Board that the CWCKC team (teachers, staff, etc.) has worked closely with CWCS around the "perplexing" nature of NWEA – particularly that many teachers are confused that the scores shown on NWEA reports are not reflective of the actual learning that they are seeing occur in the classroom. She further elaborated that CWCLA and high-performing peer charters (in the same time in their growth that we are now) are also seeing the same "modest" data.

Diving into the data, Dr. Droege showed that the median growth percentile rankings for 1st and 2nd grades were slightly behind the national average in Reading, but well past the 50th percentile in Math for Grade 2. The median achievement percentile rankings were above the national average in Math/Reading – with the exception of 2nd grade Reading, which was just below the 50th percentile. This indicates students grew more on average than peers in the same grade level, in the same subject, with similar baseline scores.

Further, there are very little variation in reading scores across demographics, which underscores the school's commitment to serving students at all levels equally. We are also seeing the results from last year's efforts to teach Everyday Math curriculum consistently and correctly. This year's intensive focus is on Reading, so Dr. Droege is hopeful that next year's growth data will reflect the same jump, this time in Reading.

c. Connection – Planning for Student Recruitment & Open House

Dr. Droege asked Mr. Johnson to discuss student recruitment. Mr. Johnson shared an overview of enrollment strategies over the next five-to-six months. He is leading on five main strategies: In-house events, utilizing current parents, boosting community presence, targeted social media postings & postal mailings, and establishing a clear set of monthly goals to measure progress toward the overall goal. He underscored the ability and necessity to be responsive based on enrollment interest (i.e. being nimble to redirect efforts toward audiences that have under-enrolled).

Mr. Johnson gave an overview of the Open House upcoming this Friday – opening the school to community and potential families when the faculty/staff are present and students are not. The day is strategically being set up to be purposeful with the opportunity for parents to interact with a variety of staff members and ask questions.

We are resuming offering 3 standing tours/week starting next week.

Mr. Richmond asked if these strategies will still meet diversity goals. Mr. Johnson affirmed that Mr. Brennan will monitor data daily and report that out weekly. He can then adjust strategies and outreach accordingly so that we end up with a lottery pool reflective of our goal.

Mr. Norris reiterated that the school is currently under-enrolled by 12%, which leverages out to approximately \$300k of funding for this current year. He stated he was fully committed to doing anything it takes to bring current enrollment up to capacity and emphatically re-stated to the Board to engage in recruiting efforts immediately.

Mr. Littrell asked for clarification on the ownership of the outreach plan – specifically, does that responsibility sit with Mr. Johnson? Additionally, he asked for additional ownership clarification on the steps within each bullet point. Dr. Droege replied that the outreach plan has been collaboratively developed by Mr. Johnson & CWCS with input from Mr. Brennan. Each aspect of the plan has specific owners, but enrollment projections and application trends will be constantly monitored by CWCKC staff, CWCKC Board, and CWCS staff.

Mr. Brennan gave an overview of the upcoming “SchoolAppKC” common application. This past year, CWCKC took part in a “common application” across six peer charter schools. This effort was spearheaded by MCPSA with the goal of streamlining the number of applications that a family would need to submit – for instance, a family could fill out one application and that application would be sent to up to 6 schools of their choice. Those schools would then enter that family into their enrollment/lottery process individually. It is important to note that this “common application” was an option and in addition to applying directly to a school.

This year, MCPSA has passed that torch to ShowMeKC Schools and they have expanded the process in the following ways:

- 16 charter schools will participate (6 will not)
- All 16 schools have pledged to a common application timeline – all 16 will have the same lottery application deadline, the same lottery date, will extend lottery offers at the same time, and will have the same lottery offer acceptance deadline. This will greatly simplify a family’s communication radar if the lottery process for all schools they are considering occurs at the same time (i.e. no need to delay responding to School A’s offer because School B’s lottery will not be held for another month).
- All 16 schools must utilize this system as their only method of extending enrollment offers, which makes the following work:
- Families will only be able to “accept” one seat (at one school) at a time; they will no longer be able to accept and hold seats at multiple schools, thereby creating a significant percentage of Day 1 no-show students across the city. This will result in a much more accurate picture of interested students at a much earlier point in the recruiting season.

Mr. Brennan presented the following as an overview of the process:

- Between 12/3 – 3/1: Through SchoolAppKC’s website, families will submit one Request for Enrollment (per student) and select which of the 16 schools (as many as desired) to send that Request to. Families do not “rank order” their preference – they simply select which school lotteries to enter.
- Between 3/2 – 3/6: From the pool of above, each school will run it’s own lottery, according to it’s own weights, preferences, and available seats.
- On 3/7, each school will send out 1) offers of admission and 2) waitlist status to each applicant. From the family perspective, each family will receive a “offer” or “waitlist” status from each school they applied to.
- From 3/7 – 3/22, each family can select one offer to “accept.” All other offers will be declined (the family can then choose to be added back to those waitlists if desired) and all waitlist statuses will be maintained throughout the enrollment season.
- Anytime a family changes their mind (i.e. a waitlist spot opens up and they accept that offer instead), their status will be updated at both schools.
- After the lottery date, families can apply to schools at a space-available, first-come basis.

The Board was encouraged at the new process and eager to see how it affects enrollment projections through the season.

11. Closed Session

Pursuant to § 610.021 (2) & § 610.021 (3) RSMo, the Board of Directors of CWC Kansas City entered into closed session to discuss matters related to facilities and personnel.

Mr. Norris invited Ms. Rodriguez & Mr. Brennan to stay. Dr. Vann-Hamilton moved to go into Closed Session and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining.

12. Return from Closed Session; report on any action taken as required.

Mr. Norris reported that the Board came out of Closed Session and returned to Open Session. He reported that Mr. MacDonald stepped out at 8:23 p.m. and all matters discussed related to personnel and facilities. No action was taken that requires reporting.

13. Adjourn

Mr. Richomnd moved to adjourn and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:40 pm.

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