



**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, March 13th, 2019, 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
Mr. Miguel Meneses
Mr. Luke Norris
Ms. Maria Salcedo
Mr. Anthony Sealey (5:53 pm)
Dr. Joy Vann-Hamilton

Absent:

Mrs. Johna Sutton

Mr. Norris determined that with 6 of 8 – later 7 of 8 - 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 Ms. Salcedo provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments-

Mr. Norris invited public comment. No public comment was made.

5. Review & Consideration of minutes from the February 13th, 2019 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the February 13th, 2019 Regular Meeting of the Board.

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

6. Review & Consideration of minutes from the February 22nd, 2019 special meeting of the Board

The Board did not have any comments regarding the proposed minutes from the February 22nd, 2019 Special Meeting of the Board.

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

7. Review & Consideration of minutes from the March 1st, 2019 emergency meeting of the Board

The Board did not have any comments regarding the proposed minutes from the March 1st, 2019 Emergency Meeting of the Board.

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

8. Board Meeting Scheduling

a. Discussion of rescheduling regular meetings to Thursday evenings

Dr. Vann-Hamilton shared that a board member (Mrs. Sutton) will be pursuing a post-graduate degree and commitments in that program will conflict with Wednesday evening meetings. Dr. Vann-Hamilton proposed rescheduling the regular Board meetings for rest of 2019-2020 to the 2nd Thursday of the month (same week as currently scheduled, just one day later).

Dr. Droege asked if the Board wanted to continue that schedule through 2020-2021? Dr. Vann-Hamilton responded that, at this time, the Board would.

Mr. MacDonald moved to reschedule the meetings as proposed and Ms. Salcedo provided a second. The motion was unanimously approved with none abstaining.

b. Discussion of scheduling an additional special meeting

Mr. Norris shared that the Board has been asked to calendar a second special meeting with CWCS and also possibly Bellwether Education Partners. This meeting will be on/about March 27th and asked the Board to keep their calendars open if possible. Mr. Littrell will coordinate potential dates with Bellwether.

9. Board of Directors Membership

Mr. Norris gave a review that Ms. Salcedo, Mr. Meneses, and Mrs. Sutton's terms all expire at the end of the month.

Ms. Salcedo and Mrs. Sutton each filled seats of board members who needed to step off of the board and were fulfilling those 3-year terms to completion. Mr. Meneses was appointed to the 7th board expansion seat and has served one full 3-year term.

Dr. Vann-Hamilton and Mr. Meneses shared with the board that all three are interested in and willing to commit to another 3-year term, expiring 3/31/2022.

a. Review & Consideration of Ms. Maria Salcedo, Board Secretary, to a second 3-year term

Mr. Meneses formally asked Ms. Salcedo if she would accept a second term on the Board; Ms. Salcedo accepted.

Mr. Littrell moved to renew a 3-year term for Ms. Salcedo and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

b. Review & Consideration of Mr. Miguel Meneses to a second 3-year term

Dr. Vann-Hamilton formally asked Mr. Meneses if he would accept a second term on the Board; Mr. Meneses accepted.

Dr. Vann-Hamilton moved to renew a 3-year term for Mr. Meneses and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining.

c. Review & Consideration of Mrs. Johna Sutton to a second 3-year term

Mr. Meneses formally asked Mrs. Sutton if she would accept a second term on the Board; Mrs. Sutton accepted.

Mr. Littrell moved to renew a 3-year term for Mrs. Sutton and Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining.

d. Resignation of Mr. Joe Richmond, Board Treasurer, due to relocation

Mr. Norris shared that the Board received notice of Mr. Richmond's resignation as Treasurer and Member of the Board; he recently relocated to South Dakota. Dr. Vann-Hamilton and Mr. Meneses are leading the process on identifying replacement candidates.

Mr. Norris asked for a motion to appoint Mr. Jim MacDonald as a 90-day interim Treasurer.

Mr. Littrell moved to appoint Mr. MacDonald as Interim Treasurer and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

10. Reminder to the Board to complete annual filing requirement with the Missouri Ethics Commission

Mr. Norris reminded the Board that all Board members must complete their annual filing with the Missouri Ethics Commission before May 31st.

11. Review & Consideration of becoming a Participating Employer in the CSD Retirement Plan Trust as a supplemental 403(b) option for eligible employees.

Dr. Droege shared that over the past 18-24 months, multiple employees have asked her and Mr. Brennan about the possibility of offering additional 403(b) vendors that employees could contribute to; she tasked Mr. Brennan with finding options.

Mr. Brennan reminded the Board that employees are legally required to participate in the KCPS Retirement System pension plan and this request was to find options for supplemental pre-tax retirement contributions. He shared that his research resulted in a variety of partners who offer the service, but since participation from our smaller (comparatively) team would not be universal, there would be a substantial and prohibitive cost to either the school or participating employees. Mr. Brennan shared that he found that KIPP-KC is currently using a vendor that, treating various charters as a group collaborative, can offer optional, supplemental, pre-tax 403(b) options at no cost to the school nor participating employees. He shared that he has met with the company, they are eager to begin working with us, but do require Board approval to continue.

Ms. Salcedo moved to approve becoming a Participating Employer in the CSD Retirement Plan Trust and to adopt the CSD Multiple Employer 403(b) Plan effective as of August 1, 2019; Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining.

12. Update on Executive Director search (Mrs. Vanessa Rodriguez, CWC Schools)

Ms. Rodriguez reminded the Board that last month, the school had 27 applicants for the Executive Director position; there are now 30 in the pipeline. She identified 5 candidates that she, Mr. Norris, and Mr. MacDonald completed 2-hour 2nd round conversations with; she will move 2 of those candidates forward. In addition, there is new talent that are currently in process of 1st round interviews with the goal of moving those forward into the finalist pool. Ms. Rodriguez' goal is to have a final interview panel in late April.

Mr. Littrell asked a clarifying question on the number of applicants; Ms. Rodriguez replied.

Dr. Vann-Hamilton asked about the diversity of the applicant pool and Ms. Rodriguez provided a demographic breakdown. She also affirmed that new applicants are still being welcomed.

Mr. Norris asked Ms. Rodriguez to provide an overview of the hiring process.

Ms. Rodriguez shared her four-step process:

1. Ms. Rodriguez reviews the initial application materials and matches it to the desired skill profile/rubric; if there is demonstrated related experience:
2. A 1st-round interview consisting of a 45-60 minute phone call with Ms. Rodriguez. She shared she is specifically looking for values alignment, passion for our mission, leadership experience, and community experience.

3. A 2nd-round interview consisting of a 2-hour in-person (or video) conversation with her, Mr. Norris, and Mr. MacDonald. This round specifically focuses on strategic planning, fund-raising, leading teams, external partner relations, and team management.
4. A 3rd-round interview consisting of an all-day interview with the broader school community (parents, board, and staff), which also would include an active task or two. Ms. Rodriguez provided a further overview of what she plans that panel interview day to look like.

Mr. Norris affirmed that the goal is to ideally bring 4 (possibly 5) candidates forward to the 3rd-round panel; he further expressed gratitude to Ms. Rodriguez for leading the process.

13. Finance Committee Report (Mr. Paul Greenwood)

a. Review & Consideration of Monthly Financials (February 2019), including Check Register

Mr. Greenwood presented the monthly financial report. He shared that our "days of cash on hand" projection sits at 29 days, which is consistent with the school's history and acceptable for our life-cycle stage. The school stands at a \$132k forecasted cash surplus, which is \$42k above budget. From a cash perspective, the big picture is, "we have a plan; the plan has been working. If we can hit all targets this year, we'll be in a better position heading into next year than we originally expected."

He shared our annual revenue is \$152k lower than expected. The school's current ADA is 264 (4 less than budget); the state revenue projection has decreased to compensate. The school has managed expenses to counter-balance that and is actually doing that tighter than needed.

Looking to the cash flow forecast, the school is projected to end the year with a \$326k cash position. He cautioned that it may be difficult to get all the way there, but pointed out that our pro-forma planning only has the school budgeted at a \$210k cash position. He reiterated his belief that our primary financial challenge is in our local revenue: our current/actual is \$624k against a forecast of \$1.3m; the school has more than 50% to go. Mr. Greenwood shared that Dr. Droege provided an update to the Finance Committee yesterday on fund-raising/development and the Committee believes there is line-of-sight to that target. Mr. Greenwood shared that as long as that local revenue goal is achieved and enrollment holds, our track record of expense management lends a good belief that the school will end the year well.

Mr. Norris asked Mr. Greenwood to clarify if his projections requires the school to utilize the open line of credit; Mr. Greenwood affirmed that they did not. The line of credit is fully paid and not expected to need to be utilized this year, and indeed, not until late summer/early fall to offset salary increases before DESE state payments catch up. Mr. Greenwood noted that the school does have an obligation in May to repay the initial start-up loan (\$250k), but donation timing should offset that.

Dr. Droege presented a fund-raising update to the Board (for March-June), which included \$75k in March/April (2nd installment of annual grant from hall foundation), \$45k in May from the Diverse Charter School Coalition, \$100k from SchoolSmartKC, and another anonymous donation to bring that total up to \$370k. In addition, she has an additional \$100k in process, but not yet confirmed, including: Learning Leaders Cohort (through SchoolSmartKC), Sherman foundation, and the Kauffman individual schools program (which she is delighted that due to the school's academic NWEA results from Trimester 1, the school qualified for the "high-performing" classification). She also is hopeful for small donations totaling \$10k for another \$300k possible.

Mr. Norris also shared that Mr. Brennan secured a meeting with the Bank of America philanthropic manager that they both recently met with; the school was invited to submit a grant request in June.

Mr. Greenwood presented the February check register; the Board asked a few questions regarding specific vendor payments; Dr. Droege, Mr. Brennan, & Mr. Johnson answered.

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

b. Discussion of 2019-2020 draft budget

Mr. Greenwood provided a brief update on 2019-20 budget. Mr. Greenwood and Mr. Brennan met on staff growth plans and expense projections and updated Pro-Forma submitted in October. This draft also added a 4th section of Kindergarten, which increased the maximum student enrollment to 459. He shared that the pro-forma started from a place of "want" and is now shaping to bring a working draft to the April Board meeting to collectively identify financial challenges and inform strategy.

Mr. Norris clarified that the current draft budget shows that we still need to find \$350k in cost savings before a further draft is presented at the April meeting? Mr. Greenwood confirmed. Mr. Norris then further clarified that this draft is based on the maximum enrollment of 459 and if enrollment comes in lower, the \$350k will increase by \$8k perstudent? Mr. Greenwood again confirmed.

Mr. Greenwood further shared that when the pro-forma was originally developed, \$1m in local donations was assumed; the new draft lowers that to \$750k in donations. Therefore, again increasing development efforts, is one way to bridge the \$350k gap, but he wanted to present "what we know to be true vs what we hope to be true."

Mr. Norris asked what the process plan is, including for creating contingencies? Dr. Droege responded that she cannot present a final budget to the Board for approval until June because state revenue projections will not be finalized before then. April/May/June is an iterative process in which the April and May meetings will have draft presentations that are working toward solidification in June.

Mr. Littrell asked if the finance team will be working during April to strategize addressing the \$350k gap? Dr. Droege confirmed that is the plan.

14. Discussion of the 2019-2020 Academic Year Calendar

Dr. Droege gave an overview of next year's calendar requirements; DESE is changing the "minimum" requirement away from days and shifting toward hours. The CWC model (seeing what's best for children and strongly supported by parents) is to "make up" days prior to MAP testing. Dr. Droege shared that she wants to be intentional that the calendar is not a compliance-driven decision, but also best supports instruction.

Mr. Sealey asked if there was any consideration of coordinating the calendar with Académie Lafayette? Dr. Droege affirmed that she is working with them to discuss calendars but also discover what must be

coordinated and what can be individualized. She is prioritizing having the same calendar at both (Primary Grades & Middle School) campuses.

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

a. Diversity: Current demographics, 2019-20 enrollment update, 2019-20 staffing update

Dr. Droege confirmed that enrollment continues to hold steady; the school has seen a tiny bit of in/out in the last month and current enrollment stands at 291. There continues to be stability across demographic makeup (gender/ethnicity/socioeconomic status). The school has also seen dip in ADA, as expected with weather makeup days. ADA currently stands at 91.78 and she expects that to rise back up, as last week was first full week in 6 weeks. The school has 12 straight weeks upcoming with no days off, so attendance patterns and enthusiasm should be regained.

Mr. MacDonald asked if we have crossed a Special Education threshold in that we would qualify for additional funding? Dr. Droege confirmed that we had and that the school saw about \$80k in increased funding (as a true-up payment) in last month's state revenue payment.

Mr. Johnson presented an enrollment update report for 2019-20. He presented each grade level's application numbers and reflected that they show our biggest need and focus is on 6th grade. He has additional focus on bi-weekly application goals, and he discussed overall recruitment tactics.

Ms. Salcedo asked Mr. Johnson to further explain the recruiting partnership with KCGPA? Dr. Droege gave overview of the joint partnership with KCGPA, which is supported by SchoolSmartKC. They have underwritten \$50k to support a joint effort to extend reach of both schools, which will go toward mailers, neighborhood canvassers, etc.

Dr. Droege highlighted the other half of the enrollment picture: re-enrollment. The school started re-enrollment outreach in early February with the goal of solidifying an understanding of what our current families plan to do, which would then drive the seats offered out in the lottery. As of Monday, 242 families (83%) completed re-enrollment; another 2 have completed since, bringing the total re-enrollment percentage to 86%. 14 students (5%) have confirmed they are not planning to return. The rest are still deciding and there is strong personal outreach ongoing in a thoughtful and intentional manner.

Mr. Norris shared with the Board that part of the Bellwether Education Partners effort is retention and baselining attrition levels (comparing against charters, other charters that don't provide transportation, and all public schools). He is excited to see those results and recommendations.

Mr. Norris also asked who has the accountability for re-enrollment; Dr. Droege confirmed that it sits with her.

Dr. Droege led a broad conversation about summer school planning.

The Board had a discussion on 6th grade recruitment, specifically keying in on waitlisted 6th grade families to present our quality option and focusing on ground crew outreach.

Mr. Norris asked if Mr. Johnson could clarify who is leading what effort? Mr. Johnson replied that he is fully owning the elementary (K-4) recruitment piece and is leaning on Ms. Rodriguez for

structural support; Mrs. Gripp is owning the middle school (6th grade) process and there is strong collaboration across both.

Dr. Droege also discussed faculty retention and recruitment. Currently, in 2018-19, the school has 35 full-time employees (across leadership, credentialed teachers, teaching associates, and paraprofessionals). 23/35 are returning in same role (66%) and an additional 2 are returning in new roles. Combined, this reflects a 72% retention rate. Additionally, she is continuing to discuss positions and opportunities with an additional 5 (14%) employees while at the same time formalizing that 5 (14%) individuals will not be returning. As we move across next 4 weeks, the remaining 5 will arrive at a final decision as she is simultaneously interviewing external applicants.

Looking forward to 2019-20, there are approximately 40 full-time positions in the plan. Those that remain unfilled are mostly credentialed teacher roles, due to expansion (going from 19 to 22 in K-4). Dr. Droege is estimating 8-13 new hires and presently has 7 candidates in the interview process. She will continue moving forward until every position is full and in past years, has made offers throughout July, so she confirmed she believes the process is on track.

Dr. Droege did acknowledge that the classroom teacher turnover rate is the highest that the school has seen. In conversations with each individual, Dr. Droege shared that she is seeing two trends: 1) not 100% alignment between an individual's teaching style versus the school's model, and 2) good teachers that will be better teachers in a different setting. Overall, Dr. Droege's view has been that across the board, some difficult decision-making and thinking has professionally occurred within the context of "what's best for the kids."

Mr. Norris also underscored that the creation of the "Dean" positions will inherently enable more individualized teacher support next year.

Mr. Sealey asked if staff hiring/recruitment is a Dean responsibility? Dr. Droege said that Deans will not drive the process, but they will serve a key role in the process. Dr. Droege wants to give Deans and teachers a voice in the process, but also wants to provide applicants a broad view of the school.

b. Understanding: Preparing for 4th grade "Accelerated Math" program

Dr. Droege suggested a postponement (due to time) of this discussion to next month. The Board agreed.

c. Connection – Presentation of Family Survey Data

Dr. Droege recognized and thanked Mr. Chan at CWCS for his in-depth, hard work on the survey analysis. She is proud and excited that we met our sponsor's goal of 80% family response. She shared one initial interesting takeaway is that the responses do not vary much from a smaller sample size in year's past – this shows stability year-to-year.

She shared a high-level summary of results, which featured a fairly high level of parent agreement – especially in values, positive student experience, and accessible opportunities for students.

Ms. Rodriguez then shared CWCS' recommendations for how to utilize these results, which included:

- Intentionally extend this data-informed approach – look at families (especially Black/African-American) that are not as engaged in the process and see where the opportunities are to incorporate their voice. Additionally, they recommend talking to all families who are not returning to hold exit interviews.
- Share learnings – have a family night and share back the data. Here's what we saw that is going well; here's where we'd like to focus on. Dr. Droege affirmed that this feedback does get incorporated into State of the School, but she could specifically call it out.
- Align with planning – Use this data to inform family engagement and board committee work to inform and develop priorities.

In general, Dr. Droege's takeaways included:

- In general, parent reaction is quite positive; celebrate that.
- The school needs to continue to provide opportunities to inform our parent community about our academic and instructional program.
- The school needs to ensure equitable and diverse access to having a voice across our community.

The Board shared congratulations of hitting the engagement goal.

Mr. Sealey asked if there are any verbatims that can be shared? Dr. Droege responded that open-ended feedback is not included in this feedback packet from CWCS, but can be shared next month. In general, comments fell into a few buckets: 1) "wonderful, wonderful," 2) thoughtfully constructive specific feedback, and 3) focused on challenges we saw at the beginning of the year on student behavior. She affirmed that she would be happy to share further details out.

16. Closed Session

Pursuant to § 610.021(2) § 610.021(3) & § 610.021(13) RSMo, the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to facilities, personnel, and personnel records.

Mr. Norris invited Ms. Rodriguez & Mr. Brennan, Dr. Droege to stay.

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

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

Mr. Norris reported that all discussion related to facilities, personnel, and personnel records. No action was taken that requires reporting.

18. Adjourn

Ms. Salcedo moved to adjourn and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 9:17 pm.

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