

2020-2025 Strategic Plan

July 2020

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Executive Summary

- CWC Kansas City has an aspiration to become an exemplar for Kansas City, the charter sector, and beyond, demonstrating that all students can reach their peak academic and social-emotional development in a truly diverse, equitable, and inclusive school
- To achieve this ambition, in the next five years, Citizens' will strengthen its academic program, become a more inclusive organization, improve financial sustainability, and align its external resources to best support the work of the school
- The go-forward strategy builds from CWC Kansas City's strengths and works to scaffold areas of opportunity to ultimately demonstrate that:
 - Instructional practices and program support all students at CWC to achieve academically;
 - all students, staff, and families experience an inclusive school culture collectively built through anti-racist actions;
 - dependence on philanthropy is reduced while working to sustainability on the public dollar;
 - CWC KC's board of directors is the top in the KC charter sector in form and function
- Executing this strategy will require targeted investments, especially for SY20/21 as the community navigates through COVID, and seeks savings opportunities to ultimately reduce the school's reliance on philanthropy
- Citizens plays an important role in supporting students in Kansas City, and this strategy will enable Citizens to more effectively support all students in their school community to achieve academic and social-emotional goals in a truly diverse, equitable, and inclusive school

Citizens of the World Kansas City's ("Citizens", "CWC") planning process engaged a wide group of stakeholders

Steering Committee Participants

- Jon Hile, Executive Director
- Kristin Droege, Head of School
- Alisha Gripp, Dean of Middle School
- Luke Norris, Board Chair
- Noah Devine, Dir., Ed. Investments (SSKC)
- Laura Furlong, Chief of Staff (CWCS)
- Sherman Whites, Parent
- Ashley Lindemann, Parent

Stakeholder Engagement¹

- Parent focus groups (5 families)
- Teacher focus groups (7 staff)
- Students focus groups (4 students)
- More than 13 individual interviews with network staff, school staff, the board, and critical friends

Document Review

- More than 20 documents across:
 - Vision and goals
 - Academic & instructional practices
 - Culture practices
 - Financial and operational practices
- SchoolWorks School Quality Report (Dec 2019)
- 2018-19 MCPSC CWC KC Annual Report
- MO MAP, NWEA, and Fountas and Pinnell assessment results
- Staff and family survey data for the prior three years



Who we are



Citizens is grounded in its mission and a set of core values that drive the school

Our Mission

At Citizens of the World Kansas city, we believe in providing an **excellent** public education focused on **developing** and **demonstrating understanding** while **building connections** within a **diverse community**.

Our Core Values

Excellence. We strive to do our best.

Change. We roll with change.

Community. We engage in our community.

Diversity. We celebrate our differences.

Authenticity. We dare to be ourselves.



Citizens was founded in 2013 through a concert of deep community roots and the support of a national network

Citizens has been on a seven-year journey marked with key successes

2013

Midtown KC families form the Midtown Community School Initiative (MCSI) & issue a national RFP soliciting partners to launch a **diverse by design school**



2014

MSCI selects **Citizens of the World Schools (CWCS)** as their partner organization; together they meet with families and community to **gather input**

2015

Charter application submitted and **approved** by the **MO Charter Public School Commission**

2016

Primary school launches serving 125 K-1 students

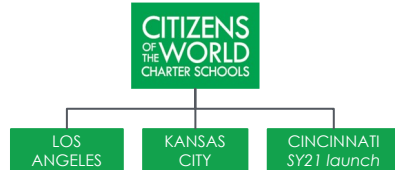
2017

Primary school grows to K-4 (1 grade/ year)

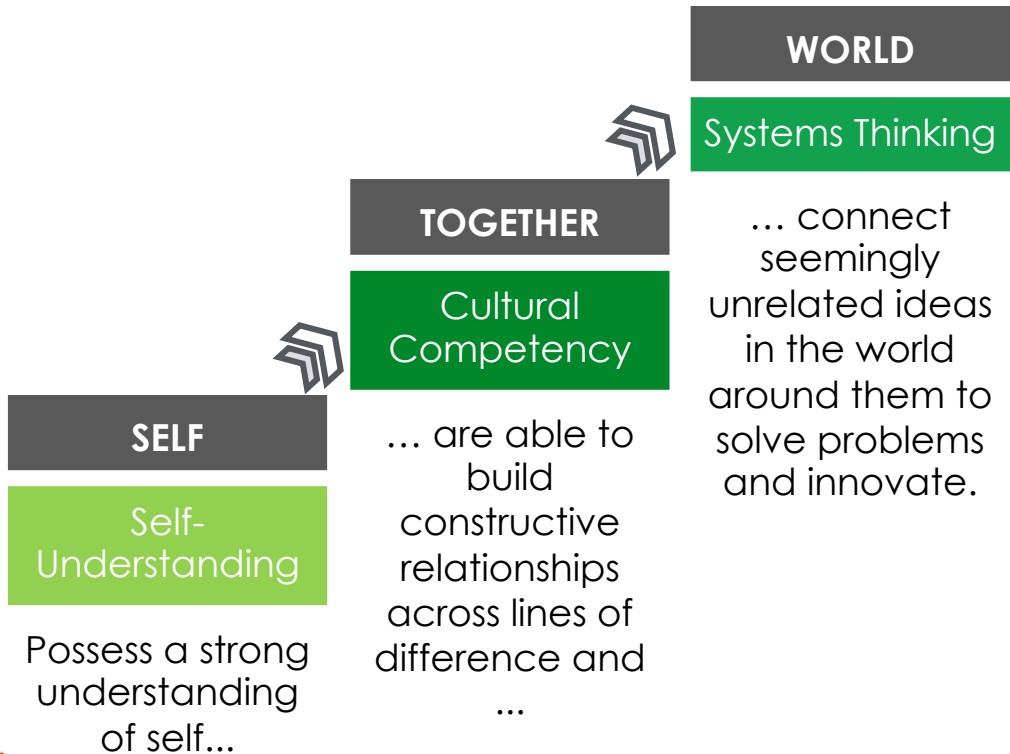
2018

Middle school launches through a co-location agreement with Académie Lafayette serving 46 sixth graders

2019



To create global citizens, Citizens of the World Kansas City aims to produce individuals who...



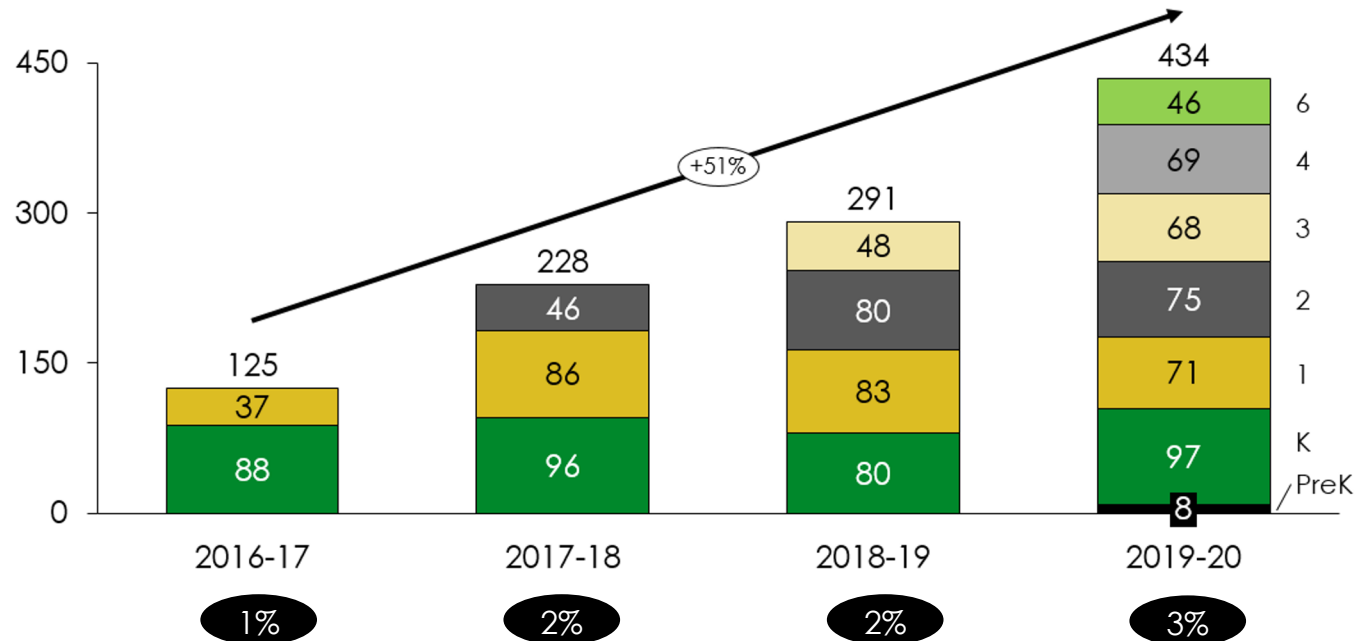
"I understand who I am, I actively build relationships with others who are different from me, and I am able to connect to and create change in the broader ecosystem."



From its founding 125 students, enrollment has grown to 434 students, 3% of the total KC charter enrollment

Annual enrollment by grade

X Share of KC charter seats





Where We Are Now



We conducted a current state assessment across six dimensions in Spring 2020

Program and Academics	Citizens' approach to student development and learning; classroom instruction and pedagogy; academic and nonacademic outcomes for the school and student demographic groups.
Culture	How students and staff experience everyday life at Citizens.
Human Capital	Citizens' approach to recruiting, developing, and retaining teachers and leaders.
Operations	The financial health of the organization including enrollment and facilities.
External Engagement	How Citizens interacts with families and external supports like their national partner
Governance	Board execution against its governance role.



This review elevated several strengths we will leverage as part of this strategic plan ...

Strengths to leverage



- **Mission and Core Values:** Citizens is deeply grounded in its mission and Core Values that are fully embraced by Citizens faculty and valued by the Kansas City community
"I am overwhelmed and grateful for the extent to which the Kansas City community embraces the school's diverse by design model. That alone has been a draw for such a huge number of families."
"I'm delighted to have found a school with core values I agree with. Citizens celebrates them loudly in a way that is authentic and meaningful"
- **Family engagement:** Families are Citizens' #1 advocates who have developed a strong trust in the school
~90% of parents surveyed believe in Citizens' mission and that it is realizing it
~80% believe Citizens is headed in the right direction and meets or exceeds their expectations
- **Agility:** The Citizens team has been able to consistently adapt to the next operational challenge with an eye on serving kids well
"Citizens always figures out a way to serve kids well. When there is not a clear direction, the team always presents a creative and different way"

... and highlighted opportunity areas that this strategic plan will seek to actively address

Areas to improve



- **Program vision and design:** CWCKC will continue to define and make permanent a school-wide academic vision and determine if and how each component of the program aligns with that vision
- **Academic outcomes:** Students are not yet being supported to achieve the outcomes we know they can achieve
- **Performance gaps:** Instructional practices do not support the academic achievement of Black students and economically disadvantaged students. During this term, CWCKC will focus on raising achievement and closing gaps.
- **School culture:** The Citizens teacher experience hit a trough in SY 18/19 but is on the rebound; Inequities may be presenting themselves in the ways different families experience the school
- **Finances:** Citizens remains heavily reliant upon philanthropic support. By the end of this plan, CWCKC will be sustainable on public funding alone.

While there are bright spots, there is a need to improve academic outcomes

- Citizens' overall Reading proficiency rate (41%) and Math proficiency rate (25%) on the MO MAP:
 - Significantly exceeds** KCPS Reading performance (21%)
 - Slightly exceeds** KCPS Math performance (23%)
 - Slightly lags** the MO state Reading average (49%)
 - Significantly lags** the MO state Math average (46%)
- Compared to the 20 Kansas City charters, Citizens' Reading and Math proficiency rates **rank at fifth and eighth place**
- On NWEA assessments, **fewer than half** of Citizens students are meeting their Trimester 1 to Trimester 3 growth targets in both Reading and Math
- CWCKC will exceed the state average in both ELA and Math and demonstrate improved performance on NWEA assessments.

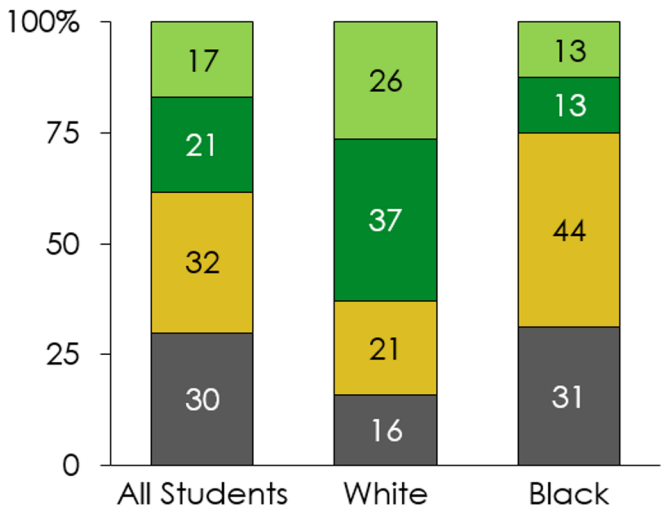


Detail: Instructional practices do not yet support the academic achievement of Black students in comparison to their peers¹

Below Basic Basic Proficient Advanced

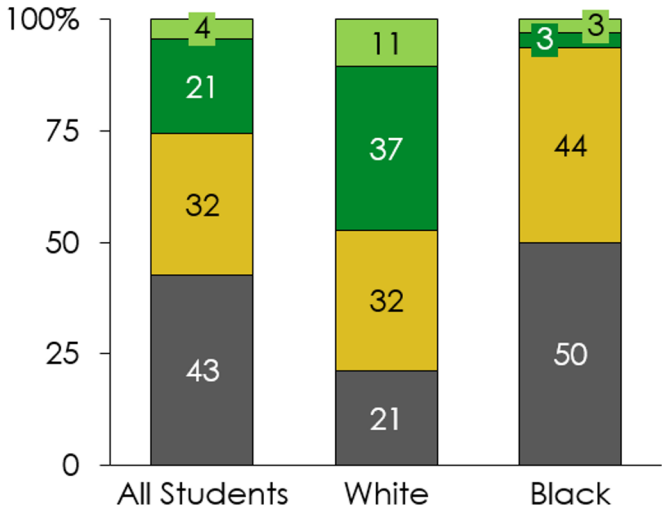
2018-19 MO MAP: 3rd Grade Reading Achieve.

By race/ ethnicity demographic groups



2018-19 MO MAP: 3rd Grade Math Achieve.²

By race/ ethnicity demographic groups



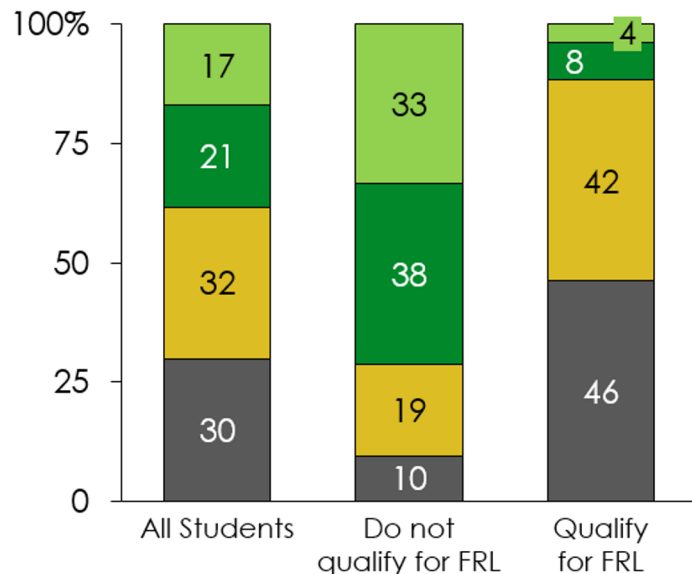
¹ DESE data limited to only two student race/ ethnicity demographics due to small sample sizes; ² Reported % Prof. & Adv for Black students not contained in DESE data due to small sample size; remaining balance of students assumed to be split evenly

Detail: Instructional practices do not yet support the academic achievement of economically disadvantaged students

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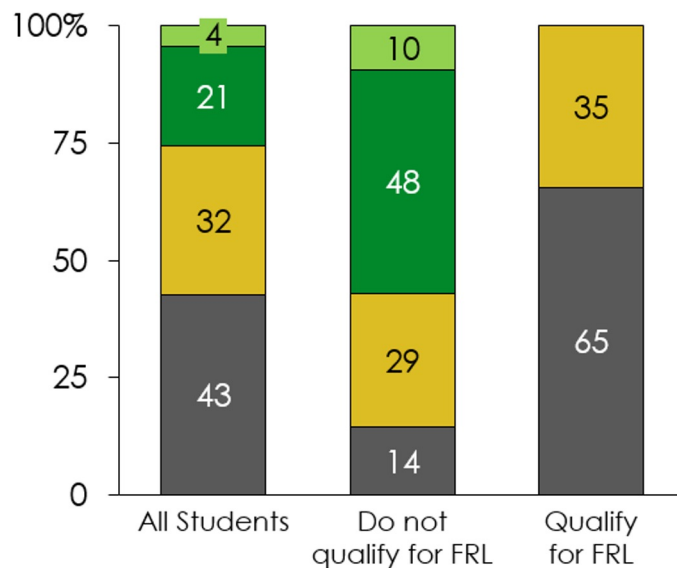
2018-19 MO MAP: 3rd Grade Reading Achieve.

By family income status



2018-19 MO MAP: 3rd Grade Math Achieve.

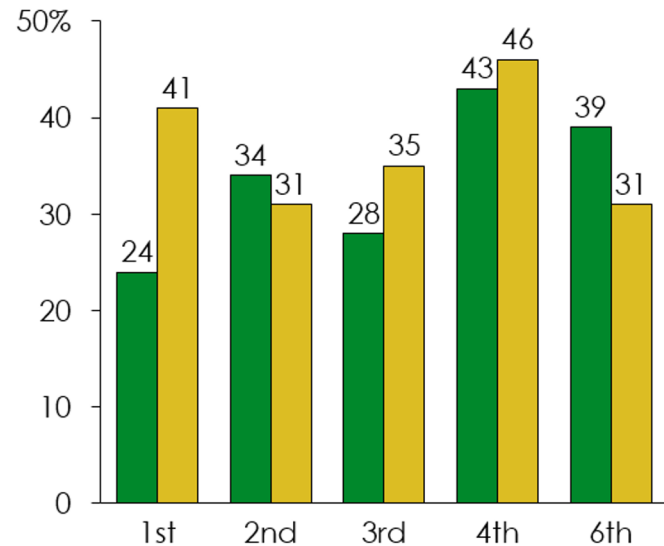
By family income status



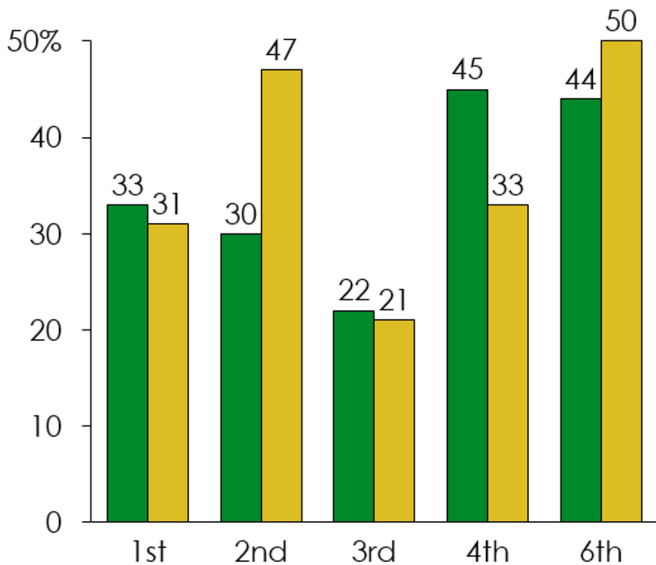
Detail: Citizens students are not yet achieving at high levels on national benchmarks and fewer than half met growth targets

Reading Math

2019-20 NWEA: Achievement percentile



2019-20 NWEA: % meeting proj. growth targets



Going forward, we will collect and analyze data across other critically important dimensions for our community

At CWC, our work extends beyond what is captured via traditional academic measures. In years to come, we will work to **identify measures that capture the full breadth of our program's impact.**

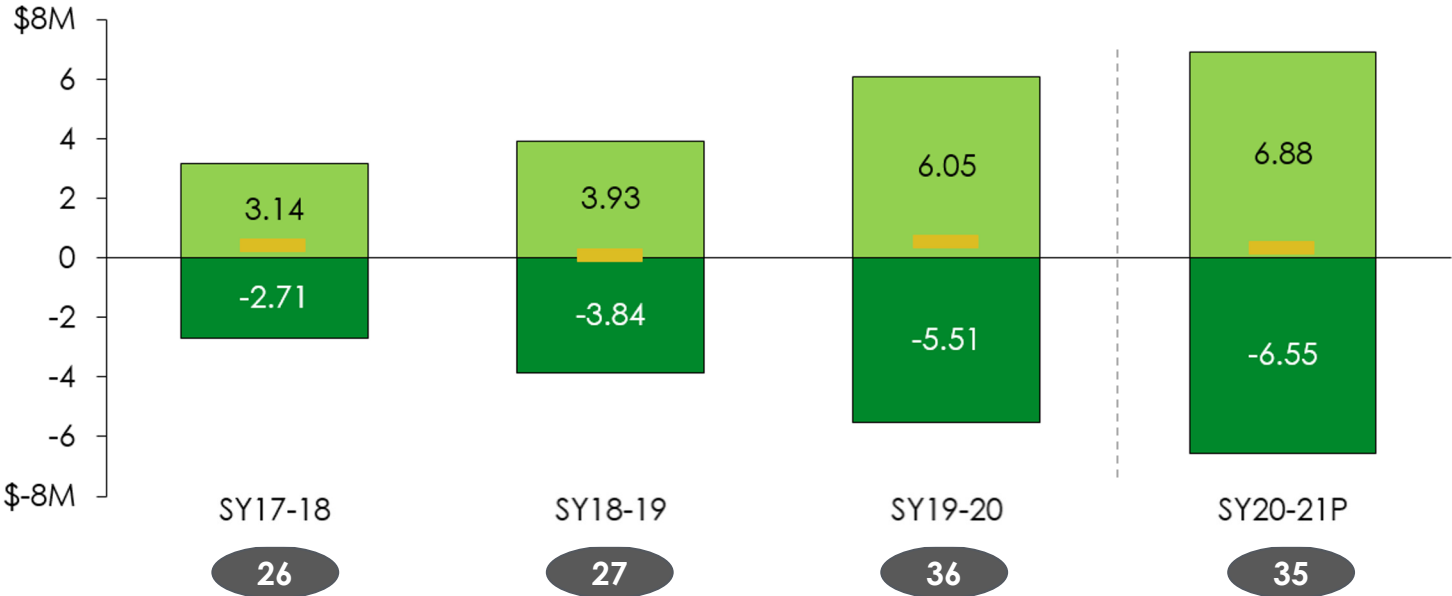
SELF	TOGETHER	WORLD
Self-Understanding	Cultural Competency	Systems Thinking
Measures: SEL Growth Tool, Student Survey Data, Student-led Conferences	Measures: Student Survey Data, Peer Observations	Measures: Learning Fellowship, "Roots", Project Artifacts



Citizen's total budget is approximately \$6M; in start-up years the team has balanced budgets and grown reserves

Breakdown of net income (SY18-SY20P)

- Revenue
- Expenses
- Net Income
- Days cash on hand





Where We Are Going



Our goal: a school where all students can reach their potential in a diverse, equitable, and inclusive community

Our Intended Impact

CWC Kansas City will be an **exemplar** for Kansas City, the charter sector, and **beyond** demonstrating that **all students** can reach their **peak academic and social-emotional development** in a **truly diverse, equitable, and inclusive** school



Big Goals to get us there

Program goals

Meet or exceed average MO MAP student proficiency for **all students**

All students, staff, and families experience an **inclusive school culture** collectively built through anti-racist actions

Organizational goals

Reduce dependence on philanthropy by 60% while working to sustainability on the public dollar

CWC KC's board of directors is the **top in the KC charter sector** in form and function



To reach our impact goal, we will address current state areas to improve while leveraging our strengths

Current State

- A. Program vision and design:** Clearly articulate the school-wide academic and map program to vision
- B. Academic outcomes:** Students are not yet being supported to achieve the outcomes we know they can achieve
- C. Performance gaps:** Instructional practices do not support the academic achievement of all students
- D. School culture:** Inequities may be presenting themselves in the ways different teachers & families experience the school
- E. Finances:** Citizens has yet to reduce reliance on philanthropy

Strategic Priorities

- 1. Academic Program.** Implement a high-quality, research-based academic program (K-8) that supports all students at CWC to meet their full potential
- 2. School Community.** Refine school culture and community- building practices to be anti-racist and consistently experienced throughout the school community
- 3. Financial Sustainability.** Define and implement sustainable financial model aligned to CWC KC strategic priorities and impact goals
- 4. External Supports.** Clarify and align on roles for external support

We will build a high quality academic program by setting a clear academic vision, selecting tools, training teachers, & tracking progress

Priority 1	Initiatives
Implement a high-quality, research-based academic program (K-8) that supports all students at CWC to meet their full potential.	1.1 Continue to define and codify CWC-KC’s academic vision for teaching and learning across all content areas, grade levels, and tiers of instruction; ensure that vision equitably meets the needs of <i>all</i> learners
	1.2 Review and adjust K-8 curricular selections across all subjects and tiers to ensure all learning materials are aligned to the vision, research-based, user-friendly, culturally responsive, and meet the needs of all students, including black students, students from economically disadvantaged backgrounds, and students with special needs.
	1.3 Continue to design and implement a professional development approach that is centered around the belief that all students can achieve at the highest level; Includes clear coaching roles + responsibilities, ongoing, research-based professional development.
	1.4 Create and leverage a comprehensive data system to monitor and assess student academic progress (including close monitoring of subpopulation needs), teacher professional development, and programmatic effectiveness



We will refine our school culture by setting a clear vision, shifting adult mindsets and behavior, and leaning into our community

Priority 2	Initiatives
Refine school culture and community-building practices to be anti-racist and consistently experienced throughout the school community.	<p>2.1 Define and codify CWC-KCs approach to school culture, including beliefs, mindsets, norms, rituals, and practices shared across the CWC-KC community (including students, staff, families)</p> <p>2.2 Build board, teacher and leader skill in incorporating anti-racist education actions into their practice through explicit skill-building, reflection, and feedback</p> <p>2.3 Deepen teacher understanding of Conscious Discipline (CD) through high-quality training in the programming and ongoing implementation coaching; make explicit connections to legacy approaches.</p> <p>2.4 Review and revise human capital policies and practices with an equity lens to ensure that disparate experiences of Black staff members at CWC-KC are addressed.</p> <p>2.5 Design and launch an equitable family engagement strategy that solicits meaningful input and partners authentically with <i>all</i> families at CWC-KC (e.g. revised Parent Council structure, updated timing for parent events).</p> <p>2.6 Build a system to regularly collect and monitor the inclusiveness/effectiveness of the school culture, with a particular emphasis on improving the disparate experiences of Black students, staff, and families.</p>



We will drive toward financial sustainability by examining significant cost drivers and building revenue streams

Priority 3	Initiatives
Define and implement sustainable financial model aligned to CWC KC strategic priorities and impact goals	3.1 Determine a financially sustainable facility solution for both the Middle and Primary campuses that fit both the financial constraints and program needs of CWC-KC.
	3.2 Strengthen operational practices around school nutrition program to eliminate net loss of program
	3.3 Optimize investment across transportation and aftercare to best support what families elevate as their needs; redesign offering with input from <i>all</i> CWC-KC families to ensure equitable spend and prioritization
	3.4 Build out staffing model + compensation plan in year one that outlines how roles + responsibilities <i>and</i> FTE counts will change over 5 years of expansion; examine CWC-KC compensation programming with an equity lens
	3.5 Launch an individual donor program in order to diversify the school's sources of philanthropic dollars and actively work with peers to achieve successful funding equity legislation with state of Missouri.



We will bolster support from our external resources by clarifying roles and growing capacity

Priority 4	Initiatives
Clarify and align on roles for external support	4.1 Clarify and define autonomies between CWCS/ CWC KC with respect to academics, student culture, talent, finance and operations
	4.2 Create a formal succession plan for both general board members and leaders, including the establishment and enforcement of term limits
	4.3 Continue to shift the board's work from "extra capacity" to strategic guidance by strengthening the use of committee structures, setting clear board goals, and providing training on governance best practices
	4.4 Assess & monitor patterns of board recruitment, engagement, and retention in order to ensure equitable and inclusive practices (reviewing how structures and process support inclusion and equity within the Board)
	4.5 Continue to build board skill set to be anti-racist educational leaders for the Citizens' community and within Kansas City, by providing targeted professional learning to lead from a place of inclusion and equity
	4.6 Explore and determine future high school pathways for CWC students by soliciting input, exploring partnerships, and comparing options



We will track and monitor our progress through a series of impact measures (1 of 2)

Strategic Priority

Impact measures being considered

High Quality, Consistent Academic Program





- CWCKC students achieving proficient/advanced on MO MAP ELA will equal or exceed the state average
- CWCKC students achieving proficient/advanced on MO MAP Math will equal or exceed the state average
- Ensure instructional practices result in no more than 5% variance in performance between whole group and Black students and economically disadvantaged achieving proficient/advanced on MO Map ELA
- Ensure instructional practices result in no more than 5% variance in performance between whole group and Black students and economically disadvantaged achieving proficient/advanced on MO Map Math
- 70% of students will meet Reading and Math growth targets as measured by IXL
- 80% of students will read on grade level by the end of 2nd Grade as measured by Fountas and Pinnell

Anti-Racist, Inclusive School Community



- Students report improvement on key SEL measures (specific assessment TBD)
- Positive, inclusive classroom culture as evidenced by fewer than 500 student disciplinary events per year, with differences by subpop not to exceed 15%
- 80% students agree/strongly agree that their school community is inclusive and values their identity, with gaps by subpopulation not to exceed 15%
- 80% of families believe CWC provides opportunities to help shape community, with gaps by subpopulation not to exceed 15%
- 80% of families believe CWC provides opportunities to help shape community, with gaps by subpopulation not to exceed 10%
- Recruit and retain staff (including leadership) that mirrors/aligns to the diversity of the student body

We will track and monitor our progress through a series of impact measures (2 of 2)

Strategic Priority	Impact measures being considered
<div>Financially Sustainable Practices</div> <div></div>	<ul style="list-style-type: none">• CWC consistently has a waitlist that is 15% of total school-wide enrollment targets• Fewer than 8% of students who attrite out of the school• CWC has 60 of days cash on hand• School runs a food service program that breaks even• School builds equity to put X% down on a middle school campus
<div>Refined External Supports</div> <div></div>	<ul style="list-style-type: none">• 100% of leadership report clear understanding of relationship with national• Board adopts terms and succession plan guidelines into the bylaws and implements those with fidelity with inclusive and participatory processes with an eye toward long term sustainability and adopting best practices in Charter Board governance• 100% of board members report a high-functioning + diverse, equitable, and inclusive board culture• Continue building strong and meaningful community partnerships to support school goals

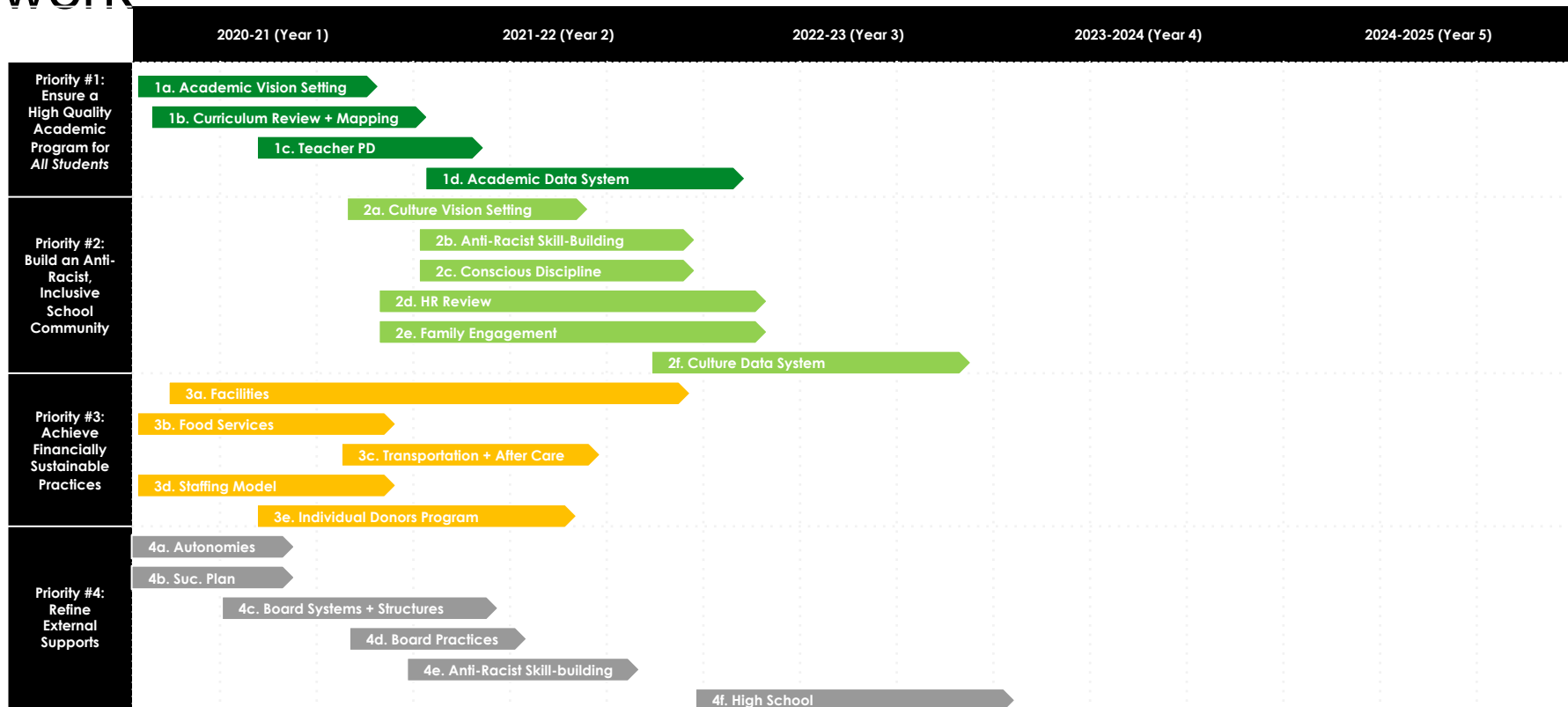




How We Will Get There



We sequenced these initiatives over the next several years being mindful of team capacity to support the work



The overall funding need could flex based on changes to the external environment and key strategic decisions

External Environment

State per pupil funding: Missouri per pupil funding has declined every year since Citizens opened its doors. Additionally, the state has been experiencing funding shortfalls that KCPS has been making us whole on through annually negotiated MOUs. We have been working with other charters to advocate for more equitable funding that may come to fruition in the next several years




Strategic Decisions

Affordable facilities solution: Pursuit of a facilities strategy that enables Citizens to reduce per pupil spend for both the primary and middle campuses to a level comparable to the average Kansas City charter spend (14.8%)

Enrollment growth: Our primary campus creates enrollment limitations; however, a creative co-location of fifth grade in the future middle school facility (pending availability of a suitable building) leaves potential for us to grow K-5 enrollment by 72 students

Linked to our financial priority, this plan will also address strategic cost savings initiatives

We have identified three major levers for cost savings in the next five years:

Savings lever	Description of cost savings approach	Est. savings (\$)
Staffing model 	<ul style="list-style-type: none">CWC KC will streamline its staffing model from a model that was designed to support the start and launch of a school to roles required at steady state enrollment3 FTE right-sizing based on benchmarking that the team can manage through planned staff attrition and strategic priorities over time	\$200K
School operations 	<ul style="list-style-type: none">Given CWC KC's status as a school that is not direct certified, food service operates at a loss and there is an opportunity to reduce/eliminate this lossCWC KC will actively manage its food service program revenues and expenses with a goal of breaking even by SY21-22Additionally, CWC KC will evaluate the \$300K spend on afterschool and transportation through a community input process to strategically realign spend to meet needs of CWC KC families	\$200K
Facilities 	<ul style="list-style-type: none">CWC will strategically evaluate options to reduce annual per pupil spend on facilities (including rent and occupancy services) in line with other KC charters (14.8% PPR on average)Refer to the following slides for further details	\$70K - \$240K
Total annual savings potential		\$470K - \$640K



Targeted investments can accelerate progress of the plan and will be phased to align to the implementation plan

Strategic Priority	Description of strategic investments	Estimated Timing	Est. cost
COVID spend	Spending required to support school operations through COVID	SY20-21	\$350K
High Quality Academic Program for All Students	Instructional leadership professional development to sharpen leader's teacher coaching skills	SY21-22	\$10K
	Data system to monitor and assess student academic progress	SY22-23	\$15K
Inclusive School Community	Third party hired to support CWC KC staff on strengthening anti-racist practices at the school	SY20-21	\$15K
Financially Sustainable Practices	Contracted technical assistance to assist in identification and evaluation of facilities options	SY21-22	\$41K
Refined External Supports	Third party hired to support board training on strengthening anti-racist practices at the school	SY20-21	\$2.5K
	Third party hired to build coaching muscles of existing board and evaluate operating effectiveness	SY21-22	\$15K

Total one-time strategic investments

\$448.5K

¹ Assumes total market value of future facilities purchase is \$6M, 10% equity saved, spread over four school years

Facilities are a key lever to reduce philanthropic reliance; three objectives should be weighed in upcoming decisions

- 1 Affordability.** Kansas City charters on average pay 14.8% of recurring per pupil revenue on facilities (including lease, debt service, ops & maintenance); Citizens' projected spend exceeds this average by ~2-3% and should strive to reduce annual spend
- 2 Find a long term middle school solution.** Citizens' middle campus is currently housed in a co-location agreement with Académie Lafayette (AL). This arrangement is contracted to last through SY21-22 and AL has begun assessing whether it will expand its enrollment (and occupy the space Citizens currently subleases)
- 3 Optimize facilities to meet program needs.** The fit of a facility is important to preserve Citizens' programmatic needs; however, this objective should be met after others are satisfied and may require sacrifice that is not uncommon in the charter sector to achieve financial sustainability

As Citizens works towards the goal of reducing facilities per pupil spend, we see six emerging options

DRAFT. ILLUSTRATIVE EXAMPLE. NOT EXHAUSTIVE.

	Stay the course at 3435 Broadway	Purchase 3435 Broadway	Move into new standalone primary campus	Move into new standalone middle campus	Co-locate primary & middle campus by moving into a new facility	Co-locate primary & middle campus by staying in Broadway with an addition
Considerations and potential impact on affordability	<p>Annual cost 17% PPR, improving affordability requires:</p> <ul style="list-style-type: none"> - Negotiation with IFF to reduce lease payment (potentially possible route through IFF debt refinancing) - If lease payment reduction is not possible, further staffing model changes may be required to get to affordability 	<ul style="list-style-type: none"> - Dependent on securing affordable financing - Adds balance sheet risk with limited annual savings - May require equity savings (10-20%) - Purchase price offered in IFF lease is likely a favorable property valuation 	<ul style="list-style-type: none"> - Dependent on finding a subletter to take over Broadway - likely <i>difficult in current economic conditions</i> - Dependent on availability of properties (preferably in the Midtown region) 	<ul style="list-style-type: none"> - Dependent on availability of properties (preferably in the Midtown region) - Options considered to should at/ below KC charter average spend (14.8% PPR) 	<ul style="list-style-type: none"> - Dependent on finding a subletter to take over Bdwy - <i>difficult in current economic conditions</i> - Dependent on availability of properties (pref. in Midtown region) - Options considered to should at/ below KC charter average spend (14.8% PPR) 	<ul style="list-style-type: none"> - Dependent upon cost of renovations & securing affordable financing - May require sacrifice of amenity space and/ or a creative design (e.g. first floor parking garage, rooftop playspace, etc.)

Citizens should consider hiring a TA provider who can survey the KC facilities landscape, identify options, and assess them against evaluation criteria in collaboration with the facilities and finance committee

Through focused work and commitment to our diverse community, we will create an unparalleled experience

