



**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, January 9<sup>th</sup>, 2018, 5:30pm

**Proposed Minutes**

1. Call to Order

Mr. Norris called the meeting to order at 5:30 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 (6:05 p.m.)  
Mr. Miguel Meneses (via phone)  
Mr. Luke Norris  
Dr. Joy Vann-Hamilton  
Ms. Maria Salcedo  
Mr. Anthony Sealey (via phone at 5:47 p.m.)  
Mrs. Johna Sutton

Absent:

Mr. Joe Richmond

Mr. Norris determined that with 6 of 9 – later 8 of 9 - Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Dr. Droege shared that Mr. Greenwood will present the Financial Committee information and will plan to call in at 6:00pm. She requested that the agenda be fluid to allow the Finance presentation to start at 6:00pm promptly.

Dr. Vann-Hamilton moved to approve the agenda as proposed and with the noted fluidity; and Ms. Sutton 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 December 12<sup>th</sup>, 2018 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the December 12<sup>th</sup>, 2018 Regular Meeting of the Board.

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

6. Review & Consideration of minutes from the December 20<sup>th</sup>, 2018 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the December 20<sup>th</sup>, 2018 Regular Meeting of the Board.

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

7. Review & Consideration of extending the Enrollment Lottery Preferences to the Waitlist

Dr. Droege asked Mr. Brennan to present the Waitlist Preference Proposal. Mr. Brennan reminded the Board of our current lottery and waitlist process. During Open Enrollment (Pre-lottery), each eligible Request for Enrollment is given one of four enrollment preferences (in order: sibling of current student, child of full-time staff member, resident of our defined geographic preference area, resident inside the KCPS boundaries). The lottery runs in order of those preferences (both extending offers of admission, then assigning a waitlist order). Our charter specifies that those enrollment preferences no longer apply to Requests for Enrollment received after Open Enrollment ends (post-lottery); they are simply added to the end of the waitlist in the order received.

Mr. Brennan shared that in collaborating with peer charter schools, he found this was not the norm. Most peer schools extend those enrollment preferences after the lottery and throughout the entire enrollment season. For instance, on a 100-student waitlist, a new Request for Enrollment with a "Geographic Preference" weighting would be "slotted into" the waitlist at the end of the "Geographic Preference" group, but before the "KCPS Resident" group starts (and the "KCPS Resident" group would then each move down one waitlist place).

He further shared that this increases equity and access – particularly for siblings of current students – as well as more closely aligning with our purpose of being a "neighborhood school." Mr. Norris also shared a belief that if it matches with the majority of our peer schools, it further aligns with our SchoolAppKC goal of simplifying the application process for Kansas City families by removing an "exception to the rule."

Mr. Littrell moved to approve the proposal as presented and Mr. Sealey provided a second. The motion was unanimously approved with none abstaining.

The proposal will now be sent to our sponsor as a charter amendment.

#### 8. Finance Committee Report (Mr. Paul Greenwood)

Mr. Greenwood presented the financial snapshot, showing that the Net Operating Income is currently running a \$113k surplus. He encouraged the school to celebrate staving off the cash flow challenges of the past few months. We are in receipt of the first installment of the SchoolSmart KC grant, so we have breathing room for the next few weeks. He highlighted a slight change in cash position for the better – the EOY cash budget/actual is very close, and will put us in a stronger cash position than what we originally modeled. However, in order to achieve the surplus, ~\$300k fund-raising is still unaccounted for and needs to be raised. Lastly, since enrollment has increased, our state revenue projections may be conservative, is trending well, and will be closely monitored.

Mr. Greenwood commended Dr. Droege & Mr. Brennan for close communication and strategically navigating the tight payables situation over the past few months; we are currently in a stronger position than we have been since fall.

Mr. Norris echoed that gratitude back to Mr. Greenwood and acknowledged that over the past weeks and months, the Board has called on Mr. Greenwood numerous times in numerous ways to navigate the ambiguity.

Mr. Norris also underscored to the Board that the school is financially okay now, but the need to raise \$300k by the end of the year is present. This could come in through a combination of grants, an increase in individual gifts, and/or an increase in attendance. The biggest driver of our financial viability is our enrollment, so he encouraged the Board and staff to keep focused there. He shared that there is also good line-of-sight to institutional funding opportunities that are in process, including a \$75k grant, a hopeful \$150k grant, a potential \$50k grant, a small \$10k grant, and a long-potential \$100k grant. Additionally, there is a potential of a partnership grant (with three peer charter schools) focused on trauma-informed care.

Dr. Droege then gave an overview of her new approach to the annual fund – she is focusing the entirety of approach on annual fund, then host a (non-fund raising) celebration dinner event in the spring. Thus far, \$14k of the \$25k target has already been raised through December. She also encouraged the Board to raise personal donations from 50% participation to 100% participation.

##### a. Review & Consideration of Monthly Financials (December 2018), including Check Register

Mr. Greenwood presented the December check register; Ms. Salcedo asked a question regarding a vendor payment; Dr. Droege answered.

Mr. MacDonald moved to approve the December register as proposed and Ms. Sutton provided a second. The motion was unanimously approved with none abstaining.

Mr. Norris gave an overview of the SchoolSmart KC grant – explaining that it totals \$1.3m over 3 years. This year totals \$400k, paid out over 3 installments; again, we have already received the first installment and internal benchmarks must be hit to receive the remaining two payments. He did flag that there may be a cash receipt timing issue in 2020, so he encouraged the Board to please continue to be on the lookout for grant opportunities.

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

### a. Diversity – Update on Enrollment & Outreach; Attendance Initiative

Dr. Droege announced that we welcomed 7 new students this past Monday, which increased enrollment to 289 total. Again, our demographics have held steady – ethnicity breakdown is within goal ranges, with the exception of continued low enrollment in Hispanic/Latino. Our gender split remains slightly out of balance and our FRL percentage slightly decreased from last month.

Looking at ADA, the whole staff continues to focus on attendance. Mr. Johnson will provide a later update about progress toward 90/90. We ended December with a 93% school-wide attendance rate, but there again was a gap in the percentage of students attending 90% of the time. We are seeing a jump in our Special Education population, which makes us close to qualifying to additional weighted ADA funding. Our ELL population held steady at 17.

Mr. Johnson shared that school staff is circling back to December's communication: families who had perfect attendance during last 2 weeks are being followed up with positive reinforcements and rewards (i.e. ice cream coupons). Staff is also following up with targeted "<80%" population and exploring support options (McKenny Vento transportation, etc.). Lastly, classroom teachers are being included in targeting the "80-90%" population with individual outreach with encouragements and incentives. He is additionally supporting a grade level "coop-eration" and looking to 3<sup>rd</sup> graders to have leadership/example opportunities to help out other grade levels, including creating PSAs.

There was Board discussion around the disparity in attendance percentage across grade levels.

There was Board discussion around the process of reporting for educational neglect.

Dr. Droege also discussed the entrance/exit data – there are currently 38 entrances and 33 exits, which remains a smaller percentage of change than we've seen at this point in prior years. Dr. Droege then circled back to Dr. Vann-Hamilton's request to provide more demographic and reason detail for exits ); she distributed a handout [uploaded to public documents] and provided an overview. Dr. Droege also affirmed that she would like to explore not just grade level data, but "years of attendance with CWCKC" data.

### b. Understanding

Mr. Johnson distributed a Recruitment & Enrollment Report for 2019-2020 [uploaded to public documents] and shared an overview of the past month's recruitment activities. These centered around hosting personal tours and reported that 35 families have toured to date and each were followed up with an invitation to enroll and attend Friday Morning Sing. He affirmed that he and Mrs. Gripp are providing focused follow up and communication with potential middle school families. He is also inviting current families into recruitment efforts, including personal testimonials. A press release was sent yesterday and Channel 41 news picked up our middle school announcement story. He wants to continue pushing that momentum. January is the first month for Strategy 5 – specifically tracking our request numbers against goals. We are currently, which ahead of goal in K-3, right at goal in 4<sup>th</sup>, and gaining momentum in 6<sup>th</sup>. Mr. Johnson also shared

that we will be hosting 4 open houses in the next 7 weeks (2 [1 at each campus] pre-lottery and 2 post-lottery) and participating in the SchoolSmartKC city-wide open house block of time as well.

Mr. Norris shared again that he is hyper-sensitive about inflated numbers due to the ease of applying to multiple schools; Dr. Droege, Mr. Johnson, and Mr. Brennan discussed further. Dr. Droege reinforced our strength in building relationships with applicants – she has repeatedly heard that is an attractive benefit that families have consistently noted.

Mrs. Gripp shared that she is personally reaching out and building relationships with every 6<sup>th</sup> grade family that applies. All families have committed to taking a tour and attending an open house. She is leveraging those connections to pull in their friends and neighbors as well and also plans to set up strategic “meet and greet” hours at the middle school campus.

c. Connection – Update on Middle School Discussion

Mrs. Gripp affirmed that curriculum planning is moving forward and Explorations/clubs are being planned. All current specials teachers have expressed an interest and willingness in splitting their responsibilities across campuses. She is working with Ms. Quance and Mr. Taylor in developing extra-curricular activities (sports, forensics, debate, etc.). There are currently 7 applicants for faculty positions and those increase by the week. She is working with Ms. Kerr and Mr. Brennan to develop an onboarding/interview process now. Mrs. Gripp also shared she has upcoming tours of additional diverse by design schools and she is exploring Apple grants (devices for staff) and Chromebooks for students. The facility planning is coming together and she asked the Board to support recruitment efforts by pushing student/staff opportunities out to their networks.

Mr. Norris said that his research shows 2,336 students (district+charter) are currently enrolled in 5<sup>th</sup> grade. He asked Mrs. Gripp to present to the Board what the “blockers” or “challenges” she is hearing so the Board can provide support to her. He encouraged Mrs. Gripp to plan a learning session with the Board so they can understand the messaging (i.e. “Learning Fellowship”). Mr. Johnson said he is also working on a FAQ that would specifically support that.

Dr. Droege distributed a draft 2019-2020 calendar and reminded the Board that in the past, we have been highly dependent on the KCPS calendar. However, the more grade levels we support, the fewer families that we will need to accommodate with multiple holiday schedules, so the more control we can have and the less reliance on KCPS we will need. She would like to make commitments around professional development days and holidays much sooner this year, so she would like to begin a feedback process (Board, faculty, family) over the next month with the goal of presenting a proposed calendar for approval in the next month or two.

She reiterated that a major issue to work through with faculty is how to support half-day Student-Led Conferences and minimize heavy burden on our after-school staff. She asked for any feedback to be given to her over the next month.

Mr. MacDonald asked snow day question and a state testing question; Dr. Droege and Mr. Brennan answered.

10. Closed Session

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

Mr. Norris invited Ms. Rodriguez & Ms. Kerr to stay.

Mr. Littrell moved to go into Closed Session and Mr. Sealey 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 all discussion related to identifiable personnel. Further, two votes were taken that require reporting.

He received a motion (seconded) that the CWC Kansas City Board of Directors will be responsible for any decisions for the 2019-2020 organizational structure and related salaries. Mr. Norris took a roll call vote with the results as follows:

- Dr. Vann-Hamilton: Aye
- Mrs. Sutton: Aye
- Mr. MacDonald: Aye
- Mr. Littrell: Aye
- Mr. Norris: Aye
- Ms. Salcedo: Aye

The motion was unanimously approved with none abstaining.

He also received a motion (seconded) to appoint Dr. Kristin Droege as Head of School/Principal, effective immediately; and all Executive Director roles and responsibilities be assumed by CWC Executive Services, effective immediately and until a new Executive Director is hired. Mr. Norris took a roll call vote with the results as follows:

- Dr. Vann-Hamilton: Aye
- Mrs. Sutton: Aye
- Mr. MacDonald: Aye
- Mr. Littrell: Aye
- Mr. Norris: Aye
- Ms. Salcedo: Aye

The motion was unanimously approved with none abstaining.

12. Adjourn

Mrs. Sutton moved to adjourn and Dr. Vann-Hamilton provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 9:38 pm.

[/rb]