



**PUBLIC NOTICE**  
**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 22, 2017, 5:30pm

**Proposed Minutes**

1. Call to Order

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

2. Roll Call by Board Chair

Mr. Norris proceeded with roll call.

Present:

Kristen Ellis Johnson  
Jacob Littrell  
Luke Norris  
Kaye Otten (via phone)  
Joy Vann-Hamilton (via phone)

Absent:

Tonya Brown  
Miguel Meneses

Mr. Norris determined that with 5 of 7 Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Mr. Norris recommended reordering the Finance Committee Report from Item 6 to Item 8, to allow Mrs. Brown to possibly be present. Ms. Ellis Johnson moved to approve the agenda as modified. Mr. Littrell provided a second to the motion. The motion was unanimously approved with none abstaining.

#### 4. Public Comments

Mr. Norris invited public comment; Marsha Chappelow from DESE introduced herself and brought a "Board training experience" opportunity to the Board. She shared her background and role with DESE and commended the Board on the work they have done within the past year. She also encouraged the Board to ensure the Board's policies and processes are updated regularly as to not fall into poor habits.

No further public comment was made.

#### 5. Review & Consideration of minutes from the February 15, 2017 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the regular February 15, 2017 meeting of the Board. Dr. Vann-Hamilton moved to approve the minutes as proposed and Ms. Ellis Johnson provided a second. The motion was unanimously approved with none abstaining.

#### 6. Facilities Committee Report (Mr. Jacob Littrell)

Mr. Littrell updated the Board that McCownGordon oversaw the beginning of demolition on the 3<sup>rd</sup> floor over Spring Break (last week). It positions them well to ensure the planned build-out of the 3<sup>rd</sup> floor this summer will fit within their timeline well.

#### 7. Executive Director's Report (Dr. Kristin Droege)

##### a. Review of Dashboard

##### i. Diversity

1. Student Enrollment Update – Dr. Droege reported that enrollment is virtually unchanged since last month. We have a continued trend of 1-2 students in and 1-2 students out each month, but overall demographics are unchanged.

Dr. Droege referenced Monday's weekly enrollment report and noted it showed an increase of 20 enrollment requests just since the lottery and that we are moving families through the registration pipeline. She shared that we are not acting on an undecided space (cancelling an application) until we grow back up to a waitlist situation; this is allowing undecided families longer than the stated two- to three-week decision timeframe.

Mr. Norris shared optimism that as other school's waitlists begin to solidify, we will see another spike in enrollment requests.

Dr. Droege said our focus in April will turn to re-enrolling our current students with the goal of having the lion's share of enrollment paperwork finalized before summer break. We are still a part of major community events (including the Hyde Park Easter event) and outreach and will continue to actively solicit enrollment requests throughout the spring.

2. Staff Hiring Update – Dr. Droege affirmed that we are in process of extending offer letters to our returning staff. At this point, 100% have indicated an intent to return. We are also in process of hiring for our newly created positions; Mr. Smith has been doing a lot of work talking with candidates and bringing them in for observations. We are having success with the number of applicants as well as the diversity (racial and gender) of applicants – especially with those moving forward. One area of continued focus will be the Teaching Associate positions, but she expects them to be filled later in the season as it is not typically a career-long position.

ii. Understanding – Deeper review of NWEA T2 results and implementation

Dr. Droege ceded the floor to Mr. Smith to share NWEA and Fountas & Pinnell assessment data. Mr. Smith reminded the Board his priorities on using this data are: attendance, Language Arts, and Mathematics. Since last month, he has worked with faculty to develop many “carrots” (i.e. Carl the Chameleon) to increase attendance and that will continue to be monitored closely.

Looking at Fountas & Pinnell – 91% of Kindergarteners are performing at or above their expected reading level. The staff have also implemented Math centers with groupings based on NWEA data to personalize teaching. They are also starting “exit tickets” on weekly mathematics lessons to provide immediate learning feedback. Mr. Smith is also looking to move the test date to before Winter Break (from January) to avoid the “January Slump.”

Dr. Droege shared that this is the first time for her as an educator to pull together the very different assessment methods of NWEA and F&P to get a much richer picture of student data. She is excited that it enables the staff to look at multiple levels of analysis –to get a deeper understanding of who we need to support better. One quick lesson was our ELL population was not being served as well as possible and we have already begun adding to our support levels targeting ELL students.

iii. Connection – Updates on faculty survey results & response

Dr. Droege reminded the Board she shared the parent survey data last month. She gave an overview of the faculty survey data, sharing that with only 19 responses, any response varies the results strongly. Her overall takeaway is that there is a moderate level of agreement across the categories, with a level of variation in each of them.

She believes there are a few variables that weigh into the responses, but primarily this being a first-year school with a faculty with an average of 8 years' experience. This highly-seasoned and strongly varied experience pool is difficult to bring together to meld and mesh while assembling furniture and getting to know students and building community all at once. Mr. Smith is approaching weekly meetings that have actionable impact in which everyone has a voice. Dr. Droege also spoke of the “open-ended feedback” that was not included in the data sets; many responses included the caveat of “but this is our first year,” so she is hearing strong optimism amongst the challenges.

Dr. Vann-Hamilton asked if there are any benchmarks (in regard to percentages) we are striving for? Dr. Droege replied that she would look into that – especially among the backdrop of how many years CWCS has used this data.

b. Preview of Executive Director's 2017-2018 Strategic Plan

Dr. Droege distributed a high-level view of her 2017-2018 strategic plan with the details to be shared in-depth at the May Board meeting. She has received strong support from CWCS in detailing this plan. She touched on several topics:

- Academics – developing of our math program, increasing the strength and breadth of our SEL curriculum, and beginning work on foreign language instruction to be beneficial to students that matriculate up to our middle school program.
- Talent – identifying strategies to ensure we recruit and retain the most effective pool of faculty. Design a participatory process with faculty to discuss a valuation system and establishing a salary schedule that reflects CWCKC's values instead of adopting another organizations – also including other unique, non-monetary benefits.
- Financial Sustainability – looking at two areas in which we can powerfully impact: facilities/expansion and development. Right now, focus will be on creating formal plans and processes to review and advance those plans each year as we grow.
- Diversity & Equity: ensuring these aspects are continually present in our student/family culture (implementing inclusive policies and programs), and faculty culture (stemming from survey data). Excited to explore the concept of "multi-generationalism."
- Race & equity in curriculum – looking ahead to the approach we want to take teaching social studies, in particular history, in a way that honors different cultures.
- Growth – ensuring we have plans in place for middle school expansion as well as revisiting the addition of Pre-K.

Dr. Droege will plan to share the next iteration in May – with additional details and after identifying additional stakeholders.

Mr. Littrell asked if other CWC schools are doing Pre-K. Mr. Cutter replied that they are both doing Transitional Kindergarten, but not Pre-K. Dr. Droege clarified that LAUSD does the Pre-K program and that DC is looking at it as part of their initial charter.

Mr. Norris affirmed that the Board should be doing their strategic plan in lockstep with Dr. Droege.

c. Review & Consideration of 2017-2018 Calendar

Dr. Droege shared that a few adjustments had been made to the calendar since the draft was presented. The new proposal reflects the same start and end dates. Winter Break and Spring Break were adjusted to align with the district and some PD days had moved to accommodate faculty requests.

Mr. Norris asked that if snow days occur, where does the end-of-May PD fall (pre- or post- snow day makeup)? Dr. Droege shared that the PD days simply shift post-snow days.

No further comments regarding the proposed calendar were made and Mr. Littrell moved to approve the calendar as proposed. Dr. Otten provided a second to the motion. The motion was unanimously approved via roll call with none abstaining.

## 8. Finance Committee Report (Mrs. Tonya Brown)

In Mrs. Brown's absence, Dr. Droege presented the Finance Committee Report.

### a. Review & Consideration of Monthly Financials, including Check Register

The key financial factor this month is food service: food service costs are up while food service revenue is down. Dr. Droege and Mr. Brennan met with Mr. Greenwood and did a thorough analysis of the variables and are confident that small adjustments can be made in the short-term and larger adjustments can address all the variables for next year. Dr. Droege knew we would take losses on food service for a few reasons: the service we chose had a higher cost than our reimbursable rate is (offset by higher quality and the free fundraiser opportunity), our projected 50/50 FRL population actually came in at 60/40, and we expected a higher percentage of paying families would be paying for meals and they are bringing food from home. Lastly, we're having a bit more trouble than expected in collecting monies from paying families. She believes this factor is primarily a "first-year problem" and will closely monitor it moving forward.

Dr. Droege shared the deposit refund of \$85k from IFF (pending enrollment benchmark of 216) has been proposed to IFF as "verified enrollment numbers" not "the day students are in seats." If agreed to, this refund is projected to come June 1 and will ensure we have adequate cash on hand to meet the DESE threshold. This is not a perfect scenario, but a manageable one.

Ms. Ellis Johnson motioned to approve the check register and Dr. Otten provided a second. The motion was unanimously approved via roll call with none abstaining.

### b. Review & Discussion of 2017-2018 12-Classroom Draft Budget

Dr. Droege shared the current draft of the proposed 12-classroom draft budget.

Mr. Norris shared a background detail in that the Finance Committee has asked EdOps to come from the financially conservative position of completely filling floors 1-2 (12 classrooms) with an option of a partial build-out of the 3<sup>rd</sup> floor to include restrooms and the math lab. We can revisit this budget as enrollment dictates throughout the spring.

Dr. Droege further shared that a 12-classroom model next year enables us to keep 3<sup>rd</sup> grade in this building in 2018-2019. There are a lot of payoffs to that – financial, it keeps our community together, and keeps our key 3<sup>rd</sup> grade MAP tests in this familiar environment.

The budget reflects updated (decreased) state funding, an added \$20k in local fund-raising development, and an updated Special Education allocation. The main point is that the 12-classroom budget it is within reach of being attainable, is realistic, has a workable staffing model, but it does need some local fund-raising.

The finalized budget will be presented for approval in the May meeting; continued work will be done in the meantime. Dr. Droege is also very optimistic that we can strongly capitalize on our development momentum.

Ms. Ellis Johnson shared an early concern about capping 2<sup>nd</sup> grade enrollment next year, as it will limit that grade level for the next two years. She'll continue to put thoughts together and will ask later.

9. Closed Session

Pursuant to § 610.021 (2), RSMo the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to real estate purchase, lease, or sale.

Mrs. Brown motioned to move into closed session. Mr. Littrell provided a second and the motion was unanimously approved with none abstaining.

10. Adjourn from Closed Session; report on any action taken as required.

Mr. Littrell reported that Mr. Norris had a prior engagement, stepped out of the meeting at 6:51 pm, and gave Mr. Littrell the chair for the remainder of the meeting.

Mr. Littrell further reported that matters discussed all related to facilities/lease. No action was taken that requires reporting.

11. Adjourn

Ms. Ellis Johnson gave a motion to adjourn and Mr. Littrell provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 7:02 pm.

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