



**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:** Tuesday, July 18<sup>th</sup>, 2017, 3:30pm

**Proposed Agenda**

1. [3:30pm] Call to Order

Mr. Norris called the meeting to order at 3:49 p.m.

2. Working Session: New Board of Directors Member Orientation & Overview

In attendance:

Board Members:

Mr. Luke Norris  
Dr. Joy Vann-Hamilton  
Mr. Jim MacDonald  
Mr. Anthony Sealey [3:51 pm]  
Mr. Miguel Meneses [3:56 pm]

Non-Board Members:

Dr. Kristin Droege  
Mr. Doug Smith  
Mr. Ryan Brennan  
Ms. Vanessa Rodriguez, CWCS

Mr. Norris stated that the purpose of this meeting is to give an overview to the new board members – especially as it relates to the relationship with CWCS and talking points for Board members to be able to talk about the school.

Ms. Rodriguez gave a background on the recent realignment of CWCS away from a strategy-focused organization to an academic-framed organization. Additionally, she introduced “Transcend,” a

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fellowship of 10 school organizations that have collaboratively met to discuss bringing their respective K-5 programs to a middle school design level.

Mr. Norris asked Ms. Rodriguez to articulate her position as it relates to the KC region. She shared that in the LA schools, the Principals report to an Executive Director, who reports to a Board. The NY schools mirror that same governance model. She shared that model can be difficult for CWCS as they do not have direct access to support the "CWC Way." In starting the KC region, they realigned the reporting structure a little in that the Executive Director reports to CWCS (technically Ms. Rodriguez) overall, but works with the Board on a day-to-day level. She also gave an overview of the "Program Team," comprised of CWCS staff and the regional Executive Directors.

Mr. MacDonald asked about the ways Ms. Rodriguez connects with the geographically spread-out team. Ms. Rodriguez shared that the majority of communication is done via videoconference, conference call, and email, but there are strategic times throughout the year where sites are identified where the larger team comes to the same place.

Mr. Norris also stated that the Board's expectation of CWCS is that someone from CWCS is present at least at every other Board meeting in addition to a monthly check-in connection meeting with Mr. Norris as the Board Chair. This primarily relates to the supervision of the Executive Director, but is also a great avenue for discussion on how to partner and support.

Mr. Norris asked Dr. Droege to give 5 key talking points about CWCKC's academic model. Dr. Droege shared her "parent walk-through:" She said she starts with the mission: to bring children from across the community together. Every child is a unique learner, how they process information, and how they connect to the world. Learning must go through that process – connecting new things to what they already know. She supports the faculty so they can support that. Different concepts are introduced to children in different ways – not just so they can learn, but so they begin understanding how they themselves learn. Conversations about learning and difference become comfortable and becomes what the school is about.

Mr. Norris also shared there is a strong emphasis on literacy – each student is split out into reading groups based on their reading level, which is based upon an individual reading assessment; an hour and a half every day is spent on reading. Dr. Droege added that we staff the school with specialist teachers (Art, Music, PE) – not as "add-ons," but as integral pieces of the program because that is how students learn. There are also lots of opportunities for those teachers to collaborate with classroom teachers to cross-teach in both areas.

Dr. Droege also shared that Special Education is a "fully inclusive" model. This stems from our philosophy that every student is a unique learner. We will provide every service that a student needs, whether they bring an IEP with them or if it's determined that we need to create one. That additional support is provided in the classroom as to provide the same educational experience for all. The on-site special education team work just as much with teachers as they do with students to help the faculty think through differentiation and providing a great experience.

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3. [4:30pm] Re-Call to Order

Mr. Norris re-called the meeting to order at 4:30 p.m.

4. Roll Call by Board Chair

Mr. Norris proceeded with roll call.

Present:

Jacob Littrell  
Miguel Meneses  
Luke Norris  
Dr. Kaye Otten  
Joy Vann-Hamilton  
Anthony Sealey  
Jim MacDonald

Absent:

Tonya Brown (Mr. Joe Richmond, Finance Committee member is present to fulfill Mrs. Brown's duties on an interim basis while she is on approved short-term leave)

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

5. Review & Consideration of Proposed Agenda

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

6. Public Comments

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

7. Review & Consideration of Minutes from the June 21<sup>st</sup>, 2017 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the regular June 21<sup>st</sup>, 2017 meeting of the Board. Dr. Otten moved to approve the minutes as proposed and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining.

8. Board of Directors Membership Update (Mr. Luke Norris)

Mr. Norris shared that Mrs. Brown has been granted a 3-month leave of absence from her Board duties. Mr. Richmond (Finance Committee member) will fulfill her Board Finance Committee duties in the interim.

- a. Review & Consideration of Ms. Maria Salcedo for appointment to the Board of Directors of CWC Kansas City

Mr. Norris also shared that the Board has been searching for a replacement for Ms. Ellis Johnson to fulfill the remainder of her term. Mr. Norris, Mr. Meneses, Dr. Vann-Hamilton, and Dr. Droege have all met with Ms. Maria Salcedo and believe she is mission-aligned, would provide a legal perspective, as well as another Hispanic diversity point of view.

Dr. Vann-Hamilton moved to approve the nomination and vote on adding Ms. Maria Salcedo as a Director of CWCKC. Dr. Otten seconded the motion. The board unanimously approved the motion with none abstaining, and Ms. Salcedo was welcomed to the Board.

Mr. Norris also shared that there was legislation during this past term that Board members of any public charter school be residents of the state of the charter. Mrs. Brown and Ms. Salcedo are currently Kansas residents. This particular legislation failed, but it is something to keep in mind and monitor in future legislation.

9. Finance Committee Report (Finance Committee Member, Mr. Joe Richmond)

Mr. Richmond shared that the school finished the budget year \$34k better than budgeted (from last fall). It was particularly difficult to budget a first-year school with unexpected costs. He commended school staff and EdOps for financial responsibility, but also the Board for local fund-raising efforts.

Mr. MacDonald asked what the plan is for a planned cash deficit is. Mr. Richmond assured the Board that the budget has that deficit built into it and plans to result in at least the required 3% cash on hand requirement.

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

The Board asked a few questions regarding specific check payments to vendors which Mr. Brennan answered. Mr. Littrell moved to approve the register as proposed and Mr. Sealey provided a second. The motion was unanimously approved with none abstaining.

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

- a. Overview & Update of Executive Director's Priorities & Initiatives

In lieu of a regular dashboard, Dr. Droege wanted to spend time reviewing her strategic planning to support the Board as they begin their strategic planning later in the meeting. Dr. Droege shared her key priorities as:

- Academics
- Talent
- Financial Sustainability
- Diversity & Equity
- Growth

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Within each of those areas, she has focused on “what are the specific initiatives to focus on in order to position us strongly at the end of the year.”

In academics, our math program is of particular focus. Mr. Smith will be working with the faculty to intentionally be specific on focusing teaching Everyday Math as designed. We will be implementing the first phase of our Math Lab, which will include Lego Robotics and computer coding – why did students learn math and what can they do with it. This will grow into a home on the third floor. In reading, we are increasing our intervention strategies for those readers who are struggling the most. In Social-Emotional Learning, we are expanding opportunities for teachers to have curriculum to work with that goes beyond our existing tools (beyond Cool Tools) – specifically training on Counsel in Schools and “mindfulness.” Lastly, she is researching strategies for implementing a foreign language component into an elementary and middle school level.

In “Talent,” Dr. Droege is focusing on working with our entire faculty/staff in the development of a valuation system that is meaningful and reflect CWCKC culture – in order to attract and retain the best talent. Mr. Richmond has volunteered to lead that effort. The goal is to create opportunities for feedback regarding monetary and non-monetary factors in creating value and feeling valued. The goal is for that discussion to impact our 2018-2019 budget.

Touching on financial sustainability, Dr. Droege shared that facilities and building expansion will be a constant discussion point – both in finishing out the Broadway campus and planning for our Upper Elementary & Middle School campuses. She will also work with Mr. Norris and the Board in crafting and carrying out a comprehensive plan for financial development – both for this year's need and future years' budgets.

Priority 4, “Diversity & Equity,” will be further deepened within our faculty culture – in particular Race & Equity and Multi-generationalism. Lastly, Equity in our curriculum will become a focus – specifically how we teach history in a multi-cultural framework.

Finally, Priority 5 is “Growth.” We foresee growth opportunities at the beginning of our elementary population (in Pre-K) and at the end of our population (continuing to grow Elementary into Middle School).

Mr. Sealey asked if Pre-K would be unique within the network. Dr. Droege said that it would be unique in the sense of how Pre-K is done in Missouri. Los Angeles does “Transitional Kindergarten,” reflecting the California model. Moving forward, Pre-K would certainly be an option for future CWC regions.

Mr. MacDonald is curious how Dr. Droege engaged staff in her strategic planning. Dr. Droege clarified that Mr. MacDonald was asking about the “carrying out” of the strategic plan, then answered that different individuals have gravitated toward – or even owned – different areas reflected in her priorities.

## 11. Overview & Update of Middle School Design (Dr. Kristin Droege, Ms. Alison Kerr, Ms. Vanessa Rodriguez)

Mr. Norris introduced and welcomed Doniele Carlson, who will be joining a Board committee on a volunteer basis, and Mr. Andrew Johnson. They both will have significant input on the ongoing work of middle school development.

Ms. Kerr introduced herself to the Board – she was the founding Principal of CWC Mar Vista and has transitioned onto the CWCS staff as leading the middle school initiative across the network. She gave a background on her passion for “reimagining” the middle school experience – ultimately focusing on what a middle school student needs.

Ms. Kerr reminded the Board of the “CWC Graduate Dispositions” and gave a history of the CWCS journey of a middle school design team (Ms. Kerr, Dr. Dragon, Ms. Rodriguez, along with Dr. Droege), focusing on stakeholder (especially student) interviews.

Ms. Kerr gave an overview of the team's first draft of a potential daily student schedule – highlighting a student's individual agency, inter-disciplinary 8-week voluntary courses (i.e. Civil Engineering, or Global Economics), and self-directed learning times.

The “Learning Fellowship” time will target the student's full self and is carefully planned and across grade levels (6<sup>th</sup>-7<sup>th</sup>-8<sup>th</sup>). The “Courses” are inter-disciplinary units; are action-based, relevant, and deep learning. Students must hit content mastery benchmarks to progress to the next unit. Finally, “Voyages” are relational learning and exploring (i.e. a global Skype discussion with students in Pakistan, a national trip to explore civil rights, or an international experience with 8<sup>th</sup> graders).

Kansas City and Los Angeles are going to participate in pilot cycles throughout the next two years.

Mr. Norris asked Dr. Droege to clarify the facilities needs of future grade levels. Dr. Droege stated that if we think about the next years of growth, we will have 2 more years (including next year's 1-time opportunity of hosting 3<sup>rd</sup> grade at the Broadway campus) with 1 campus. Beyond that, we will need either one campus to accommodate 3<sup>rd</sup>-8<sup>th</sup> grade or two campuses that will host 3<sup>rd</sup>-5<sup>th</sup> grade and 6<sup>th</sup>-8<sup>th</sup> grade. Preliminary exploratory conversations are ongoing for those facilities. Looking at staffing – especially the middle school – Dr. Droege would like to have a middle school leader in place a full year ahead of time, meaning a search starting this January.

Mr. MacDonald asked why the idea of starting middle school before our founding 1<sup>st</sup> graders pioneer that. Dr. Droege responded with 2 reasons. 1) an initial conversation with School Smart KC – in which we started thinking about high school, worked backwards to middle school. It was apparent that the high school conversation in Kansas City has shifted to one of collaboration. While it's feasible for a lot of smaller high-quality schools to be successful K-8, it's unrealistic to think that can expand to high school. Programming, etc is just too broad. There needs to be collaboration. There is also a huge, current need for middle school and high school. 2) in looking at LA's growth, burnout happens in the “initial parent group.” In always being the “first class,” it gets harder as education gets higher – programming elements (baseball, theater, etc.) as well as educational quality (will this program get my student into college). Families will peel off. Those that peel off are usually those with means and ability to do so, which destroys the diversity of the school and results in two drastically different experiences: rich diversity in elementary

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and the opposite in high school. Therefore, our founding 1<sup>st</sup> graders will move into middle school (and high school) having someone else be the pioneers and going into an established program (for at least one year).

Dr. Droege also shared that she would like to explore the idea of widening the Kansas City cohort beyond our 2<sup>nd</sup> and 3<sup>rd</sup> graders to include students from other local schools.

Further detailed discussion occurred with Ms. Kerr in a question-and-answer format.

## 12. Overview & Update of Board Strategic Priorities (Mr. Luke Norris)

Mr. Norris: goal is leave at 7:30. Spend 15 minutes translating what we just heard (Dr. Droege's priorities and middle school priorities) into board priorities.

As the Executive Team of the Board, Mr. Norris & Mr. Littrell have already identified the following Board priorities:

- Academics – largely the things we specifically set in our charter; measurable results. More than test results though – encompasses learning and understanding).
- Growth – recruitment of students, increase in programs, expanding our reach
- Financial Sustainability – fiduciary responsibility of tax dollars; also fund-raising and development.
- Board Effectiveness
- Advocacy/Collaboration – continue advocating that all schools are high-performing and we set that example through collaboration.

Role of the Board is not creating initiatives. It's creating priorities that lead to key results. Mr. Norris wants to ensure shared priorities that map to Dr. Droege's priorities; Dr. Droege has autonomy to create initiatives which together results in specific results.

Mr. Norris secured Board agreement on those five Board priorities.

## 13. Working Session:

### a. Translating Priorities into Initiatives/Key Results

Mr. Norris moved the discussion forward to identify Board committees to split this work up. The current committees are: Finance Committee, Facilities Committee, and the Diversity Committee. He planned to move forward with this three as standing committees. Mr. Norris then proposed that the chairperson of each of those committees meet together with another Board member to work as a "Growth Committee." Mr. Norris nominated Mr. Sealey to chair this committee; Mr. Sealey humbly accepted.

Mr. Norris proposed breaking up into 2 working groups: Growth from a recruitment standpoint (Pre-K and middle school) and Growth from a financial standpoint (especially facilities).

Team 1 (recruitment): Mr. Sealey, Dr. Vann-Hamilton, Mr. Meneses, Dr. Otten  
Team 2 (growth): Mr. MacDonald, Mr. Littrell, Mr. Richmond, Ms. Salcedo

Mr. Norris, Dr. Droege, and Ms. Rodriguez floated between the groups.

{{Groups spent 30 minutes brainstorming}}

b. Cross-Sharing from working groups: Questions & Dialogue

Mr. Meneses presented the growth opportunities for Pre-K.

Know: lots of interest from community, there are partnership opportunities available, we have the current classroom capacity at Broadway as long as it is one of the 18 classrooms.

Don't know: market assessment in our geographic area, how do we approach diversity (reach out to pockets of diverse families), do we apply the same principles?, what are the obstacles in recruitment – especially the barriers into Latino population. How does our charter align with Pre-K? What does the process look like to revising charter? Would like to explore different funding methods. Is there interest/capacity to expand beyond our 18-classroom capacity at Broadway? Is there any remodel needed to meet licensing?

Mr. Sealey presented opportunities for middle school.

Know: Model would be revolutionary and “beyond competitive.” Need to focus on diversity (can't assume current diversity). Know it's a 1- or 2- campus option going forward.

Don't know: project milestones, scheduling (impacts location of facility too), what real estate options should we be looking at? Capital expenditure and fund-raising impact. Have to be forward-looking to recruiting non-CWC families into a middle school program without “project mastery” coming in. What enrollment numbers do we need to have (same going forward? Expand as we grow?) to be sustainable.

Mr. Littrell presented opportunities for growth relating to facilities/finance

Financial: thinking through partnerships with investors and people we have not tapped into – how do we grow our network of investors in the school.

Know: existing people we have partnered with us and willingness to continue that investment.

Need to know: who else is out there? Outside of KC? Locally? What have other local charters received – and from where?

Facilities...know: Need another facility in two years. Have good partners able to extrapolate financial sustainability (budgets, enrollment projections, etc.).

c. Aligning & Assigning Board Committees with Strategic Initiatives (Mr. Luke Norris)

Mr. Norris summarized the presentations:

- What are the “musts”
- What are the key milestones...to get to June 2020, what are the milestones that must be hit (when) in order to get there?
- Clarity on how we deliver our programmatic model?

He proposed that the Finance Committee work on the continued pro forma statements for this year as well as future years (enrollment projections, resulting funding, etc.); Facilities Committee work closely with that, including the major milestones needed. Another group (Mr. MacDonald) explore the fund-raising landscape of Kansas City.

Mr. Norris also introduced the balance between pushing the envelope and taking risks versus how much overreach is too much – wanted each member to begin thinking about that.

Mr. Norris encouraged all committees to schedule a meeting soon (Mr. MacDonald – fund-raising; Mr. Littrell – facilities; Mr. Richmond – finance; Mr. Sealey – growth). Wished Dr. Droege or himself to attend each. Encouraged each committee to have 2 meetings before the next Board meeting on August 16<sup>th</sup>.

Finance: Mr. Richmond (interim chair), Mr. Norris, Dr. Droege

Facilities: Mr. Littrell (chair), Dr. Droege, Ms. Salcedo

Growth: Mr. Sealey (chair), Mr. Littrell, Mr. Norris, Mr. Richmond, Dr. Otten, Dr. Vann-Hamilton

Fund-Raising: Mr. MacDonald (chair), Mr. Norris, Mr. Meneses

Mr. Norris reminded each committee to specifically not have discussions/conversations over email, to take minutes and send to Mr. Brennan, and to be aware that quorum is 5, so only 4 Board members can meet without hitting notice requirements.

14. Adjourn

Dr. Vann-Hamilton gave a motion to adjourn and Mr. Meneses provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 7:43 pm.

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