



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: Thursday, August 15th, 2019, 5:30pm

Proposed Agenda

1. Call to Order

Mr. Norris called the meeting to order at 5:32 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
Mr. Luke Norris
Ms. Maria Salcedo
Mrs. Johna Sutton

Absent:

Mr. Miguel Meneses

Mr. Norris determined that with 5 of 6 Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda

Ms. Salcedo moved to approve the agenda as proposed and Mr. Littrell 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.

a. Introduction of the CWCKC Deans & Directors

Dr. Droege introduced the 2019-2020 Deans & Directors and asked them to give an overview of their role and goal(s) for the year.

Ms. Erika Gibbs introduced herself as the Dean of Primary School (Kindergarten – 2nd Grade). She is focused on learning her new role and supporting staff, students, and parents across all 3 grade levels.

Mrs. Karnissa Caldwell introduced herself as the Director of Family Learning (and co-Teacher in Kindergarten). She is looking forward to finding diverse ways to engage families.

Mrs. Sara Murphy introduced herself as the Director of Student Services (which includes Special Education and 504 plans, Behavior Coaching, and Verbal Programming). Her goal is to increase the school's ability to provide better and more wide-ranging services.

Mr. Andrew Johnson introduced himself as the Director of Community Engagement, which encompasses consistent and effective communication across campuses, broad community and family engagement, and student enrollment support. His goal is to focus on communication and ensure the school does not leave any systemic gaps for families or opportunities.

Ms. Amanda Quance introduced herself as the Director of Curriculum Integration & Educational Partnerships. She works with teachers to plan integrated learning units, works with external partners that supports the school curriculum, supervises our specials team, and also teaches a 6th grade learning fellowship class. A specific goal of Ms. Quance is to revise the school's project-based learning units.

Mr. Carlos Taylor introduced himself as the Director of After-School. He shared that he organizes all after-school clubs, oversees after-school pickup and supports the after-school teaching team. He is looking forward to continuing to grow the after-school program and after-school staff.

Mr. Ryan Brennan introduced himself as the Director of Operations. He oversees the non-classroom operations of the school, including supporting student recruitment, staff recruitment/HR, budget/finance, and state reporting and compliance. He is looking forward to refining processes to support the scaling up and growth of the school.

Dr. Droege introduced Mrs. Alisha Gripp, Dean of Middle School, who was not able to be in attendance. Dr. Droege shared that Mrs. Gripp is looking forward to transitioning from "preparing to launch a Middle School" into "overseeing and supporting a middle school."

Mr. Norris thanked the Deans & Directors and encouraged all reach out to the Board if any support is needed. He encouraged the staff by shared a story – he was at the middle school yesterday with a visitor and they immediately commented that the "Citizens" school culture has successfully migrated over there. Family feedback from this first week mirrors that comment as well.

5. Review & Consideration of minutes from the July 22nd, 2019 regular meeting of the Board

The Board corrected Agenda Item #2: Mrs. Sutton was in attendance and should be reflected as such.

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

6. Board of Directors Membership

a. Resignation of Mr. Anthony Sealey, due to relocation

Mr. Norris shared that Mr. Sealey has relocated to Florida and has given notice that he has therefore stepped off of the Board.

b. Resignation of Dr. Joy Vann-Hamilton

Mr. Norris shared that Dr. Vann-Hamilton emailed the Board on August 3 to give notice of her resignation, effective on August 3. She did not give clarity on reasons, other than to note "the time was right."

c. Update on new candidate nomination process

Mr. Norris gave an overview of the ongoing process to fill the three vacant seats. The Board is seeking candidates to meet both diversity and functional goals. Several individuals have been proactively identified.

One candidate was specifically discussed to fill Mr. Sealey's seat. He is scheduled in next few weeks to meet with Mr. Meneses and Mr. Hile, then a separate meeting with Mr. MacDonald and Ms. Salcedo; he has already met with Mr. Norris. He will also complete Board questionnaire to be shared with all Board members. The candidate provides a high level of professional expertise and specific DEI focus. The Board gave Mr. Norris and Mr. Meneses a general thumbs-up to proceed, with the goal to appoint at/before the September Board meeting.

Mr. Norris then discussed Dr. Vann-Hamilton's seat; he shared that several individuals have surfaced. One felt the timing was not professionally right, but the school has asked her to participate on the Academic Excellence Committee. Mr. Norris discussed a few other candidates, specifically focusing on one. Mrs. Sutton strongly endorsed a second candidate and the Board had discussion on both. The Board gave consensus to move forward with one candidate and move to the second if needed.

Mr. Norris also updated the Board on the Treasurer role; there is an individual identified, but he may not be able to start for a few months. Other candidates are also being considered/pursued in the interim, but there is a sense that the school's financial team can continue operating as is for the short-term.

Mr. Norris shared that his goal is to have a full Board appointed at the September meeting and Mr. Meneses will be driving the process over the next few weeks.

d. Schedule September Board Training Retreat

Mr. Norris reminded the Board that the Board is required to do annual professional development. This year, Ms. Essex from Charter Board Partners would like to host a retreat and has offered the following availability: 9/20 morning, 10/16 afternoon, 10/30 afternoon.

Ms. Salcedo requested a weekend date, preferably a Saturday, to allow the Board to attend without missing work commitments. Mr. Norris said he would follow up with Charter Board Partners and tabled this item.

7. Review of Board Conflict of Interest Policy

Mr. Brennan reminded the Board that an annual governance requirement is to have individually signed copies of the Conflict of Interest Policy from each Board Member. He distributed the relevant Policy (taken from the Policy Manual approved on 6/25/2019) and collected signed copies from each Member present.

8. Finance Committee Report (Mr. Luke Norris)

- a. Mr. Norris shared with the Board that, due to the FY19 year-end audit work just completed, the July 2019 financial reports will be reviewed alongside the August 2019 reports at the September 2019 Board meeting.

He reflected that the FY19 Audit took place on-site last week and he received good feedback from the auditors regarding the responsiveness and preparedness of the CWCKC and EdOps staff. Due to that, however, there was a backlog in EdOps' preparation of the July reports and they will be reviewed in September. An enrollment update (as it impacts finance) will be given later in this meeting.

- b. Charter Funding Equity Update & Charter/District Collaboration

Mr. Norris stated that the state "Funding Cliff" has arrived. There are certain state funds (specifically local funds like property tax, pilot tax, etc.) are passed through KCPS (KCPS keeps the funds, and the state withholds KCPS' state payment); there is now not enough money in the state coffers to make full payments. This results in a \$150-\$250 per pupil payment shortage.

Mr. Norris introduced two workstreams:

- 1) How does the school get trueed up on that shortfall from the district (who has acknowledged they will true it up), and
- 2) How do we get the "local revenue" redefined at the state level?

He believes there are two ways to approach the situation:

- 1) We chase every dollar possible regardless of collaboration. This will fly in the face of collaboration because it's a zero-sum game – any dollar increase charters get is a dollar decrease for the district. Or,
- 2) Continue to be a moderate voice of advocating for dollars, but also seeking collaboration. For reference, district is creating a "collaborative council" to define what collaboration looks like.

Mr. Norris asked the Board for a pulse check on those two approaches. Ms. Salcedo stated she is "kind of" in favor of trying to collaborate for now and see where it takes us. Mr. Littrell believes

that pursuing a collaborative approach is in line with who we are as a school, while allowing EdOps going hardline. Mr. Hile believes there will be plenty of people on both sides with an empty middle – we have an opportunity to fill that middle moderate space.

Mr. Norris shared his understanding of the collaborative council process: 5 people from charters, 5 people from KCPS, and 1 charter sponsor. Mr. Norris will move forward and provide updates to the Board.

Mr. Hile shared a quick grant update: the school received a grant payment for \$175k this week and we also received confirmation of a successful grant award of \$25k from the Durwood Foundation. He has also submitted a request from the Jackson County Children's Fund.

9. Review & Consideration of 2019-2020 Family Handbook (Dr. Kristin Droege)

Mr. Brennan gave an overview of the changes/updates to the 2019-2020 Family Handbook.

The Board had various questions (inclement weather policy and makeup days). KD/RB

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

10. Review 2018-2019 T3 Academic Data (Dr. Kristin Droege)

Dr. Droege gave a high-level overview of the Spring test results (NWEA & Fountas & Pinnell).

She shared her primary takeaway is "more of the same." Fountas & Pinnell continues to show strong reading scores in growth and achievement and continues to grow in terms of strength. NWEA continues to show lower achievement than what we believe we are seeing in our classrooms (and what Fountas & Pinnell is showing). A higher percentage of students achieve growth targets in reading (versus math), but math did show a small increase. Specifically comparing Trimester 3 in 2018-2019 to last year's Trimester 3: overall proficiency increased 27% to 38% and two of our lower scoring ethnic groups (African-American and Hispanic/Latino) showed similar increases (11% to 23% and 33% to 55% [the biggest gain of any ethnic group], respectively. The student group with the highest overall increase was our IEP students. Dr. Droege shared her key focus then is answering the question of "are we preparing our teachers to understand what the test is asking for (strategies and mindsets that will help students)?"

NWEA achievement is showing approximately 40% proficient/advanced in reading and math and across grade levels.

Ms. Salcedo asked how the "growth target" is set? Dr. Droege answered that NWEA sets it based on the nationally-normed results. NWEA is a reactive assessment (as opposed to MAP's approach of "this is the standard...you are meeting it or not"); it compares student results nationally.

Ms. Salcedo asked to be reminded of what are our charter academic goals are and how is the school comparing? Dr. Droege answered that the school is achieving the Fountas & Pinnell goals, but are not yet achieving the NWEA goals. Dr. Droege noted, however, that the most powerful goals in our charter are specifically for those students who have been with the school three or more years.

Mr. Norris held a broad Board discussion regarding NWEA and its applicability, reliability, and whether the Board would like to investigate a proposed change to that charter metric.

Dr. Droege also shared her goals that have resulted from this data:

- 1) Ask Mr. Chan (CWCS) to focus on pulling out sub-strands of specific skillsets – try to identify what skillset is “holding back” the overall NWEA score.
- 2) All teachers consistently giving and documenting Everyday Math data (exit tickets, etc.) this year.
- 3) Enhance the processes of the Academic Excellence Committee (i.e. bringing on campus-based faculty to that committee).
- 4) Setting more consistent meetings of the Academic Excellence Committee.
- 5) Create a data and assessment team to specifically prepare logistically for MAP
- 6) Shift our 3rd/4th/6th graders away from Fountas & Pinnell assessment (she does not believe it to be beneficial for higher-level readers – they test out of the highest level) and to “Reading Inventory.” This transition would give a broad range of Lexile readers. An additional fun result is that at the end of each assessment, Reading Inventory prints a personal reading list for the student customized to their interest and reading level.

Dr. Droege asked to share one other continued conversation from last spring around student retention. She reminded the Board that the faculty started in March (which admittedly was too late) to ask teachers to recommend students they thought should be considered for grade retention. This led to 97% of recommendations to be students of color., which in turn led to powerful conversations within the faculty team to ascertain why.

- 1) Because they needed it academically/socially?
- 2) Because they needed something but we didn't quite know what it was?
- 3) Or because we couldn't get past their attendance rate because they simply were not at school enough for us to know.

Over half of the recommendations were in their 1st year with us (non-Kindergarten). This shed light on the school's need to initially assess and place students in grade level not based on where they finished a grade at another school, but where they truly assessed. On the other end, the faculty identified a few 2nd graders to push ahead to 4th grade – majority of those being students of color; she shared she was pleased to see there was diversity in that group as well. Dr. Droege committed to start the conversation/identification much earlier in the year this year (Nov/Dec); she and Ms. Gibbs will work with teachers in supporting their ability to identify and intervene.

Mr. Norris suggested follow-up conversations outside of this meeting.

Dr. Droege agreed; the Academic Excellence Committee needs to focus on the academics of the school and can thus inform discussions about what needs to be written into the charter. Further, the next Academic Excellence Committee needs to be focused on MAP results.

Ms. Salcedo asked for Board notice when those Committee meetings are occurring so additional Board members (non-quorum) can call in; Dr. Droege and Mr. Norris affirmed.

Mr. MacDonald asked if the school ever segregate assessment data by attendance; Dr. Droege responded that she asked CWCS to run it in the past and the variance was not significant. She did affirm that she would like to revisit the idea again.

Ms. Salcedo asked if this was the first year the school has retained students; Dr. Droege replied that this was the first year the school required (as in “did not allow”) students to move forward – in this case, there were two instances. The others were all conversations with families – a collaboration on what the school team thought would be best and what parents thought would be best. Some of those students

repeated and some advanced with specific communication of family supports throughout the year. She is also beginning conversations with Kindergarten families about going into this year embracing taking 2 years of Kindergarten.

Mrs. Sutton stepped out at 7:17pm.

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

a. Diversity - Enrollment/Attendance Update

Mr. Hile started with an enrollment overview. He gave "major kudos" to Mr. Brennan and his team – they chased down every lead and he saw them provide an extremely high level of customer service. He specifically singled out Mr. Johnson, Ms. Mills, and Mrs. Gripp for their year-long work.

Mr. Hile provided the following breakdown by grade level:

K – 96/96 full with 1 waitlist.

1st – 69-72 full + 3 starting tomorrow + 13 waitlist.

2nd – 77/72 seats (overfill of 5). + 22 waitlist.

3rd – 69/72 full + 3 starting tomorrow + 10 waitlist

4th – 71/72 full + 1 starting tomorrow + 16 waitlist

6th – 47/75 full.

Total: 436 students.

Mr. Norris echoed the congratulations and specifically called out Mrs. Gripp for her effort in launching the Middle School.

b. Understanding & Connection - Initial Strategic Focus

Mr. Hile said that, due to time, he will share his strategic focus during his scheduled 1:1 with Board members.

12. 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 and a legal environment.

Mr. Norris invited Mr. Hile, Dr. Droege, & Mr. Brennan to stay.

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

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

Mr. Norris reported that discussion related to personnel; no actions were taken that require reporting.

14. Adjourn

Mr. Littrell moved to adjourn and Ms. Salcedo provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 8:32 pm.

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