



**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, May 24, 2017, 5:30pm

Proposed Minutes

1. Call to Order

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

2. Roll Call by Board Chair

Mr. Littrell proceeded with roll call.

Present:

Jacob Littrell
Miguel Meneses
Kaye Otten
Joy Vann-Hamilton (via phone)

Absent:

Tonya Brown
Luke Norris

Mr. Littrell determined that with 4 of 6 Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Dr. Droege requested to add an agenda point: "Consideration of expanding the number of Directors to Nine (9)." Dr. Droege further requested that it be added after Item 5.

Mr. Meneses moved to approve the agenda as modified and Dr. Otten provided a second to the motion. The motion was unanimously approved with none abstaining.

4. Public Comments

Mr. Littrell invited public comment.

Ms. Quance thanked the Board on behalf of the CWCKC staff for the end-of-year gift cards the Board provided the faculty.

No further public comment was made.

5. Review & Consideration of minutes from the April 19, 2017 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the regular April 19, 2017 meeting of the Board. Mr. Meneses moved to approve the minutes as proposed and Dr. Otten provided a second. The motion was unanimously approved with none abstaining.

6. Consideration of expanding the number of Directors to Nine (9)

Mr. Littrell referenced the Bylaws (4.2) saying that the number of Board members can be between 3 and 9, as directed by Board resolution.

Dr. Droege stated that she believes that as the school prepares to enter a high-growth era, it is best served by having nine Directors and the resulting depth and breadth of experience.

Dr. Otten moved to approve the motion and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

7. Finance Committee Report (Mrs. Tonya Brown)

Mr. Greenwood provided a high-level review of the budget. He is still predicting an annual loss, but meeting the budget target. The school can operate at a \$75k loss in next two months (May/June) and still meet the required DESE cash compliance target. He feels the school is in good shape, especially in comparison to where we could have been. Finances are tracking as expected and/or better than expected. He confirmed school leadership and EdOps are in weekly contact to "land the plane" in fairly un-turbulent atmosphere.

Mr. Greenwood highlighted that the school has benefited from a CSP grant for the past two years. We delayed spending this year's grant until late in the fiscal year (now) in order to purchase curriculum for next year, so there will be a positive impact on next year's budget.

Reviewing student data, Mr. Greenwood pointed out that ADA is lower than expected, but ELL and FRL income is higher than expected – those incomes closely balance out. All-in-all, the school should boast between a 4% and 4.5% ending fund balance, which in his opinion is a strong position for a first-year school.

Dr. Droege shared enthusiasm for the financial position we are in and publicly thanked Mr. Greenwood for his assistance and involvement in this process.

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

Dr. Vann-Hamilton motioned to approve the check register as presented and Dr. Otten provided a second. The motion was unanimously approved with none abstaining.

b. Review & Consideration of 2017-2018 Budget

Mr. Greenwood presented the 2017-2018 proposed budget. Overall, we budgeted for a \$61k overage, which is over a 4% threshold. He believes the biggest risk of the budget is setting the enrollment target at 288, which we do not yet have.

In reviewing the revenue, the school is increasing overall revenue by \$1.3m. Local revenue includes a fund-raising effort as well as IFF's returning the school's balance of \$85k. Dr. Droege said that we have scheduled that return at the most conservative, worst-case scenario (second day of school, 216 registered students); however it may come earlier if benchmarks are hit. Despite increasing by 162 students, federal revenue does not proportionally increase due to the expiration of the CSP grant and a projected decrease in federal per pupil spending.

On the expense side, salaries and benefits are increasing due to school expansion and new positions. Purchased services are increasing due to most services (i.e. food service) being on a per student basis and a budgeted increase in utility bills now that we are familiar with the campus building requirements. Overall, expenses are increasing at a smaller amount than revenue, which he believes is healthy. Dr. Droege also assured the Board that the faculty's individual supply budgets will be restored so they will feel a healthy increase.

Mr. Greenwood again emphasized that the main risk of the budget is enrollment falling short. Looking ahead throughout the year, food-service and local development revenue are key points to monitor. He stated that we have been conservative with state revenue estimates and believe this is a strong budget that has gone through a thorough review process.

Dr. Droege underscored that her two big variables are what Mr. Greenwood shared: enrollment and local development. We are currently approximately 50 students away from capacity. We are seeing 2-3 new requests per week and those new requests are moving through the pipeline very quickly. We are also making progress in "clearing out" requests that have been pending for several months. We also have funds set aside for an additional mailer in mid-summer. Additionally, this budget is scalable down to an 11-classroom model, should enrollment begin to trend flat. Regarding development, Dr. Droege and Mr. Norris have been working on a development plan and will be bringing that to the Board in June. This plan will focus on philanthropic outreach, grant writing, and fund-raisers. In completing realistic reviews of last year, what is likely to return, and what can we expect to bring in next year; she believes the budget amount is very conservative. Dr. Droege also affirmed that our rent payment is staying constant due to the third floor not being built out.

Dr. Droege is asking the Board to approve the 12-classroom budget as presented, with the ability to re-look at the Budget next month to see if we need to modify to an 11-classroom budget.

Mr. Meneses motioned to approve the budget with flexibility to reconsider in June; Dr. Otten provided a second. The motion was unanimously approved with none abstaining.

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

a. Strategic Priority Presentation

Dr. Droege revisited her 2017-2018 Strategic Priorities she discussed last month. She provided the Board with a handout [posted publically] highlighting the following topics:

- Academics

Dr. Droege will focus on four different initiatives: Mathematics (increase opportunities for leveled instruction and hands-on math applications), Reading (increase intervention strategies to support readers below grade level), Social & Emotional Learning (Expansion of curriculum and assessment approaches), and Foreign Language (research and recommend strategy for implementation for language instruction in elementary).

- Talent

Ensure broad understanding across the Board, administration, and faculty of the financial and other benefits that will best attract and retain the highest quality faculty and staff.

She will ensure a collaborative effort with the faculty so they understand the budgeting process and how best to create a package that attracts and retains. We've kicked that off with a planning meeting so faculty can do research over the summer and begin that in-depth process during Institute and throughout the year. Mr. Richmond (Finance Committee) has and will be heading that collaborative effort and Mr. Greenwood will help educate the staff through "Budgeting 101."

- Financial Sustainability

Dr. Droege will develop a clarified timeline regarding partners and goals for finalizing decisions about our upper elementary and middle school campuses and finances.

Additionally, she will work with Mr. Norris and the Board as a whole to craft and carry out a comprehensive plan for financial development.

- Diversity and Equality in our community

She will also continue with our Race & Equity work to ensure ongoing growth and understanding. The faculty will participate in “Multigenerationalism” training (beginning this Friday) to further expand understanding and building a positive adult work environment.

Faculty will return after summer break and continue the Race & Equity training that we started last summer during our Summer Institute training.

Additionally, Dr. Droege is researching equity within our curriculum. The CWCS network has done a strong job supporting social/emotional skills, but as we move up in grade levels, she believes need a stronger social studies topical curriculum (i.e. teaching and presenting history in an equitable manner).

- Growth

Lastly, Dr. Droege will focus on our growth strategy and timeline. Some of this process is smooth, such as the basic one-grade-level-per-year expansion. However, there may be two additions that may create exceptions to that pattern: Pre-K and Middle School. Therefore, she is further researching and will recommend a timeline for expansion of the program to include Pre-K for 4-year-olds.

She plans to finalize the middle school model development with our national network partners and recommend the launch in KC along with planning for staffing, facilities, and enrollment. On a national level, there is strong funding for “Year 1” of middle school and the focus is now securing funding for Years 2 and 3 on the planned roll out.

Mr. Littrell asked if Pre-K would be housed in the Primary Grades building; Dr. Droege said she is proceeding as if it would be, but elaborated that there are a wide multitude of variables that would influence this – all the way up to middle school and even possible joint-campus high schooling.

Dr. Droege wanted to provide her strategy to the Board in advance of their July retreat to aid in their strategic planning.

b. Review of Dashboard

i. Diversity

1. Student Enrollment Update

Dr. Droege highlighted that current enrollment continues to be stable; we are ending the year at 120 enrolled students. The biggest variable in exit data are families moving out of the district. Again, students entering has nearly matched

students exiting. She expects that trend to stabilize as we continue to grow and as our student population gets older (families are less likely to pull children as they get older). FRL population has increased due to families re-qualifying due to changes in their situation. FRL data for next year will begin to be available throughout the summer and will have the greatest impact in after-school staffing and programming. ADA trended lower this month and Dr. Droege believes that is due to high-attending students moving away, rather than changes to our existing student population. Strategies to increase attendance are a high priority for administration – Dr. Droege is seeing attendance impact academic performance as well.

Mr. Meneses asked if lower ADA is due to transportation issues families are facing. Dr. Droege said we are serving 10 families with bus passes and the Operation Breakthrough shuttle. She further believes we will see a significant increase in the shuttle usage. She did concede that transportation is an issue and believes that we may need to begin offering transportation package options. However, she also believes that as we continue to grow (especially reputationally), our population will begin to have a tighter geographic distribution within our preference area, negating the need for a larger transportation area.

2. Staff Hiring Update

We have hired all positions except for 1-2 Kindergarten Teaching Associates. We are excited to have a large uptick in male staff and added multiple Black/African-American staff and an increased age diversity as well. Dr. Droege reflected that she was very pleased with the pool of applicants – lots of people with strong experience.

When 12-month team comes back (Dr. Droege, Mr. Brennan, Mr. Smith, Ms. Quance, Ms. Lugrand, Ms. Adkins), they will be joined by Ms. Onwu (reporting to Mr. Brennan), Mr. Johnson, & Mr. Taylor (reporting to Mr. Smith).

ii. Understanding (Mr. Doug Smith)

Dr. Smith reported that NWEA testing wrapped up today and progress reports were also sent out today. School is out for the summer after tomorrow. On July 5th, new 12-month staff will report. He will work with the ACE director to hire ACE staff and develop programmatic elements. Then August 14th will be the first day of our sophomore year.

iii. Connection

Dr. Droege reported that we held our "State of the School" Family Council potluck event. We had a good turnout for dinner, most of whom stayed for the presentation. The diversity present for the presentation was not what we are used to seeing at school events, but those who were present were very engaged and enthusiastic. Four of our new faculty/staff were present and able to meet our families and community. Ms. Quance highlighted our partnerships, Dr. Droege shared the strategic plan, and Dr. Otten shared governance information. Dr. Droege said she was inspired to create additional opportunities to share out bigger-picture issues throughout the academic year to families.

9. Board of Directors Membership Update (Dr. Vann-Hamilton)

Dr. Droege shared that Dr. Vann-Hamilton and Mr. Meneses are planning to provide the Board with a slate of three potential directors to be approved at the June meeting and onboarded at the July meeting. She shared they started with eight potential members; some were not a good alignment, others have moved forward and those will be narrowed to 3 before next month's meeting. By that time, all will have visited the school to meet with Dr. Droege and will have completed a phone conversation with Ms. Rodriguez (CWCS), and also had more intensive conversations with Mr. Meneses, Dr. Vann-Hamilton, and Mr. Norris regarding expectations and what they can add to the Board from their expertise.

Dr. Vann-Hamilton affirmed that summary and shared they also have one last potential member moving through the process.

10. Closed Session

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

Mr. Littrell invited Mr. Brennan and Mr. Smith to stay.

Second/unanimous. KO/JVH

Dr. Otten motioned to move into closed session; Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining.

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

Mr. Littrell reported that matters discussed all related to personnel. No action was taken that requires reporting.

12. Adjourn

Mr. Littrell gave a motion to adjourn and Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 6:42 pm.

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