



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

Location: via Zoom

Zoom Link: <https://zoom.us/j/7268455026> (PW: 225236)

Date: Thursday, June 18th, 2020, 5:30pm

Proposed Minutes

1. Call to Order

Mr. Norris called the meeting to order at 5:32 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
Mr. Miguel Meneses
Mr. Derrick Nelson (6:22 p.m.)
Mr. Luke Norris
Mr. Jeff Phillips
Ms. Maria Salcedo
Mrs. Johna Sutton

Absent:

Ms. Tonia Gilbert

Mr. Norris determined that with 7 of 9 (later 8 of 9) Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Comments by Board regarding CWC Kansas City's commitment to Diversity, Equity, and Inclusion

Mr. Norris shared a statement on behalf of the Board:

Since our last Board meeting in May our community and individuals around the world have seen the impact that racism has in our society. Many of our students know or are learning that people with black and brown skin are more likely to be arrested, more likely to be killed by police, more likely to have health disparities and regrettably less likely to succeed in school as compared to

their white peers. This is not acceptable. We -- not just societally -- but CWCKC specifically can do better.

The impact of these events is that they have opened up much needed dialogue about systematic racism, implicit bias, ways to address them, and the way governments invest in the future of our students. Unfortunately, schools in Missouri are underfunded and continue receiving less and less money each year, however that does not change our commitment to ensuring we support the needs of all students.

Our Board affirms our commitment to our community.

We believe:

Black Lives Matter

Black Students Matter

Black Educators Matter

Black Futures Matter

All students regardless of their race, ethnicity, gender identity, abilities, sexual orientation and immigration status can reach their full potential and grow every day at CWCKC. We believe our differences make us stronger.

We also recognize that many groups are currently organizing and making demands of schools -- we support this engagement and focus on accountability. We must also do more to inform you and our community about the work we're already doing and the work we'll continue to do. To that end, I have asked our Executive Director to work with our diversity committee to create a dashboard capturing our progress against key data points like those proposed by SURJ-KC and other education advocacy groups. That data will be made available on an ongoing basis in an effort to provide transparency and accountability.

In closing, over the coming months this Board will continue exploring how we uphold our commitment to you and operate as fiduciaries of taxpayers' dollars to ensure we fulfill our mission. As our partners, our families, our taxpayers we urge you to join us, to share your ideas and to constantly grow with us as we work to achieve these goals. By engaging together, in our community, we can achieve our mission.

We invite you to share your ideas and input, or feedback and criticisms with us at diversity@cwckkansascity.org

4. Review & Consideration of Proposed Agenda

Mr. Phillips moved to approve the agenda as proposed and Mr. MacDonald provided a second to the motion. The motion was unanimously approved with none abstaining.

5. Public Comments

Note: Individuals from the public will be provided up to 3 minutes to provide comments. The Board Chair will invite individuals by name to provide comment to eliminate individuals trying to talk at the same time over Zoom.

Mr. Norris introduced himself, thanked the public on the call, and provided an overview of the public comment process and guidelines. Mr. Norris then invited public comment.

Ms. Richardson & Ms. Schoen (school faculty) thanked the Board for their statement, and stated they were interested and excited to see the forthcoming diversity dashboard.

6. Review & Consideration of minutes from the May 20th, 2020 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the May 20th, 2020 Regular Meeting of the Board.

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

7. Monthly Finance Report (Mr. Jeff Phillips)

a. Finance Committee Report (Mr. Jeff Phillips)

Mr. Phillips presented the Finance Report and began by highlighting the Balance Sheet. Comparing previous year end (6/30/2019) to current (5/30/2020), total liabilities remained relatively flat while total assets and total equity considerably improved. Mr. Phillips also presented the Income Statement, and drew attention to actuals exceeding budget (due to the PPP loan and an exceeded local fundraising target). State revenue decreased both due to attendance (secondary) and state withholding via governor's direction (primary).

Mr. Phillips reviewed the projected Days of Cash on Hand, which while the highest it has ever been, is still lower than recommended.

Mr. Norris asked if the \$250k listed payment was a repayment of the CWCS start-up loan; Mr. Phillips confirmed.

b. Review & Consideration of Monthly Financials (May 2020), including Check Register

Mr. Phillips presented the May check register; the Board had no comments.

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

c. Review & Consideration of 2020-2021 Annual Budget

Mr. Phillips thanked Mr. Greenwood, Mr. Hile, and Mr. Brennan for their diligence and partnership in creating the budget proposal and introduced Mr. Greenwood to present the budget.

Mr. Greenwood echoed the gratefulness for the collaboration with school staff.

The proposed budget is built upon an enrollment target of 545 students; the school is currently at 532 and trending upward. Uncertainty still exists, but enrollment is as solid as it has ever been in relation to the budget target.

Since 2016, per-pupil funding in Missouri has decreased 10% over 5 years and today's news from DESE will further increase that cut. This proposed budget assumes the recent 3.5% withholding would extend into next year, but that is uncertain either way. The school has met the challenge of decreasing revenues through fund-raising and the FY21 budget is no different - \$1.1M will be called for, with a good chunk already sighted. Mr. Greenwood also clarified that 100% of ESSER funds will be realized in FY21 (none claimed in FY20).

Mr. Greenwood also flagged that a budget exposure will be KCPS' extension of the current collaborative funding MOU.

Mr. MacDonald asked Mr. Greenwood to provide an overview of the governor's discretion in withholding payments vs the legislative requirement to be funded; Mr. Greenwood provided that overview.

Mr. MacDonald further asked if that withholding will only apply while the State of Emergency declaration is in place or throughout the full year; Mr. Greenwood did not know.

Mr. Phillips elaborated that of the \$1.1M needed in fundraising, \$850k is a renewal of existing funding and \$250k is new funding needed. This was the same exposure as last year.

Mr. Norris asked what adjustments have been made assuming that covid may decrease attendance? Mr. Greenwood replied that the budgeted attendance rate was decreased to 91%, which still leaves exposure. Continued and ongoing monitoring of this funding mechanism will be needed throughout the year.

Mr. Norris asked if the CWCS payment was reflected; Mr. Phillips confirmed both the \$250k loan repayment as well as the annual fee are accounted.

Mr. MacDonald asked if Pre-K funding is based on fully funded foundation formula? Mr. Greenwood affirmed.

Mr. Norris asked if the Finance Committee has a contingency budget that thinks about additional costs or cost reductions if the school switches to a fully virtual or blended environment. Mr. Phillips replied that the Finance Committee discussed that scenario and the Committee felt that with so much uncertainty regarding funding sources, it was impossible to create multi-scenario budgets. Instead, the Committee recommends the school takes this budget and identify non-reduceable expenses as well as additional needed capital (technology).

Mr. Phillips gave an overview of Profit/Loss Changes, comparing the FY20 and proposed FY21 budgets.

Mr. Norris asked Mr. Greenwood if he is seeing trends in the sector that Citizens should be considering? Mr. Greenwood replied that he is seeing a stark philosophical difference in schools between utilizing and leveraging their increased cash position vs retreating and being very fiscally conservative.

Mr. Nelson joined at 6:22pm

Mr. Phillips concluded and stated that the Finance Committee recommends this budget for approval.

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

8. Board Business & Committee Reports

a. Fund-Raising Committee (Mr. Luke Norris)

Mr. Hile shared that the Kauffman Foundation approved the school's \$125k grant to pay for a social worker and some additional instructional support. He is proud of the school for being selected for a highly competitive grant. Mr. Norris shared excitement that this grant will allow for another initiative that is supporting the school's mission of providing care to families.

b. Diversity Committee (Mr. Miguel Meneses & Mr. Derrick Nelson)

Mr. Meneses mentioned that he, along with Mr. Norris and several others, is part of a 7-week discussion call with various school community members to discuss a book "How To Be An Anti-Racist" and is looking forward to the dialogue and conversation.

Mr. Hile asked the Diversity Committee to help support the development and updating of the previously-mentioned diversity dashboard.

Mr. Meneses moved that the Diversity Committee work with the Executive Director to develop and update the diversity dashboard around those identified key metrics and Mr. Nelson provided a second. The motion was unanimously approved with none abstaining.

c. Academic Excellence Committee (Mrs. Johna Sutton)

Mrs. Sutton reported that the Academic Excellence Committee is looking to proactively plan their meetings across the school year as well as holding a Committee book study in July.

d. Governance Committee (Ms. Maria Salcedo)

Ms. Salcedo deferred to Closed Session for detailed conversation. She summarized that the Committee had a call with CWCS 2 weeks ago. The Committee has a current proposal and are still in process of negotiating.

9. Executive Director's Report (Mr. Jon Hile)

a. Staffing Update

Mr. Hile reported that the school's classroom positions for 2020-2021 are fully staffed and he gave an overview of the support (and new grant-funded) positions that are still open.

Mr. Norris asked if Mr. Hile could report on the diversity of the new staff. Mr. Hile replied that the school is notably increasing the diversity on the faculty team and collectively, the new members bring a wealth of experience and fantastic talent.

Mr. MacDonald asked clarifying questions on specific roles; Mr. Hile answered.

b. Overview of the 2019-2020 Staff Survey

Mr. Hile gave an overview of the staff survey results and encouraged the Board to read and review further.

He reported that his key takeaway was that while “results were up” in almost every category, teaching is a really hard thing; teachers always need support and we need to continually think about how we can support faculty even better. Mr. Hile reviewed 4 areas that he is prioritizing heading into next year:

- Creating more defined feedback loops – giving staff more opportunity to engage.
- Being intentional about improving school and staff performance around “excellence.”
- Continuing to learn how we can better serve the needs of all students.
- Staff morale and connection is better, but still not where he would like it to be.

His next steps are to not only review the data with the leadership team, but also to set time aside during Summer Institute to review with staff and identify strategies and work groups to drive improvement throughout the year.

Mr. Phillips reflected that just as it's important to consider what things could be added to improve, it is also important to consider stopping things that are ineffective.

c. Summer School Update (Mr. Ryan Brennan)

Mr. Brennan gave an overview of summer school enrollment. Mr. Norris asked a few clarifying questions; Mr. Brennan answered.

d. Enrollment Update

Mr. Hile shared an enrollment breakdown by grade level, showing 532 students in the pipeline for enrollment next year. He reported that the recruitment team sent out another postcard this week with the dual goal of driving enrollment, but also highlighting the school’s commitment to diversity.

Mr. Norris asked what the Board can do to help? Mr. Hile replied that staff has a task force working on recruitment and the biggest way to help is to amplify our social media messages. Additionally, please let the team know of in-person tabling opportunities that the Board may be aware of.

e. Early Planning for Fall 2020

Mr. Hile shared background on the school’s reopening plans. He reported there is a small group of school leaders working on this planning and they are supported by Bellwether (funded by SchoolSmartKC) on a process. There are many unknown variables and shifting assumptions on a weekly basis, but Mr. Hile said he is able to report that DESE has communicated that the decision and manner of school reopenings are a local decision.

Mr. Hile highlighted the process that Bellwether has guided us to:

- Reground: include reflections on the Spring and identification on values as we move forward.
- Prioritize: What is essential to Citizens

- Plan: Academic, Culture, Operations, Finance, HR
- Communicate with stakeholders

He shared the current state of decisions is as follows:

- The team is working with medical/education experts to identify the right thresholds for full open, partial open, or full remote.
- From an academic perspective, the team is building plans with flexibility to move between full/partial reopening and full remote learning.
- From an operational perspective, the team is looking at changes to the building and routines, including; use of masks, restricting movement within building, implementing wellness checks, and a quarantine policy regardless of the phase.

Looking forward, he believes decision inputs will be:

- Progression and projection of community infection rates
- Parent survey responses/preferences.
- Capacity of staff
- Availability of partners to provide 'off time' care for families.
- Overall, balancing the need for data/studies to make informed decision with timely communication with families.

In summary, Mr. Hile shared a high-level overview of the working draft, including the following phases:

- "Red Phase" – Full Remote School. Using what we learned in the spring and summer, will feature more physical materials for younger grades, consistent use of learning assessments, more small group/individual Zoom time, and continued use of community connection events.
- "Yellow Phase" – Hybrid Model. To achieve smaller classes, students split into A/B groups with preference for family cohesion. Groups alternate one week in school or set days in school, then a corresponding remote experience. Looking at options to enhance the remote experience, add community partners to provide "off-time" care and other opportunities to create productive "off-time" experiences.
- "Green Phase" – Full In-Person School. Classes resume in somewhat-normal fashion with restrictions still existing in large gatherings, movement in school, and building access. Enhanced cleaning procedures continues.
- All 3 phases are guided by risk thresholds and key health metrics and all 3 phases feature routine/practice chances including wellness checks, building access, protective equipment, and increased cleaning.
- A remote learning option would be available by request regardless of the color phase as well.

Mr. Hile opened the discussion for Board questions.

Mr. Norris acknowledged a tremendous amount of ambiguity and that a ton of planning has gone in; he expressed gratitude. Mr. Norris asked Mr. Hile when he views the deadline on when the school would make and communicate a decision and if that is in concert with government? Mr. Hile replied that he would love to be able to say today, but does not have the information to do so. His plan would be to bring a recommendation to the July Board meeting for approval, then announcement. Mr. Norris reflected back to Mr. Hile, confirming there would be no decision prior to the July meeting and the school/Board can communicate that? Mr. Hile affirmed and elaborated that seemed a

good timeline to give the team another month of data. He would also look to bring policy changes and any DESE variables (such as attendance, and funding) at that point.

Mr. Hile further acknowledged that this is asking so much from lots of people: our families as well as our academic staff.

f. Introduction of revised performance contract metrics

Mr. Hile reminded the Board that even amidst a remote-learning environment, the school has a performance contract with our sponsor. This contract is very focused on MAP data and the leadership team is working on collaboratively developing metrics on how the school can demonstrate achievement and engagement.

In reviewing the goals:

- Academic Goals 1 & 2 relate to MAP performance and need attention.
- Academic Goal 3 is still applicable and the school has the related data.
- The Attendance Goal is still applicable and the school has the related data.
- The Parent Engagement Goal is still applicable and the school has the related data.
- The Board Engagement Goal is still applicable and the school has the related data.

Mr. Hile opened the floor for discussion, especially on Academic Goals 1 & 2.

Dr. Droege shared that the academic leadership team is looking at tools that more effectively measure engagement, learning, and growth. They would like to use Summer Institute to develop and train faculty on those tools.

Dr. Droege also shared a recommendation to partner with IXL, which is a suite of tools spanning K-12 that provides online support for instruction. They provide practice and review for students as well as ongoing assessment that is more continual rather than single-instances. Dr. Droege underscored the goals of consistent tools, but a minimal number of them to not overwhelm families.

Mr. Hile stated that he believes the school needs to accelerate and aggressively move toward early assessment of where students are in order to determine not only new incoming student levels, but the impact of the spring extended closure on returning students.

10. Closed Session

Pursuant to § 610.021(12) RSMo, the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to contracts.

Mr. Norris invited Mr. Hile to stay.

Ms. Salcedo moved to go into Closed Session and Mr. Phillips provided a second. The motion was unanimously approved with none abstaining.

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

Mr. Norris reported that discussion related to contracts. One action was taken that requires reporting.

Mr. Norris reported that he received a motion (from Mr. Littrell and seconded by Mr. Meneses) to authorize the Chair of the Governance Committee to seek external counsel regarding the school's affiliation agreement.

A roll call vote was taken as follows:

Mr. Jacob Littrell	Aye
Mr. Jim MacDonald	Aye
Mr. Miguel Meneses	Aye
Mr. Derrick Nelson	Aye
Mr. Luke Norris	Aye
Mr. Jeff Phillips	Aye
Ms. Maria Salcedo	Aye
Mrs. Johna Sutton	Aye

The motion was approved by a vote of 8-0 with no abstentions.

12. Adjourn

Mr. Nelson moved to adjourn and Ms. Salcedo provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:24 pm.

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