



International Leadership of Texas, Inc.

June 16, 2021 Regular Board Meeting

Date and Time

Wednesday June 16, 2021 at 6:15 PM CDT

Board of Directors of International Leadership of Texas June 16, 2021

Meeting Notice & Mission Statement

In compliance with the Texas Open Meetings Act, the Texas Government Code, Chapter 551, timely public advance written notice (at least 72 hours before the scheduled time of the meeting) is given of the subjects to be considered by the Board of Directors of International Leadership of Texas (the "Board") and the Board will convene a Regular Open Meeting of the Board of Directors of International Leadership of Texas on the date and time set forth herein.

Special Notice: Public Meetings at Headquarters are Suspended Until Further Notice:

International Leadership of Texas Board of Directors will be holding its regularly scheduled public board meeting at the date and time noticed above. Members of the public will be able to watch the meeting via the link <https://zoom.us/j/801651349> or by a link that will be posted on the ILTexas.org website (click the button "Board Meetings" to view any updates to this Notice).

If you would like to sign up to speak at the meeting, please send your name to board@iltexas.org, 24-Hours in advance of the noticed Meeting time so that we will be able to promote you to a panelist, which will allow you to speak with our board members.

It normally is the intent of the Board to have a quorum physically present at the above address and to allow any Board members not physically present to participate by live two-way video and audio feed in accordance with the Texas Open Meetings Act. However, due to the COVID-19 Coronavirus Pandemic and the governmental and administrative responses to that Pandemic, the Board intends to conduct the Meeting via videoconference. A quorum of the Board will not be physically present at the usual Headquarters address. Neither will the presiding officer physically be present there. Nevertheless, the Meeting will be open to the public. Every effort will be made to facilitate public viewing of the Meeting while it is in progress via live video feed and, subject to limitations of the technology and logistics, to allow the usual opportunities for those who

wish to speak to do so. Please access this Agenda via the ILTexas website as the time of the Meeting approaches, in order to find any additional information or updated links concerning the Meeting.

The Board hereby certifies that this notice was posted on a bulletin board or on something akin thereto or at a place readily accessible and convenient to the public at 1651 N. Glenville Dr., #216, Richardson, TX 75081, as well as online at www.ILTexas.org. The items on this Agenda may be taken in any order. The mission of ILTexas is to prepare students for exceptional leadership roles in the international community by emphasizing servant leadership, mastering the English, Spanish, and Chinese languages, and strengthening the mind, body and character.

/s/ Finn Simmensen, For ILTexas' Board

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:15 PM
Opening Items			
A. Record Attendance and Guests			
B. Call the Meeting to Order			
II. Approve Minutes of Prior Meetings			
A. APPROVE MINUTES OF MAY 19, 2021 REGULAR BOARD MEETING	Approve Minutes		
B. APPROVE MINUTES OF JUNE 10, 2021 SPECIAL BOARD MEETING	Approve Minutes		
III. Public Speakers			
Board Services			
A. Guests speaking, if any	FYI		
IV. Superintendent-CEO Report and Information Items			
A. SUPERINTENDENT-CEO REPORT	FYI	Eddie Conger	
-Provide Esser III Fund Overview to the Board.			
B. SCHOOL LEADERSHIP REPORT	FYI	Dr. Thomas Seaberry	
C. DEPUTY SUPERINTENDENT OF ACADEMIC STUDENT SERVICES REPORT	FYI	Dr. Laura Carrasco	
D. CHIEF ADMINISTRATIVE OFFICER REPORT	FYI	Jerry McCreight	

Purpose Presenter Time

V. Executive Session

- A. AUTHORIZATION** FYI
 Closed Session for Any and All Reasons Permissible by Texas Law, including, but not limited to, Texas Government Code Sections 551.071, 551.072, 551.073, 551.074, 551.075, 551.076, 551.082, 551.083, 551.084, pertaining to any item listed on this agenda, as permitted by applicable law.

- B. CONSULT WITH ATTORNEY PURSUANT TO GOVERNMENT CODE 551.071** Discuss
 Consultation with counsel.

VI. CONSENT AGENDA

- A. CONSIDER/ACT TO APPROVE 2021-2022 BOARD MEETING CALENDAR** Vote
 Approve 2021-2022 School year Board Meeting Calendar.

VII. Board Items for Discussion/Action

- A. CONSIDER/ACT ON APRIL 2021 FINANCIAL REPORT** Vote James Dworkin
 Discuss/Take Action to approve the April, 2021 International Leadership of Texas, Inc. Financial Report.

- B. CONSIDER/ACT ON APPROVAL OF FY 2020-2021 BUDGET AMENDMENT** Vote James Dworkin
 Discuss/Take Action to approve FY 2020-2021 Budget Amendment

- C. CONSIDER/ACT ON AMENDMENT OF CERTIFICATE AND BYLAWS OF ILTEXAS GLOBAL** Vote James T. (Tim) Brightman
 Discuss/Take Action to amend the Certificate and Bylaws of ILTexas Global, Inc. to end status as the single member of International Leadership of Texas, Inc. in ILTexas Global, Inc.

- D. CONSIDER/ACT TO AUTHORIZE PURCHASE OF REAL PROPERTY AT 1202 FM 359, RICHMOND, TX 77406 CONSISTENT WITH THE EXECUTED LOI** Vote Charles Klein
 Discuss/Take Action to authorize the Superintendent to purchase real property located at 1202 FM 359, Richmond, TX 77406 to serve as the site of a K-8 school in accordance with the executed Letter of Instruction between the Owner and ILTexas.

VIII. Closing Items

- A. Adjourn Meeting** Vote

Cover Sheet

APPROVE MINUTES OF MAY 19, 2021 REGULAR BOARD MEETING

Section: II. Approve Minutes of Prior Meetings
Item: A. APPROVE MINUTES OF MAY 19, 2021 REGULAR BOARD MEETING
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for May 19, 2021 Regular Board Meeting on May 19, 2021

DRAFT



International Leadership of Texas, Inc.

Minutes

May 19, 2021 Regular Board Meeting

Date and Time

Wednesday May 19, 2021 at 6:15 PM

Notice of Emergency Addenda to Meeting

Board of Directors of International Leadership of Texas

May 19, 2021

An emergency agenda item is being added to the previously posted meeting of the Board of Directors of **International Leadership of Texas** to be held on May 19, 2021 beginning at 6:15 p.m. at 1651 N. Glenville Dr., Suite 216, Richardson, TX 75081. **Due to COVID-19, this meeting may be conducted by video or telephone conference as an Emergency Meeting of the Board in conformance with the Open Meetings Act and the Governor's emergency orders related to COVID-19.**

The following emergency agenda items shall be discussed and possible formal action may be taken:

Consider and take possible action on board emergency resolution relating to storm damage to roof of the Keller Saginaw High School campus and suspending procurement requirements for emergency repairs.

An emergency or urgent public necessity exists that requires immediate action of the Board or an imminent threat to public health and safety or a reasonably unforeseeable situation exists, as follows:

Immediate action is required due to an imminent threat to public health and safety relating to recent inclement weather and storm damage to Keller Saginaw High School campus. The situation qualifies as an emergency under 551.045.

CERTIFICATE AS TO POSTING OR GIVING OF NOTICE

On this 19th day of May, no later than 5:15 p.m. this emergency addenda notice was posted on a bulletin board located at a place readily accessible and convenient to the public at 1651 N. Glenville Dr., Suite 216, Richardson, TX 76081, online and otherwise as required by state law.

Regular Meeting Notice follows ...

Meeting Notice & Mission Statement

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If you would like to sign up to speak at the meeting, please send your name to board@iltexas.org, 24-Hours in advance of the noticed Meeting time so that we will be able to promote you to a panelist, which will allow you to speak with our board members.

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/s/ Finn Simmenssen, For ILTexas' Board

Directors Present

Dr. Lynne Beach (remote), Gabriela Smith (remote), Major General James Williams (remote), Soner Tarim (remote)

Directors Absent

Chris Moreland, PETER GUDMUNDSSON, Tracy Cox

Directors who arrived after the meeting opened

Soner Tarim

Guests Present

Aaron Thorson (remote), Bryndan Wright (remote), Caitlin Madison (remote), Charles Klein (remote), Craig Timberlake (remote), Dr. Laura Carrasco (remote), Dr. Matilda Orozco (remote), Dr. Thomas Seaberry (remote), Eddie Conger (remote), Elisa Wyke (remote), Finn Simmenssen (remote), Hiram Garza (remote), James Dworkin (remote), James T. (Tim) Brightman (remote), Jerry McCreight (remote), Joe Hoffer (remote), Karen Marx (remote), Kayla Nations-Perkins (remote), Lluvia Broadwell (remote), Lucy Mariappa (remote), Melissa Salazar (remote), Mikella Nguyen (remote), Moses Ramirez (remote), Paola Arias (remote), Regina Jones (remote), Sara Urquidez (remote), Sarah Smitherman (remote), Scott Phipps (remote), Shalem Scheiler (remote), Tony Palagonia (remote), Veronica Ibarra (remote), Victoria Kelly (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Major General James Williams called a meeting of the board of directors of International Leadership of Texas, Inc. to order on Wednesday May 19, 2021 at 6:20 PM.

It was noted that a quorum had been achieved before the first voting Item was considered.

II. Approve Minutes of Prior Meetings

A. APPROVE MINUTES OF APRIL 21, 2021 REGULAR BOARD MEETING

Soner Tarim made a motion to approve the Minutes.

Dr. Lynne Beach seconded the motion.

The board **VOTED** unanimously to approve the motion.

III. Emergency Agenda Item: Keller-Saginaw High School Roof Failure

A. CONSIDER/ACT ON EMERGENCY REPAIR OF KELLER-SAGINAW ROOF

Dr. Lynne Beach made a motion to approve the repairs and adopt the Resolution.

Soner Tarim seconded the motion.

The board **VOTED** unanimously to approve the motion.

IV. Superintendent-CEO Report and Information Items

A. SUPERINTENDENT-CEO REPORT

Superintendent-CEO Eddie Conger reported to the Board.

B. SCHOOL LEADERSHIP REPORT

Deputy Superintendent of School Leadership Dr. Thomas Seaberry reported to the Board.

Dr. Seaberry noted students appearing as guests tonight to discuss their accomplishments and future plans.

Soner Tarim arrived.

C. DEPUTY SUPERINTENDENT OF ACADEMIC STUDENT SERVICES REPORT

Deputy Superintendent of Academic Student Services Dr. Laura Carrasco reported to the Board.

Dr. Carrasco introduced Sara Urquidez, who briefed the Board on college admissions activities.

D. CHIEF ADMINISTRATIVE OFFICER REPORT

Chief Administrative Officer Jerry McCreight reported to the Board.

V. Executive Session

A. AUTHORIZATION

B. CONSULT WITH ATTORNEY PURSUANT TO GOVERNMENT CODE 551.071

The Board entered Executive Session at 7:01 p.m. and returned to Open Session at 8:48 p.m., having made no decisions and conducted no votes.

VI. CONSENT AGENDA

A. CONSIDER/ACT ON CONSULTING AGREEMENT WITH ACS

Soner Tarim made a motion to approve the Agreement.

Dr. Lynne Beach seconded the motion.

Superintendent-CEO Eddie Conger briefed the Board on this arrangement. The board **VOTED** unanimously to approve the motion.

VII. Board Items for Discussion/Action

A. CONSIDER/ACT ON APRIL 2021 FINANCIAL REPORT

Dr. Lynne Beach made a motion to approve the Financial Report.

Soner Tarim seconded the motion.

CFO James Dworkin reported to the Board. The board **VOTED** unanimously to approve the motion.

B. CONSIDER/APPROVE BUDGET FOR FY 2021-2021

Soner Tarim made a motion to approve the Budget.

Dr. Lynne Beach seconded the motion.

The board **VOTED** unanimously to approve the motion.

C. CONSIDER/ACT ON AMENDMENT OF CERTIFICATE AND BYLAWS OF ILTEXAS GLOBAL

This Item was postponed for a later Board Meeting. No vote was conducted.

D. CONSIDER/ACT TO AUTHORIZE CONVERSION OF TWO APARTMENTS TO CHARITY AND COMMUNITY OUTREACH

This Item was postponed for a later Board Meeting. No vote was conducted.

Ms. Smith and Dr. Beach dissented from the removal of this Item.

E. CONSIDER/ACT TO AUTHORIZE PURCHASE OF REAL PROPERTY FOR 2905 AND 2941 SMITH RD., PEARLAND, TX 77584 CONSISTENT WITH THE EXECUTED LOI

Soner Tarim made a motion to authorize the purchase.

Gabriela Smith seconded the motion.

The board **VOTED** unanimously to approve the motion.

F. CONSIDER/ACT ON ARCHITECT SELECTION FOR THE THREE K8 CAMPUSES IN PEARLAND, MANSFIELD AND RICHMOND

Gabriela Smith made a motion to approve the selection of Pivot North.

Dr. Lynne Beach seconded the motion.

Charles Klein briefed the Board on the procurement process associated with this selection. The board **VOTED** unanimously to approve the motion.

G. DISCUSS/TAKE ACTION TO APPROVE ARCHITECT FOR AGPHS, GARLAND HS MCJROTC BUILDING AND ANY PORTABLE PROJECTS

Gabriela Smith made a motion to approve the selection of Pivot North.

Soner Tarim seconded the motion.

Charles Klein briefed the Board on the procurement process associated with this selection. The board **VOTED** unanimously to approve the motion.

VIII. Closing Items

A. Adjourn Meeting

Dr. Lynne Beach made a motion to adjourn.

Gabriela Smith seconded the motion.

The board **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:15 PM.

Respectfully Submitted,
Finn Simmenssen

Documents used during the meeting

- Board Resolution Declaring Emergency Procurement.doc
- Emergency Addenda to Agenda.docx
- Academic Board Report, May 2021.pdf
- ILTexas Summer Catalog 2021.pptx.pdf
- Authorized Board Report 5.19.2021.pdf
- Board Notification 5.19.2021 (1).pdf
- ACS Consulting Agreement (ILTexas) (4.26.21) ready.pdf
- ILTexas FS 2021-04 Board.pdf
- ILTexas FS 2021-04 Forecast FY2021.pdf
- ILTexas FS 2021-04 Budget FY2022.pdf
- ILT Global Amended & Restated Bylaws draft 2021.05.12 (2).docx
- ILT Global Restated Certificate draft 2021.05.12 (1).docx
- Prop Resolutions of Sole Member ApprovinG Rest ILT-G Certificate.pdf
- TX Form 414 - Amended and Restated Certificate of Formation - Cover Sheet (1).pdf
- Written Consent of ILT-GLOBAL Directors draft 2021.05.12 (1).docx
- 20210519 Resolution ILTEXAS Global Apt.pdf
- Viktorin - ILTexas LOI - 2905 Smith Rd - 4.21.21.docx.pdf
- 2021_0430 ILT K-8 School Buildings.pdf

- Corgan_ILT RFQ.pdf
- RFQ 21-002 - McCarthy Architecture Response.pdf
- RFQ 21-002 as Posted - K-8 4.23.21.pdf
- 1 RFQ 21-003 as Posted - HS, JROTC, and Portables Projects 5.10.21.pdf
- 2 2021_0430 ILTexas HS JROTC _ Portables.pdf
- 3 Callaway response to RFQ 21-003 as Posted - HS JROTC and Portables Projects.pdf
- 4 International Leadership of Texas - BRW Architects - RFQ 21-003.pdf

Cover Sheet

APPROVE MINUTES OF JUNE 10, 2021 SPECIAL BOARD MEETING

Section: II. Approve Minutes of Prior Meetings
Item: B. APPROVE MINUTES OF JUNE 10, 2021 SPECIAL BOARD MEETING
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for June 10, 2021 Special Board Meeting on June 10, 2021



International Leadership of Texas, Inc.

Minutes

June 10, 2021 Special Board Meeting

Date and Time

Thursday June 10, 2021 at 6:00 PM

Meeting Notice & Mission Statement

In compliance with the Texas Open Meetings Act, the Texas Government Code, Chapter 551, timely public advance written notice (at least 72 hours before the scheduled time of the meeting) is given of the subjects to be considered by the Board of Directors of International Leadership of Texas (the "Board") and the Board will convene a Special Open Meeting of the Board of Directors of International Leadership of Texas on the date and time set forth herein.

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/s/ Finn Simmensen, For ILTexas' Board

Directors Present

Chris Moreland (remote), Dr. Lynne Beach (remote), Soner Tarim (remote), Tracy Cox (remote)

Directors Absent

Gabriela Smith, Major General James Williams, PETER GUDMUNDSSON

Guests Present

Aaron Thorson (remote), Alex Maldonado (remote), Charles Klein (remote), Dr. Laura Carrasco (remote), Eddie Conger (remote), Finn Simmensen (remote), James Dworkin (remote), James T. (Tim) Brightman (remote), Kayla Nations-Perkins (remote), Veronica Ibarra (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

Tracy Cox called a meeting of the board of directors of International Leadership of Texas, Inc. to order on Thursday Jun 10, 2021 at 1:03 PM.

II. Executive Session

A. AUTHORIZATION

B. CONSULT WITH ATTORNEY PURSUANT TO GOVERNMENT CODE 551.071

The Board entered Executive Session at 6:02 p.m. and returned to Open Session at 6:20 p.m., having conducted no votes and made no decisions while in Executive Session.

III. Board Items for Discussion/Action

A. CONSIDER/ACT TO AUTHORIZE PURCHASE OF REAL PROPERTY FOR E. BROADWAY AND LIBERTY DR., PEARLAND, TX 77581 CONSISTENT WITH THE EXECUTED LOI

Soner Tarim made a motion to authorize the purchase.

Dr. Lynne Beach seconded the motion.

The board **VOTED** unanimously to approve the motion.

B. CONSIDER/ACT ON CONSTRUCTION MANAGEMENT SERVICES FOR THREE K-8 CAMPUSES (IN PEARLAND, MANSFIELD, AND RICHMOND), AGPHS, GARLAND HS MCJROTC BUILDING, AND ANY PORTABLE PROJECTS (IF NEEDED)

Dr. Lynne Beach made a motion to select Key Construction to perform the construction management services.

Chris Moreland seconded the motion.

The board **VOTED** unanimously to approve the motion.

C. CONSIDER/ACT ON CONSTRUCTION MANAGEMENT SERVICES FOR THE NEW HEADQUARTERS (2021 LAKESIDE BLVD)

Soner Tarim made a motion to select HRNCIR to perform the construction management services.

Dr. Lynne Beach seconded the motion.

The board **VOTED** unanimously to approve the motion.

D. CONSIDER/ACT TO REAUTHORIZE SELECTION AND CONTRACT FOR ARCHITECTURAL SERVICES FOR SOUTHERN DALLAS COUNTY HS (7811 UNIVERSITY HILLS BLVD)

Chris Moreland made a motion to reauthorize selection of and contracting with Pivot North for the architectural services.

Soner Tarim seconded the motion.

The board **VOTED** unanimously to approve the motion.

E. CONSIDER/ACT TO AUTHORIZE ADMINISTRATION TO ENTER INTO LEASE FOR LANCASTER-DESOTO HS AT DISCIPLE CENTRAL COMMUNITY CHURCH (901 N. POLK ST.)

Soner Tarim made a motion to authorize entering into the lease.

Dr. Lynne Beach seconded the motion.

The board **VOTED** unanimously to approve the motion.

IV. Closing Items

A. Adjourn Meeting

Dr. Lynne Beach made a motion to adjourn.

Chris Moreland seconded the motion.

The board **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:27 PM.

Respectfully Submitted,

Finn Simmensen

Documents used during the meeting

None

Cover Sheet

SUPERINTENDENT-CEO REPORT

Section: IV. Superintendent-CEO Report and Information Items
Item: A. SUPERINTENDENT-CEO REPORT
Purpose: FYI
Submitted by:
Related Material: This Page is Blank.docx

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Cover Sheet

SCHOOL LEADERSHIP REPORT

Section: IV. Superintendent-CEO Report and Information Items
Item: B. SCHOOL LEADERSHIP REPORT
Purpose: FYI
Submitted by:
Related Material: This Page is Blank.docx

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Cover Sheet

DEPUTY SUPERINTENDENT OF ACADEMIC STUDENT SERVICES REPORT

Section: IV. Superintendent-CEO Report and Information Items
Item: C. DEPUTY SUPERINTENDENT OF ACADEMIC STUDENT
SERVICES REPORT
Purpose: FYI
Submitted by:
Related Material: Academic Board Report, June 2021.pdf

ILTexas Academic Board Report

June 2021

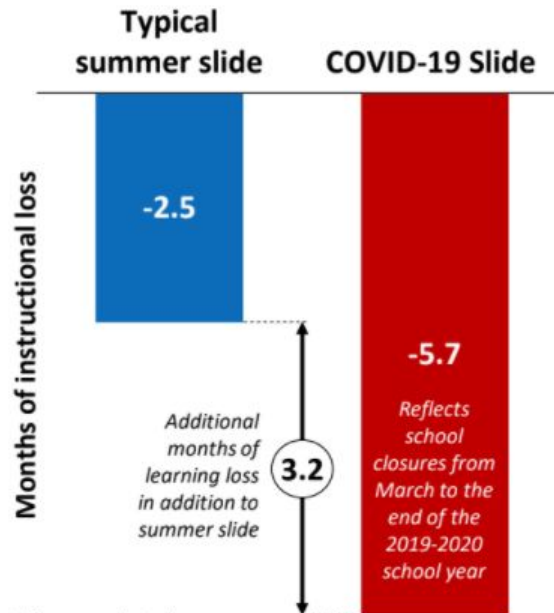
Presented by: Dr. Laura Carrasco
Deputy Superintendent of Academics & Student Services





Given Beginning-Of-Year Data, We Are Facing Even Larger Challenges This Time Around

With COVID, the number of students below grade level is likely to increase dramatically.



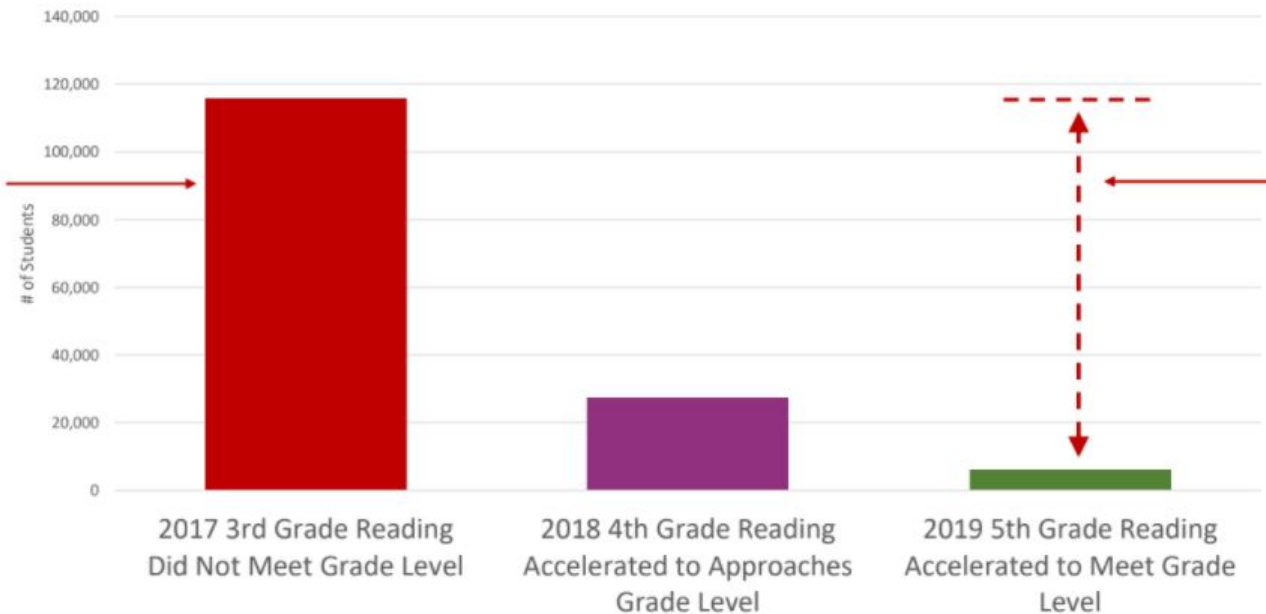
Note: Data was not used for any accountability purposes; aggregate results of the data were used in this research study

Source: [STAAR End-of-Year and Beginning-of-Year Results](#)



The actions we take now must be different from what we've done in the past

Pre-COVID: 3rd Grade Reading Performance



22%
of students were below grade level across all grades.

95%
of students who were behind did not catch up within 2 years.

Measure of Academic Progress - Math

Students Tested in BOTH Spring 2020 and 2021

2021 Spring MAP Math - Dallas Area

2020	Did Not Meet	Approaches	Meets	Masters
Did Not Meet	387	114	13	12
Approaches	137	396	84	16
Meets	14	148	153	30
Masters	1	8	38	74

Same Level	1010
Improved 1 or More Levels	269
Decreased 1 or More Levels	346

2021 Spring MAP Math - All Students

2020	Did Not Meet	Approaches	Meets	Masters
Did Not Meet	2349	762	106	68
Approaches	801	2254	590	100
Meets	65	781	958	256
Masters	5	67	295	446

Same Level	6007
Improved 1 or More Levels	1882
Decreased 1 or More Levels	2014

2021 Spring MAP Math - Tarrant Area

2020	Did Not Meet	Approaches	Meets	Masters
Did Not Meet	980	341	41	29
Approaches	389	1024	299	44
Meets	29	359	468	126
Masters	4	39	153	201

Same Level	2673
Improved 1 or More Levels	880
Decreased 1 or More Levels	973

2021 Spring MAP Math - Houston Area

2020	Did Not Meet	Approaches	Meets	Masters
Did Not Meet	982	307	52	27
Approaches	275	834	207	40
Meets	22	274	337	100
Masters	0	20	104	171

Same Level	2324
Improved 1 or More Levels	733
Decreased 1 or More Levels	695

Key Principles of High Impact Tutoring

High impact tutoring programs have a few key attributes¹...



Well-trained, consistent tutor (can be a teacher, paraprofessional, teacher candidate) who builds a strong relationship with students



High quality instructional material aligned to standards and core classwork



One-to-one or small group for individualized support (1-to-3 maximum ratio recommended)²



Embedded in the school day or immediately before or after, to maximize student access



At least three sessions per week for sustained support, 30 minutes minimum



Data-driven with tutors building sessions around student strengths and needs

...and can have a significant impact on student outcomes



Additional progress

A 2020 meta-analysis of 96 studies of high-quality tutoring programs found that students made **5 months of additional progress** on average, a large pooled 0.37 effect size³

The recording of the first webinar can be found on the [Strong Start page](#)

ILTexas Accelerated Learning Key Priorities DRAFT Plan

Embedded/ Frequency/ Group Size

What this will look like:

- Takes place within Fitness, Specials/ Chinese and Spanish, Accelerated Learning (10th period ER time), after school, Saturdays (optional)
- At minimum of three times a week
- Small group size recommended 5-7 students per group
- 1 Math and 1 Reading Intervention teacher per K2, 3-5 and 6-8 per grade level band (5 high priority campuses will be allocated 2 teachers per 3-5 and 6-8 content per grade band)
- 1 Instructional Aide will be allocated per K2, 3-5 and 6-8 grade level band (5 high priority campuses will be allocated 2 instructional aides per content per grade level band)

What this will look like:

- Campus Based Intervention teachers and Instructional Aides will be trained on how to address instructional gaps in student learning.
- Embedded PLC time for grade level teams to collaborate with grade level Math and Reading teachers for accelerated instructional resource alignment.
- Accelerated Instruction teachers will be proficient in data analysis best practices, systems for tracking student progress and social emotional learning strategies during weekly Accelerated Instruction Planning meetings (Wednesdays).
- Trained and create systems for social emotional learning strategies during weekly Accelerated Instruction Planning meetings (Wednesdays)- Mentor, celebrate smallest growth
- Dean will coordinate calibration walks for instructional coaches and administrators

Well Trained Consistent Tutor

ILTexas Accelerated Learning Key Priorities Continued

Data Driven

What this will look like:

- Accelerated Instruction teacher will be proficient in data analysis best practices, systems for tracking student progress and social emotional learning strategies.
- The campus Dean of Instruction will ensure that Reading and Math Accelerated Learning teachers plan with grade level Math and Reading core content teachers each Wednesday with consideration for skill gaps, on grade level TEKS aligned to IFD (Instructional Focus Document) and student progress on formative assessments.
- Reading and Math Accelerated Learning Teachers, Dean of Instruction and Instructional leaders are then able to use data driven lesson alignment, data profile reports from weekly formative assessments track teacher growth and success over time
- Trained on how to collaborate with grade level Math and Reading teachers for accelerated instructional resource alignment during weekly Accelerated Instruction Planning meetings (Wednesdays).
- Dean of instruction will support PLC work, fidelity to Data Driven Instruction
-

What this will look like:

- The campus Dean of Instruction will ensure that Reading and Math Accelerated Learning instructional materials align to grade level Math and Reading core content TEKS each with consideration for skill gaps, on grade level TEKS aligned to IFD (Instructional Focus Document) and student progress on frequent formative assessments.

High Quality, On Grade Level Materials

Others Before Self Projects (OBSP)



OBSP: Dallas

Garland K8-

The 8th grade wrote letters and made videos for people who are isolated due to covid.

[8th OBSP- Garland K8](#)

Garland HS-

GHS 11th Grade Service Project is to create a cleaner, safer environment for everyone in the community-

Students were challenged to venture into their own communities and neighborhoods to pick up trash. Pictures could be uploaded to social media to encourage participation for others.

[11th OBSP- Garland HS](#)

Lancaster K8-

3rd-Create a “thank you” letter for the military

4th-The 4th Grade at ILTexas Lancaster K8 has chosen to donate goods to the local city’s food pantry to assist citizens in their time of need.

5th- COLLECT PERSONAL PPE FOR HOMELESS..SANITIZER, MASKS, GLOVES AND PERSONAL WIPES

[3rd-5th OBSP Lancaster K8](#)

LDHS

10th- Students wrote encouraging letters to essential workers of their choice, in appreciation of their service. They then recorded themselves reading their letters and mailing them. [10th LDHS OBSP](#)



OBSP: Tarrant

EFTW

2nd-Students voted to buy snacks and supplies for every teacher on our campus.

[2nd OBSP EFTW](#)

Arlington K8

6th- The students voted to have a drive at school for Mission Arlington. They wanted to collect and donate clothes, school supplies, canned food, toiletries, etc. for the Mission.

[6th OBSP Arlington K8](#)

Keller Saginaw HS

12th-"Connecting Generations" Exposing the Past in the Present to Develop a Better Future. The "Connecting Generations" Project is for students to connect with local retirement homes, veterans' centers, hospitals, etc. to establish a presentation whether that is a vlog or blog. This is an opportunity for students to learn about history through the eyes of those that may have experienced it first hand.

[12th KSHS OBSP](#)



Arlington K8



Arlington K8

The Fight Grade Service Learning Project

This year, we sent special valentines to children at St. Jude Children's Research Hospital located in Memphis, TN.

St. Jude made it very easy to help spread cheer and send a little extra love.

The virtual cards that we sent were all inspired by patients' art and free to send.

We picked a digital design, wrote a heartfelt message, and send it off to put a smile on a young patient's face.

The cards were displayed on screens throughout the hospital for everyone to see!



Arlington K8

St. Jude's patients to receive electronic valentines



OBSP: Houston

Westpark

5th-5th grade students created letters of encouragement, suggestions, and artwork for incoming 5th graders over the next 5 years (covering current Kindergarten through 4th grades). These letters/materials were then sealed in decorated “time capsules” that are now stored in separate homerooms, one for each year’s incoming 5th grade class.

[5th OBSP- Westpark K8](#)

CS K8

4th-

Students created and participated in different activities to promote Cancer Awareness. These activities included: zoom videos in which they shared facts about a diversity of types of cancers, posters to promote Cancer Awareness around the school, invited guests via zoom to shared their testimonies on how they survived cancer, they also did a day in which the entire School got to wear purple shirts to promote Cancer Awareness and had the amazing opportunity to invite the community through KBTX news to also be a part of this day.

[4th OBSP-CS](#)

8th-Students will bring awareness to the community that planting trees and plants creates more oxygen and decreases carbon dioxide in the atmosphere and can be beneficial to the health and wellness of others when they spend time in green spaces, decrease global temps, etc... on Earth Day. Students planted 1000+ seeds in biodegradable pots to distribute to students and staff on Earth Day. Students also planted 3 live oak trees where the portables once stood.

[8th OBSP- CS K8](#)

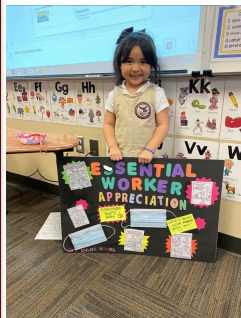
WMLHS

10th-The tenth grade students decided to complete a year long service project that would service numerous communities in the Houston Area. [10th WMLHS](#)



OBSP: Westpark K8

Kinder OBS



1st grade OBS



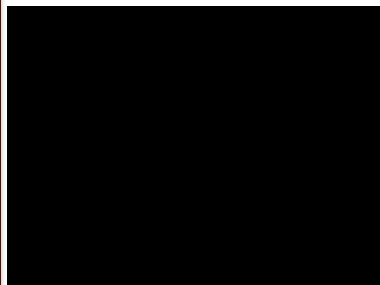
2nd grade OBS



3rd grade OBS



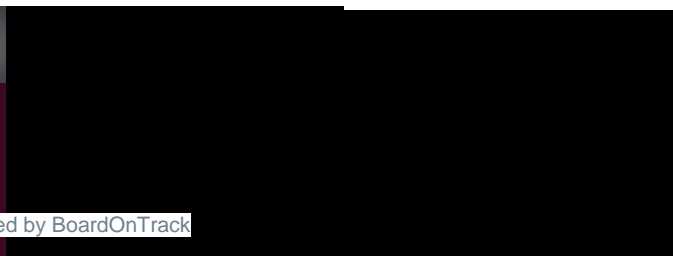
4th grade OBS



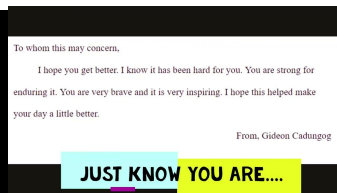
5th grade OBS



6th grade OBS



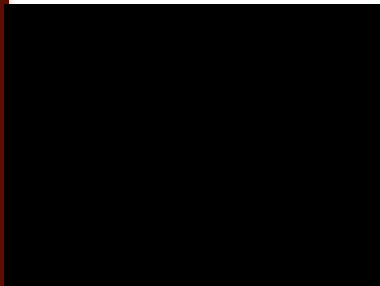
7th grade OBS



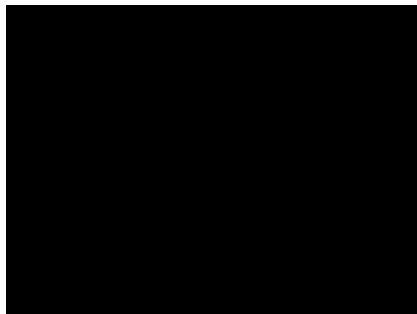
JUST KNOW YOU ARE....

OBSP: OREM K8

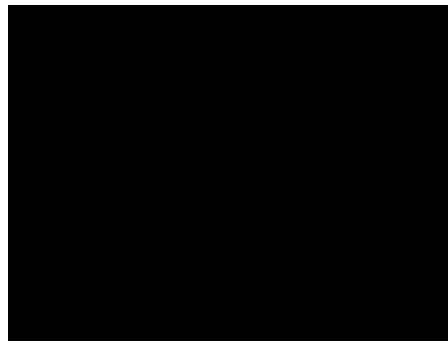
Kinder OBS



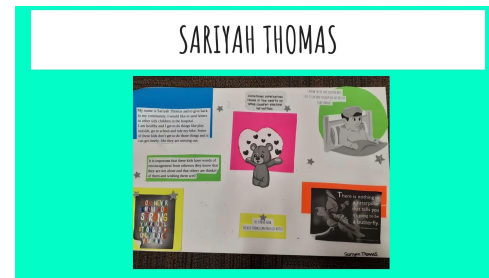
1st grade OBS



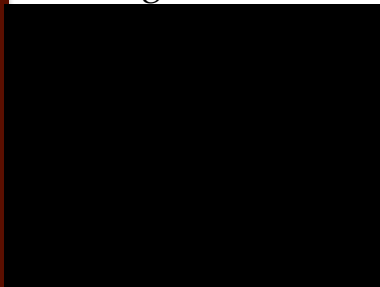
2nd grade OBS



3rd grade OBS



4th grade OBS



5th grade OBS



6th grade OBS

Powered by BoardOnTrack

7th grade OBS

8th grade OBS

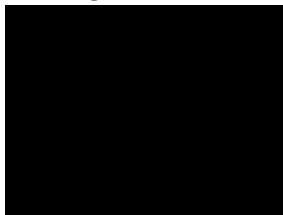


OBSP: Houston-Katy K-8

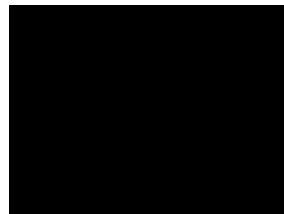
Kindergarten OBSP



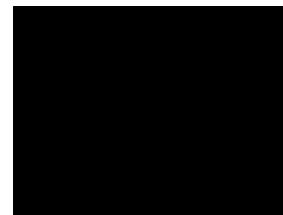
2nd grade OBSP



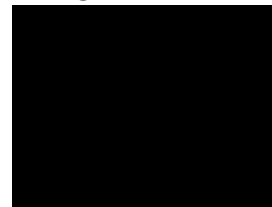
4th grade OBSP



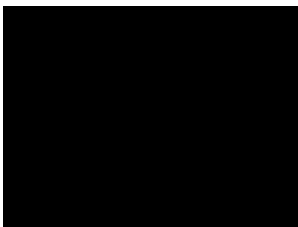
6th grade OBSP



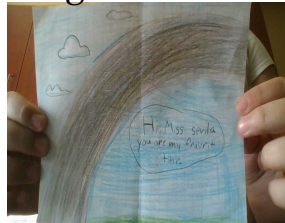
7th grade OBSP



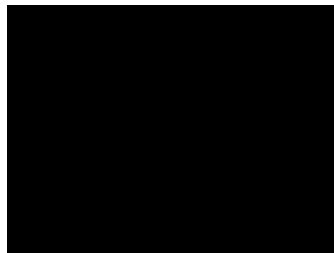
1st grade OBSP



3rd grade OBSP



5th grade OBSP



8th grade OBSP



OBSP: RCI

K-2:

This project was made to honor the custodial staff in schools and hospitals through slides and videos as well as seesaw created art work and handmade art.

[RCI K-2 OBS Project](#)

3-5:

This project was made to honor the medical professionals that have worked so hard through the pandemic through slides, videos, and original artwork.

[RCI 3-5 OBS Project](#)

6-8:

Students created things to encourage our military heroes.

[RCI MS OBS Project](#)



Cover Sheet

CHIEF ADMINISTRATIVE OFFICER REPORT

Section:	IV. Superintendent-CEO Report and Information Items
Item:	D. CHIEF ADMINISTRATIVE OFFICER REPORT
Purpose:	FYI
Submitted by:	
Related Material:	Board Report 6.16.2021.pdf Board Notification 6.16.2021.pdf



INTERNATIONAL LEADERSHIP OF TEXAS

**Faculty and Support Staff New Hires
Subsequent to May 19, 2021
For Board Notification on June 16, 2021**

NEW HIRES FOR THE 21/22 SCHOOL YEAR			
Position	Assignment	Building	Start Date
PARA - DISTRICT	HR STAFFING SPECIALIST	HEADQUARTERS	6/7/2021
PROF - DISTRICT	COORDINATOR	HEADQUARTERS	6/7/2021
PROF - DISTRICT	EXECUTIVE DIRECTOR	HEADQUARTERS	6/10/2021
PROF - DISTRICT	STUDENT RECRUITER	AREA OFFICE DALLAS	6/1/2021
COUNSELOR	COUNSELOR	WINDMILL LAKES HIGH	7/19/2021
PROF - CAMPUS ADMIN	DEAN OF INSTRUCTION	ARLINGTON ELEMENTARY	8/2/2021
TEACHER	ELEMENTARY	GRAND PRAIRIE ELEMENTARY	8/2/2021
TEACHER	ELEMENTARY	GRAND PRAIRIE ELEMENTARY	8/2/2021
TEACHER	HIGH	ARLINGTON HIGH	8/2/2021
PARA - CAMPUS	ATTENDANCE CLERK	ARLINGTON HIGH	8/2/2021
TEACHER	HIGH	ARLINGTON HIGH	8/2/2021
TEACHER	ELEMENTARY	GRAND PRAIRIE ELEMENTARY	8/2/2021
TEACHER	ELEMENTARY	COLLEGE STATION ELEMENTARY	8/2/2021
TEACHER	ELEMENTARY	EAST FW ELEMENTARY	8/2/2021
TEACHER	MIDDLE	KELLER MIDDLE	8/2/2021
TEACHER	HIGH	ARLINGTON HIGH	8/2/2021
TEACHER	HIGH	KELLER HIGH	8/2/2021
TEACHER	HIGH	KELLER HIGH	8/2/2021
PARA - CAMPUS	INSTRUCTIONAL AIDE	KELLER ELEMENTARY	7/30/2021
PROF - DISTRICT	EXECUTIVE DIRECTOR OF DEVELOPMENT	HEADQUARTERS	6/14/2021
MEDIA SPECIALIST	MEDIA SPECIALIST	KELLER ELEMENTARY	7/26/2021
TEACHER	HIGH	KELLER HIGH	8/2/2021
TEACHER	ELEMENTARY	SAGINAW ELEMENTARY	8/2/2021
TEACHER	HIGH	ARLINGTON HIGH	8/2/2021
PROF - DISTRICT	AREA ACADEMIC DIRECTOR	AREA OFFICE HOUSTON	7/14/2021
PROF - CAMPUS	INSTRUCTIONAL COACH	GRAND PRAIRIE MIDDLE	7/19/2021
TEACHER	HIGH	KELLER HIGH	8/2/2021
TEACHER	ELEMENTARY	SAGINAW ELEMENTARY	8/2/2021
TEACHER	HIGH	KELLER HIGH	8/2/2021
TEACHER	MIDDLE	EAST FW MIDDLE	8/2/2021
PARA - DISTRICT	EXECUTIVE ADMIN ASSISTANT	HEADQUARTERS	7/14/2021
PARA - CAMPUS	INSTRUCTIONAL AIDE	LANCASTER HIGH	7/30/2021

Total employees hired subsequent to 5/19/2021: 32

Total Employee Count for 21/22 SY: 1,988

All employees are contingent upon Fingerprint and HR Clearance.



INTERNATIONAL LEADERSHIP OF TEXAS

Authorized Position Report**June 16, 2021****21/22 SCHOOL YEAR**

Position	# Positions	Positions Filled	Available FTE	Pending	Unfilled
AUX - FOOD SERVICE	14.00	11.00	3.00		3.00
AUX - MAINTENANCE	35.00	30.00	5.00		5.00
AUX - TRANSPORTATION	31.00	19.00	12.00		12.00
COUNSELOR	53.00	45.00	8.00	4.00	4.00
LIBRARIAN/MEDIA	20.00	16.00	4.00	2.00	2.00
NURSE	18.00	17.00	1.00		1.00
PARA - CAMPUS	435.00	308.00	127.00	39.00	88.00
PARA - DISTRICT	65.00	57.00	8.00	1.00	7.00
PROF - CAMPUS	36.00	27.00	9.00	2.00	7.00
PROF - CAMPUS ADMIN	89.00	74.00	15.00	5.00	10.00
PROF - DISTRICT	186.00	160.00	26.00	7.00	19.00
SLP	13.00	10.00	3.00	-	3.00
SUPERINTENDENT	1.00	1.00	-		-
TEACHER	1,469.00	1,213.00	256.00	128.00	128.00
Total	2,465.00	1,988	477	188	289

Cover Sheet

CONSULT WITH ATTORNEY PURSUANT TO GOVERNMENT CODE 551.071

Section: V. Executive Session
Item: B. CONSULT WITH ATTORNEY PURSUANT TO
GOVERNMENT CODE 551.071
Purpose: Discuss
Submitted by:
Related Material: This Page is Blank.docx

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Cover Sheet

CONSIDER/ACT TO APPROVE 2021-2022 BOARD MEETING CALENDAR

Section: VI. CONSENT AGENDA
Item: A. CONSIDER/ACT TO APPROVE 2021-2022 BOARD
MEETING CALENDAR
Purpose: Vote
Submitted by:
Related Material: Proposed Board Dates 2021-2022.pdf



ILTexas Proposed Regular Board Meeting Schedule July, 2021 through June, 2022

Board Meeting dates appear **circled in red** on the calendar on the next page.

July 21, 2021	Third Wednesday
August 18, 2021	Third Wednesday
September 15, 2021	Third Wednesday
October 20, 2021	Third Wednesday
November 17, 2021	Third Wednesday (<i>week before Thanksgiving break</i>)
December 15, 2021	Third Wednesday (<i>week before winter break</i>)
January 26, 2022	Fourth Wednesday
February 16, 2022	Third Wednesday
March 30, 2022	Fourth Wednesday
April 20, 2022	Third Wednesday
May 18, 2022	Third Wednesday
June 15, 2022	Third Wednesday



2021-2022 Calendar / Calendario / 日历

July/Julio/七月 2021						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

July 19-23 Int. Teacher Orientation
July 26-30 New Teacher Orientation

August/Agosto/八月 2021						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Aug 2 Teachers First Day of LOA
Aug 2-11 Teacher PD Days
Aug 12 First Day of School

September/Septiembre/九月 2021						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Sept 6 Labor Day
Sept 20 Cycle 1 PD/Data Day

October/Octubre/十月 2021						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Oct 7 Charter-wide PD Day
Oct 7-12 Fall Break for Students
Oct 12 Parent/Teacher/Student Conf.

November/Noviembre/十一月 2021						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Nov 1 Cycle 2 PD/Data Day
Nov 22-26 Thanksgiving Break
Nov 22-23 Targeted Enrichment/
Remediation

December/Diciembre/十二月 2021						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Dec 20-31 Winter Break
Dec 20-21 Targeted Enrichment/
Remediation

January/Enero/一月 2022						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Jan 3 Winter Break cont.
Jan 4 Cycle 3 PD/Data Day
Jan 17 MLK Holiday

February/Febrero/二月 2022						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

Feb 18 Charter-wide PD Day
Feb 21 President's Day Holiday
Feb 22 Cycle 4 PD/Data Day

March/Marzo/三月 2022						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Mar 14-18 Spring Break

April/Abril/四月 2022						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Apr 14 Cycle 5 PD/Data Day
Apr 15* Student/Teacher Holiday
*Bad Weather Day 1 of 2

May/Mayo/五月 2022						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

May 24 Last Day of School
May 25* Cycle 6 Data Day
Teachers Last Day of LOA
*Bad Weather Day 2 of 2

June/Junio/六月 2022						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May 31-June 16 Summer School

[] Grading Period Start/End

Student/Teacher Holidays

Student Holiday/Teacher Work Day

Targeted ER / Summer School

All ILTexas Offices Closed

District Summer Break

(for a select group of students, all others on break)

Professional Development / Student Holidays	
Aug 2-11	Teacher PD Days
Sept 20	Cycle 1 PD/Data Day
Oct 7	PD Day
Oct 12	Parent/Teacher/Student Conf.
Nov 1	Cycle 2 PD/Data Day
Jan 4	Cycle 3 PD/Data Day
Feb 18	PD Day
Feb 22	Cycle 4 PD/Data Day
Apr 14	Cycle 5 Data Day
May 25	Cycle 6 Data Day

Student/Teacher Holidays	
Sept 6	Labor Day
Oct 8-11	Fall Break
Nov 22-26	Thanksgiving Break
Dec 20-Jan 3	Winter Break
Jan 17	MLK Holiday
Feb 21	President's Day Holiday
Mar 14-18	Spring Break
Apr 15	Student/Teacher Holiday
May 30	Student/Teacher Holiday

2022 Modified Summer Schedule	
Summer Office Hours June 7-24	
M-Thu	7:30am – 5:00pm
F	8:00am – 12:00pm
Office Closed June 27 – July 13	
*Regular Hrs Resume July 14, 2022	

Get In Touch

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/iltexas

MISSION STATEMENT

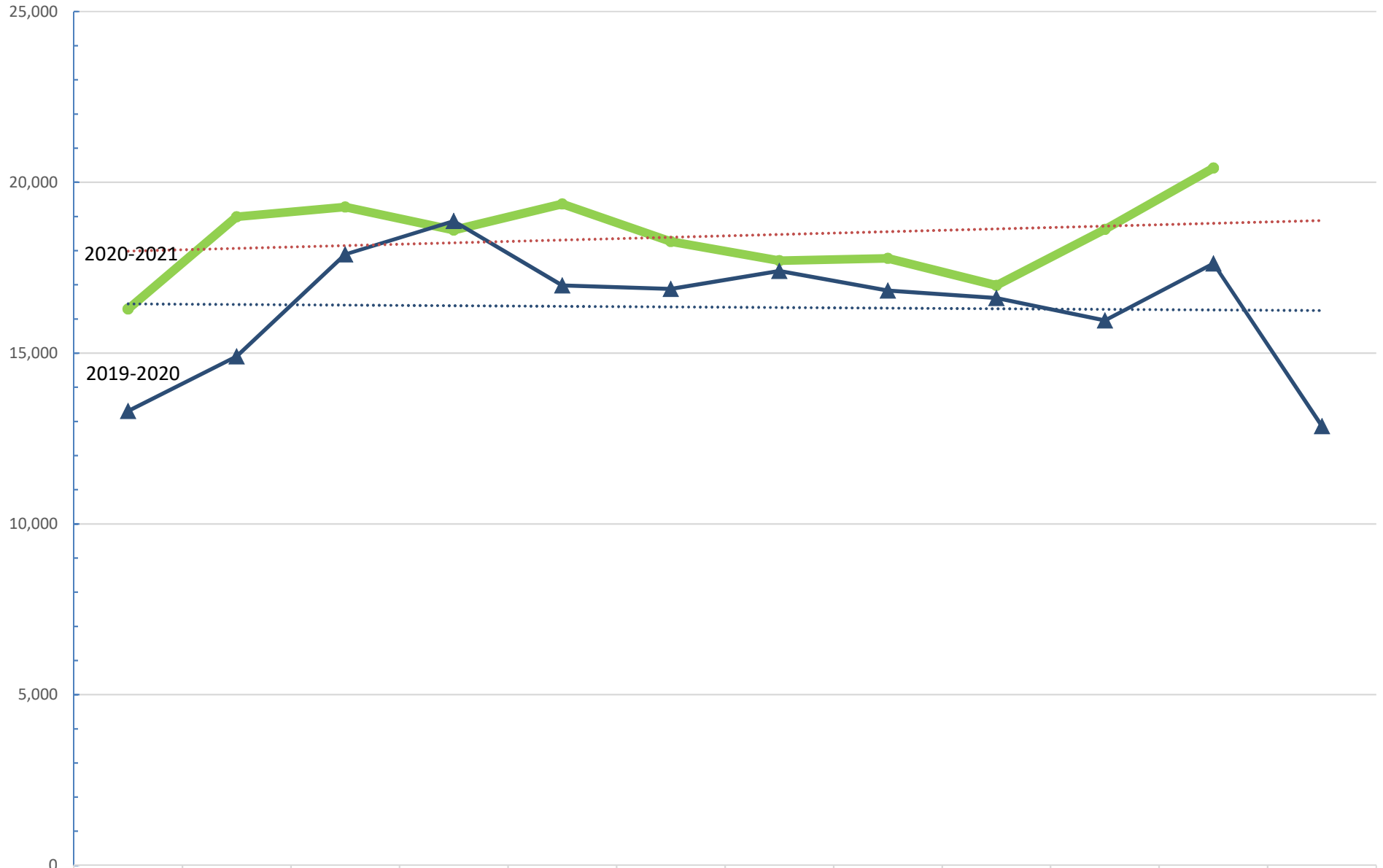
The mission of ILTexas is to prepare students for exceptional leadership roles in the international community by emphasizing servant leadership, mastering the English, Spanish, and Chinese languages, and strengthening the mind, body, and character.

Cover Sheet

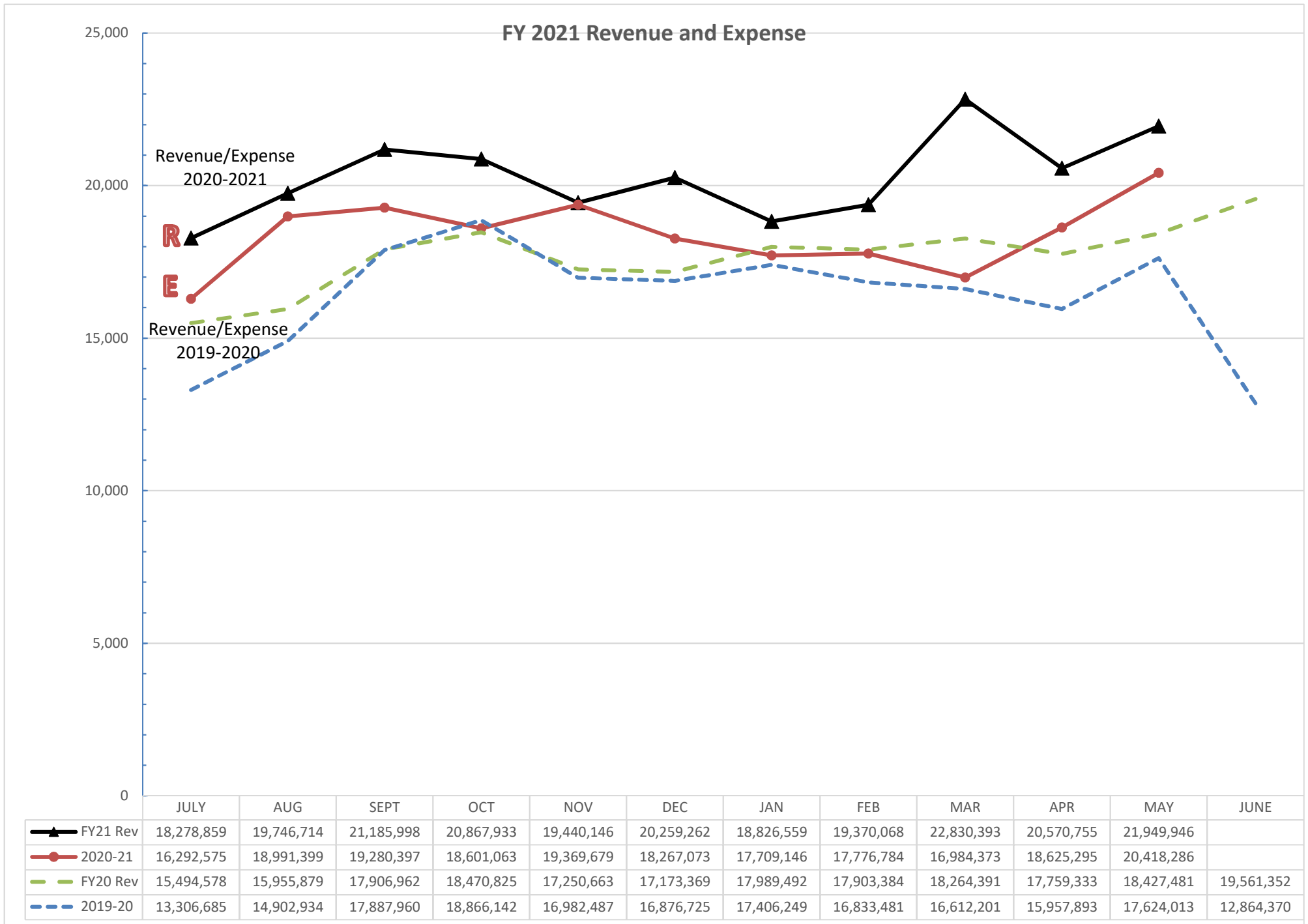
CONSIDER/ACT ON APRIL 2021 FINANCIAL REPORT

Section:	VII. Board Items for Discussion/Action
Item:	A. CONSIDER/ACT ON APRIL 2021 FINANCIAL REPORT
Purpose:	Vote
Submitted by:	
Related Material:	ILTexas FS 2021-05 Board Final.pdf

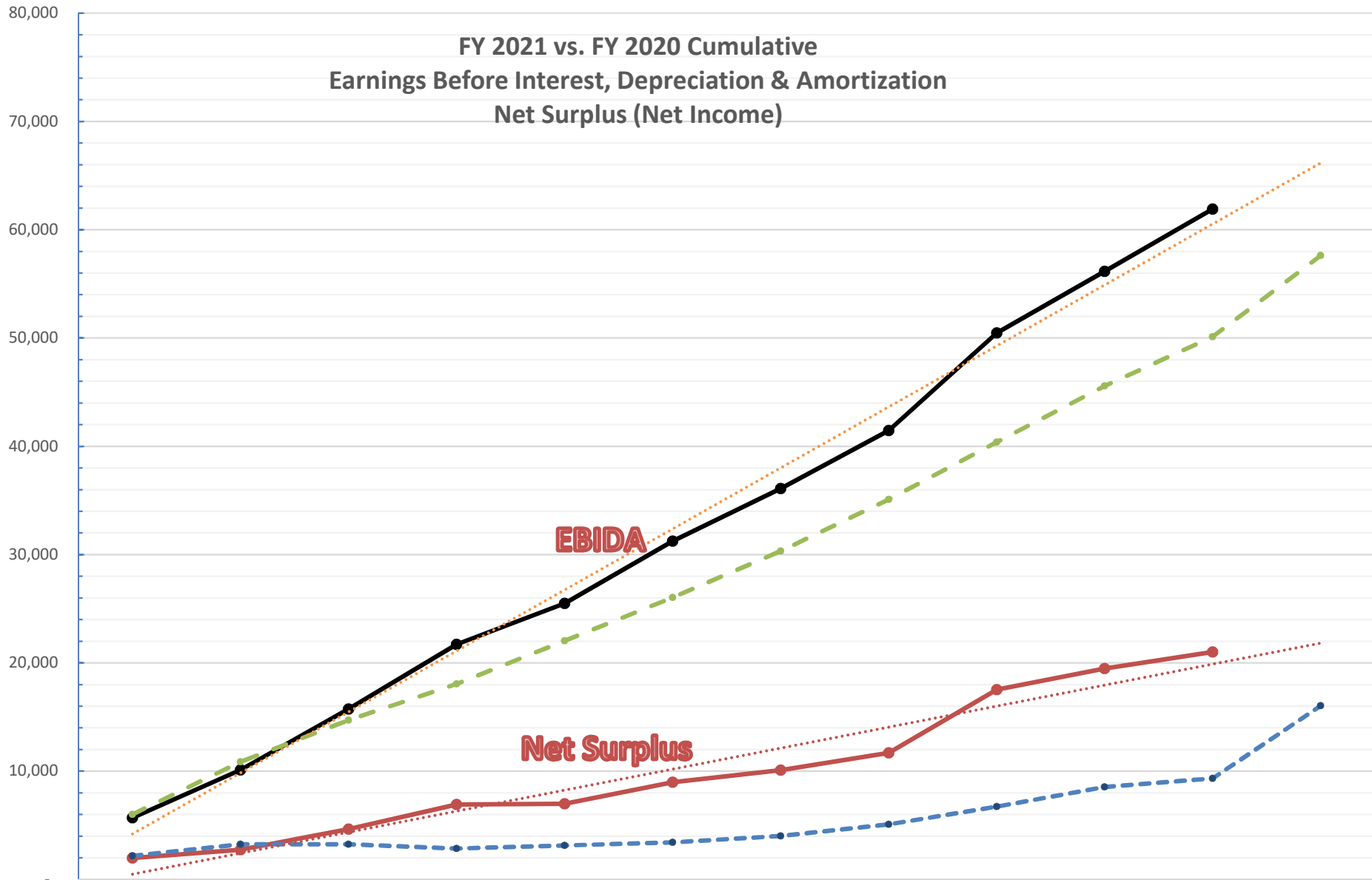
TOTAL MONTHLY EXPENSES



	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
2020-21	16,292,575	18,991,399	19,280,397	18,601,063	19,369,679	18,267,073	17,709,146	17,776,784	16,984,373	18,625,295	20,418,286	
2019-2020	13,306,685	14,902,934	17,887,960	18,866,142	16,982,487	16,876,725	17,406,249	16,833,481	16,612,201	15,957,893	17,624,013	12,864,370



FY 2021 vs. FY 2020 Cumulative Earnings Before Interest, Depreciation & Amortization Net Surplus (Net Income)



	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
—●— FY-21 EBIDA	5,689,037	10,112,916	15,727,469	21,707,415	25,498,772	31,239,484	36,108,031	41,456,280	50,460,195	56,156,954	61,908,383	
—●— FY-20 EBIDA	6,005,065	10,863,898	14,701,825	18,059,105	22,036,943	26,030,356	30,320,383	35,095,011	40,375,231	45,563,864	50,109,377	57,616,473
—●— FY-21 NI	1,986,285	2,741,600	4,647,200	6,914,070	6,984,537	8,976,726	10,094,138	11,687,423	17,533,443	19,478,902	21,010,563	
—●— FY-20 NI	2,187,893	3,240,838	3,259,839	2,864,522	3,132,698	3,429,342	4,012,586	5,082,489	6,734,679	8,536,120	9,339,588	16,036,570

INTERNATIONAL LEADERSHIP OF TEXAS

UNAUDITED

Financial Summary

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	FYTD 2021
	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021	2020-2021
Base Cash (excl. Excel. Pmt.)	\$ 29,384,172	\$ 28,072,008	\$ 25,089,974	\$ 9,003,344	\$ 8,810,811	\$ 761,902	\$ 12,296,648	\$ 18,247,621	\$ 50,858,348	\$ 41,846,143	\$ 49,815,877	8.5
Accelerated TEA Payment	885,000	-	24,981,000	43,370,000	45,570,000	38,200,000	30,620,000	22,500,000	14,020,000	12,390,000	5,870,000	10.4
Total Ending Cash	\$ 30,269,172	\$ 28,072,008	\$ 50,070,974	\$ 52,373,344	\$ 54,380,811	\$ 38,961,902	\$ 42,916,648	\$ 40,747,621	\$ 64,878,348	\$ 54,236,143	\$ 55,685,877	
<i>Days Cash (excl. Bond Int. Fund)</i>	60.7	51.7	89.3	92.9	95.3	68.5	75.9	72.4	116.3	96.9	98.6	
										114.8		
Bond Project Fund	661,126	669,459	677,792	686,126	209,688	218,021	226,355	234,688	243,021	251,355	259,688	
Lease & Notes Payable	\$ 292,099	\$ 279,895	\$ 267,691	\$ 255,487	\$ 243,283	\$ 231,079	\$ 218,875	\$ 206,671	\$ 194,467	\$ 182,263	\$ 170,059	
\$10 million BBVA Revolver	-	-	-	-	-	-	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ 10,000,000	79.7
\$35 million BBVA Revolver	-	-	-	-	-	-	n/a	\$ 7,500,000	\$ 35,000,000	\$ 35,000,000	\$ 35,000,000	
Revenues	\$ 18,278,859	\$ 19,746,714	\$ 21,185,998	\$ 20,867,933	\$ 19,440,146	\$ 20,259,262	\$ 18,826,559	\$ 19,370,068	\$ 22,830,393	\$ 20,570,755	\$ 21,949,946	\$ 223,326,634
Less Expenses:												
Payroll Costs	9,232,293	10,190,727	10,298,273	9,814,488	11,246,121	10,571,868	10,152,723	10,038,545	9,951,477	9,896,563	9,650,247	111,043,326
Other Operating	3,357,529	5,132,108	5,273,173	5,073,499	4,402,668	3,946,681	3,805,289	3,983,274	3,875,001	4,977,433	6,548,270	50,374,925
Interest & Amort.	2,581,369	2,547,688	2,552,141	2,552,141	2,552,141	2,552,141	2,552,141	2,552,141	1,954,708	2,548,589	2,654,384	27,599,584
Depreciation	1,121,383	1,120,876	1,156,811	1,160,935	1,168,749	1,196,383	1,198,993	1,202,824	1,203,187	1,202,711	1,565,385	13,298,236
Change in Net Assets	1,986,285	755,315	1,905,601	2,266,870	70,467	1,992,189	1,117,412	1,593,284	5,846,020	1,945,459	1,531,661	21,010,563
EBIDA	\$ 5,689,037	\$ 4,423,879	\$ 5,614,552	\$ 5,979,946	\$ 3,791,357	\$ 5,740,712	\$ 4,868,546	\$ 5,348,249	\$ 9,003,915	\$ 5,696,758	\$ 5,751,429	\$ 61,908,383
Total Liabilities	537,389,783	536,636,329	563,139,618	579,993,296	581,192,923	575,045,733	577,380,469	575,459,210	595,996,101	585,573,622	589,279,521	
Total Equity	20,152,798	20,908,113	22,813,713	25,080,583	25,151,050	27,143,239	28,260,651	29,853,936	35,699,956	37,645,415	39,177,076	
D/E	27 : 1	26 : 1	25 : 1	23 : 1	23 : 1	21 : 1	20 : 1	19 : 1	17 : 1	16 : 1	15 : 1	
Debt Percent	96.4%	96.2%	96.1%	95.9%	95.9%	95.5%	95.3%	95.1%	94.3%	94.0%	93.8%	
Bond Cash Interest	\$ 2,540,516	\$ 2,510,569	\$ 2,515,022	\$ 2,515,022	\$ 2,515,022	\$ 2,515,022	\$ 2,515,022	\$ 2,515,022	\$ 1,917,589	\$ 2,511,470	\$ 2,511,470	\$ 27,081,749
Bond Principal	483,788	632,705	679,621	679,621	679,621	679,621	679,621	679,621	691,265	691,265	691,265	7,268,016
Other Debt Interest	4,891	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	106,951	122,246
Other Debt Principal	12,202	12,204	12,204	12,204	12,204	12,204	12,204	12,204	12,204	12,204	12,204	134,242
Cash Debt Service*	\$ 3,041,397	\$ 3,156,634	\$ 3,208,004	\$ 3,208,004	\$ 3,208,004	\$ 3,208,004	\$ 3,208,004	\$ 3,208,004	\$ 2,622,214	\$ 3,216,095	\$ 3,321,890	\$ 34,606,253
<i>D-S Coverage (YTD)</i>	1.87	1.63	1.67	1.72	1.61	1.64	1.62	1.63	1.80	1.80	1.79	1.79
<i>D-S % of Revenue (YTD)</i>	16.6%	16.3%	15.9%	15.8%	15.9%	15.9%	16.0%	16.1%	15.5%	15.5%	15.5%	15.5%

* Excludes optional pre-payments

INTERNATIONAL LEADERSHIP OF TEXAS - UNAUDITED

Income Statement

	July 2020	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Unaudited	Budget	% YTD
	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FYTD 2021	FYTD 2021	
Total Local Support	4,054	22,762	23,047	412,288	54,087	52,819	95,805	79,838	96,763	28,215	61,071	930,749	3,457,926	27%
Total State Funds	16,533,012	17,600,754	18,554,245	18,124,127	16,207,537	16,234,845	16,619,406	17,038,492	18,059,832	17,685,263	19,917,772	192,575,285	190,870,669	101%
Federal Program Revenues														
Title I (Part A & SIP)	406,544	403,002	682,655	406,003	374,149	435,500	359,595	432,407	391,738	591,974	352,833	4,836,398		
Title II	41,217	40,230	34,070	33,918	(25,801)	77,507	34,665	37,630	39,828	34,275	68,252	415,791		
Title III & Immigrant	25,003	24,558	25,070	60,431	46,610	38,680	40,041	23,473	39,840	82,626	51,660	457,991		
Title IV	12,193	96,463	24,198	18,576	33,116	18,576	54,229	20,298	21,912	21,691	14,045	335,297		
IDEA B	194,993	206,700	194,800	225,728	331,842	173,185	202,357	229,191	204,074	190,697	194,692	2,348,259		
Carl Perkins Grant	-	31,520	-	-	-	57,814	16,408	29,670	47,297	34,477	17,842	235,026		
Instructional Continuity Grant	-	-	-	-	-	-	-	-	-	-	56,074	56,074		
High-Quality Rep.	169,481	397,865	158,300	51,165	-	152,385	109,427	225,635	908,812	-	-	2,173,070		
CRF	-	-	1,152,309	-	-	1,852,141	(835,957)	-	-	-	-	2,168,493		
ESSER State Adj.	-	-	36,908	757,346	913,003	388,250	448,997	97,595	972,259	-	-	3,614,359		
Health+Related Svc (SHARS)	-	-	-	-	-	-	-	-	337,767	-	-	337,767		
Medicaid Admin. Claim	(1,004)	24,898	795	2,910	6,719	402	465	8,030	-	25,725	6,887	75,827		
JROTC	10,510	10,510	10,510	10,510	10,510	10,510	10,510	10,658	10,653	10,653	34,044	139,580		
Child Nutrition	882,858	887,453	289,091	764,930	1,488,375	766,649	1,670,611	1,137,151	1,699,618	1,865,157	1,174,774	12,626,668		-
Total Federal Program Rev.	1,741,794	2,123,199	2,608,706	2,331,518	3,178,522	3,971,599	2,111,347	2,251,738	4,673,798	2,857,276	1,971,103	29,820,600	22,812,221	131%
Total Revenues	\$ 18,278,859	\$ 19,746,714	\$ 21,185,998	\$ 20,867,933	\$ 19,440,146	\$ 20,259,262	\$ 18,826,559	\$ 19,370,068	\$ 22,830,393	\$ 20,570,755	\$ 21,949,946	\$ 223,326,634	\$ 217,140,816	103%
Expenses														
11 Instructional	7,497,969	9,788,517	9,521,962	7,678,708	9,321,262	8,146,373	7,770,033	8,504,313	7,947,924	7,911,751	9,518,757	93,607,570	101,198,547	92%
12 Inst. resources & media	66,188	79,746	116,761	86,902	97,974	84,063	82,253	83,988	83,001	85,004	84,095	949,976	1,080,377	88%
13 Curriculum & inst. staff devel.	544,302	609,847	576,032	536,662	639,623	697,568	520,693	511,620	516,631	553,671	587,411	6,294,059	7,392,607	85%
21 Instructional leadership	126,074	118,107	121,232	133,733	130,446	135,732	127,030	122,404	199,257	201,306	202,910	1,618,230	1,555,137	104%
23 School leadership	782,251	845,237	862,257	861,043	826,876	834,913	867,844	795,480	810,346	806,105	823,530	9,115,883	10,377,796	88%
31 Guidance counseling & eval.	345,117	409,366	392,810	704,015	536,428	471,894	439,133	466,388	482,532	449,949	392,753	5,090,385	5,509,208	92%
32 Social work services	5,814	5,662	5,365	5,732	5,365	6,531	9,483	8,239	5,528	7,070	6,191	70,979	98,088	72%
33 Health services	175,521	161,729	130,912	128,927	134,980	165,518	131,764	132,027	116,286	313,706	126,204	1,717,574	1,686,076	102%
34 Student transportation	83,618	104,926	72,796	160,329	128,861	94,113	96,581	102,114	91,347	88,906	91,970	1,115,561	1,545,273	72%
35 Food services	715,101	258,306	343,178	876,025	876,059	693,488	1,323,384	841,928	978,658	2,311,833	1,821,190	11,039,149	10,377,002	106%
36 Extracurricular activities	87,627	139,383	192,693	104,526	104,800	258,423	126,712	98,168	105,621	142,814	96,864	1,457,632	1,593,899	91%
41 General administration	491,792	836,271	669,964	657,879	252,117	507,365	558,444	564,239	408,078	456,389	415,969	5,818,506	6,173,190	94%
51 Facilities maintenance & ops.	2,175,365	2,312,062	2,209,094	3,108,856	2,488,624	2,350,546	2,184,446	2,161,609	2,485,645	1,797,514	2,015,620	25,289,382	26,883,395	94%
52 Security and Monitoring	-	153,937	68,499	303,215	361,401	257,233	210,229	215,636	236,028	215,375	242,337	2,263,890	1,682,668	135%
53 Data processing services	514,972	507,835	1,149,390	537,570	677,226	738,573	465,390	323,531	357,528	486,449	872,798	6,631,262	5,467,207	121%
61 Community services	97,995	112,780	276,313	164,798	227,845	272,600	243,585	291,458	182,251	221,895	414,248	2,505,768	1,847,315	136%
71 Debt service	2,582,869	2,547,688	2,571,141	2,552,141	2,559,791	2,552,141	2,552,141	2,553,641	1,954,708	2,548,589	2,660,899	27,635,749	30,739,952	90%
81 Fundraising	-	-	-	-	-	-	-	-	23,005	26,971	44,540	94,516	10,000	945%
Total Expenses	\$ 16,292,575	\$ 18,991,399	\$ 19,280,397	\$ 18,601,063	\$ 19,369,679	\$ 18,267,073	\$ 17,709,146	\$ 17,776,784	\$ 16,984,373	\$ 18,625,295	\$ 20,418,286	\$ 202,316,071	\$ 215,217,736	94%
71 Gain - Asset Recovery														
Change in Total Net Assets	\$ 1,986,285	\$ 755,315	\$ 1,905,601	\$ 2,266,870	\$ 70,467	\$ 1,992,189	\$ 1,117,412	\$ 1,593,284	\$ 5,846,020	\$ 1,945,459	\$ 1,531,661	\$ 21,010,563	\$ 1,923,080	

INTERNATIONAL LEADERSHIP OF TEXAS - UNAUDITED

Expenses by Object Code

<i>See Audit</i>		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	ILTexas
<i>FY 2020</i>		FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	2020-2021
61-- Payroll Costs	114,394,703	9,232,293	10,190,727	10,298,273	9,814,488	11,246,121	10,571,868	10,152,723	10,038,545	9,951,477	9,896,563	9,650,247	111,043,326
		50.5%	51.6%	48.6%	47.0%	57.8%	52.2%	53.9%	51.8%	43.6%	48.1%	44.0%	49.7%
6211 Legal Services	350,634	20,828	47,262	18,770	22,589	60,767	45,448	75,248	23,752	32,116	16,135	26,679	389,596
6212 Audit Services	62,810	30,000	30,000	-	-	-	12,520	-	-	-	-	2,850	75,370
6219 Professional Services	-	-	-	-	-	-	-	-	-	-	-	-	-
6239 ESC Services	367,681	3,015	106,895	85,885	16,442	112,905	88,083	1,055	7,503	12,575	3,243	10,770	448,370
6249 Contracted Maint/Repair	2,071,924	331,129	316,575	989,104	230,689	16,484	40,547	11,688	13,075	21,944	9,389	141,532	2,122,156
6254 Internet Services	289,280	36,631	40,793	50,186	49,870	39,357	34,949	34,497	106,761	39,921	70,849	42,725	546,539
6255 Cell Phones	71,997	6,363	6,274	-	12,853	6,289	6,317	6,309	6,200	6,326	6,324	6,331	69,586
6256 Water/Waste Mgmt	959,296	44,952	75,501	102,049	94,696	126,297	98,855	85,212	68,929	81,383	85,104	75,991	938,968
6257 Phone	209,174	23,917	14,065	17,367	18,472	28,849	28,839	23,492	29,528	20,375	25,345	32,658	262,906
6258 Electric	1,371,374	96,903	116,861	142,133	156,707	132,499	114,795	111,057	106,863	114,071	133,335	84,720	1,309,943
6259 Gas	78,751	2,662	1,074	990	1,304	2,480	13,337	28,698	37,639	39,121	26,336	10,748	164,389
6269 Rentals-Op Leases	1,666,567	138,075	188,036	132,332	121,678	111,254	92,711	68,370	92,167	86,103	70,566	80,905	1,182,198
6291 Consulting Services	-	-	-	-	-	-	-	-	75,222	-	75,222	-	150,443
6297 Security Service/Student	687,119	-	69,587	41,009	230,152	184,797	179,642	137,885	172,052	159,775	146,518	178,498	1,499,913
FOOD Child Nutrition Contr. Svcs.	9,358,392	679,165	204,517	285,528	824,813	824,823	648,850	1,271,261	794,945	930,069	1,288,847	1,441,703	9,194,519
6299 Misc. Contracted Service	9,850,733	699,876	987,460	1,393,718	817,609	1,614,952	1,222,369	1,125,152	939,394	1,401,035	1,717,676	1,104,652	13,023,892
62-- Professional And Contracted Svcs.	27,395,734	2,113,515	2,204,900	3,259,069	2,597,873	3,261,752	2,627,262	2,979,924	2,474,030	2,944,813	3,674,889	3,240,763	31,378,789
6311 Fuel	119,741	2,922	63	5,681	5,044	7,331	7,799	7,496	6,491	10,235	7,369	5,389	65,818
6319 Supplies M/O	735,093	56,195	163,979	119,433	330,263	57,032	136,700	234,841	120,228	281,677	68,993	54,493	1,623,834
6321 Textbooks	662,599	328,842	949,023	449,078	286,015	457,518	288,671	14,610	-	496	-	1,927,404	4,701,655
6329 Reading Materials	505,087	128,632	47,455	101,600	74,896	65,700	14,411	16,439	129,055	28,306	82,459	9,726	698,678
6339 Testing Materials	151,692	-	-	6,790	6,018	-	9,223	1,683	170	5,770	5,949	129,851	165,454
6398 General Expense	600,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	883,000	620,000	2,043,000
6399 General Supplies	6,639,965	373,128	1,331,491	875,993	367,812	635,367	597,237	396,383	1,085,833	472,406	529,649	300,867	6,966,165
66xx Asset Purchases	412,358	4,337	223,348	135,888	(20,250)	(223,348)	2,443	27,930	28,304	3,157	-	91,894	273,703
63+66 Other Supplies & Materials	9,826,536	954,056	2,775,358	1,754,462	1,109,798	1,059,599	1,116,483	759,382	1,430,080	862,046	1,577,419	3,139,623	16,538,307
6411 Employee Travel	519,590	2,766	9,733	9,911	17,181	24,620	25,367	30,362	31,440	19,641	39,737	35,997	246,755
6412 Travel-Students	49,573	-	-	-	235	1,319	-	-	-	49	-	-	1,603
6419 Travel-Non-Emp	2,155	-	-	-	-	-	-	-	-	-	-	-	-
6429 Ins/Bonding Costs	1,366,564	187,167	86,993	-	1,274,627	30,212	3,470	-	10,733	14,052	-	-	1,607,254
6449 Depr Exp	13,796,892	1,121,383	1,120,876	1,156,811	1,160,935	1,168,749	1,196,383	1,198,993	1,202,824	1,203,187	1,202,711	1,565,385	13,298,236
6494 Reclass Transp Exp	(60,400)	-	-	-	-	-	-	-	-	-	50	(50)	-
6495 Memberships And Dues	213,411	-	6,265	158,558	13,190	12,271	1,494	8,962	438	1,468	2,222	2,809	207,677
6497 Dyslexia	-	-	-	2,900	-	(2,900)	(0)	-	1,200	(1,200)	0	-	-
6498 Campus Discr. Fund	-	-	-	-	-	310	1,469	17,615	5,922	6,720	11,603	24,397	68,036
6499 Misc Op Costs	2,435,047	98,525	48,859	69,272	60,595	7,835	171,136	9,045	27,931	27,411	(328,486)	98,212	290,334
64-- Other Operating Expenses	18,322,832	1,409,841	1,272,726	1,397,452	2,526,763	1,242,416	1,399,318	1,264,976	1,280,488	1,271,329	927,836	1,726,750	15,719,896
6521 Interest on Bonds	27,283,527	2,539,410	2,509,464	2,513,917	2,513,917	2,513,917	2,513,917	2,513,917	2,513,917	1,916,483	2,510,364	2,510,364	27,069,586
6522 Capital Lease Interest	(150,984)	1,155	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	1,156	12,715
6523 Interest on Other Debt	147,221	3,736	-	-	-	-	-	-	-	-	-	105,795	109,531
6524 Amort. Bond Issue Costs	503,247	35,963	35,963	35,963	35,963	35,963	35,963	35,963	35,963	35,963	35,963	35,963	395,588
6525 Amort. Bond Disc.(Prem.)	-	1,106	1,106	1,106	1,106	1,106	1,106	1,106	1,106	1,106	1,106	1,106	12,163
6529 Bond Issueance & Maint.	-	-	-	-	-	-	-	-	-	-	-	6,515	6,515
6598 Penalties+Net Pay Discounts	-	-	-	-	-	-	-	-	-	-	-	3	3
6599 Other Debt Fees	118,356	1,500	-	19,000	-	7,650	-	-	1,500	-	-	-	29,650
Total Expenses	\$ 197,841,173	\$ 16,292,575	\$ 18,991,399	\$ 19,280,397	\$ 18,601,063	\$ 19,369,679	\$ 18,267,073	\$ 17,709,146	\$ 17,776,784	\$ 16,984,373	\$ 18,625,295	\$ 20,418,286	\$ 202,316,071

INTERNATIONAL LEADERSHIP OF TEXAS - UNAUDITED

Expenses by Object Code

	<i>See Audit</i>		Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	IL Texas
	FY 2020		FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	FY 2021	2020-2021
6111 Salary Control	160		-	-	-	-	-	-	-	-	-	-	-	-
6112 Salaries/Wages Sub Teach	1,548,436		-	10,338	65,297	75,875	106,360	86,519	120,067	138,712	140,250	139,242	201,803	1,084,462
6117 Extra Duty/Professional	806,533		102,098	20,940	34,820	10,049	309,811	108,103	41,539	28,732	41,634	31,706	88,570	818,000
6118 Stipends/Professional	3,254,074		271,458	307,143	298,650	316,744	294,757	423,025	320,168	325,387	316,472	309,819	372,130	3,555,753
6119 Salaries Teachers/Profesional	70,753,940		6,177,877	7,279,491	7,338,388	7,346,368	8,202,952	7,508,640	7,338,042	7,248,152	7,195,798	7,171,796	7,133,070	79,940,574
6121 O/T Support Personnel	571,524		14,360	85,302	34,940	27,863	24,334	23,979	32,373	21,582	15,190	17,027	21,683	318,634
6127 Extra Duty Pay/Support Persnl	171,158		7,479	16,496	11,515	15,076	21,800	34,734	14,930	15,357	14,484	17,136	12,690	181,698
6129 Salaries/Wages Sup Persnl	10,193,479		1,331,643	970,973	971,286	973,019	951,302	981,190	983,984	976,213	952,101	940,131	919,029	10,950,870
6139 Employee Allowances	224,982		919	500	-	-	-	76,384	1,979	333	333	333	333	81,115
6141 FICA/Medicare	1,165,668		110,338	118,783	119,596	119,695	135,666	125,526	123,938	122,573	121,462	120,770	122,524	1,340,872
6142 GRP Health/Life Insurance	5,664,946		552,360	542,065	627,552	637,718	628,851	632,132	630,343	627,796	626,011	626,647	619,693	6,751,168
6143 Workers'Comp	322,432		201,200	276,388	276,388	(278,688)	-	2,398	-	-	-	-	-	477,686
6146 TRS	4,235,016		337,561	437,309	394,841	445,769	445,287	444,239	420,360	408,709	402,740	396,956	408,722	4,542,494
6149 Employee Benefits	(998)		-	-	-	-	-	-	-	-	-	-	-	-
6179 Payroll Accrual	15,483,352		125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	(250,000)	1,000,000
61-- Payroll Costs	114,394,703		9,232,293	10,190,727	10,298,273	9,814,488	11,246,121	10,571,868	10,152,723	10,038,545	9,951,477	9,896,563	9,650,247	111,043,326
			50.5%	51.6%	48.6%	47.0%	57.8%	52.2%	53.9%	51.8%	43.6%	48.1%	44.0%	49.7%
PAYROLL BY DESIGNATED FUNDS SOURCE														
4XX State General Funds	107,981,338		8,646,232	9,647,701	9,698,952	9,235,567	10,661,465	9,889,477	9,535,618	9,468,876	9,364,987	9,317,036	9,017,723	104,483,634
240 Child Nutrition	591,144		29,884	34,316	56,741	49,093	50,886	44,176	51,061	46,656	47,756	46,534	42,133	499,235
211 Title I, A	2,830,596		312,429	240,481	277,602	265,295	270,438	327,652	305,151	264,289	291,092	288,387	305,640	3,148,457
224 IDEA B Formula	1,993,437		169,638	193,447	190,553	190,675	190,673	185,259	184,574	183,322	178,524	177,236	175,584	2,019,486
244	894		-	902	-	-	-	-	-	-	-	-	-	902
255 Title II, A	499,778		37,635	38,532	32,632	32,487	31,082	68,337	32,875	34,120	37,562	31,833	65,393	442,489
263 Title III, A	259,277		24,521	17,631	24,001	23,579	23,785	23,750	24,002	21,841	12,143	14,760	15,470	225,483
266	106,079		-	-	-	-	-	-	-	-	-	-	-	-
276	-		-	-	-	-	-	15,426	-	-	-	-	14,852	30,278
289	132,160		11,954	17,718	17,792	17,792	17,792	17,793	19,441	19,441	19,413	20,776	13,452	193,363
Federal Funds	5,822,221		556,177	508,711	542,580	529,828	533,770	638,216	566,044	523,013	538,734	532,993	590,391	6,060,457
61-- Payroll Costs	114,394,703		9,232,293	10,190,727	10,298,273	9,814,488	11,246,121	10,571,868	10,152,723	10,038,545	9,951,477	9,896,563	9,650,247	111,043,326
			50.5%	51.6%	48.6%	47.0%	57.8%	52.2%	53.9%	51.8%	43.6%	48.1%	44.0%	49.7%

INTERNATIONAL LEADERSHIP OF TEXAS - UNAUDITED

BALANCE SHEET

Assets	Beginning	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Current assets:												
Cash and cash equivalents	\$ 57,332,076	\$ 30,269,172	\$ 28,072,008	\$ 50,070,974	\$ 52,373,344	\$ 54,380,811	\$ 38,961,902	\$ 42,916,648	\$ 40,747,621	\$ 64,878,348	\$ 54,236,143	\$ 55,685,877
Cash, bond project and maintenanc fund	652,792	661,126	669,459	677,792	686,126	209,688	218,021	226,355	234,688	243,021	251,355	259,688
Cash, bond debt service funds	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186	17,473,186
Cash, debt service reserve fund	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859	38,393,859
Due from government agencies	30,998,333	30,863,695	33,142,272	35,722,708	38,784,901	38,452,870	37,608,476	36,274,333	36,876,611	37,243,660	37,752,195	41,569,954
Other current assets	194,376	97,188	-	-	3,833	7,667	11,500	3,833	7,667	11,500	15,333	7,667
Total current assets	145,044,621	117,758,225	117,750,783	142,338,518	147,715,248	148,918,079	132,666,943	135,288,212	133,733,630	158,243,573	148,122,069	153,390,230
Non-current assets:												
Land	38,839,724	38,839,724	38,839,724	38,839,724	38,839,724	42,839,724	46,346,699	46,346,699	46,346,699	46,346,699	46,346,699	46,346,699
Buildings	429,746,529	429,746,529	429,746,529	429,746,529	429,746,529	438,857,065	438,857,065	439,086,929	439,086,929	439,086,929	439,086,929	439,127,983
Furniture and equipment	16,338,873	16,338,873	17,673,789	18,005,998	18,005,998	18,005,998	18,005,998	18,005,998	18,005,998	18,005,998	19,059,570	8,427,557
Vehicles	3,133,997	3,133,997	3,133,997	3,301,987	4,052,114	4,275,462	4,484,599	4,484,599	4,522,979	4,530,149	4,454,007	4,479,061
Less: Accumulated depreciation	(51,780,338)	(52,901,721)	(54,022,597)	(55,179,408)	(56,340,343)	(57,509,092)	(58,705,475)	(59,904,468)	(61,107,292)	(62,310,479)	(63,439,429)	(54,242,092)
Construction in Process	3,978,238	4,626,953	4,422,218	8,899,983	23,054,609	10,956,737	20,533,143	22,333,151	24,724,203	27,793,188	29,589,192	30,927,160
Total non-current assets	440,257,023	439,784,355	439,793,659	443,614,813	457,358,631	457,425,894	469,522,029	470,352,909	471,579,515	473,452,484	475,096,968	475,066,367
Total assets	\$ 585,301,644	\$ 557,542,580	\$ 557,544,441	\$ 585,953,331	\$ 605,073,879	\$ 606,343,973	\$ 602,188,972	\$ 605,641,121	\$ 605,313,146	\$ 631,696,057	\$ 623,219,038	\$ 628,456,597
Liabilities and Net Assets												
Current Liabilities:												
Accounts payable	4,046,289	2,357,683	2,956,218	4,906,139	3,640,022	3,143,143	4,918,873	5,420,293	4,692,969	6,771,967	8,539,572	9,735,106
Accrued payroll	14,014,968	14,140,142	14,241,662	14,384,824	14,516,810	14,643,323	14,770,029	14,881,267	15,009,762	15,138,947	15,267,054	15,010,233
Accrued interest	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330	10,954,330
Student activity funds	748,529	725,535	764,867	848,828	848,564	871,505	862,898	855,995	844,582	839,972	818,183	814,440
Deferred revenue	3,741,587	1,041,587	156,587	25,137,587	43,780,418	45,982,227	38,595,965	30,979,704	22,823,442	14,323,161	12,693,161	6,130,491
Lease liabilities, current	146,446	144,095	141,743	139,391	137,039	134,687	132,335	129,983	127,631	125,279	122,927	120,575
Bonds, current maturities	5,805,455	6,012,924	6,220,402	6,427,880	6,635,358	6,842,836	7,050,314	7,257,792	7,465,270	7,672,748	7,880,226	8,087,704
Total current liabilities	39,457,605	35,376,296	35,435,808	62,798,980	80,512,541	82,572,051	77,284,744	70,479,363	61,917,987	55,826,405	56,275,453	50,852,879
	3.7	3.3	3.3	2.3	1.8	1.8	1.7	1.9	2.2	2.8	2.6	3.0
Long-term liabilities:												
Lease liabilities, long-term	157,855	148,004	138,152	128,300	118,448	108,596	98,744	88,892	79,040	69,188	59,336	49,484
Notes payable, long-term	25,000,000	-	-	-	-	-	-	10,000,000	17,500,000	45,000,000	35,000,000	45,000,000
Bonds payable, long-term	514,768,197	514,076,940	513,236,757	512,349,658	511,462,559	510,575,460	509,688,360	508,801,261	507,914,162	507,015,419	506,116,676	505,217,932
Bonds payable, premium net issue costs	(12,248,525)	(12,211,457)	(12,174,389)	(12,137,320)	(12,100,252)	(12,063,184)	(12,026,116)	(11,989,047)	(11,951,979)	(11,914,911)	(11,877,842)	(11,840,774)
Total long-term liabilities	527,677,527	502,013,487	501,200,521	500,340,638	499,480,755	498,620,872	497,760,989	506,901,106	513,541,223	540,169,696	529,298,169	538,426,642
Total liabilities	90.2%	567,135,131	537,389,783	536,636,329	563,139,618	579,993,296	581,192,923	575,045,733	577,380,469	575,459,210	595,996,101	589,279,521
Net assts (deficit):												
Beginning balance	16,829,679	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597	18,165,597
Current year change in net assets	1,336,834	1,987,200	2,742,515	4,648,116	6,914,986	6,985,453	8,977,642	10,095,054	11,688,338	17,534,359	19,479,818	21,011,478
Total net assets	18,166,513	20,152,798	20,908,113	22,813,713	25,080,583	25,151,050	27,143,239	28,260,651	29,853,936	35,699,956	37,645,415	39,177,076
Total liabilities and net assets	\$ 585,301,644	\$ 557,542,580	\$ 557,544,441	\$ 585,953,331	\$ 605,073,879	\$ 606,343,973	\$ 602,188,972	\$ 605,641,121	\$ 605,313,146	\$ 631,696,057	\$ 623,219,038	\$ 628,456,597

INTERNATIONAL LEADERSHIP OF TEXAS - UNAUDITED

CASH FLOWS

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	FYTD
Operating activities:												
Increase in net assets	\$ 1,986,285	\$ 755,315	\$ 1,905,601	\$ 2,266,870	\$ 70,467	\$ 1,992,189	\$ 1,117,412	\$ 1,593,284	\$ 5,846,020	\$ 1,945,459	\$ 1,531,661	21,010,563
Adjustments to change in net assets:												
Depreciation	1,121,383	1,120,876	1,156,811	1,160,935	1,168,749	1,196,383	1,198,993	1,202,824	1,203,187	1,202,711	1,565,385	13,298,236
Amortization of debt issuance cost	37,068	37,068	37,068	37,068	37,068	37,068	37,068	37,068	37,068	37,068	37,068	407,751
Change in cash held in trust	(8,333)	(8,333)	(8,333)	(8,333)	476,438	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	393,105
Changes in assets:												
Due from Texas Education Agency	134,637	(2,278,576)	(2,580,436)	(3,062,193)	332,031	844,394	1,334,143	(602,278)	(367,049)	(508,535)	(3,817,759)	(10,571,622)
Other current assets	97,188	97,188	-	(3,833)	(3,833)	(3,833)	7,667	(3,833)	(3,833)	(3,833)	7,667	186,709
Changes in liabilities:												
Accounts payable and accruals	(1,586,427)	739,386	2,177,046	(880,565)	(345,616)	1,877,567	569,493	(646,502)	2,183,292	1,873,922	892,300	6,853,896
Net cash provided by operations	1,781,801	462,924	2,687,756	(490,052)	1,735,304	5,935,434	4,256,443	1,572,229	8,890,351	4,538,459	207,988	31,578,639
TEA accel. payments (deferred rev.)	(2,700,000)	(885,000)	24,981,000	18,389,000	2,200,000	(7,370,000)	(7,580,000)	(8,120,000)	(8,480,000)	(1,630,000)	(6,520,000)	2,285,000
Investing activities:												
Misc. purchases & timing adjustments	1	(0)	(2)	(0)	(1)	2	0	(0)	(1)	(1)	(0)	(1)
Vacant Land	-	(22,240)	(3,003,749)	(28,900)	-	(3,532,455)	-	-	-	-	-	(6,587,344)
Real Property and Improvements	(648,716)	(148,732)	(846,896)	(14,875,827)	(1,012,663)	(9,550,927)	(2,029,873)	(2,391,051)	(3,068,985)	(1,796,004)	(1,343,221)	(37,712,895)
Vehicles & Equipment	-	(122,983)	(795,108)	(26)	(223,348)	(209,137)	-	(38,380)	(7,170)	-	(40,053)	(1,436,205)
Technology	-	(836,225)	(332,210)	-	-	-	-	-	-	(1,053,571)	(151,510)	(2,373,516)
Gain (Loss) on Sale of Assets	-	-	-	-	-	-	-	-	-	2,381	-	2,381
Net cash used in investing	(648,715)	(1,130,180)	(4,977,965)	(14,904,753)	(1,236,012)	(13,292,517)	(2,029,873)	(2,429,431)	(3,076,155)	(2,847,195)	(1,534,784)	(48,107,580)
Asset retirements at original cost												
Cash flows from (to) financing activities:												
Principal paid on Bond debt obligations	(483,788)	(632,705)	(679,621)	(679,621)	(679,621)	(679,621)	(679,621)	(679,621)	(691,265)	(691,265)	(691,265)	(7,268,016)
Principal paid on Other debt obligations	(12,202)	(12,204)	(12,204)	(12,204)	(12,204)	(12,204)	(12,204)	(12,204)	(12,204)	(12,204)	(12,204)	(134,242)
Bank loan - \$10M Revolver	(10,000,000)	-	-	-	-	-	10,000,000	-	-	(10,000,000)	10,000,000	-
Bank loan - \$25M Revolver	(15,000,000)	-	-	-	-	-	-	7,500,000	27,500,000	-	-	20,000,000
Cash provided (used) by financing	(25,495,990)	(644,909)	(691,825)	(691,825)	(691,825)	(691,825)	9,308,175	6,808,175	26,796,531	(10,703,469)	9,296,531	12,597,742
Net increase (decr) in cash & equivalents	(27,062,904)	(2,197,164)	21,998,966	2,302,370	2,007,467	(15,418,909)	3,954,745	(2,169,027)	24,130,727	(10,642,205)	1,449,735	(1,646,199)
Cash and cash equivalents at beginning of period	57,332,076	30,269,172	28,072,008	50,070,974	52,373,344	54,380,811	38,961,902	42,916,648	40,747,621	64,878,348	54,236,143	57,332,076
Cash and cash equivalents at end of period	30,269,172	28,072,008	50,070,974	52,373,344	54,380,811	38,961,902	42,916,648	40,747,621	64,878,348	54,236,143	55,685,877	55,685,877

2020-2021 Capital Projects	
L Vacant Land	6,587,344
F Real Property and Improvements	37,712,895
V Vehicles & Equipment	1,436,205
T Technology	2,373,516
R Asset Retirements	(2,381)
Total	\$ 48,107,579

2020-2021 Capital Projects	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Year-to-Date	Prior Year	Project Total
Net cash used in investing	648,716	1,130,180	4,977,963	14,904,753	1,236,011	13,292,519	2,029,873	2,429,431	3,076,155	2,847,194	1,534,784	48,107,579	3,479,548	51,546,074
Tarrant Area Projects												6,857,034	2,487,379	9,303,360
F KSHS Expansion and Field	321,266	80,702	148,891	511,153	807,816	493,074	627,357	973,679	553,389	1,052,613	480,621	6,050,561	550,412	6,600,973
F Arlington-Grand Prairie HS Expansion		8,232										8,232	22,000	30,232
F Air Handling Additions - SK8 & EFWK8	166,321		430,983			159,884						757,188	1,914,968	2,672,156
F New Roof - NRHK8											41,053	41,053		
Dallas County Area Projects												3,929,764	481,741	4,411,505
F Lancaster-DeSoto HS Gym/Classroom Build		17,400										17,400	475,433	492,833
F So. Dallas County HS Bldg Ground-up	1,511	7,162	21,279	58,671	24,211	164	79,865	59,604	35,527	74,072	34,115	396,181	6,308	402,489
L South Dallas HS - Land						3,506,975						3,506,975		3,506,975
F Garland HS - MJROTC										5,870		5,870		5,870
F Mansfield K8 - Building Ground-up										3,338		3,338		3,338
Houston Area Projects												26,242,684	510,428	26,753,112
F Katy-Westpark HS Expansion	15,263	6,900	61,990	718,838	44,870	764,074	852,227	895,924	2,061,908	330,882	653,412	6,406,287	346,918	6,753,205
F WMLOHS Remodel of Church	23,200	1,745	2,204	20,250	30,364	50,161	61,029	111,760	174,976	294,362	125,460	895,511	30,685	926,197
F WMLOHS Church Purchase	10,000		4,000	13,046,364	172							13,060,536	50,000	13,110,536
F College Station - Lease	11,155	26,591	177,549	504,396	104,440	929,758	409,394	350,085	265,738	34,868	1,305	2,815,280	82,825	2,898,105
L College Station - Land		22,240	3,003,749	28,900		25,480						3,080,369		3,080,369
F College Station - Building Ground-up									445		7,254	7,699		7,699
F Prior Year - Reclass Federal Fund 258									(22,998)			(22,998)		(22,998)
District and District-Wide Projects												11,078,097		11,078,097
F Headquarters Building Purchase	100,000			5,000		7,153,812						7,258,812		7,258,812
F Headquarters Building Remodel				11,155	790							11,945		11,945
T Computers & Hotspots		424,400	125,225							1,053,571	35,800	1,638,996		1,638,996
T HP Probooks			206,985									206,985		206,985
T Xerox Copiers		411,825										411,825		411,825
T Google Chrome Licenses											115,710	115,710		115,710
V Buses (9 total)			750,101	26	223,348	140,006						1,113,481		1,113,481
V Vehicles (5 Venue, 1 Highlander, 2 Cargo Van, 1 Pickup)		122,983	45,007			69,131		38,380	7,170			307,725		307,725
V Power washer/trailer											14,999	14,999		14,999
R Retired 3 Vehicles sold-net gain \$2,381										(2,381)		(2,381)		(2,381)

Cover Sheet

CONSIDER/ACT ON APPROVAL OF FY 2020-2021 BUDGET AMENDMENT

Section: VII. Board Items for Discussion/Action
Item: B. CONSIDER/ACT ON APPROVAL OF FY 2020-2021
BUDGET AMENDMENT
Purpose: Vote
Submitted by:
Related Material: ILTexas FS 2021-05 Budget Proposal.pdf

INTERNATIONAL LEADERSHIP OF TEXAS - UNAUDITED**Income Statement**

	<i>Audited</i>	<i>Audited</i>	'21 Forecast	Prop. Budget	<i>Proposed Budget FY 2021</i>		
	<i>FY2019</i>	<i>FY2020</i>	<i>as of April</i>	<i>FY2021</i>	State/Local	Federal	Child Nutrition
Enrollment							
Total Revenues	\$ 190,352,099	\$ 212,157,715	\$ 239,565,200	\$ 244,000,000	\$ 213,180,000	\$ 18,390,000	\$ 12,430,000
Expenses							
11 Instructional	83,048,798	92,039,161	101,391,000	101,900,000	92,808,000	9,092,000	-
12 Inst. resources & media	848,061	883,303	1,039,000	1,034,000	1,034,000	-	-
13 Curriculum & inst. staff devel.	6,382,488	6,638,021	6,848,000	6,832,000	4,062,000	2,770,000	-
21 Instructional leadership	1,249,193	1,320,821	1,698,000	1,789,000	1,683,000	106,000	-
23 School leadership	9,064,465	9,408,778	9,951,000	9,937,000	9,934,000	3,000	-
31 Guidance counseling & eval.	4,454,270	4,871,333	5,637,000	5,537,000	4,157,000	1,380,000	-
32 Social work services	8,417	88,658	78,000	78,000	1,000	77,000	-
33 Health services	1,478,531	1,429,905	1,910,000	1,882,000	1,882,000	-	-
34 Student transportation	1,013,865	1,229,552	1,228,000	1,210,000	1,210,000	-	-
35 Food services	7,749,470	10,102,452	11,062,000	14,495,000	2,065,000	-	12,430,000
36 Extracurricular activities	1,760,143	1,338,815	1,633,000	1,572,000	1,572,000	-	-
41 General administration	4,336,528	5,764,872	6,483,000	6,299,000	5,152,000	1,147,000	-
51 Facilities maintenance & ops.	22,128,580	25,010,072	27,929,000	27,836,000	24,514,000	3,322,000	-
52 Security and Monitoring	1,761,108	1,487,898	2,426,000	2,488,000	2,322,000	166,000	-
53 Data processing services	7,224,211	5,202,734	6,910,000	7,132,000	7,049,000	83,000	-
61 Community services	683,669	1,617,074	2,510,000	2,776,000	2,532,000	244,000	-
71 Debt service	29,167,323	27,901,366	30,272,200	30,090,000	30,090,000	-	-
81 Fundraising	21,673	6,360	60,000	113,000	113,000	-	-
Total Expenses	\$ 182,380,793	\$ 196,341,174	\$ 219,065,200	\$ 223,000,000	\$ 192,180,000	\$ 18,390,000	\$ 12,430,000
71 Gain - Asset Recovery	(70,809)	220,033	-	-	-	-	-
Change in Total Net Assets	\$ 7,900,497	\$ 16,036,574	\$ 20,500,000	\$ 21,000,000	\$ 21,000,000	-	\$ -
Payroll Costs	\$ 101,185,350	\$ 114,394,703	\$ 121,673,000	\$ 121,673,000			
Other Operating	37,077,050	40,366,568	52,570,700	53,627,000			
Interest & Amort.	29,167,323	27,783,011	30,242,500	30,200,000			
Depreciation	14,951,070	13,796,892	14,579,000	17,500,000			
	\$ 182,380,793	\$ 196,341,174	\$ 219,065,200	\$ 223,000,000			

Cover Sheet

CONSIDER/ACT ON AMENDMENT OF CERTIFICATE AND BYLAWS OF ILTEXAS GLOBAL

Section: VII. Board Items for Discussion/Action
Item: C. CONSIDER/ACT ON AMENDMENT OF CERTIFICATE
AND BYLAWS OF ILTEXAS GLOBAL
Purpose: Vote
Submitted by:
Related Material:
Prop Resolutions of Sole Member ApprovinG Rest ILT-G Certificate.pdf
TX_Form_414_-_Amended_and_Restated_Certificate_of_Formation_-_
_Cover_Sheet__1_.pdf
Written Consent of ILT-GLOBAL Directors draft 2021.05.12 (1) 181796.pdf
ILT Global Restated Certificate draft 2021.05.12 (1) 181793.pdf
ILT Global Amended & Restated Bylaws draft 2021.05.12 (2) 181795.pdf

AMENDED AND RESTATED BYLAWS
OF
INTERNATIONAL LEADERSHIP OF TEXAS - GLOBAL

(formed under the Texas Business Organizations Code)

Commented [SH1]: The Bylaws have been amended to remove ILT as the sole member, but also to ensure consistency with the Certificate of Formation, eliminate provisions not required by the TBOC, and conform the Bylaws to the current requirements of the TBOC. Various provisions in the existing bylaws were inconsistent with the TBOC or imposed restrictions not required by the TBOC. I have endeavored to drop comments to flag those places where these Bylaws differ in material respects from the existing bylaws.

ARTICLE I.
NAME, PURPOSE, AND RESTRICTIONS

1.01. Name. The name of this corporation is International Leadership of Texas – Global (the “Corporation”).

1.02. Purpose. The Corporation has been formed under the Texas Business Organizations Code (the “TBOC”) and is organized and at all times shall be operated exclusively for charitable and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986, as amended or corresponding section of any future United States internal revenue law or laws (the “Code”), including for such purposes as the making of distributions to organizations that qualify as tax-exempt organizations described in section 501(c)(3) of the Code. In particular, but not by way of limitation of the foregoing, the Corporation is organized to enrich, strengthen, enhance, and support the advancement of International Leadership of Texas, Inc., a nonprofit corporation and Texas Open-Enrollment Charter School Operator, and other public charter and private schools, by engaging in fundraising and other charitable activities as it deems appropriate in furtherance of the purposes set forth in the Corporation’s Certificate of Formation and these Bylaws. In addition, the Corporation will seek to own and operate a private elementary and secondary school that provides a Chinese cultural exchange program for the benefit of students in Texas and China, providing such students with a unique educational opportunity.

Furthermore, the Corporation is formed for the purposes of performing all things incidental to, or appropriate in, the achievement of the foregoing purposes. However, the Corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of its charitable and educational purposes described in the Certificate of Formation. The Corporation shall also hold and may exercise all such powers as may be conferred upon a nonprofit corporation by the laws of the State of Texas and as may be necessary or expedient for the administration of the affairs and attainment of the purposes of the Corporation.

1.03. Restrictions on Activities. Notwithstanding any other provision of these Bylaws or the Certificate of Formation, the Corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under section 501(c)(3) of the Code, or by a corporation, contributions to which are deductible under section 170(c)(2) of the Code. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation. The Corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of or in opposition to any candidate for public office.

1.04. Nondiscrimination. The Corporation shall not discriminate based on sex, race,

[color, national and ethnic origin, religion, or disability in the administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.](#)

1.05. Dividends Prohibited. No dividend shall be paid to, and no part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its Directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Bylaws and the Certificate of Formation.

ARTICLE II. MEMBERSHIP

2.01. Members. The Corporation shall have no members. The Board of Directors (the “Board”) may from time-to-time designate classes of individuals as “members,” but such individuals shall not acquire any legal rights by virtue of such title, including but not limited to any voting rights, an interest in any property, fund or other assets of the Corporation, inspection rights, or any other right, other than the right to attend and participate in members’ meetings and events.

2.02. Termination of Membership. The Board may terminate the membership of any member for any act or omission which is deemed by the Board to be inconsistent with the accomplishment of the purposes and objectives of the Corporation.

ARTICLE III. OFFICES

3.01. Location. The principal office of the Corporation shall be located within or without the State of Texas, at such place as the Board shall from time to time designate. The Corporation may maintain additional offices at such other places as the Board may designate.

3.02. Registered Office and Registered Agent. The Corporation shall have and continuously maintain in the State of Texas a registered office, and a registered agent whose office is identical with such registered office, as required by the TBOC. The registered office may, but need not, be identical with the principal office of the Corporation in the State of Texas, and the address of the registered office may be changed from time to time by the Board.

ARTICLE IV. BOARD OF DIRECTORS AND COMMITTEES

4.01. Power of Board and Qualifications of Directors. Subject to the provisions and limitations of the TBOC, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board. The Board may delegate the management of the day-to-day operation of the business of the Corporation to a management company, committee (however composed), or other person, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be

exercised under the ultimate direction of the Board. Directors need not be residents of the State of Texas. One or more persons may be *ex-officio* members of the Board.

4.02. Number of Directors. The Board shall consist of such number of Directors as shall be determined from time to time by resolution of the Board; provided, that at no time shall the number of Directors be less than three (3), and no decrease in number shall have the effect of shortening the term of any incumbent Director.

4.03. Appointment, Election and Term of Directors. The current Superintendent and Chief Executive Officer of International Leadership of Texas, Inc. shall at all times serve as one of the Corporation’s Directors. One additional Director may be appointed by International Leadership of Texas. At each annual meeting of the Board, or at a regular or special meeting called for such purpose, the Directors shall elect individuals to fill all other vacancies created by (i) an increase in the number of Directors or (ii) Directors whose terms expire as of such meeting. No Director shall be elected if the election of such Director would cause a majority of the Corporation’s Directors to be officers, directors, or employees of any another organization or entity.

~~The term of office for a Director shall be three (3) years. Unless the Board specifies a different term for a Director at the time the Director is appointed or elected, Each Director shall hold office until expiration of the term for which appointed and~~ until a successor has been elected and qualified, or until removed from the position of Director as described below. Directors may serve any number of consecutive terms.

4.04. Newly Created Directorships and Vacancies. The Chairman of the Board shall appoint a director to fill ~~A~~any vacancy occurring in the Board, subject to ratification by the affirmative vote of a majority of the remaining Directors, even if such majority is less than a quorum of the Board, either at the annual meeting of the Board or at a special meeting called for that purpose. A Director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office.

Any Directorship to be filled by reason of an increase in the number of Directors shall be filled by election at an annual meeting or at a special meeting of Directors called for that purpose.

4.05. Removal of Directors. Any one or more of the Directors, other than the Superintendent and Chief Executive Officer of International Leadership of Texas, Inc., may be removed with or without cause at any time by action of the Board, provided there is a quorum present. The Superintendent and Chief Executive Officer of International Leadership of Texas, Inc. may be removed with cause at any time by action of the Board, provided there is a quorum present. No reduction of the authorized number of Directors shall have the effect of removing any Director before that Director’s term of office expires.

Commented [SH2]: The current Bylaws have a provision on removal for missing Board meetings. I don't recommend that keeping that provision and have not carried it over.

Commented [SH3]: The current Bylaws have a provision on removal for missing Board meetings. I don't recommend that keeping that provision and have not carried it over.

4.06. Resignations. Any Director may resign at any time by delivering written notice to the Chairman, the Secretary, or the Board. Such resignation shall take effect when such notice is delivered unless the notice specifies a later effective date.

4.07. Quorum of Directors and Action by Board. Presence of a majority of the Directors then in office at a meeting of the Board constitutes a quorum for the transaction of business, except as otherwise provided in these Bylaws. A Director present by proxy at a meeting may not be counted toward a quorum; however, a Director may vote in person or by proxy executed in writing by the Director. Any such written proxy shall expire three (3) months after the proxy is executed.

Every act done or decision made by a majority vote of the Directors present in person or by proxy at a meeting duly held at which a quorum is present shall be regarded as the act of the Board, unless a greater number, or the same number after disqualifying one or more Directors from voting, is required by the Certificate of Formation, these Bylaws, or the TBOC.

A meeting at which a quorum is initially present, including an adjourned meeting, may continue to transact business notwithstanding the withdrawal of Directors, if any action taken is approved by at least a disinterested majority of the required quorum for such meeting, or such greater number as required by the Certificate of Formation, these Bylaws or the TBOC.

4.08. Meetings of Board. An annual meeting of the Board shall be held each year on such date and at such time and place as shall be determined by the Board. [The primary purpose of the annual meeting will be to review the performance of the Corporation for the current fiscal year, to plan the operations and activities of the Corporation for the next fiscal year, to elect officers of the Corporation, and to transact any other business as may properly come before the Board of Directors.](#)

Commented [SH4]: The current bylaws specify August, but this is not necessary and leaving it open affords flexibility if needed.

Other regular meetings of the Board may be held at such times and places as may be fixed from time to time by resolution adopted by the Board and communicated by written notice to all Directors. Meetings of the Board may be held either within or without the State of Texas.

Special meetings of the Board may be called by or at the request of the **President** or any two (2) Directors. The person or persons authorized to call special meetings by the Board may fix any place, either within or without the State of Texas, as a place for holding any special meetings of the Board called by them. Neither the business to be transacted at, nor the purpose of any regular or special meeting of the Board need be specified in the notice or waiver of notice of such meeting.

Commented [SH5]: Current bylaws specify Chairman, but we need to make sure there is a President, as that office is required by the TBOC.

Notice of any regular meeting (including the annual meeting) or special meeting of the Board shall be given at least three (3) days prior thereto by written notice delivered personally, sent by mail, facsimile, or electronic message to each Director. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail so addressed with postage thereon prepaid. Notice transmitted by facsimile or electronic message is considered to be given when the facsimile or electronic message is transmitted to a facsimile number or an electronic message address provided by the person, or to which the person consents, for the purpose of receiving notice. Any Director may waive notice of any meeting. Attendance of a Director at a meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business on the ground that the meeting is not lawfully called or convened.

In lieu of notice of regular or special meetings of the Board, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be the equivalent to the giving of such notice.

4.09 Management Committees. The Board, by resolution adopted by a majority of the Directors in office, may designate (or dissolve) one or more committees, which, to the extent specified by the Board, shall have and exercise the authority of the Board in the management of the Corporation, except that a committee may not exercise authority prohibited by the TBOC. [The roles, responsibilities, and rules of procedure of any such committee may be set by the Board.](#)

Commented [SH6]: The current bylaws allow the Chairman to establish a committee; however, the TBOC requires a board resolution.

Each such committee shall consist of two or more persons appointed by the Chairman, a majority of whom are Directors; the remainder need not be Directors. The Chairman may appoint or remove members of such committees in his sole discretion, [as may the Board.](#) The designation of such committees and the delegation thereto of authority shall not operate to relieve the Board, or any individual Director, of any responsibility imposed upon it or him or her by the TBOC. Any person other than a Director who becomes a member of any such committee shall have the same responsibility with respect to such committee as a Director who is a member thereof.

4.10. Non-Management Committees. The Board of the Corporation, by resolution adopted by the majority of the Directors at a meeting at which a quorum is present, or the President, if authorized by a similar resolution of the Board, may designate (or dissolve) one or more other committees that do not have the authority of the Board in the management of the Corporation. Members of such a committee may, but need not, be Directors. The Chairman may appoint or remove members of such committees in his or her sole discretion.

Commented [SH7]: The current bylaws don't provide for non-management committees, but this provision is permissive not mandatory.

4.11. Action without Meeting of Directors or Committee. Any action required to be taken at a meeting of the Board, or any action which may be taken at a meeting of the Board or committee may be taken without a meeting if a consent in writing, setting forth the action to be taken, is signed by a sufficient number of the Directors as would be necessary to take that action at a meeting at which all of the Directors were present and voted. The written consent must state the date of each Director's or committee member's signature. Prompt notice of the taking of an action by Directors or a committee without a meeting by [less than unanimous written consent](#) shall be given to each Director or committee member who did not consent in writing to the action.

Commented [SH8]: The TBOC permits action by majority written consent (unanimity is not required).

4.12. Meetings by Remote Communications Technology. A meeting of the Board, or any committee of the Board, may be held by means of conference telephone or similar communications equipment, another suitable electronic communications system, including videoconferencing technology or the Internet, or any combination of those means, if the telephone or other equipment or system permits each person participating in the meeting to communicate with all other persons participating in the meeting. If voting is to take place at the meeting, the Corporation must implement reasonable measures to verify that every person at the meeting by means of remote communication is sufficiently identified and keep a record of any vote or other action taken.

4.13. Compensation of Directors. Directors shall serve without compensation, although they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties as Directors. Directors may be compensated for rendering services

to the Corporation in any capacity other than Director only if such other compensation is reasonable, allowable, and has been authorized in accordance with these Bylaws and any applicable state or federal laws and policies adopted by the Board.

ARTICLE V. OFFICERS

5.01. Officers. The officers of the Corporation shall consist of a Chairman, a President, a Secretary, a Treasurer, and such other officers and assistant officers as may be deemed necessary by, and are created by a resolution of, the Board. The Chairman and President shall be elected by the Board. The Chairman shall appoint the other officers of the Corporation, subject to ratification by the Board. Any two or more offices may be held by the same person, except the offices of President and Secretary. The President may appoint such other subordinate officers as he or she deems necessary and appropriate to report to the President and perform such duties as assigned by the President to assist the President in carrying out the day-to-day affairs of the Corporation.

Commented [SH9]: The TBOC requires a President and Secretary. The Chairman can also be the President, but someone needs to be officially designated as the President.

Commented [SH10]: The current bylaws require annual re-election. These bylaws permit, but don't require that, and allow officers to serve up to a 3-year term as provided in the TBOC.

5.02. Term of Office. Each officer shall hold office for the term for which he is elected or appointed and until his successor has been appointed and qualified. The term of an officer may not exceed three (3) years.

5.03. Resignation and Removal. Any officer may resign at any time by delivering written notice to the Board. Unless the written notice specifies a later effective date, the resignation shall be effective when the notice is delivered to the Board. Any officer elected or appointed by the Board may be removed by the Board whenever in its judgment the best interests of the Corporation will be served thereby.

5.04. Vacancies. Any vacancy occurring in any office (other than a vacancy resulting from the normal expiration of term of office) may be filled by the Board if elected or appointed by the Board or by the President if appointed by the President. An officer elected to fill a vacancy shall be elected for the unexpired term of his or her predecessor in office.

5.05. Powers and Duties of Officers. Subject to the control of the Board, all officers as between themselves and the Corporation shall have such authority and perform such duties in the management of the Corporation as may be provided by the Board and, to the extent not so provided, as generally pertain to their respective offices.

5.06. Chairman. The Board shall elect a Chairman from among the Directors to prepare or approve agendas for the meetings of the Board and to preside when present at the meetings of the Board. The Chairman shall also perform such other duties as the Board may from time to time prescribe. In the absence of the Chairman, the Secretary shall preside at the meetings of the Board.

5.07. President. The President shall be the chief executive officer of the Corporation and subject to the supervision and control of the Board shall generally supervise and control all the business affairs of the Corporation. The President shall have such other authority and perform such other duties as may be prescribed by the Board from time to time.

Commented [SH11]: The current Bylaws don't provide for a President, but that officer is required under the TBOC. These bylaws assume (but don't necessarily require) that the Chairman and the President will be the same person.

5.08. Secretary. The Secretary shall act under the direction of the Chairman and in his absence have the duties and powers of the Chairman. ~~In addition to~~ ~~A Secretary will have~~ other duties and powers as the Chairman ~~of or~~ the Board of Directors may assign ~~that are not inconsistent with these Bylaws.~~ ~~The Secretary shall~~ ~~will~~ have the general powers and duties usually vested in such office of a Corporation, including keeping all records ~~and~~ documents ~~and the corporate seal~~ at the principal office of the Corporation; ~~affixing the corporate seal to any instrument requiring it and to attest the same by his or her signature when authorized by the Board of Directors or after the instrument has been signed by the Chairman, Vice Chairman or other authorized officer or agent;~~ keeping the minutes of the meetings of the Board of Directors, ~~the Executive and other and any~~ committees ~~thereof~~ ~~of the Board of Directors, the Executive and other committees of the Corporation to recorded~~ in one or more books provided for that purpose, ~~with the time and place, how they were called or authorized, the notice given, the names of those present, and the proceedings therein;~~ and issuing proper notices in accordance with these Bylaws. ~~The Secretary/Treasurer will have such other powers and duties not inconsistent with these Bylaws as may be assigned by the Board of Directors or the Chairman.~~

Commented [SH12]: Is there, in fact, a corporate seal? If there is, this can be added back in.

5.09. Treasurer. The Treasurer shall be responsible for all funds and securities of the Corporation and will have the general powers and duties usually vested in such office of a Corporation, including receiving and documenting all monies due and payable to the Corporation; depositing all monies received in the name of the Corporation in a depository designed by the Board, disbursing monies of the Corporation under the direction or orders of the Board; entering regularly in the books kept by the Treasurer a complete and accurate account of all monies received and disbursed by the Corporation; rendering a statement of the financial accounts of the Corporation to the Board as requested; exhibiting the books of the financial accounts of the Corporation to the Board as requested; exhibiting the books of account in his custody to any Director upon request; and submitting a full financial report to the Board of Directors at the annual meetings. The Treasurer will have such other powers and duties not inconsistent with the Bylaws as may be assigned by the Board of Directors or the Chairman.

5.10. Compensation of Officers, Agents and Employees. Officers of the Corporation who are Directors shall serve without compensation, although they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties as officers. Officers may be compensated for rendering services to the Corporation in any capacity other than Director only if such other compensation is reasonable, allowable, and has been authorized in accordance with these Bylaws and any applicable state or federal laws and policies adopted by the Board.

**ARTICLE VI.
LIABILITY, INDEMNIFICATION, AND INSURANCE**

6.01. General Standards for and Non-Liability of Directors. A Director shall discharge the Director's duties, including duties as a committee member, in good faith, with ordinary care (that is, with the care that an ordinarily prudent person in a similar position would exercise under similar circumstances), and in a manner the Director reasonably believes to be in the best interest of the Corporation. A Director is not liable to the Corporation or another person for an action taken or not taken as a Director if the Director acted in compliance with this Section.

Pursuant to section 22.221 of the TBOC, a person seeking to establish liability of a Director must prove that the Director did not act: (1) in good faith; (2) with ordinary care; and (3) in a manner the Director reasonably believed to be in the best interest of the Corporation. A Director of the Corporation is not considered to have the duties of a trustee of a trust with respect to the Corporation or with respect to property held or administered by the Corporation, including property subject to restrictions imposed by the donor or transferor of the property.

6.02. Required Indemnification of Governing Persons and Officers. Pursuant to section 8.051 of the TBOC, the Corporation shall indemnify its governing persons, former governing persons, and delegates, as defined in sections 1.002(37), 8.001(4), and 8.001(a) of the TBOC, respectively, against reasonable expenses actually incurred by the person in connection with a proceeding in which the person is a respondent because the person is or was a governing person or delegate if the person is wholly successful, on the merits or otherwise, in the defense of the proceeding. The Corporation shall indemnify an officer to the same extent that indemnification is required for a governing person under Chapter 8 of the TBOC.

The Corporation shall indemnify a governing person, former governing person, or delegate who was, is, or is threatened to be made a respondent in a proceeding to the extent permitted by section 8.102 of the TBOC, provided the determinations required under section 8.101(a) of the TBOC are made in accordance with section 8.103 of the TBOC. Such right of indemnification shall not be deemed exclusive of any other rights to which such persons may be otherwise entitled.

6.03. Advancement of Expenses to Present Governing Persons or Delegates. To the fullest extent permitted by Chapter 8 of the TBOC, the Corporation shall pay or reimburse reasonable expenses incurred by a present governing person or delegate who was, is, or is threatened to be made, a respondent in a proceeding in advance of the final disposition of the proceeding without making the determinations required under section 8.101(a) of the TBOC after the Corporation receives: (1) a written affirmation by the person of the person's good faith belief that the person has met the standard of conduct necessary for indemnification under Chapter 8 of the TBOC; and (2) a written undertaking by or on behalf of the person to repay the amount paid or reimbursed if the final determination is that the person has not met that standard or that indemnification is prohibited by section 8.102 of the TBOC.

6.04. Indemnification of Other Persons; Advancement of Expenses. Except as otherwise provided in this Article VI, the Corporation may, but is not required to, indemnify and advance expenses to a person who is not a governing person, including an officer, employee, or agent. The Corporation may pay or reimburse, in advance of the final disposition of a proceeding, and on terms the Corporation considers appropriate, reasonable expenses incurred by: (1) a former governing person or delegate who was, is, or is threatened to be made a respondent in the proceeding; or (2) a present or former employee, agent, or officer who is not a governing person of the enterprise and who was, is, or is threatened to be made a respondent in the proceeding. A determination of indemnification for a person who is not a governing person of an enterprise, including an officer, employee, or agent, is not required to be made in accordance with section 8.103 of the TBOC.

6.05. Reporting of Certain Indemnification and Advancement of Expenses. Any indemnification of or advance of expenses to a governing person in accordance with this Article VI shall be reported in writing to the Directors of the Corporation. Such report must be made with or before (1) the notice or waiver of notice of the next meeting of the Board, or (2) the next submission to the Directors of a consent to action without a meeting, and in no event may be made later than twelve months after the date of the indemnification or advance.

6.06. Severability. If any part of this Article VI shall be found in any action, suit, or proceeding to be invalid or ineffective, the validity and the effectiveness of the remaining parts shall not be affected.

6.07. Insurance. To the fullest extent permitted by section 8.151 of the TBOC, the Corporation may purchase or procure and establish and maintain insurance or another arrangement to indemnify or hold harmless an existing or former governing person, delegate, officer, employee, or agent against any liability: (1) asserted against and incurred by the person in that capacity; or (2) arising out of the person's status in that capacity.

6.08. Prohibited Indemnification, Reimbursement, or Insurance. Notwithstanding any other provision in this Article VI, the Corporation may not indemnify, reimburse, or insure any person for any taxes imposed on such individual under Chapter 42 of the Code. Further, if at any time the Corporation is deemed to be a private foundation within the meaning of section 509 of the Code then, during such time, no payment shall be made under this Article if such payment would constitute an act of self-dealing or a taxable expenditure, as defined in sections 4941(d) and 4945(d) of the Code, respectively. Moreover, the Corporation shall not indemnify, reimburse, or insure any person in any instance where such indemnification, reimbursement, or insurance would result in a tax being imposed under section 4958 of the Code or any other provision of the Code applicable to corporations described in section 501(c)(3) of the Code.

ARTICLE VII. CONTRACTS, CHECKS, NOTES, AND LOANS

7.01. Contracts. The Board may authorize any officer or officers, or agent or agents, of the Corporation, in addition to the officers so authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances. Either the President or the Secretary may sign any such instrument on behalf of the Corporation in the absence of a specific designation of authority to some other officer or representative by the Board.

7.02. Checks, Drafts or Orders for Payment, and Notes. All checks, drafts or orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, or agent or agents, of the Corporation and in such manner as authorized by these Bylaws or as shall from time to time otherwise be determined by resolution of the Board of Directors. If not otherwise determined by resolution of the Board of Directors, each check, draft, or other order for the payment of money equal to or less than \$10,000 may be signed by any officer of the Corporation and each check, draft, or other order for the payment of money more than \$10,000 shall be signed by any two officers of the

Corporation.

7.03. Prohibited Loans to Directors and Officers. No loans shall be made by the Corporation to its Directors. Directors who vote for or assent to the making of a loan to a Director of the Corporation, and any officer or officers participating in the making of such loan, shall be jointly and severally liable to the Corporation for the amount of such loan until repayment thereof. A loan to an officer may be made only for the purpose of financing the officer's principal residence, subject to the restrictions set forth in section 22.055 of the TBOC.

7.04. Contracts or Transactions with Interested Persons. If any matter is presented to the Board or a committee of the Board in which an officer or Director has a direct or indirect financial interest, such interest and the material facts thereof must be fully disclosed to the Board or a committee of the Board before the Board or a committee of the Board takes action on such matter. No contract or transaction between the Corporation and one or more of its Directors or officers, or between the Corporation and any other corporation, partnership, association or other organization in which one or more of its Directors or officers are directors or officers or have a financial interest, shall be void or voidable solely for such reason, or solely because the Director or officer is present at or participates in the meeting of the Board or a committee of the Board which authorizes the contract or transaction, or solely because her or his or their votes are counted for such purpose, provided that: (a) the material facts as to the relationship or interest and as to the contract or transaction are disclosed or are known to the Board or a committee of the Board and the Board or a committee of the Board in good faith authorizes the contract or transaction by the affirmative votes of a majority of the disinterested Directors present at a meeting at which a quorum is present even though the disinterested Directors are less than a quorum; or (b) the contract or transaction is fair as to the Corporation as of the time it is authorized, approved or ratified by the Board or a committee of the Board. Common or interested Directors may be counted in determining the presence of a quorum at a meeting of the Board or a committee of the Board which authorizes a contract or transaction specified above.

The Board may adopt additional policies regarding the management of actual or potential conflicts of interest that are not inconsistent with this Section.

ARTICLE VIII. DEDICATION OF ASSETS

The properties and assets of the Corporation are irrevocably dedicated to charitable and educational purposes. In the event of a voluntary winding up or similar dissolution or final liquidation of the Corporation approved in the manner required by section 22.164 of the TBOC, and except as otherwise required by applicable state or federal law, after paying or making provision for the payment of all of the liabilities and obligations of the Corporation and for necessary expenses thereof, and after the return, transfer, or conveyance of all assets requiring return, transfer, or conveyance thereof because of the dissolution or liquidation of the Corporation, all of the remaining assets and property of the Corporation [shall be distributed first to International Leadership of Texas, Inc., so long as it is a described in section 501\(c\)\(3\) of the Code, and if not, then to one or more other charitable or educational organizations recognized by the Internal Revenue Service as described in section 501\(c\)\(3\) of the Code, or to a state or local government, for a public purpose, as determined by the Board of Directors of the Corporation.](#) Any assets not

so disposed of shall be disposed of by a district court of the county in which the Corporation's principal office is located to one or more organizations exempt from federal income tax as an organization described in section 501(c)(3) of the Code or described in section 170(c)(1) or (2) of the Code, as said court shall determine, which are organized and operated exclusively for such purposes. In no event shall any of such assets or property be distributed to any Director or officer, or any private individual.

ARTICLE IX. MISCELLANEOUS

9.01. Fiscal Year. The fiscal year of the Corporation shall [begin on September 1 of each year and shall end on August 31 of the next year.](#)

9.02. Books and Records. The Corporation shall keep minutes of the proceedings of the Board and any committees thereof. In accordance with section 22.352 of the TBOC, and to demonstrate compliance with federal tax law requirements, the Corporation shall also maintain current and accurate financial records with complete entries as to each financial transaction of the Corporation, including income and expenditures, in accordance with generally accepted accounting principles. The Board shall annually prepare or approve a financial report for the Corporation for the preceding year. The report must conform to accounting standards as adopted by the American Institute of Certified Public Accountants and must include: (1) a statement of support, revenue, and expenses; (2) a statement of changes in fund balances; (3) a statement of functional expenses; and (4) a balance sheet for each fund.

The Corporation shall keep such records, books, and annual reports of the Corporation's financial activity at the Corporation's registered or principal office in Texas for at least three years after the close of the fiscal year. The Corporation shall make these records, books, and reports available to its officers, Directors, and the public for inspection and copying at the Corporation's registered or principal office during regular business hours. Pursuant to section 22.353 of the TBOC, the Corporation may charge a reasonable fee for preparing a copy of a record or report

9.03. Amendment of Certificate of Formation and Bylaws. The Certificate of Formation of the Corporation may be adopted, amended or repealed in whole or in part by majority vote of the Directors then in office. The Bylaws of the Corporation may be adopted, amended or repealed in whole or in part by a majority vote of the Board, unless such Bylaw is required by the TBOC.

9.04. Private Foundation Status. During such period, or periods, of time as the Corporation is treated as a "private foundation" pursuant to section 509 of the Code, the Corporation shall make distributions at the time and in the manner as not to subject it to tax under section 4942 of the Code; the Corporation shall not engage in any act of self-dealing which would be subject to tax under section 4941 of the Code; the Corporation shall not retain any excess business holdings which would subject it to tax under section 4943 of the Code; the Corporation shall not make any investments (or retain any assets) which would subject it to tax under section

4944 of the Code; and the Corporation shall not make any taxable expenditures which would subject it to tax under section 4945 of the Code.

* * *

CERTIFICATE OF SECRETARY

The undersigned, being the Secretary of International Leadership of Texas – Global hereby certifies that the foregoing Bylaws were duly adopted by the Board of Directors of said Corporation with an effective date of July 1, 2021.

Curtis Donaldson, Vice President and Secretary

**RESTATED CERTIFICATE OF FORMATION
OF
INTERNATIONAL LEADERSHIP OF TEXAS – GLOBAL**

ARTICLE I

The name of the Corporation is International Leadership of Texas – Global. The Corporation is formed as a nonprofit corporation pursuant to Chapter 22 of the Texas Business Organizations Code and the period of its duration is perpetual.

ARTICLE II

The business address of the registered office of the Corporation is 845 Proton Road, San Antonio, Texas 78258 and the name of its registered agent at such address is Joseph E. Hoffer.

ARTICLE III

The management of the affairs of the Corporation is vested in its Board of Directors. The number of directors of the Corporation, which shall constitute its Board of Directors and the governing body of the Corporation, shall be fixed by or as provided in the Bylaws of the Corporation. Until changed by or as provided in the Bylaws, the number of directors shall be no fewer than three and no more than five. The current Directors are:

1. Edward G. Conger, 1810 N. Glenville Dr., Ste. 102, Richardson, Texas 75081.
2. Jerry W. McCreight, 1810 N. Glenville Dr., Ste. 102, Richardson, Texas 75081.
3. Curtis Donaldson, 1810 N. Glenville Dr., Ste. 102, Richardson, Texas 75081.

ARTICLE IV

The Corporation shall have no members.

ARTICLE V

The Corporation is organized exclusively for charitable and educational purposes, including for such purposes as the making of distributions to organizations that qualify as tax-exempt organizations described in section 501(c)(3) of the Internal Revenue Code of 1986, or the corresponding provision of any future internal revenue code (the “Code”). In particular, but not by way of limitation of the foregoing, the Corporation is organized to enrich, strengthen, enhance, and support the advancement of International Leadership of Texas, Inc., a nonprofit corporation and Texas Open-Enrollment Charter School Operator,

and other public charter and private schools, by engaging in fundraising and other charitable activities as it deems appropriate in furtherance of the purposes set forth in this Certificate of Formation.

The Corporation is organized to have and exercise all rights and powers conferred upon nonprofit corporations under the laws of the State of Texas, or which may hereafter be so conferred, in order to promote charitable and educational activities.

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its officers, directors, or other private persons, except that the Corporation, in accordance with applicable law, shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of the Corporation set forth herein. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of or in opposition to any candidate for public office.

Notwithstanding any other provision hereof, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Code, or (b) by any corporation, contributions to which are deductible under section 170(c)(2) of the Code.

ARTICLE VI

All money and other assets owned or controlled by the Corporation, wherever derived, shall be devoted for use in performing the charitable functions of the Corporation solely through the furthering of the primary purposes of the Corporation.

Except as otherwise required by applicable state or federal law, upon dissolution or liquidation of the Corporation, and after payment of all debts and satisfaction of all liabilities and obligations of the Corporation (or making adequate provision therefore), and after the return, transfer, or conveyance of all assets requiring return, transfer, or conveyance thereof because of the dissolution or liquidation of the Corporation, any remaining assets of this Corporation shall be distributed first to International Leadership of Texas, Inc., so long as it is described in section 501(c)(3) of the Code, and if not, then to one or more other charitable or educational organizations recognized by the Internal Revenue Service as described in section 501(c)(3) of the Code, as determined by the Board of Directors of the Corporation.

ARTICLE VII

This certificate shall be filed with the Secretary of State of Texas with an effective date of July 1, 2021.

ARTICLE VIII

The power to alter, amend or repeal the Bylaws of the Corporation or adopt new Bylaws shall be vested in its Board of Directors.

ARTICLE IX

To the fullest extent permitted by applicable law, a director of this Corporation shall not be liable to the Corporation or its members for monetary damages for an act or omission in the director's capacity as a director, except that this Article does not eliminate or limit the liability of a director to the extent the director is found liable for:

- (a) a breach of a director's duty of loyalty to the Corporation;
- (b) an act or omission not in good faith that constitutes a breach of duty of the director to the Corporation or an act or omission that involves intentional misconduct or a knowing violation of the law;
- (c) a transaction from which the director received an improper benefit, whether or not the benefit resulted from an action taken within the scope of the director's office; or
- (d) an act or omission for which the liability of a director is expressly provided by applicable law.

ARTICLE X

The Corporation shall indemnify any person who (i) is or was a director, officer, employee, or agent of the Corporation, or (ii) while a director, officer, employee, or agent of the Corporation, is or was serving at the request of the Corporation as a director, officer, trustee, employee, agent, or similar functionary of another foreign or domestic nonprofit corporation, trust, employee benefit plan, or other enterprise, to the fullest extent that a corporation may or is required to grant indemnification to a director under the Texas Business Organizations Code as now written, or as hereafter amended, but only to the extent permitted for (a) a corporation exempt from federal income tax as an organization described in section 501(c)(3) of the Code, and (b) a corporation, contributions to which are deductible under section 170(c)(2) of the Code.

ARTICLE XI

Except as otherwise provided in the Bylaws of the Corporation, this Certificate of Formation may be altered, amended, or repealed only as provided in the Texas Business Organizations Code, as presently written or hereafter amended.

**PROPOSED RESOLUTIONS
FOR ADOPTION AT A MEETING OF THE BOARD OF DIRECTORS OF
INTERNATIONAL LEADERSHIP OF TEXAS, INC.
ACTING IN ITS CAPACITY AS THE SOLE MEMBER OF
INTERNATIONAL LEADERSHIP OF TEXAS – GLOBAL
APPROVING RESTATED GLOBAL CERTIFICATE OF FORMATION AND BYLAWS**

RECITATIONS

WHEREAS, Article IV of the Amended and Restated Certificate of Formation of International Leadership of Texas – Global (“**Global**”), filed with the Secretary of State of Texas on October 8, 2014 (the “**Existing Certificate**”), and Section 3.01 of the Bylaws adopted by Global Board of Directors on October 23, 2014 (the “**Global Bylaws**”), provide that International Leadership of Texas, Inc. (the “**Member**”) is the sole corporate member of Global;

WHEREAS, Section 3.03 of the Global Bylaws provides that the Member shall have the right to vote on any amendment to or restatement of Global’s certificate of formation or its bylaws;

WHEREAS, the Board of Directors of the Member has determined that it is in the best interests of the Member to effect a deconsolidation of the Member from Global;

WHEREAS, the Restated Certificate of Formation of Global (the “**Restated Certificate**”), attached hereto as Exhibit A, removes the Member as the sole member of Global and makes other amendments and restatements to the Existing Certificate intended to further facilitate the effective governance of Global;

WHEREAS, the Amended and Restated Bylaws of Global (the “**Restated Bylaws**”), attached hereto as Exhibit B, include amendments and restatements to the Global Bylaws to reflect the removal of the Member as the sole member of Global, to better reflect the current governance practices of Global and further facilitate the effective governance of Global, and to conform the Global Bylaws to the current provisions of the Texas Business Organizations Code.

PROPOSED RESOLUTIONS

BE IT RESOLVED, that the Restated Certificate is hereby approved for filing by Global with the Texas Secretary of State with an effective date of July 1, 2021; and

BE IT FURTHER RESOLVED, that the Restated Bylaws are hereby approved for adoption by the Global Board of Directors, with an effective date of July 1, 2021.

[signature page follows]

PASSED AND APPROVED BY THE MAJORITY OF MEMBERS OF THE BOARD OF DIRECTORS OF INTERNATIONAL LEADERSHIP OF TEXAS, INC. ON THE **21ST DAY OF MAY, 2021.**

Members Voting in Favor of Resolution:

Maj. Gen. James Williams, Board President

Lynne Beach, M.D., Board Vice President

Mr. Tracy Cox, Board Secretary

Dr. Soner Tarim, Board Member

Mr. Peter Gudmundsson, Board Member

Mr. Chris Moreland, Board Member

Ms. Gabriela Smith, Board Member

*The undersigned, being the Secretary of the Corporation, hereby certifies that the foregoing represents a true copy of a Resolution of the Directors of the Corporation, duly held on **May 19, 2021**, which Resolution is in full force and effect and has not been revoked or amended.*

Secretary _____

**Form 414
(Revised 09/13)**

This space reserved for office use.

Submit in duplicate to:
Secretary of State
P.O. Box 13697
Austin, TX 78711-3697
512 463-5555
FAX: 512/463-5709
Filing Fee: See instructions



**Restated Certificate of
Formation
With New Amendments**

Entity Information

The name of the filing entity is:

International Leadership of Texas - Global

State the name of the entity as currently shown in the records of the secretary of state. If the amendment changes the name of the entity, state the old name and not the new name.

The filing entity is a: (Select the appropriate entity type below.)

- | | |
|---|---|
| <input type="checkbox"/> For-profit Corporation | <input type="checkbox"/> Professional Corporation |
| <input checked="" type="checkbox"/> Nonprofit Corporation | <input type="checkbox"/> Professional Limited Liability Company |
| <input type="checkbox"/> Cooperative Association | <input type="checkbox"/> Professional Association |
| <input type="checkbox"/> Limited Liability Company | <input type="checkbox"/> Limited Partnership |

The file number issued to the filing entity by the secretary of state is: 801931154

The date of formation of the filing entity is: 02/10/2014

Statement of Approval

Each new amendment has been made in accordance with the provisions of the Texas Business Organizations Code. The amendments to the certificate of formation and the restated certificate of formation have been approved in the manner required by the Code and by the governing documents of the entity.

Required Statements

The restated certificate of formation, which is attached to this form, accurately states the text of the certificate of formation being restated and each amendment to the certificate of formation being restated that is in effect, and as further amended by the restated certificate of formation. The attached restated certificate of formation does not contain any other change in the certificate of formation being restated except for the information permitted to be omitted by the provisions of the Texas Business Organizations Code applicable to the filing entity.

Effectiveness of Filing (Select either A, B, or C.)

A. This document becomes effective when the document is filed by the secretary of state.

B. This document becomes effective at a later date, which is not more than ninety (90) days from the date of signing. The delayed effective date is: July 1, 2021

C. This document takes effect upon the occurrence of the future event or fact, other than the passage of time. The 90th day after the date of signing is: _____

The following event or fact will cause the document to take effect in the manner described below:

Execution

The undersigned affirms that the person designated as registered agent in the restated certificate of formation has consented to the appointment. The undersigned signs this document subject to the penalties imposed by law for the submission of a materially false or fraudulent instrument and certifies under penalty of perjury that the undersigned is authorized under the provisions of law governing the entity to execute the filing instrument.

Date: _____

International Leadership of Texas - Global

Name of entity (see Execution instructions)

Signature of authorized individual (see instructions)

Edwin Flores

Printed or typed name of authorized individual

Attach the text of the amended and restated certificate of formation to the completed statement form. Identify the attachment as “Restated Certificate of Formation of [Name of Entity].”

**WRITTEN CONSENT OF DIRECTORS IN LIEU OF A MEETING
OF THE BOARD OF DIRECTORS OF
INTERNATIONAL LEADERSHIP OF TEXAS – GLOBAL**

WHEREAS, Article IV of the Amended and Restated Certificate of Formation of International Leadership of Texas – Global (the “**Corporation**”), filed with the Secretary of State of Texas on October 8, 2014 (the “**Existing Certificate**”), and Section 3.01 of the Bylaws adopted by the Corporation’s Board of Directors on October 23, 2014 (the “**Global Bylaws**”), provide that International Leadership of Texas, Inc. (the “**Member**”) is the sole corporate member of Global;

WHEREAS, Section 3.03 of the Global Bylaws provides that the Member shall have the right to vote on any amendment to or restatement of the Corporation’s certificate of formation or its bylaws;

WHEREAS, the Board of Directors of the Member has determined that it is in the best interests of the Member to effect a corporate deconsolidation of the Member from the Corporation;

WHEREAS, the Restated Certificate of Formation of the Corporation (the “**Restated Certificate**”), attached hereto as Exhibit A, removes the Member as the sole member of the Corporation and makes other amendments and restatements to the Existing Certificate intended to further facilitate the effective governance of the Corporation;

WHEREAS, the Amended and Restated Bylaws of Global (the “**Restated Bylaws**”), attached hereto as Exhibit B, include amendments and restatements to the Global Bylaws to reflect the removal of the Member as the sole member of the Corporation, to better reflect the current governance practices of the Corporation and further facilitate the effective governance of the Corporation, and to conform the Global Bylaws to the current provisions of the Texas Business Organizations Code; and

WHEREAS, at a meeting of its Board of Directors held on May 19, 2021, the Member approved the Corporation’s filing of the Restated Certificate with the Texas Secretary of State, and the adoption by the Corporation of the Restated Bylaws, both with an effective date of July 1, 2021;

NOW, THEREFORE, pursuant to Section 22.220 of the Texas Business Organizations Code and the Bylaws of the Corporation, the undersigned, being the Directors of **International Leadership of Texas – Global**, a Texas nonprofit corporation (the “**Corporation**”), and in lieu of a meeting of the Board of Directors, the call of which is hereby expressly waived, do hereby consent to the adoption of the following resolutions:

I. RESTATED CERTIFICATE OF FORMATION

RESOLVED, that the form, terms, and provisions of the Restated Certificate of Formation of the Corporation (the “**Restated Certificate**”) attached hereto as Exhibit A are hereby in all respects approved, and the officers of the Corporation are hereby authorized and directed to take such actions as are necessary to cause the Restated Certificate to be filed with the Texas Secretary of State to be effective as of July 1, 2021.

II. BYLAWS

RESOLVED, that the Amended and Restated Bylaws attached hereto as Exhibit B are hereby adopted as the Bylaws of the Corporation to be effective as of July 1, 2021.

III. INCREASE IN NUMBER OF AND ELECTION OF DIRECTORS

RESOLVED, that the number of directors of the Corporation is hereby increased from three (3) to five (5) and [NEW DIRECTOR #1] and [NEW DIRECTOR #2] are hereby elected as directors of the Corporation for a three-year term commencing on July 1, 2021.

* * *

IN WITNESS WHEREOF, the undersigned being all of the members of the Board of Directors of the Corporation have executed this instrument in one or more counterparts, each of which shall constitute an original, on the date or dates set forth below.

Date

Edwin Flores, Director and President

Date

Curtis Donaldson, Director, Vice President and Secretary

Date

Edward G. Conger, Director

Cover Sheet

CONSIDER/ACT TO AUTHORIZE PURCHASE OF REAL PROPERTY AT 1202 FM 359, RICHMOND, TX 77406 CONSISTENT WITH THE EXECUTED LOI

Section: VII. Board Items for Discussion/Action
Item: D. CONSIDER/ACT TO AUTHORIZE PURCHASE OF REAL
PROPERTY AT 1202 FM 359, RICHMOND, TX 77406 CONSISTENT WITH THE
EXECUTED LOI
Purpose: Vote
Submitted by:
Related Material: Executed LOI-25 Acres, FM 359 6.14.21.pdf

Will Haynes, II
Managing Director | Dallas-Fort Worth
Office Occupier Services
Education Services Group

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Suite 900
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colliers.com



June 11, 2021

William Brookstein
Cosmopolitan Realty
1707 Post Oak Blvd, STE 185
Houston, TX 77056
Mobile: (713) 622-7777

Re: Letter of Intent (LOI) to Purchase +/- 25 Acres at 1202 FM 359, Richmond TX 77406

Dear William,

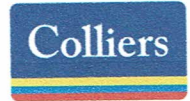
ILTexas is interested in purchasing the above referenced Property. The following is a summary of the terms under which they will purchase the property.

- Seller:** Askew Real Estate & Investments LLC
- Purchaser:** International Leadership of Texas
- Property Description:** Approximately 25 Acres located at 1202 FM 359, Richmond, TX 77406
- Legal Description:** +/- 25 acres out of 0062 WM MORTON, TRACT 1, ACRES 52.92 See attached Exhibit A.
- Purchase Price:** The purchase price shall be \$3.55 PSF which equates to \$3,865,950 for approximately 25 acres to be determined by a survey after feedback from a civil engineer.
- Earnest Money:** On or before three (3) business days after full execution of a written Purchase and Sale Agreement ("Contract") between the parties hereto, Purchaser shall deposit **Thirty Thousand Dollars and No/100 (\$30,000.00)** in an interest-bearing account ("Earnest Money") with Community National Title – 14800 Quorum Dr, Suite 150, Dallas TX 75254 Attn: Catherine Royse – 972-528-6071. The Earnest Money shall be held for the Purchaser's benefit until the expiration of the Inspection Period, as defined below. Upon expiration of the Inspection Period, should Purchaser elect to proceed with this transaction, the Earnest Money shall be considered "at risk" and shall be applied at Closing to the Purchase Price.
- Independent Consideration:** In the event the Seller is obligated to return the earnest money to the Purchaser, less the sum of One Hundred Dollars and No/100 (\$100.00), which shall be an independent consideration. If Purchaser proceeds to Closing, said independent consideration fee shall be credited to Purchaser and applied to the Purchase Price at Closing.
- Inspection Period:** Purchaser shall have ninety (90) days from the date of full execution of

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the Contract and delivery by Seller of the Due Diligence items as outlined in this letter to make such physical, economic, and environmental inspections of the Property as Purchaser may desire (the "Inspection Period"). If the Purchaser is dissatisfied with the Property, for any reason whatsoever in the Purchaser's sole determination, Purchaser may, at any time during the ninety (90) day Inspection Period, notify Seller, and terminate this Contract and have Earnest Money promptly returned to Purchaser.

Extended Inspection Period:

The Purchaser will have two (2) options to extend the Inspection Period for thirty (30) days with no additional monetary consideration.

Due Diligence Period:

Within seven (7) days after full execution of the Contract Seller will deliver to the Purchaser at Seller's expense the following information:

Title Commitment

A title commitment from the Title Company together with legible copies of all documents, instruments, and deed restrictions reflected on said commitment.

Survey

An updated current boundary survey of the Property, certified to the Purchaser, Seller and Title Company and prepared by a reputable registered land surveyor showing:

- i. Metes and bounds descriptions of the Property
- ii. The area, boundaries and dimensions of the Property
- iii. Any encroachments
- iv. The location of all easements, existing or proposed, building restrictions, architectural guidelines, existing or proposed, or any other ordinance or law that would impact the development of improvement on the Property
- v. The acreage and square footage of the Property

If an acceptable survey for this property does not exist, then Buyer will conduct a new survey on the property and be reimbursed by Seller up to \$2500.00 at closing if closing occurs.

Plans and Specifications

Copies of any plans or specifications for the Property, equipment, and improvements to the extent same are in Seller's possession.

Environmental

Copies of any Environmental Site Assessment reports to the extent same are in Seller's possession.

Operating Expenses/Real Estate Taxes

Copies of operating expense statements and real estate tax bills for the prior three years.

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Other Information

Any information or reports regarding planned or recent capital expenditures, improvements, maintenance reports or significant repairs performed on or about the Property.

Closing Date:

Closing shall occur within thirty (30) days after the expiration of the Inspection Period.

Closing Costs:

Purchaser will pay the costs incurred in performing its due diligence including its legal counsel and physical inspection of the Property. Seller will be responsible for survey, Seller's legal fees, the premium for an Owner's Policy of Title Insurance (including the cost of a "survey deletion" premium endorsement, and pro-rated property taxes for the year of Closing. Seller and Purchaser will share equally in the costs customarily shared by purchasers and sellers in similar transactions in Dallas County.

Commission:

At closing, if closing occurs, Seller shall pay Colliers a commission equal to 2.25% of the gross purchase price and Buyer shall pay Colliers a commission equal to 1.75% of the gross purchase price. The brokerage commissions will be included in the contract.

Confidentiality:

Seller and Purchaser and their agents agree to keep the terms and conditions of this Letter of Intent, discussions, and Purchaser's identity confidential.

Purchase & Sales Agreement:

Buyer will provide a Purchase and Sales Agreement to Purchaser within seven (7) days of execution of this LOI.

Non-binding:

This letter/proposal is intended solely as a preliminary expression of general intentions and is to be used for discussion purposes only. The parties intend that neither shall have any contractual obligations to the other with respect to the matters referred herein unless and until a definitive agreement has been fully executed and delivered by the parties. The parties agree that this letter/proposal is not intended to create any agreement or obligation by either party to negotiate a definitive lease/purchase and sale agreement and imposes no duty whatsoever on either party to continue negotiations, including without limitation any obligation to negotiate in good faith or in any way other than at arm's length. Prior to delivery of a definitive executed agreement, and without any liability to the other party, either party may (1) propose different terms from those summarized herein, (2) enter into negotiations with other parties and/or (3) unilaterally terminate all negotiations with the other party hereto.

This Letter of Intent is preliminary in nature and is offered subject to negotiating a formal sale document acceptable to both parties. This should not be construed as a binding agreement by either party. If not previously accepted, this letter shall expire on **June 16, 2021 at 5:00 pm.**

Will Haynes, II
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Sincerely,

Will Haynes, II – Managing Director

Barkley Peschel, CCIM – Senior Vice President

Agreed and Accepted:

Seller: Askew Real Estate & Investments
LLC

By: Becky G. Daniel

Name: Becky Daniel

Title: Member

Date: 6/14/2021

Buyer: International Leadership of Texas, Inc.

DocuSigned by:
Edward G. Conger
3390E736E7BF48F...

Name: Edward G. Conger

Title: CEO-Superintendent

Date: 6/14/2021

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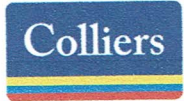
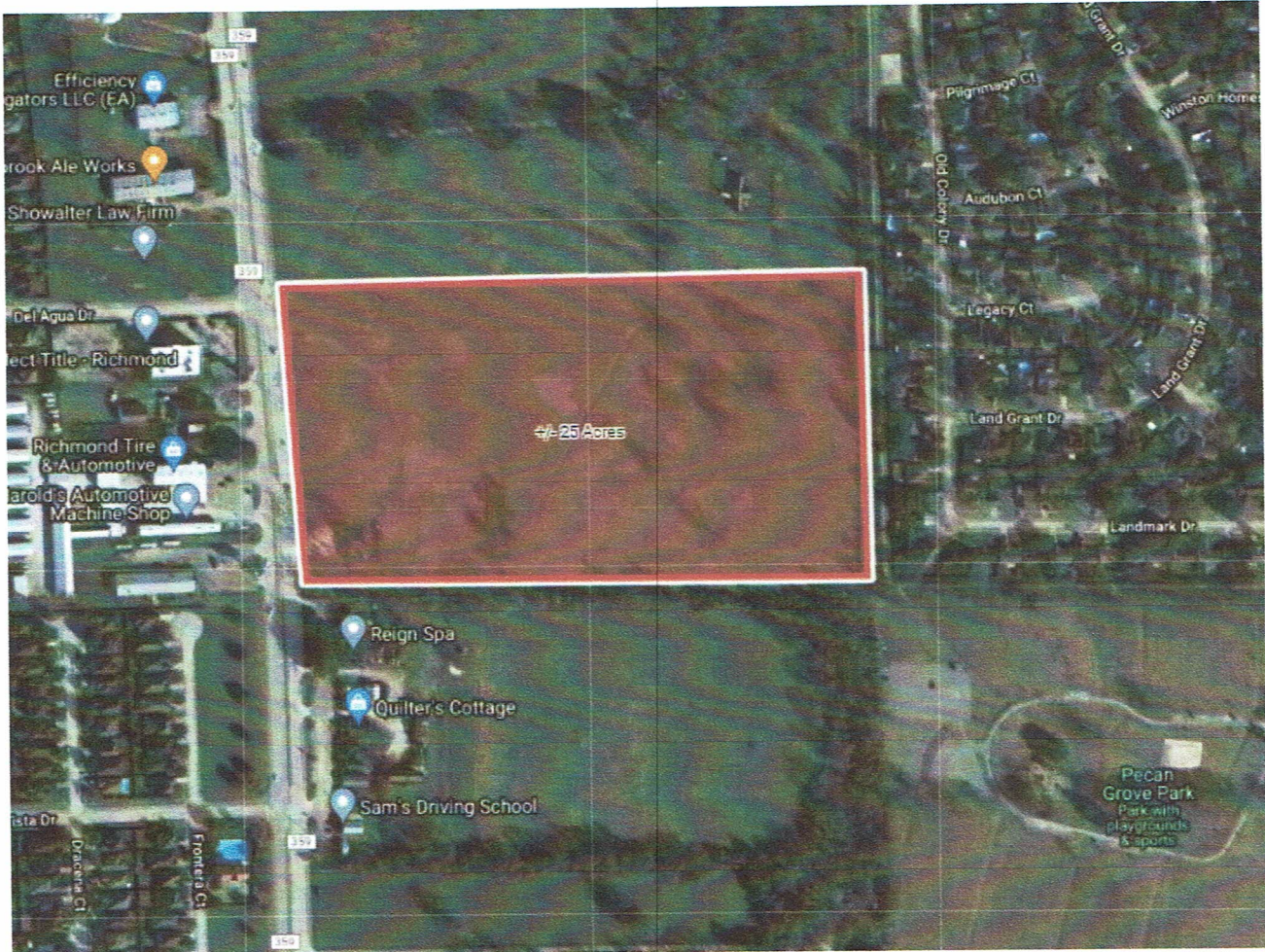


Exhibit A

Site acreage and dimensions to be determined by a survey.



INFORMATION ABOUT BROKERAGE SERVICES

Texas law requires all real estate license holders to give the following information about brokerage services to prospective buyers, tenants, sellers and landlords.

TYPES OF REAL ESTATE LICENSE HOLDERS:

- **A BROKER** is responsible for all brokerage activities, including acts performed by sales agents sponsored by the broker.
- **A SALES AGENT** must be sponsored by a broker and works with clients on behalf of the broker.

A BROKER'S MINIMUM DUTIES REQUIRED BY LAW (A client is the person or party that the broker represents):

- Put the interests of the client above all others, including the broker's own interests;
- Inform the client of any material information about the property or transaction received by the broker;
- Answer the client's questions and present any offer to or counter-offer from the client; and
- Treat all parties to a real estate transaction honestly and fairly.

A LICENSE HOLDER CAN REPRESENT A PARTY IN A REAL ESTATE TRANSACTION:

AS AGENT FOR OWNER (SELLER/LANDLORD): The broker becomes the property owner's agent through an agreement with the owner, usually in a written listing to sell or property management agreement. An owner's agent must perform the broker's minimum duties above and must inform the owner of any material information about the property or transaction known by the agent, including information disclosed to the agent or subagent by the buyer or buyer's agent.

AS AGENT FOR BUYER/TENANT: The broker becomes the buyer/tenant's agent by agreeing to represent the buyer, usually through a written representation agreement. A buyer's agent must perform the broker's minimum duties above and must inform the buyer of any material information about the property or transaction known by the agent, including information disclosed to the agent by the seller or seller's agent.

AS AGENT FOR BOTH - INTERMEDIARY: To act as an intermediary between the parties the broker must first obtain the written agreement of *each party* to the transaction. The written agreement must state who will pay the broker and, in conspicuous bold or underlined print, set forth the broker's obligations as an intermediary. A broker who acts as an intermediary:

- Must treat all parties to the transaction impartially and fairly;
- May, with the parties' written consent, appoint a different license holder associated with the broker to each party (owner and buyer) to communicate with, provide opinions and advice to, and carry out the instructions of each party to the transaction.
- Must not, unless specifically authorized in writing to do so by the party, disclose:
 - that the owner will accept a price less than the written asking price;
 - that the buyer/tenant will pay a price greater than the price submitted in a written offer; and
 - any confidential information or any other information that a party specifically instructs the broker in writing not to disclose, unless required to do so by law.

AS SUBAGENT: A license holder acts as a subagent when aiding a buyer in a transaction without an agreement to represent the buyer. A subagent can assist the buyer but does not represent the buyer and must place the interests of the owner first.

TO AVOID DISPUTES, ALL AGREEMENTS BETWEEN YOU AND A BROKER SHOULD BE IN WRITING AND CLEARLY ESTABLISH:

- The broker's duties and responsibilities to you, and your obligations under the representation agreement.
- Who will pay the broker for services provided to you, when payment will be made and how the payment will be calculated.

LICENSE HOLDER CONTACT INFORMATION: This notice is being provided for information purposes. It does not create an obligation for you to use the broker's services. Please acknowledge receipt of this notice below and retain a copy for your records.

<u>Colliers International Houston, Inc.</u>	<u>29114</u>	<u>houston.info@colliers.com</u>	<u>(713) 222-2111</u>
Licensed Broker/Broker Firm Name or Primary Assumed Business Name	License No.	Email	Phone
<u>Gary Mabray</u>	<u>138207</u>	<u>gary.mabray@colliers.com</u>	<u>(713) 830-2104</u>
Designated Broker of Firm	License No.	Email	Phone
<u>Patrick Duffy, MCR</u>	<u>604308</u>	<u>patrick.duffy@colliers.com</u>	<u>(713) 830-2112</u>
Licensed Supervisor of Sales Agent/ Associate	License No.	Email	Phone
<u>Barkley Peschel</u>	<u>578061</u>	<u>barkley.peschel@colliers.com</u>	<u>(281) 242-2300</u>
Sales Agent/Associate's Name	License No.	Email	Phone

Buyer/Tenant/Seller/Landlord Initials

Date

Regulated by the Texas Real Estate Commission

Information available at www.trec.texas.gov