



Kairos Academies

Kairos Academies Board Meeting

Date and Time

Thursday April 9, 2026 at 6:00 PM CDT

We invite you to join us at this Zoom link. This notice was published at www.kairosacademies.org/board at least one day before the meeting.

<https://us06web.zoom.us/j/6541248775>

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A.	Record Attendance		1 m
B.	Call the Meeting to Order	Aaron Jackson	1 m
C.	Review of Mission and Vision	Aaron Jackson	1 m

Mission and Vision

Mission: Kairos empowers students to direct their own lives and learning.

	Purpose	Presenter	Time
Vision			
By offering a 21st-century school model, Kairos will empower parents with a meaningful alternative to the traditional structures that have subjugated children and segregated families in our city for over a century. If Kairos achieves its mission, our graduates will develop the academic function to unlock post-secondary opportunities and the executive function to thrive in whichever opportunity they choose. Wherever they go, graduates will exercise meaningful agency among their peers, leading themselves and the institutions that structure their communities.			
II. Kairos Public Comment			6:03 PM
A. Time Allotted for Public Comment	FYI	Aaron Jackson	3 m
Public comments allow for the public to have up to 3 minutes each to read a statement to the board of directors.			
III. Executive Session			6:06 PM
A. Executive Session per RSMO 610.021.3		Aaron Jackson	5 m
IV. Board Meeting Minutes Approval			6:11 PM
A. Approval of February Board Minutes	Approve Minutes	Aaron Jackson	1 m
B. Approval of February Stepback Minutes	Approve Minutes	Aaron Jackson	1 m
V. PTSO Updates			6:13 PM
A. PTSO Highlights	FYI	JaMeila Moore	5 m
VI. Kairos Senior Leadership Team Updates			6:18 PM
A. Senior Team Update	Discuss	Senior Team	15 m

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Most Important OCS for Each Senior Team Member <ul style="list-style-type: none"> ◦ Graduation/Promotion- academics ◦ Next year enrollment- ops ◦ Progress to 40 DCOH finance <p>Each leader will take 5 minutes to review current progress in the priority area, key strategic moves, and next steps regarding progress monitoring.</p>			
B. Approve January and February Financials	Vote		
VII. Big 3 Priorities			6:33 PM
A. Review and Approve the Big 3 Priorities for the 26-27 School Year	Vote	Khalil Graham	10 m
VIII. Ops Voting Items			6:43 PM
A. Approve 26-27 Calendar	Vote	Marnae Chavers	5 m
B. 12th Grade Enrollment Policy	Vote	Marnae Chavers	5 m
IX. Senior Leadership Transition Planning			6:53 PM
A. Presentation	Discuss	Senior Leadership Team	20 m
		Presentation Linked Via Google Drive	
X. Gala			7:13 PM
A. Gala logistics and planning	Discuss		10 m
XI. Closing Items			7:23 PM
A. Adjourn Meeting	Vote		

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Coversheet

Approval of February Board Minutes

Section: IV. Board Meeting Minutes Approval
Item: A. Approval of February Board Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Kairos Academies Board Meeting on February 5, 2026

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Meeting

Date and Time

Thursday February 5, 2026 at 6:00 PM

Location

Virtual

We invite you to join us at this Zoom link. This notice was published at www.kairosacademies.org/board at least one day before the meeting.

<https://us06web.zoom.us/j/6541248775>

Directors Present

A. Jackson (remote), A. Trapp (remote), B. Boyle (remote), N. Plair (remote), S. Bhushan (remote), W. Young (remote)

Directors Absent

M. Zemann

Ex Officio Members Present

K. Graham (remote), N. Patel (remote)

Non Voting Members Present

K. Graham (remote), N. Patel (remote)

Guests Present

B. Usand-Burton (remote), C. Brazeale (remote), J. Irby (remote), M. Chavers (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Thursday Feb 5, 2026 at 6:04 PM.

C. Review of Mission and Vision

II. Kairos Public Comment

A. Time Allotted for Public Comment

Public not in attendance

III. Board Meeting Minutes Approval

A. Approval of January Board Minutes

S. Bhushan made a motion to approve the minutes from Kairos Academies Board Meeting on 01-08-26.

B. Boyle seconded the motion.

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

B. Approve December 30th Audit Minutes

S. Bhushan made a motion to approve the minutes from Kairos Academies Board Meeting- Audit Approval on 12-30-25.

B. Boyle seconded the motion.

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

IV. PTSO Updates

A. PTSO Highlights

- Aaron provided an update on the last PTSO meeting

- Excel spreadsheet will be sent out to the board members to sign up to attend a PTSO meeting the 2nd Monday of each month
 - We need coverage for April, May and June

V. Kairos Senior Leadership Team Updates

A. CEO Update

COO Update

Attendance:

- HS 69.33%, MS 79.74%, overall attendance 74.53%

Enrollment:

- Lost 6 students in HS, Lost and gained 1 MS student
- Overall Enrollment 461
- We are currently in the middle of re-enrollment process
- We are accepting Applications for next school year

Persistence:

- MS 78.76%, HS 90.13%, Overall 86.98%
- HS retention has held steady but decreased slightly

Average Daily Attendance (ADA):

- MS 79.74%, HS 69.33%, Overall 74.53%
- MS shows slightly higher ADA than HS, consistent with prior periods

VI. Program Committee

A. Program Committee Update

- We've reduced daily discipline referrals by 61% since the last cycle (November 2025)
 - Culture Shifts - Teacher vigilance, specificity of expectations, communication timelines
 - Systems created - tiered escalation pathway, culture playbook, restorative reentry process
- Preliminary Growth

- Testing for NWA - Reading results show 63% of students are hitting their growth target in reading across all grades. Last year we were at 43%
- 5th Grade is struggling but every other grade is above 50%
 - Our students are growing on average 1 year in a years time
 - The longer students stay with us the more mature they become in our program

Senior Class Update - Class of 2026:

- 77% on track for graduation (71 seniors in total)
- 18% 4 year college acceptance
- 57% On track for graduation overall HS
- 29 Seniors in Credit Recovery
- 62% Senior ADA/Chronic Absence

B. Approve NDL Playbook and 504 Playbook

N. Plair made a motion to Approve the NDL Playbook and 504 Playbook.

A. Trapp seconded the motion.

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

VII. Finance Committee

A. Finance Committee Update

Reviewed December Financials

- Expenses are trending a little above revenue
- Within the budget we have corrected all the imbalances
- We are trending to meet our 40 day cash threshold set by the board in Jan 2026
- AP under 30 days with carryover remaining under \$300k
- Cash stability: EOM cash never below \$800k
- There was a change in Net Assets in December, we had a decrease in revenue (one time correction)
- Reviewed December 2025 Statement of Activities
- Reviewed December 2025 AP

B. Approve December Financials

B. Boyle made a motion to Approve December 2025 Financials.

W. Young seconded the motion.

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

VIII. Governance Committee

A. Governance Update

- Compliance and Authorizer Update:
 - Robin has stepped down from Executive Director role, Martha is the interim Executive Director while they search for a permanent one
- We have the official letter that we are off of Probation
- Board composition and recruitment strategy
 - We need to recruit for the Program Committee

B. Personal Financial Disclosure + Background Checks

Personal Financial Disclosure deadline is May 1, 2026

Background Checks - all board members have to get background check. Nilesch will send details for how to set up the Background Check

IX. Miscellaneous

A. Board Dates

Board Retreat February 21st 9am - 3pm

Optional Mixer Friday February 20th

Kairos Gala is confirmed May 7th from 7pm - 9pm, we will do a short Board Meeting prior to the Gala

X. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:40 PM.

Respectfully Submitted,

A. Trapp

B. Executive Session per RSMO 610.021.3

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Coversheet

Approval of February Stepback Minutes

Section: IV. Board Meeting Minutes Approval
Item: B. Approval of February Stepback Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Kairos Academies Board Stepback on February 21, 2026

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Stepback

Date and Time

Saturday February 21, 2026 at 8:00 AM

Location

CIC- 4220 Duncan Ave, St. Louis, MO 63110

We invite you join us in person at CIC. For more information on how to attend, please reach out to networkEA@kairosacademies.org.

Directors Present

A. Jackson, A. Trapp, M. Zemann, S. Bhushan, W. Young

Directors Absent

B. Boyle, N. Plair

Ex Officio Members Present

K. Graham, N. Patel

Non Voting Members Present

K. Graham, N. Patel

Guests Present

B. Usand-Burton, C. Brazeale, J. Krewson, J. Tyrrell, M. Chavers, apatel@hjsims.com (remote), jdixon@theopportunitytrust.org (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academics to order on Saturday Feb 21, 2026 at 8:00 AM.

C. Review Agenda

D. Enter into Executive Session

- Voted to Enter Executive session. All present board members voted yes to enter.
- Discussed a personnel matter and discipline matter. Records are closed pursuant to RSMo 610.021(3) and RSMo 610.021(6)

II. Mid Year PTG Updates

A. Review Mid Year PTG Presentation- Academics

- Reviewed mid year NWEA data and saw large gains in both percentile of growth and achievement.

B. Board Questions

- Board commended the work of the schools to make large gains

C. Review Mid Year PTG Presentation- Finance

- Discussed year to date financials and adjustments that have been made

D. Board Questions

E. Vote to Approve January Financials

- Review January financials but due to a delay in budget entering from vendor we will vote to approve at the next board meeting

III. Policy and Program Direction

A. AI Potential

- Discussed a potential AI integration

B.

Board Questions and Discussion

C. Vote to Approve New Policy Updates

- Voted to adopt and approve the all model policies from MCPSA

D. Vote to approve enrollment amendment

- Voted to approve the amendment

IV. Mid Year PTG- Operations

A. Review Mid Year PTG Presentation- Operations

- Reviewed updated data from beginning of year till February for mid year data

B. Board Questions

V. Mid Year School Review

A. Mid Year School Review Presentation with Enhanced

- External school reviewer presented their findings to the board

VI. Policy and Program Direction

A. ADA Policy

- COO presented and reviewed an updated ADA policy and safety policy

B. Safety Policy

C. Board Questions

VII. Next Prep

A. Overview of Next Prep

- Reviewed the vision of Next Prep and what supports it provides students

B. Board questions

VIII. Facilities & Long-Term Finance

A. Facilities & Long-Term Finance

- Reviewed overall financial strategy and facilities strategy

IX. FAST Start Process + Progress

A. Introduction to FAST Start

- Reviewed how the team plans for the next school year and overviewed the Fast Start Process for the 26-27 SY

X. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 2:00 PM.

Respectfully Submitted,
N. Patel

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Coversheet

Approve January and February Financials

Section: VI. Kairos Senior Leadership Team Updates
Item: B. Approve January and February Financials
Purpose: Vote
Submitted by:
Related Material: Kairos January 2026 Financial Report (1).xlsx
Kairos February 2026 Financial Report.xlsx

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

Kairos January 2026 Financial Report (1).xlsx

Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

Kairos February 2026 Financial Report.xlsx

Coversheet

Review and Approve the Big 3 Priorities for the 26-27 School Year

Section: VII. Big 3 Priorities
Item: A. Review and Approve the Big 3 Priorities for the 26-27 School Year
Purpose: Vote
Submitted by:
Related Material: Kairos 26-27 Org Priorities (Draft)-Feb 2026.pdf



Executive Summary: Kairos Academies | 2026–27 Organizational Priorities | Board Stepback

Purpose

The purpose of the 2026–27 organizational priorities is to align all planning, resourcing, and execution around the few highest-leverage outcomes that move Kairos closer to its North Star. These priorities are intentionally narrow, measurable, and capacity-aware. They are designed to drive student outcomes first, then enrollment stability, then financial strength—creating a coherent performance system rather than disconnected initiatives.

2026–27 Organizational Priorities (In Order)

1. On-Track-to-Graduate Progress (Primary Priority)

Middle School: Promotion to next grade

High School: Credits on track for diploma

This is the core value proposition of Kairos: students persist and progress. “On-track” integrates academic rigor and a sense of belonging. Without strong instructional execution and a culture where students feel known and supported, persistence declines and enrollment weakens.

26–27 Outcome Intent:

- ≥95% middle school promotion
- ≥90% high school credits on-track at quarterly checkpoints
- Reduced subgroup gaps
- Improved attendance and persistence as leading indicators

Strategic Emphasis:

Early-warning gates (Weeks 3/6/9), standardized intervention tiers, defined ownership, and consistent board-level reporting.

2. Student Enrollment (Stabilize and Grow 5–12 Model)

Enrollment must shift from a reactive to a system-managed model. With a stabilized grade band (5–12), Kairos now has longitudinal insight to set disciplined targets.

Budget context:

- 525 student count driver last year
- ~500 average across the year
- Revenue upside at 550–600 requires aligned staffing and capacity
- Short-term lower enrollment may be manageable due to state formula timing, but long-term structural under-enrollment reduces state revenue significantly

an integrated community of self-directed learners, leaders, and citizens

26-27 Outcome Intent:

- Clear grade-level targets (day 1, October count, yearly average)
- Improved retention at key transition points
- Managed funnel with defined weekly cadence
- Capacity-aligned growth plan at 525 / 550 / 600

Strategic Emphasis:

Retention-first strategy, entry-grade dominance (5th & 9th), defined funnel ownership, and capacity triggers tied to enrollment thresholds.

3. Cash on Hand Refinements (Financial Strength)

Cash on hand is the board's clearest indicator of financial durability and strategic flexibility. As Kairos evaluates facility investments (e.g., Bingham site) and programmatic expansions, disciplined cash governance becomes essential.

26-27 Outcome Intent:

- Board-aligned minimum cash floor and target range
- Monthly variance protocol explaining cash movement
- Scenario planning is embedded before major commitments
- Clear guardrails that protect operational stability

Strategic Emphasis:

Standardized definitions (restricted vs unrestricted), trigger-based governance, and multi-year modeling tied to enrollment scenarios.

Integrated Theory of Action

1. **Students on track → higher persistence**
2. **Higher persistence + strong entry-grade strategy → stable enrollment**
3. **Stable enrollment + disciplined expense management → healthy cash position**
4. **Healthy cash → ability to invest in academics and facilities without destabilizing outcomes**

This sequence clarifies tradeoffs: if Priority 1 weakens, Priority 2 erodes; if Priority 2 erodes, Priority 3 compresses; if Priority 3 compresses, strategic options narrow.



2026–27 Board Scorecard (Proposed)

Priority 1: On-Track-to-Graduate Progress

Metric	Baseline (25–26)	26–27 Target	Review Cadence	Owner	R/Y/G Threshold
MS Promotion Rate	TBD	≥95%	Quarterly	CSO	R < 92% / Y 92–94% / G ≥95%
HS Credits On-Track (Quarterly)	TBD	≥90%	Quarterly	HS Principal + CSO	R < 85% / Y 85–89% / G ≥90%
Chronic Absenteeism	TBD	Reduce by X%	Monthly	School Leaders	R > baseline +2% / Y flat / G improvement
Persistence Rate (EOY to next year)	TBD	Increase by X%	Annual	CEO + CSO	R decline / Y flat / G growth
Subgroup Gap (Promotion/Credits)	TBD	Reduce by X pts	Quarterly	CSO	R gap widening / Y flat / G shrinking



Priority 2: Enrollment

Metric	Baseline (25–26)	26–27 Target	Review Cadence	Owner	R/Y/G Threshold
Day 1 Enrollment	TBD	[Board Target]	Annual	COO	R -3% below target / Y -1–2% / G on target
October Count	TBD	[Board Target]	Annual	COO	Same thresholds
Average Enrollment	TBD	≥525 (or adopted target)	Quarterly	COO	R < 500 / Y 500–524 / G ≥525
Retention Rate	TBD	Increase by X%	Quarterly	CSO + Principals	R decline / Y flat / G growth
Funnel Conversion Rate	TBD	Improve by X%	Monthly	Enrollment Lead	R drop 5 pts / Y flat / G improvement



Priority 3: Cash on Hand

Metric	Baseline (25-26)	26-27 Target	Review Cadence	Owner	R/Y/G Threshold
Days Cash on Hand (Unrestricted)	TBD	≥[Board Target, e.g., 60+]	Monthly	DoF	R < floor / Y near floor / G ≥ target
Net Income (Budget vs Actual)	TBD	≥ Budget	Monthly	DoF	R -3% variance / Y -1-2% / G on target
Revenue Collection Rate	TBD	≥ X% of projected	Monthly	DoF	R below pacing / Y slight lag G on pace
Expense Variance	TBD	≤ ±2%	Monthly	DoF	R >5% variance / Y 2-5% / G ≤2%



Kairos Academies 2026–27 Organizational Priorities

Purpose of this document

This document is intended to serve as the **single alignment anchor** for our 2026–27 planning, resourcing, and execution. It clarifies the **few highest-leverage organizational priorities** that should drive our annual plans, operating mechanisms, and board-level decision-making, so we consistently allocate time, money, and leadership attention to what moves Kairos most directly toward our **North Star**.

Three guiding principles used to narrow the priority set (8 → 6 → 3)

1. **North Star leverage:** Priorities must have a direct causal link to student persistence and progress (and, ultimately, to organizational sustainability).
2. **Measurability + cadence:** Priorities must be definable with clear **metrics, thresholds, and review rhythms** that can be embedded into existing operating mechanisms (weekly/biweekly/monthly/quarterly).
3. **Capacity-aware focus:** Priorities must be executable with disciplined systems and clear ownership; we will choose **repeatable routines** over expanding initiatives.

What the board is being asked to align on

- A **tight set of three org-level priorities** for 2026–27 (below), each with measurable definitions of success.
- The **tradeoffs** we are willing to make to execute them with fidelity.
- The **cash/strategy guardrails** that protect Kairos' ability to invest (programmatic and/or facilities) without destabilizing the organization.

Priority 1: On-track-to-graduate progress

Middle School = promotion to next grade
High School = credits on-track for diploma

Why is this the #1 priority right now

At this stage of growth, the most fundamental promise Kairos must deliver—and continuously improve—is that **students persist and progress**. “On-track” is a unifying indicator that captures both:

- **Academic strength** (skill development, mastery, grades, credits), and
- **Culture of belonging** (attendance, engagement, adult advocacy, persistence)

In other words, students do not stay on track without a rigorous learning experience *and* a school environment that makes them feel known, supported, and motivated to persist through challenges.

Definition of success (26–27)

Note: Where a baseline is not yet finalized in this document, we will insert the most recent 25–26 actuals before board stepback materials are finalized.



Success metrics (with placeholders for baseline + target finalization)

Middle School (Promotion)

- **Baseline (25–26):** [insert]
- **26–27 target:** 95%+ promotion overall; year-over-year reduction in subgroup gaps
- **Operational definition:** Promotion requirements include (a) academic thresholds, (b) attendance thresholds, and (c) completion expectations (missing work/participation) as defined in the MS promotion policy.

High School (Credits on track)

- **Baseline (25–26):** [insert]
- **26–27 target:** 90%+ credits-on-track at each quarterly checkpoint; shrinking subgroup gaps
- **Operational definition:** Credits-on-track is measured against a diploma-aligned pacing chart (e.g., by the end of Q1/Q2/Q3/Q4 and summer), with a clear definition for “near-track” vs. “off-track.”

Belonging + persistence (drivers, not “nice-to-haves”)

- **Baseline (25–26):** [insert]
- **26–27 target:** Improved attendance/ADA, reduced chronic absenteeism, improved persistence (especially at key transition points)
- **Operational definition:** Every off-track student has an identified advocate and a documented plan with weekly monitoring.

Belonging mechanism (how culture directly drives “on-track”)

Belonging is not a parallel initiative—belonging is a **strategy to improve on-track outcomes**, because:

- **Belonging → Attendance**, and attendance is the strongest leading indicator of mastery and credit accrual.
- **Belonging → Help-seeking**, which increases intervention uptake (tutoring, office hours, credit recovery).
- **Belonging → Family trust**, which improves responsiveness to early warning outreach and increases persistence.

Key systems and strategy (how we implement)

A. One “On-Track Framework” across MS + HS

Create a single, shared on-track rubric with thresholds for:

- attendance
- academic progress (grades/mastery)
- credits pacing (HS)
- behavior/engagement indicators (as leading signals)

Deliverable: a 1-page “On-Track Definition + Gates” used by both Schools and Network leadership.



B. On-Track “Gates” and early-warning cadence

Establish predictable checkpoints to prevent end-of-term surprises:

- **Week 3:** early warning
 - **Week 6:** intervention lock-in
 - **Week 9:** final push + accountability review
- These gates show up in weekly and biweekly routines.

C. Tiered intervention architecture (simple, scalable, quality-controlled)

Tier 1 (Core): strong instruction, consistent grading, clear expectations

Tier 2 (Targeted): tutoring, structured learning labs, advisory goals

Tier 3 (Intensive): case management for chronic absenteeism and severe credit deficiency

Non-negotiables:

- The entry criteria for Tier 2/3 are standardized
- Interventions have defined start/end dates
- Effectiveness is reviewed monthly (not just participation)

D. Ownership and operating mechanisms

- Assign an **executive owner** for on-track outcomes (CSO) and a **system owner** for the on-track dashboard and gates.
- Embed on-track into:
 - weekly instructional and operations check-ins (leading indicators)
 - biweekly student review meetings (plans + owners)
 - monthly executive review (trend + tradeoffs)
 - quarterly board reporting (lagging outcomes + gaps)

E. Key tradeoffs the board should expect us to make

To protect priority #1, we will need clarity on:

- staffing capacity for Tier 2/3 supports (tutoring, case management)
- the balance between expanding programs vs. tightening core execution
- schedule/time allocation for interventions vs. electives or enrichment

Priority 2: Student enrollment

Stabilize and grow with grades 5–12, informed by longitudinal data

Why this matters now

Enrollment has historically been a moving target for Kairos. Now that our grade band is stabilizing (5–12), we have enough longitudinal data to:

- set realistic targets by entry grades,
- understand where attrition is structural vs. solvable,
- and make enrollment a **managed system** (not a reactive sprint).

Enrollment is also a medium-term driver of financial sustainability. The budget assumptions matter:



- This past year’s budget was built with **525 as the student-count driver** and an **average enrollment of approximately 500 across the year**.
- Revenue upside from **550 to 600** creates a growth opportunity, but it must be matched with operational and academic capacity.
- A lower count in **25–26** may be workable given the state formula dynamics, but a sustained decline in future years poses structural risk.

Definition of success (26–27)

Enrollment outcomes

- **Baseline (25–26):** [insert]
- **26–27 target:** [insert by grade band; include day-1 and October count targets]
- **Operational definition:** enrollment is measured at (a) day-1 attendance roster, (b) October count, and (c) average across the year, each with clear reporting.

Funnel health (leading indicators)

- lead volume and source mix
- conversion rates: inquiry → tour → application → offer → acceptance → enrollment
- “speed to lead” standards and follow-up completion

Persistence as the highest ROI enrollment lever

- improved re-enrollment rates and reduced mid-year attrition
- explicit targets at key transition points (5→6, 8→9, 9→10, etc.)

Kairos enrollment strategy POV (the levers that move the needle)

1. **Retention/persistence is our #1 acquisition channel.** Priority 1 and Priority 2 are structurally linked.
2. **Entry-grade dominance:** Treat 5th grade and 9th grade as primary engines; set targets and plans accordingly.
3. **Family experience is the marketing:** speed, clarity, trust, and responsiveness drive conversion.
4. **Channel strategy:** focus on proven neighborhood/community channels and partner ecosystems that produce higher conversion and persistence.
5. **Re-engagement:** systematic follow-up for withdrawn families and “near misses” in the funnel.

Key systems and strategy (how we implement)

A. One funnel dashboard with one accountable owner

- Weekly enrollment review (system owner + school leaders)
- Monthly executive review (progress, bottlenecks, strategy shifts)
- Board-level quarterly reporting (targets vs actuals; capacity implications)

B. Grade-by-grade targeting and capacity-based growth plan

Predefine “what scales” at:

- **525 (base) → 550 (growth) → 600 (cap)**
Including staffing ratios, schedule sections, student support capacity, and facility constraints.



C. Tradeoffs the board should expect us to make

If we pursue 550/600, we must align on:

- What incremental staffing/supports are non-negotiable
- What we will not expand (programmatically) unless we have capacity
- How do we protect Priority 1 outcomes while growing

Priority 3: Cash on hand refinements

Clarify cash on hand as the indicator of financial strength and protect strategic options

Why this matters now

As the board considers major strategic decisions, such as facility investments (e.g., Bingham) and/or programmatic investment goals, Kairos must operate from a shared, disciplined understanding of financial strength. Cash on hand is a board-level “truth” indicator because it reflects:

- stability during revenue timing shifts and enrollment volatility,
- the organization’s ability to invest strategically,
- and our capacity to manage risk without disrupting the student experience.

We have already strengthened financial management through improvements to expense and revenue tracking systems. The 26–27 work is to **refine cash on hand as a governing metric** and link it explicitly to multi-year strategy decisions.

Definition of success (26–27)

- **Board-aligned cash on hand floor and target range** (unrestricted vs restricted, clearly defined).
- **Monthly close + variance commentary discipline** that explains changes in cash (not just reports numbers).
- **Scenario planning is embedded in decision-making** before committing to major facilities or program investments.

Baseline (25–26): [insert days cash on hand]

26–27 target: [insert board-aligned target; e.g., “60+ days unrestricted” if adopted]

Key systems and strategy (how we implement)

A. Definitions, governance, and triggers

- Define “cash on hand” and adopt a standard calculation.
- Establish triggers: when we fall below the threshold, what actions occur (spend controls, hiring pauses, fundraising acceleration, board review).

B. Institutionalize monthly operating discipline

- monthly close calendar with deadlines
- variance protocol (what changed, why, what we do next)
- executive-level review that ties cash movement to enrollment/ADA and spending patterns

C. Cash linked to strategy: decision architecture for the board



Create a simple board-ready framework that shows:

- cash floor + target range
- major strategic paths (e.g., build vs delay; program investment options)
- projected impact under base/low/high enrollment scenarios
- “guardrails” and “go/no-go” points

Tradeoffs the board should expect us to make

This priority requires explicit alignment on:

- The minimum cash floor we will protect, regardless of strategy preference
- How we sequence investments (facilities vs program)
- What do we reduce or delay if enrollment or revenue timing underperforms

2026–27 Organizational Risks and Mitigations (credibility section)

Priority 1 risks

- **Intervention creep** without quality control → mitigated by tier entry criteria, time-bound plans, and effectiveness reviews.
- **Inconsistent grading/credit practices** → mitigated by clear policy, audits, and coaching.
- **Late identification of off-track students** → mitigated by Week 3/6/9 gates.

Priority 2 risks

- **Over-enrollment without capacity** harms culture/outcomes → mitigated by predefined scale plan and staffing triggers.
- **Under-enrollment risk compounds over time** → mitigated by retention-first strategy and entry-grade targeting.

Priority 3 risks

- **Cash optics vs cash reality** (restricted vs unrestricted) → mitigated by clear definitions and consistent reporting.
- **Capital decisions crowd out program needs** → mitigated by scenario-based decision architecture and guardrails.

Out of scope as org-level priorities (discipline statement)

Many initiatives matter, but for 26–27, they should be managed as **team-level strategies** unless they directly advance one of these three priorities with measurable impact.



Coversheet

Approve 26-27 Calendar

Section: VIII. Ops Voting Items
Item: A. Approve 26-27 Calendar
Purpose: Vote
Submitted by:
Related Material: Draft SY26-27 Calendar (1).pdf



2026-2027 School Year Calendar

DRAFT

This printed calendar is provided as a courtesy to families but is subject to change. Please refer to the calendar on the website for the most up-to-date version.

Q
C
O
E
H
E

CYCLE 1							CYCLE 1 / CYCLE 2																				
JULY 2026							AUGUST 2026							SEPTEMBER 2026							OCTOBER 2026						
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa
			1	2	3	4							1			1	2	3	4	5					1	2	3
5	6	7	8	9	10	11	2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
12	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
26	27	28	29	30	31		23	24	25	26	27	28	29	27	28	29	30				25	26	27	28	29	30	31
							30	31																			

CYCLE 2							CYCLE 3							CYCLE 4							CYCLE 5						
NOVEMBER 2026							DECEMBER 2026							JANUARY 2027							FEBRUARY 2027						
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa
1	2	3	4	5	6	7			1	2	3	4	5						1	2		1	2	3	4	5	6
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	7	8	9	10	11	12	13
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	14	15	16	17	18	19	20
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	21	22	23	24	25	26	27
29	30						27	28	29	30	31			24	25	26	27	28	29	30	28						
														31													

CYCLE 5 / CYCLE 6							CYCLE 6 / CYCLE 7 / CYCLE 8														CYCLE 8						
MARCH 2027							APRIL 2027							MAY 2027							JUNE 2027						
Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa	Su	M	Tu	W	Th	F	Sa
	1	2	3	4	5	6				1	2	3							1			1	2	3	4	5	
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26
28	29	30	31				25	26	27	28	29	30		23	24	25	26	27	28	29	27	28	29	30			
														30	31												

- First and Last Day of School**
 Aug 17 - First Day (All Students)
 May 24 - Last Day (HS Only)
 June 25 - Last Day (MS Only)

- Holiday - School and offices closed**
 Jul 1-3 - Independence Day
 Sep 7 - Labor Day
 Oct 6-9 - Fall Break
 Oct 12 - Indigenous People's Day
 Nov 11 - Veterans Day
 Nov 23-27 - Thanksgiving Break
 Dec 21-Jan 1 - Winter Break
 Jan 18 - Martin Luther King Jr. Day
 Feb 15 - Presidents Day
 Mar 15-19 - Spring Break
 May 31 - Memorial Day
 Jun 18 - Juneteenth (Observed)
 Jun 28-30 - Independence Day

- New Student Orientation**
 Required for all new Kairos students

- Staff Professional Development - School and offices closed**
 Jul 27-29 - New staff only
 Aug 3-7
 Aug 10-11
 Oct 13-16
 Jan 4
 Feb 16
 Apr 23
 May 18
 May 19-21

- Bad Weather Makeup Days - School and offices closed (Tentatively)**
 Oct 5 Mar 12 May 17
 Feb 12 Mar 26

- First and Last Day of Cycle**
 Aug 17 - Oct 2 - Cycle 1
 Oct 19 - Nov 20 - Cycle 2
 Nov 30 - Dec 18 - Cycle 3
 Jan 5 - Jan 29 - Cycle 4
 Feb 1 - Mar 11 - Cycle 5
 Mar 29 - Apr 22 - Cycle 6
 Apr 26 - May 14 - Cycle 7
 May 24 - Jun 25 - Cycle 8
 • Cycle 8 attendance required for all MS students
 • Cycle 8 HS attendance determined by credit eligibility / on track to graduate

School Hours (Mon-Fri)		
	MS	HS
Breakfast	7:45 AM	7:40 AM
Start Time	8:10 AM	8:00 AM
End Time	4:05 PM	3:45 PM

Coversheet

12th Grade Enrollment Policy

Section: VIII. Ops Voting Items
Item: B. 12th Grade Enrollment Policy
Purpose: Vote
Submitted by:
Related Material: Enrollment Policy Amendment (April 2026).pdf



STUDENT ENROLLMENT POLICY

I. PURPOSE

This policy establishes the procedures and requirements for enrolling students in [School/District Name] (hereinafter "the School"), in accordance with applicable provisions of Missouri law. The School is committed to providing access to quality education while maintaining an environment that supports academic achievement, operational integrity, and the wellbeing of all students.

II. LEGAL AUTHORITY

This policy is adopted pursuant to the following Missouri Revised Statutes and regulations:

- RSMo § 167.020 — Registration requirements, residency, and hardship waivers
- RSMo § 167.023 — Affidavit of expulsion requirements for student admission
- RSMo § 167.031 — Compulsory attendance ages (7–17 years)
- RSMo § 167.115 — Discipline record forwarding upon student transfer
- RSMo § 167.171 — Summary suspension for certain felony offenses
- RSMo § 167.181 — Compulsory immunization requirements
- RSMo § 167.895 — Student transfers from attendance centers
- RSMo § 167.1205 — Public School Open Enrollment Act
- 19 CSR 20-28.010 — Immunization requirements for school children
- McKinney-Vento Homeless Assistance Act (federal) — Rights of homeless students

III. ENROLLMENT ELIGIBILITY

A. General Eligibility

The School shall enroll any student who:

- Is of compulsory school age (7 through 17 years of age) as required by RSMo § 167.031;
- Meets applicable residency requirements under RSMo § 167.020, or qualifies under a recognized exemption; and
- Satisfies all documentation and health requirements set forth in this policy.

Authority: RSMo §§ 167.020, 167.031

an integrated community of self-directed learners, leaders, and citizens

B. Residency Requirements

Pursuant to RSMo § 167.020, students are entitled to attend school in the district in which they reside and are domiciled. Domicile of a minor child is determined by the domicile of the parent or court-appointed legal guardian. The School may require proof of residency at the time of enrollment and at any time residency is in question.

Acceptable documentation of residency may include:

- Current lease or mortgage documents
- Utility bills (gas, electric, water) issued within the prior 60 days
- Official government-issued mail addressed to the parent/guardian at the address
- Notarized affidavit of residency with supporting documentation

False Residency Statements: Any person who knowingly falsifies a statement of residence is guilty of a Class A misdemeanor pursuant to RSMo § 167.020. The School reserves the right to pursue civil action to recover the costs of attendance when false information is provided.

Authority: RSMo § 167.020(2), (5)

C. Residency Exemptions

The residency requirement shall not apply to pupils who fall within the following categories recognized under RSMo § 167.020(6):

- Homeless children and youth as defined under the McKinney-Vento Homeless Assistance Act
- Students participating in an interdistrict transfer program established under a court-ordered desegregation program
- Wards of the state placed in a residential care facility by state officials
- Students placed in a residential care facility due to mental illness or developmental disability
- Students placed in a residential facility by a juvenile court
- Students with a disability identified under state eligibility criteria enrolled for reasons other than accessing the educational program
- Students attending a regional or cooperative alternative education program on a contractual basis

Authority: RSMo § 167.020(6)

IV. CASE-BY-CASE ACCEPTANCE OF 12TH GRADE STUDENTS

 **ADMINISTRATIVE ACTION REQUIRED**



Enrollment of any incoming 12th grade student requires review and written approval by the Principal and/or Superintendent prior to the student beginning attendance. A decision shall be issued no later than five (5) business days from the date of application.

A. Policy Statement

The School recognizes that late-stage enrollment of 12th grade students presents unique academic, credit, and operational considerations. Accordingly, enrollment of students entering or transferring into the 12th grade shall be reviewed on a case-by-case basis and is not automatically guaranteed. Final enrollment decisions shall rest with the Principal in consultation with the Superintendent and Counseling staff.

B. Factors Considered for 12th Grade Enrollment

In evaluating a 12th grade enrollment application, the School shall consider the following:

- **Credit Alignment:** Whether the student has accumulated sufficient credits toward graduation under Missouri's graduation requirements and the School's local graduation policy, and whether remaining requirements can reasonably be fulfilled within a single school year.
- **Transcript Review:** Official or unofficial transcripts must be submitted at the time of application. Enrollment is conditional upon receipt and verification of official transcripts within 10 business days.
- **Graduation Feasibility:** Whether the student can realistically meet all graduation requirements at the School, including local seat-time requirements, mandatory course sequences, and any assessments required for diploma issuance.
- **Disciplinary History:** The student's disciplinary record from prior school(s), as required to be disclosed under RSMo § 167.023. Students who have been expelled for offenses listed in RSMo § 167.171 may be denied enrollment or offered placement in an alternative education program.
- **Special Education and 504 Services:** Whether the School can adequately provide any required special education services, accommodations, or support services identified in an existing IEP or 504 Plan within the current school year.
- **Enrollment Capacity:** Available space in required course offerings and overall building capacity.
- **Timing of Application:** Whether the application is received with sufficient time in the academic year to allow for a meaningful educational experience and completion of graduation requirements.

C. Application Process for 12th Grade Students

A parent, guardian, or eligible student (18 years of age or older) seeking enrollment in the 12th grade shall:

1. Submit a completed enrollment application to the School Office.
2. Provide all required enrollment documents (see Section VI of this policy).



3. Submit unofficial transcripts at time of application and arrange for official transcripts to be sent from all previously attended schools within 10 business days.
4. Participate in a mandatory meeting with a school counselor to conduct a credit review and graduation planning conference.
5. Receive written notice of the enrollment decision from the Principal within five (5) business days of completing all required steps.

D. Conditions of 12th Grade Enrollment

If enrollment is approved, the School may impose reasonable conditions, including:

- A probationary enrollment period of up to 30 school days during which academic and behavioral performance will be monitored;
- Mandatory participation in a credit recovery or supplemental instruction program where credit deficiencies are identified;
- Written acknowledgment by the parent/guardian and student that graduation is not guaranteed if all requirements cannot be completed in the available timeframe; and
- Requirement to participate in an individualized graduation plan developed jointly with the school counselor.

E. Denial of 12th Grade Enrollment

Enrollment of a 12th grade student may be denied when the School determines, following case-by-case review, that:

- The student cannot reasonably meet local or state graduation requirements within the school year;
- The student has been expelled from a prior school and presents circumstances requiring alternative placement under RSMo § 167.171;
- The student's enrollment would exceed available capacity in required senior-level coursework; or
- Required documentation has not been provided and the deficiency has not been cured within the stated timeframe.

A parent/guardian who disagrees with a denial decision may request an in-person meeting with the Superintendent within five (5) business days of receiving written notice of denial. The Superintendent shall issue a written decision within ten (10) business days of such meeting.

Authority: RSMo §§ 167.020, 167.023, 167.171; Open Enrollment Act § 167.1205

V. ENROLLMENT SUSPENSION DURING TESTING WINDOWS

 **CALENDAR ACTION REQUIRED — MC / OPERATIONS STAFF**



All NWEA MAP and MAP Growth testing windows must be entered into the Official Operations (OPS) Calendar at the beginning of each school year. Enrollment freeze dates (typically 5 business days before the start of each window) must also be added. The Registrar and Administrative Coordinator are jointly responsible for ensuring these dates are published and communicated to staff no later than the first week of the school year.

A. Policy Statement

To protect the validity and integrity of required standardized assessments — including NWEA MAP Growth assessments administered pursuant to district policy and Missouri Department of Elementary and Secondary Education (DESE) guidance — the School shall suspend the processing and commencement of new student enrollments during designated testing windows.

This policy is grounded in the School's authority to establish reasonable enrollment procedures and timelines, and is consistent with the administrative flexibility recognized under RSMo § 167.020 and the standards-based accountability framework maintained under Missouri's State Board of Education.

B. Affected Assessments

Enrollment suspensions shall apply during the administration windows for the following assessments:

Assessment	Typical Administration Period	Notes
NWEA MAP Growth — Fall	September – October	Exact dates set annually; published on OPS Calendar
NWEA MAP Growth — Winter	December – January	Exact dates set annually; published on OPS Calendar
NWEA MAP Growth — Spring	April – May	Exact dates set annually; published on OPS Calendar
Missouri Assessment Program (MAP) — State Testing	April – May (per DESE schedule)	State-mandated; schedule published by DESE annually

C. Enrollment Freeze Period

New student enrollment processing (including intake meetings, registration completion, and first day of attendance) shall be suspended beginning five (5) business days prior to the start of each testing window and shall resume the first business day following the conclusion of the testing window.

Applications received during the freeze period shall be accepted and held, with enrollment commencement scheduled for the first available enrollment date following the conclusion of the testing window.



D. Exceptions

Enrollment freeze exceptions may be granted only in the following circumstances and only upon written approval of the Principal or Superintendent:

- Students who are homeless or in transition as protected by the McKinney-Vento Homeless Assistance Act — such students retain the right to immediate enrollment and cannot be denied enrollment based on testing windows;
- Students entering custody of the state (foster care placements) requiring immediate enrollment under the federal Fostering Connections Act and RSMo § 167.019; and
- Students transferring pursuant to a court order or active interdistrict desegregation transfer program.

Important: The McKinney-Vento Act and foster care placement protections are federal mandates. The School may not delay enrollment of qualifying homeless or foster care students regardless of testing windows. These students shall be immediately enrolled and testing participation shall be handled in accordance with applicable NWEA and DESE guidance for late-enrolling students.

E. OPS Calendar — Required Administrative Action

Annual Calendar Requirement — Assigned to: Administrative Coordinator / MC

The following dates must be added to the School's Official Operations (OPS) Calendar no later than the first week of each school year:

6. Fall NWEA MAP Growth testing window (start and end dates)
7. Winter NWEA MAP Growth testing window (start and end dates)
8. Spring NWEA MAP Growth testing window (start and end dates)
9. Missouri Assessment Program (MAP/EOC) state testing window (per DESE calendar)
10. Enrollment freeze start dates (5 business days before each testing window)
11. Enrollment reopening dates (first business day following each testing window close)

The Registrar shall notify all school staff of testing and enrollment freeze dates via written communication at the start of each school year and at least two (2) weeks prior to each freeze period.

VI. REQUIRED ENROLLMENT DOCUMENTS

The following documents must be provided at the time of enrollment or within the timeframes stated:

A. Documents Required at Time of Enrollment



- Proof of age (birth certificate, passport, or other official document)
- Proof of residency (see Section III.B)
- Completed School enrollment application
- Proof of immunizations or valid exemption documentation (RSMo § 167.181; 19 CSR 20-28.010)
- Prior school records request authorization (the School shall request records within 2 business days of enrollment pursuant to RSMo § 167.020(7))
- Affidavit of expulsion status as required by RSMo § 167.023 — parent/guardian must disclose whether the student has been expelled from any public, private, parochial, charter, or out-of-state school

B. Documents Required Within 10 Business Days of Enrollment

- Official transcripts from all previously attended schools
- IEP, 504 Plan, or other special education documentation (if applicable)
- Court or custody orders affecting educational rights (if applicable)

C. Immunization Requirements

All students must meet Missouri's compulsory immunization requirements under RSMo § 167.181 and 19 CSR 20-28.010 prior to beginning school attendance. Proof of immunization must be submitted in writing and must reflect compliance with current DHSS requirements.

Exemptions are available for:

- Medical contraindication — requires written certification from a licensed MD or DO on DHSS Form Imm.P.12
- Religious belief — requires written objection from parent/guardian on DHSS Form Imm.P.11A

Transfer Students: Students in noncompliance with immunization requirements shall not be permitted to enroll or attend school. (19 CSR 20-28.010)

Military Families: Children of military families shall be given 30 days from the date of enrollment to obtain required immunizations, pursuant to RSMo § 160.2000.

Homeless Students: A student determined to be homeless may be enrolled for no more than 30 days prior to providing satisfactory evidence of immunization.

Authority: RSMo § 167.181; 19 CSR 20-28.010

VII. DENIAL OF ENROLLMENT

The School may deny enrollment or delay enrollment commencement under the following circumstances authorized by Missouri law:



- The student is currently suspended or expelled from another public, private, parochial, charter, or out-of-state school for an offense for which the School would also suspend or expel; (RSMo § 167.020)
- The student has been removed from school following charges or conviction of a felony listed in RSMo § 167.171, unless the student is enrolled in an alternative education program;
- The student has not met immunization requirements and does not qualify for a recognized exemption; (RSMo § 167.181)
- Falsification of enrollment documents by a parent, guardian, or student; (RSMo § 167.020(5))
- The School has determined, following the procedures in Section IV of this policy, that 12th grade enrollment is not feasible; or
- The application is received during an enrollment freeze period under Section V of this policy (subject to the exceptions stated therein).

Denial of enrollment shall be communicated in writing to the parent/guardian within five (5) business days of the determination. The written notice shall state the reason(s) for denial and, where applicable, identify any alternative placements available.

Authority: RSMo §§ 167.020, 167.023, 167.171, 167.181

VIII. STUDENT RECORDS & TRANSFER REQUIREMENTS

Within two (2) business days of enrolling any student, the School shall submit a written request to the student's previous school(s) for education and discipline records. (RSMo § 167.020(7))

Receiving districts have five (5) business days from receipt of such request to provide the requested records. (RSMo § 167.020(7))

The School shall forward written notification of the disposition of any juvenile case involving an enumerated crime under RSMo § 167.115 to any school to which a student subsequently transfers.

Authority: RSMo §§ 167.020(7), 167.115, 167.023

IX. MILITARY FAMILY PROVISIONS

Pursuant to RSMo § 167.020(8) and the Interstate Compact on Educational Opportunity for Military Children (RSMo § 160.2000 et seq.), the following accommodations apply to students whose parent(s) are being relocated to Missouri under military orders:



- Remote registration is permitted — physical appearance at a School location is not required for initial registration;
- The School shall not place a transferring military child at a disadvantage due to course or curricular differences; and
- Children of military families shall be given 30 days from the date of enrollment to obtain required immunizations.

Authority: RSMo §§ 167.020(8), 160.2000

X. OPEN ENROLLMENT TRANSFERS

Students seeking to enroll under Missouri's Public School Open Enrollment Act (RSMo § 167.1205) are subject to the open enrollment procedures, timelines, and capacity limitations established by Board policy and applicable state law. The School's participation status in the open enrollment program shall be declared by Board resolution no later than November 1st of each year for the subsequent school year.

Open enrollment transfer students are subject to all provisions of this enrollment policy, including the 12th grade case-by-case review requirements (Section IV) and enrollment freeze periods (Section V), unless otherwise required by law.

Authority: RSMo § 167.1205 (Public School Open Enrollment Act)

XI. APPEALS & GRIEVANCES

Any parent/guardian who wishes to appeal an enrollment decision made under this policy shall:

12. Submit a written request for appeal to the Superintendent within five (5) business days of receiving written notice of the enrollment decision;
13. Meet with the Superintendent (or designee) within ten (10) business days of submitting the written appeal; and
14. Receive a written decision from the Superintendent within ten (10) business days of the appeal meeting.

Board-level appeals may be available pursuant to Board of Education policy and applicable provisions of Missouri law.

XII. POLICY REVIEW & ADMINISTRATION

This policy shall be reviewed annually by the Administration and presented to the Board of Education for re-adoption or amendment. The Administration is responsible for ensuring this



policy is implemented consistently and that all staff involved in enrollment processes receive appropriate training.

Field	Detail	Field	Detail
Policy Number	JBCA	Date Adopted	_____
Responsible Administrator	Principal / Superintendent	Last Revised	_____
OPS Calendar Owner	MC / Admin Coordinator	Next Review Date	_____

