



**Regular Meeting of the
Board of Directors of Citizens of the World Kansas City**

Location: via Zoom
Zoom Link: <https://zoom.us/j/7268455026>

Date: Thursday, March 26th, 2020, 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:

Ms. Tonia Gilbert
Mr. Jacob Littrell
Mr. Jim MacDonald (6:15pm)
Mr. Miguel Meneses (6:10pm)
Mr. Derrick Nelson
Mr. Luke Norris
Mr. Jeff Phillips
Ms. Maria Salcedo
Mrs. Johna Sutton

Absent:

None

Mr. Norris determined that with 7 of 9 (later 8 of 9, then 9 of 9) Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

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

4. Public Comments

Note: Individuals from the public will be provided up to 3 minutes to provide comments. The Board Chair will invite individuals by name to provide comment to eliminate individuals trying to talk at the same time over Zoom.

Mr. Norris introduced Mrs. Wahby, Executive Director of the Missouri Charter Public School Commission. Mrs. Wahby gave the Board and school leadership encouragement during this unexpected time. She also shared that, as the school's sponsor, MCPSC will be asking the Board to consider alternative performance measures for 2019-2020 and 2020-2021. She will follow up with Mr. Norris and Mr. Hile next week to begin planning for those measures.

Mr. Norris introduced himself, thanked the public on the call, and provided an overview of the public comment process and guidelines. Mr. Norris then invited public comment.

Ms. Lineberry (CWC Kansas City parent) – thanked everyone for their hard work.

Julie Gronquist-Blodgett (CWC Kansas City parent) – expressed appreciation to school leadership for the way they are thinking about how students are experiencing this situation and allowing to learn in a way that fits with what families are balancing.

Elizabeth Behrens (CWC Kansas City parent) – echoed Ms. Gronquist-Blodgett's comments and reaffirmed that she appreciated having resources, but no pressure to recreate the traditional school environment in a strict routine.

Mr. Johnson (CWC Kansas City staff) – recognized Mr. Hile and Dr. Droege for their leadership in balancing urgency and discipline while modeling the school's core values in delivering our mission and model in a very disrupted circumstance.

5. Review & Consideration of minutes from the February 20th, 2020 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the February 20th, 2020 Regular Meeting of the Board.

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

6. Review & Consideration of minutes from the March 18th, 2020 special meeting of the Board

The Board did not have any comments regarding the proposed minutes from the March 18th, 2020 Regular Meeting of the Board.

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

7. Board Business

a. Review & Consideration of 2020-2021 Academic Year Calendar

Mr. Hile presented the proposed 2020-2021 academic year calendar. Mr. Hile shared that a new state statute will be in effect for this upcoming year that prohibits traditional public schools from starting the year more than 14 days prior to Labor Day (for this year, August 24th). While charter schools are exempt from this statute, he recommends we align with KCPS. Additionally, this proposal reschedules 3 Professional Development days from summer institute to across the academic year. There is also a slight reduction in total academic hours, to 1,120.5. (which is above the DESE minimum of 1,044 hours as well as above the 1,106 minimum scheduled to trigger a non-requirement of weather days being made up). Additionally, Mr. Hile pointed out that the proposal maintains a full week break at Thanksgiving and a full week of Spring Break while targeting May 26th as the last school day.

Mrs. Sutton asked if the Professional Development days throughout the year are aligned with KCPS'? Mr. Hile responded that those days were not intentionally aligned with the district; the school's goal is simply to carry forward Professional Development themes from summer institute throughout the year.

Mr. Norris asked if Mr. Hile would clarify if the school day hours (8-3:15) would remain the same? Mr. Hile replied that the hours of the school day is not a part of this calendar recommendation, but the calculated hours listed are based on the continued same daily hours.

Mr. Norris asked if this proposal proactively takes into account a potential second wave of outbreak-induced closures in the fall? Mr. Hile responded that the proposal does not, although it can be modified if the Board desires. However, the fall calendar lends itself to absorb a closure better than the spring does.

Mr. Phillips moved to approve the calendar as proposed and Mr. Nelson provided a second. The motion was unanimously approved with none abstaining.

b. Review and Consideration of Temporary Amendment of Employee Leave Policy

Mr. Hile told the Board that he was planning to ask the Board to adopt a temporary amendment to the school's PTO leave policy to ensure employees forced home by COVID-19 would continue to be paid. However, last week, Congress passed the Families First Coronavirus Response Act, which not only applies to the school, it directly covers the potential leave policy, so no additional approval is now needed.

For the Board's awareness, if school goes back into session this academic year, Mr. Hile plans to offer a leave buy-back program for faculty that would include:

- \$75 per PTO day for up to four days,
- Goal of limiting substitute needs and costs (\$185/day)
- If effective, would propose as a permanent revision into the 2020-2021 Employee Handbook

Mrs. Sutton asked if that buy-back program would first require a minimum number of days to be banked? Mr. Hile confirmed that it would not at this time.

c. Review and Consideration of Employee Information Sharing Policy

Mr. Brennan gave an overview of the Employee Information Sharing Policy, which is a required policy per state statute. Mr. Brennan shared that the school shall, upon request from another public school, provide information about a former employee including name, dates of employment, job title and tenure, and information regarding any violation of the school's published regulations, especially related to sexual misconduct.

Mr. Norris asked if this policy would also guide how we would communicate any violation to our families? Does this change the messaging we would give to our broader parent community? Mr. Hile replied that this policy specifically relates to reference checks from other schools; it does not relate to our messaging.

Mr. Norris asked if this policy impacts other non-school organizations' reference checks? Mr. Brennan replied that it did not; state statute only deals with school-to-school.

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

8. Monthly Finance Report (Mr. Jeff Phillips)

a. Finance Committee Report

Mr. Phillips presented and reviewed the Finance Committee Report, highlighting that school has a Net Income of (-\$58k) against budget of (-\$71k) and with an end of year forecast of (-\$181k) against budget of +\$90k, which is a variance of (-\$274k) – which is holding steady of what it has been. Additionally, the school continues to hover around 6 days of ending cash on hand.

The revenue variances fall into two categories 1) basic formula differences that have been discussed and 2) the known lower-than-expected lag on the school's enrollment numbers.

On the expense side, Mr. Phillips reported that school staff has done a wonderful job of controlling costs: the salary line is on target, occupancy costs are slightly higher, and direct student costs are higher than forecasted, which is somewhat offset by lower than forecasted indirect student costs.

Mr. Meneses joined the meeting at 6:10pm.

b. Review & Consideration of Monthly Financials (February 2020), including Check Register

Mr. Phillips presented the February check register; the Board had no comments.

Mrs. Gilbert moved to approve the check register as proposed and Mrs. Sutton provided a second. The motion was unanimously approved with none abstaining.

9. Board Business & Committee Reports

a. Governance Committee (Ms. Maria Salcedo)

Ms. Salcedo reported that the Governance Committee sent proposed revisions to the CWCKC/CWCS affiliation agreement to CWCS 2 weeks ago. CWCKC Board and CWCS staff had a call last week and work continues forward.

Mr. MacDonald joined the meeting at 6:10pm.

Ms. Furlong gave thanks to Mr. Hile, Mr. Norris, and Ms. Salcedo for the conversation on context around the Board's thinking for the proposed changes. CWCS is hoping to have the proposal turned around soon.

Mr. Norris asked Ms. Furlong if she could provide an update on CWCS' CEO search? Ms. Furlong answered that the current environment is not conducive to a national search; additionally, the timing is not right to ask a leader to step away from supporting their current work. Therefore, CWCS has paused that search and CWCS' Board is leaning toward appointing Ms. Rodriguez (CWCS Chief Program Officer) as interim CEO in order for the network to continue providing critical support to the regions.

b. Fund-Raising Committee (Mr. Luke Norris)

Mr. Norris shared that CWCKC is a finalist for a Kauffman individual schools grant (2 year grant). The school has submitted in the past, but this is the first year the school is a finalist. The proposal is geared toward unique social and emotional needs of students. Additionally, the school also has an outstanding ask to the H&R Block Foundation and the committee continues to work toward securing funding from the Charter School Growth Fund.

Mr. Hile added that the school also has a few other opportunities with foundations that have been strong supporters in the past. There is currently \$150k left to raise this year and the committee feels good that there is a realistic plan to get there, if not exceed that target.

c. Diversity Committee (Mr. Miguel Meneses & Mr. Derrick Nelson)

Mr. Meneses and Mr. Nelson shared that the Diversity Committee did not have an update this month.

d. Academic Excellence Committee (Mrs. Johna Sutton)

Mrs. Sutton first confirmed that across the spring, the Academic Excellence Committee will be meeting with the Board Chair to identify new performance indicators and metrics.

i. Review of Trimester 2 Assessment Data

Dr. Droege presented the Trimester 2 assessment data, beginning with Fountas & Pinnell. Overall Fountas & Pinnell results show similar trends of a high percentage of students meeting or exceeding expected growth and a high percentage of those students below expected growth are just below the threshold and on the cusp of meeting targets. She is especially excited to students in 2nd Grade showing 100% meeting or exceeding and reminded the Board that this

grade level cohort has experienced 1.5 school years (and 1 summer school) of Lead to Read and Literacy Lab support and a 2-year loop with their teachers for about half the students.

Dr. Droege also stated that the school appears to be seeing some narrowing of the achievement gap with this assessment instrument – there is only 13 points difference between the highest- and lowest-achieving racial/ethnic group.

Additionally, she shared that the committee wants to recognize that the success we see with students using Fountas & Pinnell reflects the fact that it is highly aligned to the school's philosophy of learning and the instructional strategies that put our students in their comfort zone and allow them to fully demonstrate what they know. On the flip side, we must do better at creating that same comfort for them to demonstrate on other assessment forms.

Looking at NWEA, Dr. Droege reported that the school's overall Math and Reading scores are lower than our goal and the school must continue to address this. Specifically, the committee is approaching that in the following ways:

- Rolling out new structures, oversight, and expectations around teacher preparation and instructional routines and processes – specifically in Everyday Math and ELA instruction.
- New approaches to Professional Development around curricular tools specific to these new structures
- New emphasis on teacher development in the area of assessment familiarity, routines, student preparation, student mindset, and opportunities for practice in a testing environment. This year, 13 of 16 teachers that gave the NWEA did not have prior experience with the assessment; we need to support the opportunity for them to get familiar.
- Within the grade level averages, there is tremendous diversity of performance at each grade level. She also noted that there are a number of students that NWEA noted as “not able to demonstrate learning” which reflects on test preparation.

Dr. Droege further reported that this rollout was dramatically interrupted by the extended closure of in-person classes. Even though our learning environment has changed, the focus and priority on these outcomes has not changed. Faculty is focused on using this time to find further tools, strategies, and support structures that we might continue to use when we return to classroom instruction. These might include:

- Maintaining online Google Classrooms for providing a home-school connection for basic skills practice and homework communication.
- Restructuring K-3 leveled reading groups around the successes seen in this year's Kindergarten group (in which we saw more students than ever before move from below Level A to on/above Level A from the fall to winter Fountas & Pinnell assessment).
- Introducing 50 minutes per week of Computer Specials to all grades K-3 and computer blocks in grades 4-5 to support student growth and comfort with technology and assessment tool familiarity.

Dr. Droege thanked Mrs. Sutton for contributions and leadership.

Mr. Norris asked Dr. Droege where she and the committee are getting support from CWCS here? Dr. Droege reaffirmed that Mr. Jonathan Chan supported the data analysis and also shared that one connection that would be beneficial is if she and Mr. Hile could be connected to CWC Los Angeles' regional teams. Mr. Norris further asked if there are other project-based schools in our somewhat local area that we connect with? Mr. Hile and Dr. Droege both affirmed that was a good idea.

10. Executive Director's Report (Mr. Jon Hile)

a. School Dashboard Overview

Mr. Hile presented his school dashboard, showing current enrollment at 425 students. He reminded the Board that the school stopped accepting new student enrollments in early February and we can most likely expect somewhat of a continued decrease as students move out of area, etc. Student gender and ethnicity breakdowns are holding steady and the school's Free & Reduced percentage now stands at 59% (just under where we ended last year). He reaffirmed that operationally, obtaining a truer FRL percentage earlier in the year will be a priority for staff next year, with a specific focus on families completing and submitting the FRL application.

Mr. Hile shared that our 90/90 attendance rate stands at 74.52 and flagged that our absentee rate spiked significantly the week before Spring Break. Mr. Hile also shared that DESE has communicated that attendance will not be used "against" schools due to the extended closure.

Mr. Norris told Mr. Hile that the Board may request April & May's dashboard to adjust to reflect the current situation (teacher connections to students, family logins to Google Classroom, etc.); the Board may want an indicator on how accessible education is to our students. He will follow up with Mr. Hile.

b. Enrollment Update (Mr. Andrew Johnson & Ms. Rachel Mills)

Mr. Johnson provided an overview of the enrollment pipeline which features 92% re-enrollment. Movement through the new enrollment pipeline has stalled over the past 2 weeks, but Mr. Johnson & Ms. Mills have re-engaged all families in the pipeline ahead of the lottery acceptance deadline this weekend. Their priority is targeted recruitment for Kindergarten, 6th grade, and 7th grade. Ms. Mills testified that her personal outreach in the past few days has been very effective and resulted in a high number of movement.

Mr. Norris specifically encouraged Mrs. Gripp on 45/48 6th graders re-enrolling.

Mr. Norris also encouraged school staff to look at rising 2nd grade and rising 5th grade as to why those grade levels are comparatively lower in re-enrollment. Mr. Johnson replied that 5th grade is a natural break point (other schools start enrollment at 5th) but he would look into 2nd grade.

Mr. Norris also encouraged the enrollment team to have an awareness that the current COVID-19 situation may result in unexpected student movement (move in with relatives, etc.) and to keep a finger on that pulse.

Mr. Johnson gave an overview of a quick shift of recruitment/engagement activities, including a virtual tour recorded today. The team is now focused on digital engagement. The digital ad campaign is also continuing, but shifting focus to 6th/7th grade. Mr. Johnson reported that the team hosted a great event for potential families on March 10 – 140 parents, children, teachers, and staff attended. There was a good turnout with great conversation and a jump start to welcoming families into the Citizens community.

Mr. Norris underscored the need for the Board, staff, and recruiting team to be accessible to potential parents during the stay-at-home season. Mr. Johnson will expand on the "virtual town hall" for prospective parents that was held earlier today.

c. Overview of Remote Learning/Support plan (Mr. Jon Hile and Dr. Kristin Droege)

First, Mr. Hile publicly gave major kudos to Dr. Droege, saying she has been an absolute MVP. In less than a week, she has gotten the entire academic team aligned in Google Classroom and all of the earlier kudos from parents are a result of the back-end work she has done.

Mr. Hile then shared the staff support plan, broken into the four current staff workgroups:

1. Academics

Wins:

- The team is diving in head-first and he is very impressed with the faculty's willingness to try new things and learn together.
- Staying connected as a faculty and team.
- Parent community that is engaged and supportive
- Students who are taking full advantage of the different format
- 40% (and rising) of elementary school and 100% of middle school students are signed into Google Classroom. This ties to a large and important question about equity and access that is forefront in his mind and work.

Challenges:

- Keeping 50+ employees on board and focused on a new way of educating students.
- There is a technology gap in our community – both hardware and internet. Mr. Hile is working with community partners and is optimistic to be able to announce a partnership later this week.
- Staff is simply missing their students – there is an emotional connection that is almost traumatic.
- Stress for faculty
- Overwhelming needs of families

2. Student Enrollment

Wins:

- Virtual tour video is completed; more to come.
- Individual outreach to families in the enrollment pipeline.

Challenges:

- Slower commitment on offered spots
- Inability for potential students to see Citizens classrooms in action.

The team is also keeping a strong eye on how current situation will impact student's living situations

3. Operations

Wins:

- Transitioned from the National School Lunch Program to a community-based feeding program that enables all community children to be fed (and the school reimbursed).
- Identified partners to share food leftovers to eliminate food waste.
- Supported roll-out of virtual classroom and Zoom meetings.

Challenges:

- Setting lunch order numbers – transitioning from a known, stable quantity of students to open-ended and community-wide.
- Identify a more efficient and effective drive-thru/delivery process.

4. Student Support

Wins:

- Already developing resources and encouraged about community support.
- Already connecting with families and meeting needs.

Challenges:

- More contact is needed with our high-needs families.
- Concerns about families/students not able to access school resources
- Translating a job that requires personal connection to an online, virtual environment.

In summary, Mr. Hile shared that while we do not know when school can be back in session, our team is working extremely hard to ensure our students and families have what they need to be successful if/when that happens.

Mrs. Sutton stepped out of the meeting at 7:12pm.

d. Strategic Plan Update

Mr. Hile reported that he has received RFPs from all 3 recommended providers - 2 are out of Denver and the other is Bellwether Partners. These are currently in negotiation, so he will share more in Closed Session.

11. Closed Session

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

Mr. Norris invited Mr. Hile to stay.

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

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

Mr. Norris reported that discussion related to facilities and personnel. One action was taken that requires reporting.

Mr. Norris reported that he received a motion (from Mr. Phillips and seconded by Mr. Meneses) regarding Hourly Employee Pay during the Extended Closure.

A roll call vote was taken as follows:

Ms. Tonia Gilbert	Aye
Mr. Jacob Littrell	Aye
Mr. Jim MacDonald	Aye
Mr. Miguel Meneses	Aye
Mr. Derrick Nelson	Aye
Mr. Luke Norris	Aye
Mr. Jeff Phillips	Aye
Ms. Maria Salcedo	Aye

The motion was approved by a vote of 8-0.

13. Adjourn

Mr. Nelson moved to adjourn and Ms. Gilbert provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:48 pm.

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