



PUBLIC NOTICE
Regular Meeting of the
Board of Directors of Citizens of the World Kansas City

Zoom Link: <https://us02web.zoom.us/j/7268455026>
Passcode: 225236

Join by Phone:
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****Please mute your microphone upon entering the meeting****

Date: Thursday, December 17th, 2020, 5:30pm

Proposed Agenda

1. Call to Order

Mr. Phillips called the meeting to order at 5:35 p.m.

Mr. Phillips welcomed the members of the public in attendance and gave an overview of the meeting order.

2. Roll Call by Board Chair

Mr. Phillips proceeded with roll call.

Present:

Ms. Tonia Gilbert
Mr. Jacob Littrell
Mr. Jim MacDonald
Mr. Miguel Meneses
Mr. Derrick Nelson (5:39 pm)
Mr. Luke Norris (7:13 pm)
Mr. Jeff Phillips
Ms. Maria Salcedo
Mrs. Johna Sutton

Absent:

None

Mr. Phillips 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

The Board did not have any comments regarding the proposed agenda.

Mr. Meneses 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. **If you would like to request to make a public comment, please add your name in the chat section of Zoom;** the Board Chair will invite individuals by name and in order to provide comment.*

Mr. Phillips introduced himself, thanked the public on the call, and provided an overview of the public comment process and guidelines. Mr. Phillips then invited public comment; no public comment was made.

5. Review & Consideration of minutes from the November 17th, 2020 regular meeting of the Board

The Board did not have any comments regarding the proposed minutes from the November 17th, 2020 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. Update from the Missouri Charter Public School Association (Ms. Christy Moreno, MCPSA)

(Mr. Nelson joined 5:39pm)

Mr. Hile introduced Ms. Moreno from the Missouri Charter Public School Association. Ms. Moreno gave an overview of her role as the Bilingual Director of Advocacy, then shared MCPSA's legislative priorities for 2021, including and especially charter school funding equality.

7. Monthly Finance Report (Mr. Jeff Phillips)

a. Finance Committee Report

Mr. Phillips presented the school's monthly financial statements. The school currently has \$162k of cash on hand with year-to-date revenues of \$2.1 million compared to a budget of \$2.4 million. The primary driver of this gap is the lag in state funding. Conversely, year-to-date expenses are \$2.4 million compared to a budget of \$2.7 million, primarily achieved through operational and programming savings, but also unfilled vacant staff positions. Year-to-date income is (-\$300k) compared to a budget of (-\$400k), which is in line with the cash flow projection. Looking ahead, the school is forecasting revenues at just under \$6.4m now with expenses of just over \$6.4m, resulting in a loss of (-\$47k). The decrease from last month is exclusively due to the lag in state funding. Lastly, the school is projected to have 40 days of cash at year's end.

Mr. Phillips further shared a discussion held in the Finance Committee in that up to this point in the year, the school has been straight-lining projected revenues. However, due to the state funding lag and expected local fund-raising late in the year, the school will be moving away from straight-lining and instead tying revenue to the month expected to receive.

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

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

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

c. Review & Consideration of the FY20 Annual Audit

Mr. Phillips presented the Fiscal Year 2020 annual audit. He highlighted that nothing was presented that should be a cause of concern and no statements were made by the auditors that reflected any concern. Additionally, he confirmed that the numbers that the Board reviews on a monthly basis are reflected in the audit.

Mr. Phillips affirmed that the Finance Committee presents and recommends this audit for Board acceptance. The Board had no comments.

Ms. Gilbert moved to approve the audit as presented and Mr. Nelson provided a second. The motion was unanimously approved with none abstaining.

d. Formation of Building Committee

Mr. Hile reminded the Board that the school received a grant from LISC Kansas City to begin working on developing the school's stand-alone solution for a middle school location. He also reported that the school is working with Gould-Evans, and meeting with parents and staff to identify projected needs with the task of compiling feedback. He believes the Board may be reaching a point to formalize a building committee and recommends Mr. Littrell and Mr. Phillips as Board representatives.

Mr. Littrell also shared that he has begun work to engage a broker to look for available space.

8. Board Business & Committee Reports

a. Academic Excellence Committee (Mrs. Johna Sutton)

Mrs. Sutton said that the Academic Excellence Committee did not have a report this month.

i. Presentation of Director of School Leadership search process draft

Mr. Hile affirmed that Dr. Droege's transition announcement has been made public. He has begun immediate work to fill that role, including a title change to "Director of School Leadership." The job is publicly posted and applications are currently being accepted with a review window of January 1st-19th.

Mr. Hile shared that the hiring process is projected to take three distinct steps:

- 1) Candidates submit a video/written response or dialogue based on the school's strategic plan and renewal narrative,
- 2) Panel interviews with various stakeholder groups
- 3) Finalist(s) introduction to and discussion with parent community.

He also confirmed that he is working toward a timeline to complete this hiring process by mid- to late- February.

Mr. Meneses asked if the job description is available digitally? Mr. Hile affirmed it was, said he would forward it and encouraged the Board to send it to their network opportunities.

Ms. Salcedo asked if this is a national search? Mr. Hile replied that the school put this out with as broad of a net as possible.

- b. Diversity Committee (Mr. Miguel Meneses & Mr. Derrick Nelson)
 - i. Discussion of Board Vacancy Process

Mr. Meneses shared that the Diversity Committee is working on a process for filling potential Board vacancies, with a focus to moving to a proactive pipeline instead of reactive one driven by vacancies.

9. Executive Director's Report (Mr. Jon Hile)
 - a. School Dashboard Review

Mr. Hile reported that enrollment held steady from November, but down 10 from October. He anticipates a tick up in enrollment after Winter Break and expects an additional increase once the school is able to re-open for in-person learning. Additionally, Special Education & ELL percentages continue to trend slowly upward.

Mr. Hile shared that Student Engagement also has held steady, but still below the 80% goal in several metrics. Progress also continues to be made toward the 90% goal for IXL Engagement. Additionally, student mobility has held steady at a lower rate than prior years.

Lastly, the school received a few positive grant news items in the past month, including making progress with our national partners in relation to the Charter School Growth Fund grant. The CSGF grant will most likely be realized in three distribution points across the 2nd semester, tied to specific benchmarks.

Ms. Salcedo asked if the plan with CSGF is to have something in writing presented to the Board and signed by the Board and CWCS? Mr. Hile affirmed so. Ms. Salcedo followed up by asking if there has been discussions about the amount? Mr. Hile said there have been no specific amounts discussed.

Mr. Phillips asked about the student engagement matrix, specifically is there an existing obstacle preventing the assignments from being turned in that we can overcome? Mr. Hile replied that the school believes that asking parents to submit electronically can be difficult. Dr. Droege further elaborated that the challenge is greater in younger grades. The Citizens model is not strict pencil-and-paper; the project-based nature naturally makes a challenge for receiving "work." Teachers have been and continue to be creative on solutions for seeing meaningful learning.

- b. Covid-19 Update: Community Indicators

i. Current infection rates

Mr. Hile recapped the past month's data and shared the following data points, all of which have increased week-to-week (from November 16 to 23 to 30 to December 7):

- Positive Test Rate: 27.49 – 24.66 – 24.23 – 24.93
- Average Cases/14 Days: 4014 – 3844 – 3345 - 2709
- Average Cases/100k People: 816 – 781 – 680 - 551

The Positive test rate seems to be stabilizing, but at an exceptionally high level and average new cases (14 day) is beginning to trend down. However, with both the “Cases/100,000 People” and “Positivity Rate” numbers well above the recommended gating criteria, Mr. Hile recommended that the school stay in remote instruction through the next period (January 5 – February 12) and re-evaluate the data at the January Board meeting for the period of February 15 – March 26).

Ms. Salcedo moved to continue in Remote Learning through at least February 12th and Mr. Nelson provided a second. The motion was unanimously approved with none abstaining.

ii. Reopening Plan Overview & Discussion

Mr. Hile reminded the Board that, during Summer 2020, school staff developed a reopening plan based on guidance from executive staff and presented that plan at the July Board meeting. During the October Board meeting, school staff committed to revising the plan based on new information and best practices recommended by the KCMO Health Department and the CDC. Throughout November & December two working groups have worked to update this plan: Operations (Mr. Brennan, Mrs. Chambers, and Ms. Friend) and Instruction (Dr. Droege, Ms. Gibbs, and Mrs. Gripp). A summary of the changes and new pieces these two groups have created will be presented tonight, then moving forward in January with communication to families with a final version of the reopening plan, reminder of the Board evaluation dates, and asking families for a confirmation of preferred learning cohort.

On the Academics side, when it is safe to reopen, both Elementary & Middle will split students into four cohorts:

- A: Students who select to remain virtual only
- B: Students who will attend school Mon-Tues and are virtual Weds-Fri
- C: Students who will attend school Thurs-Fri and are virtual Mon-Weds
- D: Students identified by staff as needing to be in person all 4 available days, as space dictates.

Staff will divide the work between Cohort A and Cohorts B-C-D. Survey data shows that we expect at least 40% of students to stay in virtual. We anticipate staffing to match that, with two teachers per grade level in person and responsible for 20-25 total students. This is intentionally designed to allow teachers to be either hybrid or virtual, but not both. In-person classrooms are designed to start with 10-12 students and staff assignments to virtual/hybrid will be based on school needs and teacher restrictions. Additional staff will be available to serve as substitutes for each division in the event of long-term needs.

Specials will continue to be delivered virtually to allow cohorts to stay together and prevent unnecessary movement. Academic Interventions will have limited in-person support and will seek to do as much as possible in a virtual setting. Planning across grade levels will include shared responsibilities for instruction, must-do-may-do board preparation, and other work. The team is

proposing a phased reopen plan with K-2 to start, followed by K-5, the K-7 in subsequent weeks. The daily schedule could also flex slightly by grade level to prevent bottlenecks during pickup and dropoff.

From an Operations perspective, building capacity will be reduced to only essential-to-in-person staff members, meaning non-classroom staff will have limited access and parents will be asked to conduct meetings and engagement via Zoom. Shared space (MPR, Music, Art rooms) usage is paused and both a nurse's office and an isolation room has been created for symptomatic students and staff. HVAC filter quality and change frequency has been increased as well.

Face coverings will be required for everyone inside either campus, cohorts will be restricted as much as possible, and physical distancing will be encouraged as much as possible – especially between cohorts. Hand washing will be scheduled, and hand sanitizer stations are ready throughout the buildings. Health screenings and temperature checks will be standard both on campus and/or at home and there will be an increased cleaning/disinfecting process during the day as well as overnight.

Mr. Hile paused for Board questions and received none.

Mr. Hile continued on to say that the next steps are to share a final document with Board and families in January. He is operating from assumption that the school will be able to operate in-person sometime during the spring, so having this ready will enable staff to make that pivot quickly.

Mr. Phillips asked when parents will be asked to choose which option and at that time, will they be committed for the remainder of the year? Mr. Hile responded that parents need to have this plan and understand what school will look like before asking them to make a decision. He would look for a commitment date in late January. The major operational logjam is planning for staffing; the school needs to know parents' commitment so we can make a commitment to staff. The commitment would be for rest of year; students can leave in-person and go virtual at any time, but cannot go from virtual to in-person.

Mr. Phillips also asked if the Board will be discussing the financial implications again of in-person versus virtual completion funding? Mr. Hile affirmed so, but reported that funding continues to be an unsettled topic with DESE. However, he assured the Board that once the state board makes a decision, this board will immediately be informed.

Mr. Phillips thanked the school staff responsible for working on the plan.

c. 2021-2022 Student Recruitment Update (Mrs. Christle Reed)

Mrs. Reed introduced herself as the Director of Communications & Recruitment and began a report to the Board. She shared that she is currently utilizing digital ads and geofences to families in targeted zip codes with age-appropriate children. She also has solidified four (out of a goal of 8) relationships with metro childcare centers to display the school's information and provide enrollment applications to families. Additionally, she has increased the school's social media presence on Facebook and Instagram and placed enrollment information and branded material on display at various businesses, especially on the east side of Troost.

Looking at enrollment requests, the school is showing a year-to-year decrease of 39%, which is almost exactly reflective of SchoolAppKC as a whole of (-38%).

Mr. Meneses asked if the digital ads are video based? Mrs. Reed replied that they have a “click here to learn more” link on emails and other digital media.

Mr. Phillips asked if Mrs. Reed is seeing more mobility semester-by-semester? Mrs. Reed affirmed so, but anecdotally replied that she expects if/when schools go back in-person to be the single largest driver of the next few months.

The Board thanked Mrs. Reed for her report and her work.

d. Academic Update

i. Teacher Assessment System (Ms. Amanda Quance)

Mr. Hile reminded the Board that one of the areas identified for growth by our school reviews is our teacher assessment and development. To that end, he has been working with Ms. Quance to develop a robust growth and evaluation system.

Ms. Quance gave an overview on the development of the process which resulted in a three-legged tool: goal-setting, check-ins, and self-reflection.

This tool was introduced during summer institute with goal to communicate with all staff: this tool will increase opportunities for feedback, provide clear expectations on what that feedback will be, and increase the utilization of grade level teams.

Ms. Quance walked through the layers of feedback and support inherent in the tool: 1) goal setting, 2) teacher teamwork and accountability via classroom quick visits; 3) instructional observations, and 4) a revamped growth and performance evaluation. She then provided an overview of implementation: tool collaboration creation, back-end organization, launching with teachers, and invitations to all staff.

Mr. Hile affirmed and recognized the work Ms. Quance has put in to lead this effort.

ii. IXL Overview & Early Data Review (Dr. Kristin Droege)

Dr. Droege reminded the Board that when the school year begun, school staff was at a distinct loss – specifically, there was no student data to start from (school closed mid-march, there were no end of year assessments, and no MAP scoring). IXL was recommended to Citizens from peers and from our national team. IXL is quick to administer, the user-friendliness provides weekly student practice and monthly diagnostics, and it aligns well with the school’s curriculum. Throughout the fall, faculty set routines and processes to integrate IXL into daily remote life.

IXL is individually responsive to a unique student's answers to personalize and hone in on supporting each student. IXL's unique quality is within those practice areas – it allows teachers to recommend practice questions or practice areas for each student.

Looking at the data coming out of the 3 practice weeks and 1 diagnostic week (of the cycle). The Academic Excellence Committee set SMART goals, including “if students engage with the tool, growth will follow;” therefore, engagement is closely tracked.

Teachers continue to see growth toward the student engagement goal. The faculty has completely supported the program and continue to show creativity in encouraging and supporting students in this engagement.

Dr. Droege provided general takeaways from the first semester:

- Student engagement has ranged between 50%-75% most months.
- Student achievement scores show that, of those engaging, 3rd-7th graders on average are below grade level.
- Student achievement scores show that, of those engaging, K-2nd graders on average are on or above grade level.
- Inconsistent engagement in the test impacts the validity of the achievement scores, so continued focus on engagement is critical.
- Student growth goals are strong – most students who consistently engage in practice and diagnostic work are showing growth in line with yearly expectations.
- Seeing signs of a gap in both engagement and achievement based on both race and economics.

Mr. Phillips asked Dr. Droege if she sees IXL as a tool the school continues to use going forward or just as a remote-learning stop-gap? Dr. Droege responded that she sees great potential for continued usage, especially incorporated as an “independent work” part of a student's day in order to provide immediate beneficial feedback to teachers.

Mr. Phillips asked Dr. Droege is she expects advancement/growth shown in IXL to translate into national/state scores? Dr. Droege responded that she is hearing – especially from CWCS – that data is aligned, especially to NWEA, so yes.

Mr. Norris joined at 7:13p.

iii. Teacher Showcase (Dr. Kristin Droege)

Dr. Droege shared that in recent professional development days, faculty has shared videos of their remote learning classrooms with each other to share best practices and spur creativity. She felt them incredible and wanted to provide an opportunity for the Board to see the amazing things our faculty is doing during this season. Videos were shown of:

- Ms. Richardson's Kindergarten class.
- Mr. Tovar's fifth grade class.
- Ms. Bryd-Primos' parent forum presentation on student self-care.
- Mr. Nkusi's live presentation in middle school.
- Ms. Brents' live presentation in middle school.

10. Closed Session

Pursuant to § 610.021(12) RSMo, the Board of Directors of CWC Kansas City will enter into closed session to discuss matters related to contracts.

Mr. Norris Invited Mr. Hile into Closed Session.

Mr. Meneses moved to go into Closed Session and Mr. Nelson 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 welcomed members of the public back into Open Session and reported that discussion related to contracts. Mr. Norris shared that the Board unanimously approved a contract with Pete Lacy related to the school's facility search.

12. Board Governance Planning Workshop (Kent Peterson)

Mr. Peterson held a quick Governance Planning Workshop with the Board. No actions were taken.

13. Adjourn

Ms. Gilbert moved to adjourn and Mr. MacDonald provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 7:45 pm.

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