



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## The Leadership School

### Monthly Board Meeting for The Leadership School

Published on September 21, 2025 at 8:56 AM CDT

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#### Date and Time

Tuesday October 29, 2024 at 6:00 PM CDT

#### Location

The Leadership School  
1785 Pennsylvania Ave  
Pagedale MO 63133

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#### In Person:

The Leadership School Board Meeting (In Person)

Tuesday, August 27 · 6:00 – 8:00pm

Time zone: America/Chicago

Zoom Link: <https://us06web.zoom.us/j/81428820667?pwd=yQhY4uZjABzGr4DzafhkB4ZAHE8tjM.1>

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#### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>6:00 PM</b>
<b>A. Call the Meeting to Order</b>		Carrie Page	1 m

	Purpose	Presenter	Time
Board Chair Dr. Rebecca Langrall is away visiting family, therefore, per Article V (Officers), Section 5.6 (Delegation of Authority), as Vice-Chair of the TLS Board of Directors, Dr. Carrie Page will lead the meeting.			
<b>Mission:</b> The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.			
B.	Record Attendance	Lakeisha Moody Seymour	1 m
	Roll Call Vote		
C.	Public Comment Section	Carrie Page	4 m
II.	<b>Review Minutes</b>		<b>6:06 PM</b>
A.	Sept. 24, 2024 Meeting Minutes	Discuss Carrie Page	3 m
B.	Vote to Approve Minutes	Vote Carrie Page	1 m
III.	<b>Board Reports</b>		<b>6:10 PM</b>
Board Chair and Committees Report on Monthly Activity			
A.	Board Chair Report	Discuss Carrie Page	15 m
A shout-out to our Co-Executive Directors, Keisha and Courtney, and the entire TLS staff for their dedication and teamwork in building a strong start to the school year! A heart-felt thank you from the Board!			
<b>Activity/Events</b>			
<ul style="list-style-type: none"><li>• October 11, Keisha, Courtney, and Becky met with Mia Howard from the NewSchools Venture Fund.</li><li>• Wednesday, Oct. 17, Courtney, Keisha and Becky attended Opportunity Trust's Fall Dinner &amp; Presentation by Denver CO, <a href="#">Charter School Leaders</a></li><li>• Monday, Oct. 21, Becky attended the first of two evenings of parent conferences. Very positive, high energy!</li><li>• Saturday, Oct. 26, Carrie and Becky attended the Halloween Extravaganza at St. Vincent's Community Center.</li></ul>			

**Upcoming Events - Please plan to attend:**

	Purpose	Presenter	Time
<ul style="list-style-type: none"> <li>• Nov. 6, 4 - 8 PM, <b>Board Retreat</b> @ Delmar Divine, 5501 Delmar Blvd. RSVP!</li> <li>• Nov. 30, 6 - 9 PM, <a href="#">Skating for Change</a> @ Skate King Roller Rink, 2700 Kienlen Ave. <b><u>CLICK HERE to buy tickets and donate.</u></b></li> </ul>			
<b>Community Outreach</b>			
<ul style="list-style-type: none"> <li>• To promote enrollment and fundraising, please share the <a href="#">The Leadership School Promotional Flyer</a> Courtney developed to social media and personal / professional networks.</li> </ul>			
<b>TLS Board Professional Development</b>			
<ul style="list-style-type: none"> <li>• As part of our 10-hr/month commitment, use this <a href="#">Committee-Based Opportunities for Professional Development Resource</a> to learn more about our roles as board members.</li> <li>• <a href="#">TLS Board Member Professional Development Tracker</a> -- Use this to log your learning, including participation in events like the OT Board Fellowship training, the Nov. 6 TLS Board of Directors Retreat, the MCPSC Portfolio Conference, Jan. 27 - 28</li> <li>• Key Points from the 10/15 Board on Track webinar "The Board's Role in Financial Sustainability" - Gary Stevenson, Treasurer</li> </ul>			
<b>B.</b>	Governance Committee	Discuss	Gary Stevenson
			10 m
<ul style="list-style-type: none"> <li>• Oct. 21, 2024 Governance Committee Meeting Report</li> <li>• <a href="#">Committee- Based Professional-Development Resources</a></li> <li>• <a href="#">TLS Board Professional Development Tracker</a></li> <li>• Model Bylaws 2024 - 2025 Revisions and recommended updates to TLS Bylaws</li> </ul>			
<b>C.</b>	Development Committee Report	Discuss	Aaron Williams
			20 m
<ul style="list-style-type: none"> <li>• Oct. 4, 2024 Development Committee Meeting Report</li> <li>• Report on Board Giving and Other Giving through 10/24/24 via Give Butter</li> </ul>			
<b>D.</b>	Finance Committee Report	Discuss	Gary Stevenson
			20 m

	Purpose	Presenter	Time	
	<ul style="list-style-type: none"><li>• Oct. 28, 2024 Finance &amp; Facilities Committee Meeting Report</li><li>• Financials for September 2024</li><li>• TLS Finance &amp; Facilities Committee Charter 2024 - 2025</li></ul>			
E.	School Performance Committee Report	Discuss	Carrie Page	10 m
	<ul style="list-style-type: none"><li>• Oct. 14, 2024 School Performance Committee Meeting Report</li><li>• School Performance 20224 - 2025 Committee Goals</li></ul>			
F.	Executive Committee Report	Discuss	Carrie Page	5 m
	Oct. 24, 2024 Executive Committee Meeting Report			
IV.	Executive Directors Reports			7:30 PM
A.	Monthly Tactical Leadership Report	Discuss	Courtney Moulder	10 m
	Attendance, discipline, curriculum-based benchmark data as compared to goals			
B.	Operations Updates	Discuss	Courtney Moulder	5 m
C.	Enrollment/Staffing	Discuss	Courtney Moulder	5 m
D.	Facilities Expansion	Discuss	Courtney Moulder	5 m
V.	Consent Agenda			7:55 PM
A.	Pending Previous Discussion, Approve the Following:	Vote	Carrie Page	1 m
	<ul style="list-style-type: none"><li>1. October 2024 TLS Board Committee Meeting Reports</li><li>2. Krysta Grangeno and Tanisha Montgomery as TLS board members</li><li>3. Revisions to TLS Bylaws based on updates to the MO Model Bylaws</li><li>4. September 24, 2024 Financials</li><li>5. Finance Committee Charter</li><li>6. Consultant Lindsey Roberts - Facilities Expansion</li></ul>			
VI.	Closing Items			7:56 PM
A.	Next Steps	FYI	Carrie Page	3 m



	Purpose	Presenter	Time
	<div>1. Attend Skating for Change on Nov. 30th and participate in fundraising to help meet the \$10K Board goal the Development Committee has set.</div> <div>2. Consider making a monthly donation to TLS via GiveButter.</div> <div>3. Submit your Strengths report by Nov. 1.</div> <div>4. Post the TLS promotional flyer on your social media and share within your personal networks.</div> <div>5. Engage in Professional Development<div>a. Attend the Nov. 6 Board Retreat</div><div>b. Self-study using the <a href="#">Committee-Based Resources</a>. and track your progress on the <a href="#">TLS Board Professional Development Tracker</a>.</div><div>c. Nov. 19, 1 - 2 PM, Board On Track training "<a href="#">The Board's Role in Stakeholder Engagement</a>."</div></div>		
B.	Adjourn Meeting	Vote	Carrie Page
			2 m

# Coversheet

## Sept. 24, 2024 Meeting Minutes

<b>Section:</b>	II. Review Minutes
<b>Item:</b>	A. Sept. 24, 2024 Meeting Minutes
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	2024_09_24_board_meeting_minutes.pdf

DRAFT



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## The Leadership School

### Minutes

#### Monthly Board Meeting for The Leadership School

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##### Date and Time

Tuesday September 24, 2024 at 6:00 PM

##### Location

The Leadership School  
1785 Pennsylvania Ave  
Pagedale MO 63133

##### In Person:

The Leadership School Board Meeting (In Person)  
Tuesday, August 27 · 6:00 – 8:00pm  
Time zone: America/Chicago

Zoom Link: <https://us06web.zoom.us/j/81428820667?pwd=yQhY4uZjABzGr4DzafhkB4ZAhE8tjM.1>

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##### Directors Present

A. Williams, C. Page, G. Stevenson, R. Langrall, S. Madlinger, T. Curry (remote)

##### Directors Absent

*None*

##### Guests Present

C. Moulder, L. Moody Seymour

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## I. Opening Items

### A. Call the Meeting to Order

R. Langrall called a meeting of the board of directors of The Leadership School to order on Tuesday Sep 24, 2024 at 6:00 PM.

### B. Record Attendance

### C. Public Comment Section

## II. Action Items

### A. Approval of the August, 27, 2024 TLS Board Meeting Minutes

G. Stevenson made a motion to Approve Board Minutes from August 27, 2024.

C. Page seconded the motion.

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

### B. Approval of the Sept. 3 TLS Special Board Meeting Minutes

G. Stevenson made a motion to approve the minutes from Sept. 3, 2024 Special Meeting of the TLS Board on 09-03-24.

C. Page seconded the motion.

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

### C. Approval of the August Financials

C. Page made a motion to Accept TLS monthly financials August 2024.

A. Williams seconded the motion.

Discussion: \$290,000 state funding over projection

Projecting 70 Days Cash on hand

We are currently \$136,000 in the Positive

We have more money and with that more expenses, however

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

## III. Executive Directors Reports

### A. Monthly Tactical Leadership Report

Notes from Presentation:

- 231 students 99% retention
- Attendance 91.7% ADA
- NWEA Percentiles Shared BOY

## **B. Operations Updates**

Accountability Document is being created.

## **C. Enrollment/Staffing**

100% staff retention

## **D. Facilities Expansion**

Facilities search:

- Lindsey (who worked on Atlas' expansion) is starting a search in order to start canvassing for new property

Team:

- Drawing out blueprints to show what is possible, including renovations, pricing and timelines of projects

Jesse B's is interested in partnering in the space of preschool compliance

## **IV. Board Business**

### **A. Board Member Recruitment**

Krysta Grangeno: Limitless Horizons, Preschool Family Engagement, Early Childhood-Compliance and DESE experience

Tanisha Montgomery: Synchrony Bank, Strategic Management and Innovation, Chief of Staff employee engagement

### **B. MO Ethics Commission Financial Disclosures - Status**

- Current Board Members should complete their financial disclosures for 2023 with MEC; those will be valid through the end of this year.
- Deadline for 2024 disclosures is May 1, 2025.

### **C. TLS Board Member Agreements - Status**

Current Board Members who have not yet done so, please sign and return your Board Member Agreements:

- Always think about how we show up for the school
- Always be in the space of networking in personal and professional communities
- Accept a financial obligation to support at least one financial opportunity

- Stay in the know by checking in several times a week with your TLS email.

#### D. Obligation to Report Committee Activity

There are notes being taken with each committee

Courtney will create a protocol for how to collect committee reports to put on the website

Website will launch October 15, 2024

#### E. Proposed Committee Charter Presentations

- To help orient Board members to the work of each Committee, the Chair proposed each committee take 20 minutes at subsequent Board meetings to describe the content of their charters.
- Suggest that Oct. 29th Board Meeting have presentations by the Development and Finance Committees as they both deal with resources.
- In thinking about the School Performance charter, could identify when School Performance Board members could come in and observe what the Individualized Learning Block experience looks like in real time as part of understanding their role in monitoring student progress toward Academic targets and helping the Board better understand school performance.

G. Stevenson made a motion to develop and give charter presentations over the next 3 months.

C. Page seconded the motion.

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

### V. Committee Reports

#### A. Presentation of 2024 - 2025 Committee Goals

Goals are [available here](#).

Key Points:

Development Committee: Board Giving Goal of \$10K; recognize the staff at all events; always engaging families in the work

Executive Committee: Coordinates information between EDs and the Board; supports compliance with deadlines, operations.

Facilities & Finance: Monitors financial health of TLS; intent to coordinate with Development Committee and EDs to develop a long term financial plan; explore potential for an endowment.

Governance: Studys the Bylaws and Charter to help support Board's understanding; is developing evaluation protocols for Board and EDs; locating PD materials for the Board's development.

School Performance: Will present goals in October.

#### B.

## Committee Activity in September

### C. Board Professional Development

Board Professional Development

Shared key points from the Sept. 17 Board on Track Presentation "[Unlock Academic Excellence through Effective Governance.](#)"

The Development Committee and the Board Chair will create an Events Calendar so that the Board can plan where to show up for learning, for representing the Board, at community events, school fundraisers and other school activities.

## VI. Closing Items

### A. Next Steps

Send bio and headshot to Courtney  
Sign Board Agreement

### B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:50 PM.

Respectfully Submitted,  
C. Page

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## Documents used during the meeting

- 2024\_08\_27\_board\_meeting\_minutes.pdf
- 2024\_09\_03\_board\_meeting\_minutes.pdf
- 202408CheckRegisterbyType.pdf
- TLS - Supplemental Report - August 2024(1).xlsx - Dashboard.pdf
- TLS - Monthly Presentation - August 2024.pdf
- 1. Full Board Policy, Last Amended March 2024.docx.pdf
- Board Member Agreement.pdf
- TLS 2024 - 2025 Community Events.pdf
- Halloween Flyer - Oct 26, 2024.jpg
- 2024 - 2025 TLS Board Committee Goals.pdf

# Coversheet

## Board Chair Report

<b>Section:</b>	III. Board Reports
<b>Item:</b>	A. Board Chair Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Empowering Little Learners-1.pdf Skate for change flyer.pdf Slide Deck - Financial Oversight Webinar - Oct 15, 2024.pdf





# The Leadership School

EMPOWERING LITTLE LEARNERS  
TO BECOME LITTLE LEADERS

## leadership at the learning

The world has changed dramatically in the last 50 years. The skills needed to be successful in today and tomorrow's world are very different than the skills that were needed 50 years ago. The instructional model at TLS centers around building agency in our students and equipping students with the knowledge, skills and mindset to create lives of opportunity and choice. Our instructional model is designed to produce graduates that will be able to thrive in an ever-changing 21st century.



Sense of Belonging



Rigorous Academics



Authentic Leadership

Our academic and cultural model combine rigorous instruction with an inclusive culture to empower our little learners to become little leaders. We focus on deeper learning so that all students reach the highest levels of academic success and to build futures of choice and opportunity. By valuing the insights of children who learn & grow in a relationship oriented community, we prepare students to be in the driver's seat of their own learning and to navigate a path toward the lives they imagine for themselves and for their futures.

## building a of learning

When students build a love of learning, they become lifelong learners. At TLS, we are committed to developing lifelong learners. Lifelong learning is crucial in today's dynamic rapidly changing world because it allows us to adapt and innovate. Passionate learners experience increased confidence, motivation, and growth. At TLS, we believe learning should be joyful and should spark students' curiosity. Our instructional model puts students at the center and is designed to keep students engaged and give students voice and choice in what they learn, how they learn and how they demonstrate mastery of concepts.

**Love Empowerment Authenticity Development**

**Mission:** The Leadership school grows students' leadership capacity through engagement in an academically rigorous, culturally relevant, & relationship oriented environment.

**Vision:** The Leadership School empowers & inspires young leaders to collaboratively make their community & the world a better place.

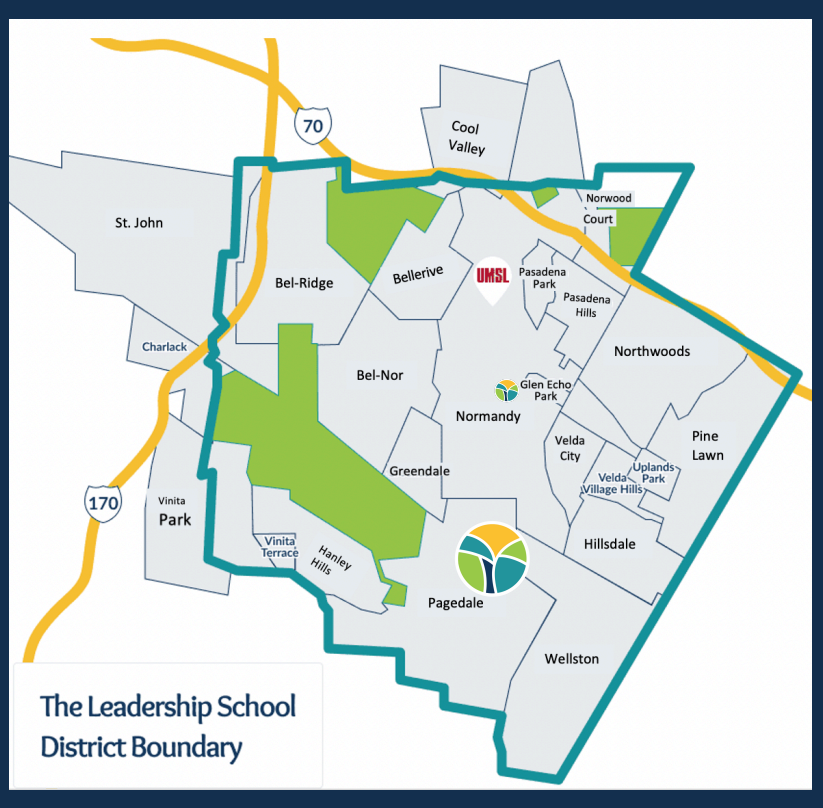


ST. LOUIS  
COUNTY'S  
FIRST &  
ONLY

# TUITION FREE PUBLIC CHARTER SCHOOL

## Trailblazers

“Paving a path to educational choice & opportunity for **ALL** students in St. Louis County”



The Leadership School prepares students to be in the driver's seat of their own learning and to navigate the path toward the lives they imagine for themselves. We are the first free public charter school in St. Louis County, paving the way for educational choice and opportunity for **ALL** families in the Saint. Louis area.



The Leadership School is a **free, open enrollment public school** for students residing in the 24:1 footprint, within the **Normandy** Schools Collaborative district boundaries, in which it operates.



# SERVING THE 24:1 FOOTPRINT

# REIMAGINING *the* EDUCATOR EXPERIENCE



High-Quality  
Instructional  
Resources



Continuous  
Support &  
Development



Ample Time for  
Planning &  
Internalization



Dynamic,  
Rigorous, Joyful  
Learning

At The Leadership School, we believe that our students deserve the highest quality instruction, which means our teachers need the time and support to become content and instructional experts. Our students deserve an excellent staff, and we know that excellence is the result of planning, practice, feedback, iteration, and a commitment to continuous growth.

Our teachers are given the time and space to engage in the deep planning and development that it takes to prepare for rigorous, hands-on, student-centered lessons.

## SAMPLE TEACHER SCHEDULE

3 <sup>rd</sup> ELA	Monday	Tuesday	Wednesday	Thursday	Friday
7:45 – 8:30	Breakfast & Morning Meetings with 3 <sup>rd</sup> Grade				
8:30 – 10:30	ELA 3 <sup>rd</sup> A	ELA 3 <sup>rd</sup> A	ELA 3 <sup>rd</sup> A	ELA 3 <sup>rd</sup> A	ELA 3 <sup>rd</sup> A
10:30 – 12:30	ELA 3 <sup>rd</sup> B	ELA 3 <sup>rd</sup> B	ELA 3 <sup>rd</sup> B	ELA 3 <sup>rd</sup> B	ELA 3 <sup>rd</sup> B
12:30 – 1:00	Lunch	Lunch	Lunch	Lunch	Lunch
1:00 – 4:00	Collaborative Planning & Development Block	Extended Planning Block (Remote)	Extended Planning Block (Remote)	Extended Planning Block (Remote)	Planning
					Building Support/Coverage

Flexible	15%
Growth & Collaboration	25%
Instruction & Facilitation	60%

To provide students with the best possible learning environment, The Leadership School must attract, develop, and retain high-quality teachers and leaders. Our innovative staff model is designed to create a supportive, motivating, and sustainable environment for all staff.

Flexible Remote Work | 13 Work-Free Wellness Days | 1:1 Coaching/Development



A poster for a skating event. The background is a blurred image of people skating on a rink with colorful lights. The text is overlaid in various fonts and colors.

*Skating for  
Change*

*ADMISSION  
EARLY \$15*

**skateyking.**

11/30/24 6PM - 9 PM

TACO BAR

*COME OUT AND  
CELEBRATE OUR  
TEACHERS*

A circular logo featuring a lion's head in the center. The text "THE LEADERSHIP SCHOOL" is written in a circle around the lion, and "EST. 2022" is at the bottom.

*AFTER PARTY  
DRINK HOUSE*

A circular logo with a house icon inside. The text "THE DRINK HOUSE" is written around the house icon.

# Future-Proof Your School

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Lasting Sustainability & Sound Financial Oversight

Presented by





# Framing Thoughts

# What is a Charter School Board?

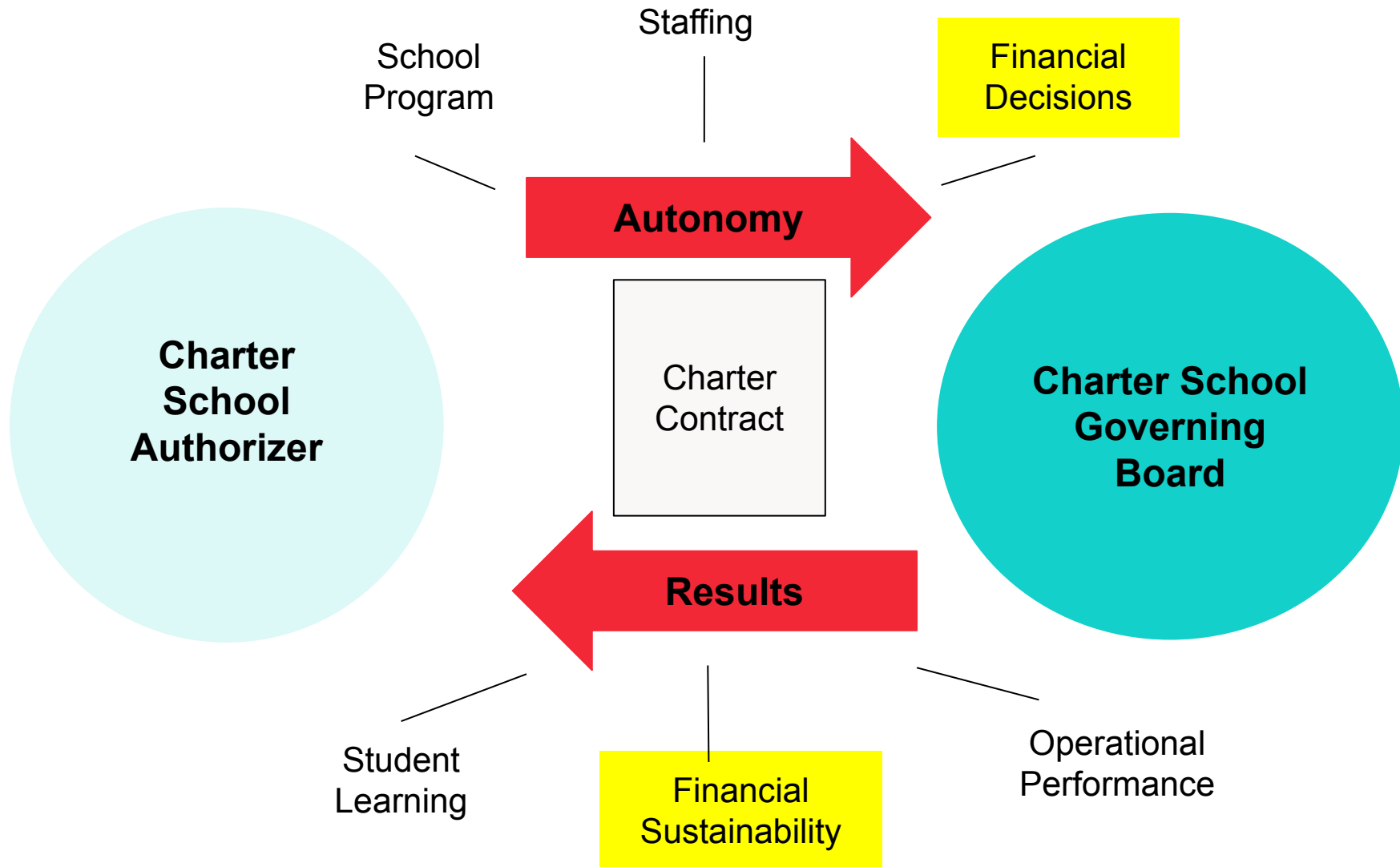
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Your charter school board is more than ***just*** a group of well-meaning volunteers.

**Rather...**

It's a highly effective team, strategically assembled, to bring the skills, expertise, time and temperament to govern a multimillion-dollar public enterprise.

# Relationship with Authorizer





# Primary Roles of a Charter School Board

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- Keep the mission central to all decision-making
- Select, support, and evaluate the CEO
- Maintain a high bar for academic excellence
- Advocate for/enhance the school's public standing
- **Ensure adequate resources & effective oversight**
- Accountability & compliance with legal & ethical guidelines
- Recruit, train, and retain quality board members

# Surviving to Thriving



# Who is Responsible for What?

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Effective Financial Oversight Starts with Clarity  
About Roles & Responsibilities

# The Full Board

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- The full board is on the hook for financial sustainability and oversight
- Partners with CEO and staff to ensure the organization has the resources to support your vision of excellence
- Works with CEO and staff to ensure effective oversight of millions of taxpayer dollars
- The board may delegate some tasks to the treasurer and finance and audit committees

# Who are your Finance Experts?

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## → Staff

### ◆ Internal Experts

- CEO / CFO
- Business / Budget Manager

### ◆ External Support

- EMO / CMO
- Backoffice CPA Firm

## → Partners

### ◆ Consultants

### ◆ Audit Firm

### ◆ Advocates / Philanthropy

## → Board Members

# Why Committees?

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- Allows experts and staff to “get into the weeds”
- Provides more air-time for issues that can’t be done at the full board meetings
- Drive board goals through substantive work between meetings
- Prepare recommendations for the board
- Take on significant projects (in some cases)

# Finance Committee Responsibilities

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## → Planning & Sustainability:

- ◆ prepare the annual operating budget and long-range financial plan
- ◆ monitor all financial activity in greater detail than the board as a whole
- ◆ develop financial policies and bring recommendations to the board for approval

## → Audit & Oversight:

- ◆ ensure annual audit
- ◆ develop recommendations for the board for approval
- ◆ monitor the implementation of recommendations

## → [Sample committee job description](#)





# Top Financial Mistakes & How to Avoid Them



# #1: Underestimating the Importance of Finances

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## Action Steps

1. **Make a plan, work the plan:**
  - ◆ Budget forecast
  - ◆ Don't over-budget
  - ◆ Don't overspend
  - ◆ Contingency plan
2. **Hire a charter school financial expert**
3. **You're the boss—the buck stops with you (literally)**
  - ◆ Everything impacts your financials (especially mistakes)
4. **Take this job seriously**
  - ◆ You're on the board of directors of a multi-million-dollar business

# #2: Not Having an Effective Committee

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## Finance Committee Mistakes

- Finance Committee is too small and lacks key expertise
- The full board abdicates too much authority/responsibility to the Finance Committee
- Finance Committee does not take an active role in educating the full board about the organization's short- and long-term financial health
- Senior staff does not have the expertise and experience to guide/support the Finance Committee
- The CEO lacks financial skills and has a hard time hiring and supervising a CFO with strong expertise

# #3: Being Unprepared for the Unexpected

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**Beware the lawsuit and bad actors**

**Enrollment? Do you have a waitlist if your pipeline decreases substantially?**

- ◆ Military bases/large employers, new schools, bad PR

**Facilities have tripped up more than one great charter school**

- ◆ Landlords aren't always your friend: Know and understand your lease and the numbers behind them
- ◆ Start looking for larger or better facilities now

**Beware of the tenacity of angry employees and parents**

- ◆ Create and maintain good public perception

# #4: Losing Sight of your Mission & Vision

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**Know your end game—it's your mission and vision**

- ◆ Tie all financials and operations back to your goal or consciously make new goals (redo mission/vision)

**Trust But Verify**

- ◆ Be Ferocious About your Boundary

**Enrollment, enrollment, enrollment!**

# #5: Not Maintaining Strong Relationships

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## Action Steps

### **Make authorizers your advocates**

- ◆ A “fine” relationship with your Authorizer suggests no relationship with your Authorizer
  - Calendar regular contact with staff, ED/superintendent, Charter Board
  - Toot your own horn, show up to Authorizer events

### **Your Board of Directors: know your governance**

- ◆ You report to them — cultivate them
- ◆ Lean on them for good and bad—they should be involved not just aware
- ◆ Organized agendas for monthly public meetings

### **Experts: find them, pay them, keep the good ones**

- ◆ Consultants, thought leaders, business partners

# Tips to Remember

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- Remember, your school is a business; finances are critical
- Prepare for the unexpected by being flexible and strategic
- Understand that success requires money, planning, & oversight
- Keep your eye on the ultimate prize: your MISSION
- Have friends in all the right places

# **Preventing Waste, Fraud, & Abuse**

**Where does financial misconduct most often occur?**

# Where does Misconduct Occur?

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- Conflicts of interest: Board and/or Administration
- Collecting/Depositing Cash
  - ◆ Inadequate receipting
  - ◆ No separation of duties
- Bank Accounts
  - ◆ Unknown Accounts
  - ◆ Weak controls over credit and debit cards
- Payroll
  - ◆ Fake employees or over-reporting hours
- Purchasing Irregularities
- Weak Supervision
  - ◆ Small organization, Supervisor work overload
  - ◆ Unwarranted trust, Close friendships, Collusion



# Questions?

We're here to help.



**Schedule** a call with a  
Governance Coach.

[gina@boardontrack.com](mailto:gina@boardontrack.com)

[Brianna@boardontrack.com](mailto:Brianna@boardontrack.com)

**Chat** with us live

[BoardOnTrack.com](https://BoardOnTrack.com)



**Learn** more about a  
BoardOnTrack membership

[mike@boardontrack.com](mailto:mike@boardontrack.com)



# Coversheet

## Governance Committee

**Section:** III. Board Reports  
**Item:** B. Governance Committee  
**Purpose:** Discuss  
**Submitted by:**

**Related Material:**

10.21.24 Governance Committee Meeting Agenda \_ Notes.pdf  
Recommended Revisions to TLS Policies based on Required Updates from MCPSC.pdf



## Governance Committee Meeting Agenda & Notes - 10/21/24

**TLS Mission:** The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

### TLS School Goals (All)

#### **Goal 10 - Board Engagement:**

- Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.
- For each fiscal year, 100% of board members will contribute financially to fundraising goals.

#### **Goal 12 - Data Reporting:**

- Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

### **2024 - 2025 Governance Committee Goals**

- 1. 100% compliance with TLS Charter and Missouri Public School Expectations.**
  - a. Action: Ensure compliance by reading, synthesizing, and regularly sharing expectations with the Board and Co-Executive Directors.
  - b. Action: Clarify and report on ways to avoid legal exposure and manage risk.
- 2. 90% or higher satisfaction by TLS Leaders with the lifecycle plans for school board members as reported on end-of-year self-report evaluations.**
  - a. Action: Develop structured onboarding, continuous development, efficient functioning, and regular performance self-assessment
- 3. 90% or higher satisfaction by TLS Leaders with assessment and evaluation processes**
  - a. Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

**Standing Meeting Dates for 2024 - 2025: Alternating Mondays 4:30 - 5:30 PM**

<b>Date of this Meeting:</b> 10/21/24	<b>Members Present:</b> Becky Langrall, TLS Board Chair, Governance Committee Chair and Secretary; Gary Stevenson, TLS Board Treasurer, Committee Member
<b>Topic</b>	<a href="#">Bylaws</a>

Compliance	<ul style="list-style-type: none"> <li>• All board members have signed the <a href="#">Board Member Agreement</a></li> <li>• MEC filings for 2023 potential conflict of interest are complete for five of the six current members</li> <li>• Sunshine Reporting: Recommend Integration of monthly Committee Meeting Minutes into monthly Board agendas to ease public access.</li> <li>• Reviewed revisions to the <a href="#">MO Model Bylaws</a> for 2024 - 2025 in preparation for presentation at the Oct. 29 Board meeting. Language Revisions to Table of Contents; p. 163 - Official School Day and School Year Model Policy</li> <li>• Continuing to review the Bylaws and TLS 2022 - 2027 Charter to share with committees (see second bullet under Lifecycle Plans below).</li> </ul>
Data Reporting	<ul style="list-style-type: none"> <li>• <a href="#">DESE Reporting calendar</a></li> <li>• Received a login from MCPSC to ReportWell platform to check status of report uploads for October.</li> </ul>
Lifecycle Plans	<ul style="list-style-type: none"> <li>• Compiled resources from MCPSC, MCPSC member videos, DESE, and Board on Track to support <a href="#">Committee-based professional learning</a></li> <li>• Created the <a href="#">TLS Board Member Professional Development Tracker</a></li> <li>• Created the Executive Director <a href="#">Professional Development Tracker</a></li> </ul>
Assessment and Evaluation	<ul style="list-style-type: none"> <li>• Pulled questions for <a href="#">Board self-evaluation</a> from Board on Track as a basis for building the mid year self assessment (December)</li> <li>• Started work on a <b>Board Handbook</b></li> </ul>
Board Engagement	<ul style="list-style-type: none"> <li>• Reviewed the TLS Board Development Committee board goal of \$10K <ul style="list-style-type: none"> <li>○ Portal on current TLS website "<a href="#">Get Involved</a>" page to GiveButter platform</li> <li>○ Link to the Nov. 30 <a href="#">Skate for Change</a> fundraiser.</li> </ul> </li> <li>• Added to annual <b>work plan</b> in preparation for Governance Committee charter presentation and approval at Dec. 3 Board Meeting.</li> </ul>

## Missouri Charter Public School Commission Model Policies 2024 – 2025 – Updates

### Personal Financial Disclosure (**required**)

The Board of The Leadership School adopts the following policy, effective on the date of adoption by the Board.

Each Board Member shall complete a personal financial disclosure form and submit such form to the Missouri Ethics Commission in compliance with all requirements in Chapter 105 and any Missouri Ethics Commission regulations and guidance.

### Official School Year and School Day Model Policy

Current Language	<b>Required</b> New Language
<p>The Board of The Leadership School adopts the following policy effective on the date that the policy is adopted by the Board.</p> <p>The Board will annually adopt a school calendar that provides for 1,044 hours of pupil attendance. The calendar shall also include thirty-six make-up hours for possible loss of attendance due to inclement weather. Hours, in excess of the state required minimum, may be recommended by the School Leader and approved by the Board.</p>	<p>The Board of _____ (School) adopts the following policy effective on the date that the policy is adopted by the Board.</p> <p>The Board will annually adopt a school calendar that provides for 1,044 hours of pupil attendance <b>and 169 school days</b>. Hours <b>and days</b>, in excess of the state required minimum, may be recommended by the School Leader and approved by the Board.</p>

# Coversheet

## Development Committee Report

<b>Section:</b>	III. Board Reports
<b>Item:</b>	C. Development Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10_4_2024 Development Committee Meeting Agenda & Minutes.pdf



## Development Committee Meeting Agenda & Notes 10.4.24

**TLS Mission:** The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

### [All TLS School Goals HERE](#)

#### **Goal 5 - Attendance:**

- Annually, for the first three years, we will have at least a **90%** average daily attendance rate. By year five, we will increase to **93%** average daily attendance rate. As of 2019, the state average daily attendance rate was 87.3%. The Normandy Schools Collaborative and adjacent districts had average daily attendance rates ranging between 70.% - 81.2%, while the highest performing districts in our area have rates above 93%. Therefore, we have rooted our attendance goal in the current reality of the target population and the **anticipated strong partnerships with families** to ensure a higher attendance rate than what has been the norm for our target population.

#### **Goal 6 - Student Leadership:**

- Before renewal, The Leadership School will achieve the **Leader in Me Lighthouse School Certification** by meeting the following criteria:
- The principal, school administration and staff engage in ongoing learning and develop as leaders, while championing leadership for the school.
  - Leadership principles are effectively taught to all students through direct lessons, integrated approaches, and staff modeling. Students are able to think critically about and apply leadership principles.
  - Families and the school partner together in learning about the 7 Habits and leadership principles through effective communication and mutual respect.**
  - The school community is able to see leadership in the physical environment, hear leadership through the common language of the 7 Habits, and feel leadership through a culture of caring, relationships, and affirmation.
  - Leadership is shared with students through a variety of leadership roles and student voice leads to innovations within the school.
  - Schoolwide, classroom, family and community leadership events provide authentic environments to celebrate leadership, build culture, and allow students to practice leadership skills.**
  - The school utilizes The 4 Disciplines of Execution process to identify and track progress toward the high priority goals of the school, classroom, and staff members.
  - Students lead their own learning with the skills to assess their needs, set appropriate goals, and carry out action plans. They track progress toward goals in Leadership Notebooks and share these notebooks with adults in student-led conferences.
  - Teacher planning and reflection, **trusting relationships**, and student-led learning combine to create environments for highly engaged learning.

#### **Goal 7 - Positive School Culture:**

- Annually, for the first three years, at least **85%** of students will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our culture. By year five, student voice and satisfaction will increase to 95% of students.
- Annually, for the first three years, 85% of parents/family members will respond positively on the Panorama Education Family & Community Engagement survey that they are satisfied with the school. By year five, satisfaction will increase to 95% of parents/family members.**
- Annually, **90%** of staff members will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our culture.

#### **Goal 10 - Board Engagement:**

- Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.
- For each fiscal year, **100% of board members will contribute financially to fundraising goals.**

## 2024 - 2025 Development Committee Goals

1. **By Dec. 31, 2024 build a Long Term Finance/Development Fund Plan that works with the Academic Calendar for review by the Board.**  
Action: Coordinate with EDs and TLS Board Treasurer
2. **Steward the identification of 5 - 10 grant opportunities during the AY 2024 - 2025.**
3. **By June 20, 2025 establish partnerships with at least ten (10) local and national organizations and businesses that can build our portfolio, based on crafting clear and persuasive messaging about the purpose and needs of the school.**
4. **By June 30, 2025, raise at least \$10K from Board members and their personal networks by supporting each member to promote and attend at least three (3) TLS events.**
  - a. **Action:** Continually educate the Board and TLS Staff on connecting their “Why” with the work of the Committee.
  - b. Partner a member of the Development Committee with a member of the Board to encourage participation.
  - c. Build a team of helpers to support event planning.
5. **By June 30, 2025, raise \$10 K from other sources**
  - a. **Action:** Incentivize TLS Staff identified by TLS Leadership for their excellence and their commitment to the development of the school, including their fundraising efforts
  - b. Incentivizing community partners and members.

## Standing Meeting Dates for 2024 - 2025: First Friday of each month @ 4:00 PM

**Date of this Meeting:** 10/4/2024 4:00 PM

<https://us06web.zoom.us/j/87073590307?pwd=gGvWVnOFw3ovi3dwS6MsDGv0dwP5ad.1>

Meeting ID: 870 7359 0307  
Passcode: FX8n3V

**Present:** Mr. Aaron Williams, Ms. Krysta Grangeno, Ms. Marilyn McCarthy, Dr. LaToya Crockett, Ms. Talana Hardin, Ms. Mourisha Ross

Topic



<p><b>1. 2024 - 2025 <a href="#">Development Committee Goals</a> / <a href="#">Development Committee Charter</a> - Aaron Williams</b></p>	<p><b>Discussion:</b></p> <ol style="list-style-type: none"> <li>Continued work on the goals and strategies. Asked for feedback from the whole committee.</li> <li><b>Discussed the \$20K goal for the year set by the Executive Directors.</b> <ol style="list-style-type: none"> <li>Set \$10K for Board members</li> <li>Set \$10K for the Committee to raise through other sources</li> </ol> </li> </ol>
<p><b>2. Events -</b> Aaron Williams, Carmen Ward  <a href="#">2024 - 2025 Events List</a></p>	<p><b>Discussion:</b></p> <ol style="list-style-type: none"> <li>Ms. Carmen Ward, Ms Mourisha Ross and Ms. Terrie Moore set up a meeting to plan the 2024 - 2025 Fundraising calendar and begin working on the next fundraiser, reaching out to other members of the TLS Development Committee for support. <ol style="list-style-type: none"> <li>Halloween Event planning is done</li> <li>Working on the Bowling Event - <b>November 30th at 7:00 pm - 10:00 pm</b></li> </ol> </li> <li>Discussed adding more TLS staff members to the committee.</li> </ol>
<p><b>3. Grants</b> - Aaron Williams, Carmen Ward</p>	<p><b>Info/Discussion</b></p> <ol style="list-style-type: none"> <li><a href="#">List of current grant opportunities</a>. This will be a standing agenda item going forward, allowing us to look at this list together.</li> <li>Ms. Grangenio has access to a database of grants and has offered to search the database on our behalf.</li> </ol>

# Coversheet

## Finance Committee Report

<b>Section:</b>	III. Board Reports
<b>Item:</b>	D. Finance Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10_28_24 Finance and Facilities Meeting Agenda and Notes.pdf TLS - Supplemental Report - September 2024.pdf 202409CheckRegisterbyType.pdf TLS Finance Committee Charter 2024 - 2025.pdf



## Finance and Facilities Committee Meeting Agenda & Notes - 10.28.24

**TLS Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.**

### All TLS School Goals

#### **Goal 10 - Board Engagement:**

- Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.
- For each fiscal year, 100% of board members will contribute financially to fundraising goals.

#### **Goal 11 - Financial Sustainability:**

- By year three, The Leadership School will maintain at least 30 days of cash on hand at all times.
- For each fiscal year, the annual audit will have no material findings and unqualified opinion.

#### **Goal 12 - Data Reporting:**

- Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

### **2024 - 2025 Finance & Facilities Committee Goals**

- **School fund balance over 12% at year end**

Action:

- Monitor school financial progress and trends monthly

- **Financial policies are followed 100% of the time**

Action:

- Inquire about financial controls via a quarterly questionnaire
- Incorporate TLS financial policies as outlined in the Board Bylaws

- **90% or higher comprehension of Finance/Facilities Board Bylaws by all board members based on self evaluation at mid/end of year assessments**

Action:

- Short presentation on key points at each board meeting

- **Completion of a long term financial plan by June 30th, 2025**

Action:

- Participate in long-term financial strategy planning in collaboration with School Executive Directors and TLS Board Development Committee via monthly meetings

**Regular Meeting Dates: Wednesdays before Board Meetings - 5:00 PM**

**This Meeting: 10.28.2024**

**Members:** Gary Stevenson, Treasurer and Committee Chair  
Courtney Moulder, Co-Executive Director  
Whitney Hooks, TLS Chief of Staff

<b>Link:</b> <a href="https://us06web.zoom.us/j/82718449287?pwd=7g1rw7HcWE03NVgQt8gNQyax9TyLqA.1">https://us06web.zoom.us/j/82718449287?pwd=7g1rw7HcWE03NVgQt8gNQyax9TyLqA.1</a>	Rebecca Langrall, TLS Board Chair and Committee Secretary Attendees at this meeting: Gary, Courtney, Whitney, Becky
Topic	
<b>1. Fund balance over 15%</b>	<p><b>Report from Ed Ops on September Financials - Anne Nichols</b></p> <ul style="list-style-type: none"> <li>• Currently looking at 71 days of cash</li> <li>• Net Op Income Forecast for end of year - \$713,000</li> <li>• Meeting with Lindsay (facilities planning) to ensure that we have the correct numbers for the facilities loan through either EFF (Equitable Facility/Finance, who partner with OT), CSDC (higher interest rates) and two more</li> <li>• Still paying the same rent; if deal closes, will have a higher rent schedule; need to meet with Rebecca at CSCD who owns the loan, which has been finalized. CSDC loans high risk people at a high interest rate. Lindsay is working on reviewing finances to ensure what is the best option.</li> </ul> <p><b>State Funding</b></p> <ul style="list-style-type: none"> <li>• Went up by \$19, 200 compared to forecast</li> </ul> <p><b>Federal Funding</b></p> <ol style="list-style-type: none"> <li>1. Summer School funding came in in Oct.</li> <li>2. Food application came through, so can start to file claims. Time sensitive.</li> <li>3. Title application still pending</li> </ol> <p><b>Grants and Donations</b></p> <ol style="list-style-type: none"> <li>1. \$100K from NSVF (coming in)</li> <li>2. \$175K from Charter School Growth Fund (end of Nov/early Dec)</li> </ol> <p><b>Expenses</b></p> <ol style="list-style-type: none"> <li>1. Uptick in rev; \$5K in expenses increase - salary and PD are stable; ditto for rent (may change)</li> </ol> <p><b>Facilities</b></p> <ol style="list-style-type: none"> <li>1. Copier budget was an uptick; going to replace with a purchase (CSD funding)</li> </ol> <p><b>Audit</b></p> <ol style="list-style-type: none"> <li>1. Need to meet with Courtney to discuss CSP reimbursement process and grant revisions.</li> <li>2. Not room for the library so working with Libby at CSP to make a revision re: use of funds. Anne will touch base with cash requests and CSP. CSP meeting.</li> </ol> <p><b>Overall</b></p> <p>No other significant changes to the forecast.</p> <p><b>Transportation:</b> Two invoices on hold until monthly mileage is provided by First Student. Putting a control in place to avoid delays in the future. - Whitney working with them.</p> <p><b>Cash on hand is moving into a solid position. Can pay bills regularly.</b></p> <p><b>Bumping up our basic formula (ADA) with DESE helped. Getting paid on 200 students. DESE wants more data to bump it up further. 229 enrolled; ADA at 208. 91% attendance. May allow DESE to bump it up. Two</b></p>

	months of data?
<b>2. Financial Policies Followed</b>	<ul style="list-style-type: none"> <li>• <b>Status of 2023 - 2024 Audit Report - Courtney, Whitney</b> <ul style="list-style-type: none"> <li>○ Schedule to Finance Committee and then to Board</li> <li>○ Audit info arrives Nov. 18</li> <li>○ Presentation of Audit to Finance &amp; Facilities as well as monthly on Tuesday, Nov. 26 5:00 PM for Dec. 3 meeting</li> <li>○ Revenue selections for last year; St Louis Community Foundation letter re: donation; Deaconess Foundation; have the Trivia Challenge; Midwest Electric. Whitney will send email to Becky re: docs to ask Dr. T about it - high priority.</li> </ul> </li> <li>• <b>Send the bank sheet to Gary (reconciled financials and check register) - Gary and Anne will talk later. (Board Bylaws - bank reconciliation. Will ask Anne about the worksheet.)</b></li> <li>• <b>Courtney and Anne developed at 5 year plan, but don't know the long term facility situation yet. Aim for this spring to meet. Complete by June 30th.</b></li> <li>• <b>Status of Gary and Whitney added to checking account - Courtney, Whitney. Will go to the bank on Tuesday, 10/29 @ 4:00 PM</b></li> <li>• <b>Financial Info on the MCPSC website for TLS: Status of Report Well uploads - Courtney, Whitney</b> <ul style="list-style-type: none"> <li>○ Moving from Beasley and Keisha to Whitney</li> <li>○ Keisha had all of it uploaded; Becky will follow up re: login. Get Gary a login. Audit to the portal by Dec. 31 pending approval.</li> </ul> </li> <li>• <b>Whitney to share service contracts with Gary - Courtney, Whitney</b> <ul style="list-style-type: none"> <li>○ In process of getting compiled</li> <li>○ ETA: Before Dec. 3</li> </ul> </li> </ul>
<b>3. F &amp; F <a href="#">Committee Charter</a></b>	<p><b>Review and complete for presentation at Oct. 29 Board meeting - F &amp; F Committee</b></p> <ul style="list-style-type: none"> <li>• Clarify the Board's financial policies with Courtney/Whitney - Gary will send notes.</li> <li>• Clarify controls - Whitney/Courtney will send Gary a doc - help inform the content of the quarterly questionnaire</li> </ul>
<b>4. Building Financial Understanding</b>	<p><b>Share Key Points from <a href="#">The Board's Role in Financial Sustainability</a> from Board on Track at Oct. 29 Board Meeting - Gary</b></p> <ul style="list-style-type: none"> <li>• The full board is on the hook for financial sustainability reflected by the legal contract with TLS's Authorizer, the MCPSC</li> </ul>

	<ul style="list-style-type: none"> <li>• Need to attend to cash on hand and partnering with the Executive Directors to build a 3 - 5 year financial plan to support the school mission and vision.</li> <li>• Oversight to limit waste, fraud, and abuse entails use of financial experts, but never delegating full responsibility; must engage in due diligence.</li> <li>• The Finance Committee needs to teach the rest of the Board re: technical language and data displays.</li> <li>• Common mistakes: Overspending; unrealistic budgets, lack of contingency plans. an ineffective Finance committee</li> </ul>
<b>5. Long Term Financial Plan</b>	<ul style="list-style-type: none"> <li>• <b>Facilities Expansion status - Courtney</b> Courtney has hired the consultant to do the full facility planning options, short and long-term solutions. Short term plans should be done by Jan.; long term plans by spring. Are looking at sharehold of students in the Normandy area, as well as forecasting potential population shifts in the area. <u>Action: Once complete, the F &amp; F Committee should connect with Anne at Ed Ops re: feasibility of different options as they relate to the expense timeline and financing sources.</u></li> <li>• <b>Create a work schedule with Courtney, Gary, Aaron, ++?... to build a long-term financial/development plan - Gary</b></li> </ul>

## Dashboard

### The Leadership School

July 2024 through September 2024

#### Key Performance Indicators

Days of Cash  
(At Year End)

**71**

Target > 45 days

Gross Margin  
Margin

**14%**

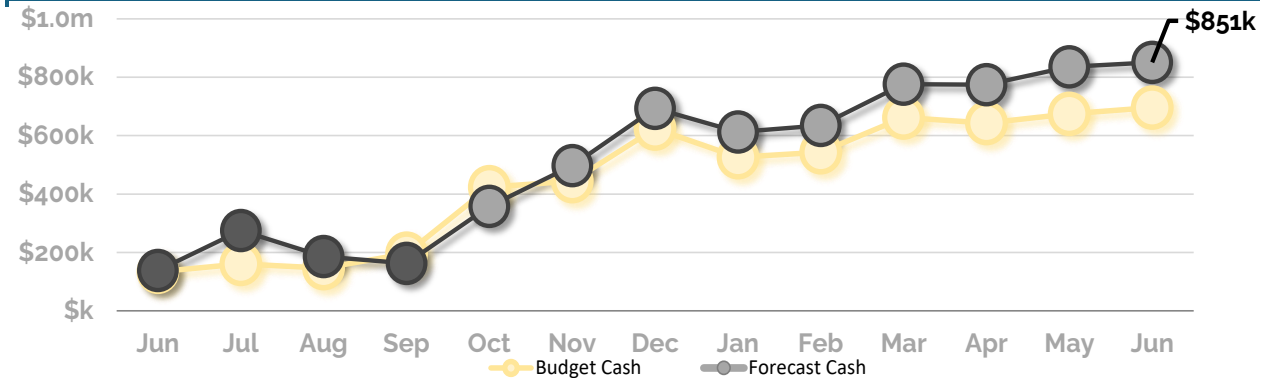
Target > -5.0%

Fund Balance  
(At Year End)

**19%**

Target > 0,00

#### Cash Forecast



#### Financial Snapshot

	Year-To-Date Financials			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
<b>Revenue</b>							
Local Revenue	68,153	54,810	13,343	228,374	228,374	0	160,221
State Revenue	427,510	528,310	(100,800)	2,671,122	2,361,723	309,399	2,243,613
Federal Revenue	244,285	351,219	(106,934)	1,596,694	1,616,621	(19,927)	1,352,409
Private Grants and Donations	194,500	244,500	(50,000)	614,000	564,000	50,000	419,500
Earned Fees	-	2,472	(2,472)	2,500	2,500	0	2,500
<b>Total Revenue</b>	<b>934,448</b>	<b>1,181,311</b>	<b>(246,863)</b>	<b>5,112,691</b>	<b>4,773,218</b>	<b>339,473</b>	<b>4,178,243</b>
<b>Expenses</b>							
Salaries	426,872	411,685	15,188	1,820,458	1,646,740	173,719	1,393,586
Benefits and Taxes	94,188	112,188	(18,000)	461,066	451,752	9,314	366,878
Staff-Related Costs	41,499	59,235	(17,736)	121,065	121,440	375	79,566
Rent	58,111	96,227	(38,116)	412,908	412,908	0	354,797
Occupancy Service	48,846	73,906	(25,060)	249,454	248,375	1,079	200,608
Student Expense, Direct	144,429	263,771	(119,342)	616,395	611,996	4,399	471,966
Student Expense, Food	22,338	27,249	(4,911)	272,494	272,494	0	250,156
Office & Business Expense	52,254	41,731	10,523	204,578	203,070	1,508	152,324
Transportation	14,966	33,100	(18,134)	241,000	241,000	0	226,033
<b>Total Ordinary Expenses</b>	<b>903,504</b>	<b>1,119,093</b>	<b>215,589</b>	<b>4,399,418</b>	<b>4,209,775</b>	<b>(189,643)</b>	<b>3,495,914</b>
<b>Net Ordinary Income</b>	<b>30,944</b>	<b>62,218</b>	<b>(31,274)</b>	<b>713,273</b>	<b>563,443</b>	<b>149,830</b>	<b>682,329</b>
<b>Extraordinary Expenses</b>							
Depreciation and Amortization	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Facility Improvements	-	-	-	-	-	-	-
<b>Total Extraordinary Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>903,504</b>	<b>1,119,093</b>	<b>215,589</b>	<b>4,399,418</b>	<b>4,209,775</b>	<b>(189,643)</b>	<b>3,495,914</b>
<b>Net Income</b>	<b>30,944</b>	<b>62,218</b>	<b>(31,274)</b>	<b>713,273</b>	<b>563,443</b>	<b>149,830</b>	<b>682,329</b>
<b>Cash Flow Adjustments</b>	<b>(6,058)</b>	<b>-</b>	<b>(6,058)</b>	<b>4</b>	<b>-</b>	<b>4</b>	<b>6,062</b>
<b>Change in Cash</b>	<b>24,886</b>	<b>62,218</b>	<b>(37,332)</b>	<b>713,276</b>	<b>563,443</b>	<b>149,833</b>	<b>688,391</b>

The Leadership School  
10/07/2024 11:27 AM

**Check Register by Type**

Page: 1  
User ID: SAS

<b>Payee Type: Vendor</b>		<b>Check Type: Automatic Payment</b>			<b>Checking Account ID: 1</b>		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
52024245	09/10/2024	X			BAMBOOHR	Bamboo HR	279.60
52024246	09/05/2024	X			GSUITE	Google Suite	220.33
52024247	09/16/2024	X			NEXTIVA	Nextiva	701.11
52024248	09/03/2024	X			SCCHARTER	SC Charter - Rent	19,370.42
52024249	09/18/2024	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024251	09/23/2024	X			LEVEL3	Level 3 Communications, LLC	1,706.58
52024261	09/10/2024	X			MAGICWRIGH	MAGIC-WRIGHTER	34.95
52024262	09/26/2024	X			AMAZON	Amazon	508.36
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 22,959.33
Check Type Total:		Automatic Payment			Void Total:	0.00	Total without Voids: 22,959.33

<b>Payee Type: Vendor</b>		<b>Check Type: Check</b>			<b>Checking Account ID: 1</b>		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
502	09/03/2024	X			FOEHJAM	James Foehner	375.00
503	09/04/2024	X			GAINANT	Antonio Gaines	250.00
505	09/17/2024	X			BISHLOU	Louis Bishop	200.00
83801337	09/06/2024	X			INNOVATIVE	Innovative Options LLC	113.00
83837479	09/16/2024	X			DANACOLE	Dana Coleman Consulting	400.00
83837480	09/16/2024	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	1,365.00
83837481	09/16/2024	X			THOMASENTE	Thomas Enterprise LLC	1,000.00
83837642	09/16/2024	X			CINTAS	Cintas Corp	298.22
83837643	09/16/2024	X			CINTAS	Cintas Corp	89.59
83837644	09/16/2024	X			CINTAS	Cintas Corp	89.59
83837645	09/16/2024	X			CINTAS	Cintas Corp	89.59
83837646	09/16/2024	X			CINTAS	Cintas Corp	138.16
83837647	09/16/2024	X			CINTAS	Cintas Corp	389.62
83837715	09/16/2024	X			MIDWESTEL	Midwest Electric Systems	87.50
83837716	09/16/2024	X			OFFICEESSE	Office Essentials	270.60
83837717	09/16/2024	X			FIRSTSTUDE	First Student Bus	9,318.93
83837718	09/16/2024	X			ROTTLER	Rottler Pest Solutions	103.00
83837862	09/16/2024	X			PAYPOOL	Paypool LLC	125.61
83837863	09/16/2024	X			POWERSCHOO	PowerSchool	2,060.88
83837864	09/16/2024	X			FRESHPALAT	Anthony Foster	6,334.00
83850378	09/16/2024	X			STATUSQUO	Status Quo	2,300.00
83956910	09/25/2024	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	1,563.75
83956911	09/25/2024	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	416.00
83956912	09/25/2024	X			HOPSKIP	HopSkipDrive, Inc.	1,206.90
83957001	09/25/2024	X			CINTAS	Cintas Corp	243.76
83965726	09/27/2024	X			CINTAS	Cintas Corp	255.90
83966884	09/27/2024	X			HOPSKIP	HopSkipDrive, Inc.	2,985.34
83966885	09/27/2024	X			DANACOLE	Dana Coleman Consulting	1,545.98
83967333	09/27/2024	X			ROTTLER	Rottler Pest Solutions	150.00
83967767	09/27/2024	X			POWERSCHOO	PowerSchool	3,352.07
83972290	10/01/2024	X			CINTAS	Cintas Corp	243.76
83972500	10/01/2024	X			KANDER	Kander Consulting LLC	15,500.00
83972650	10/01/2024	X			OPENUP	Open Up Resources	391.00
83972651	10/01/2024	X			OFFICEESSE	Office Essentials	467.30
83972652	10/01/2024	X			CURRICULUM	Curriculum Associates LLC	14,110.00
83972939	10/01/2024	X			CSD	CSD Insurance Trust	23,297.30
83975214	10/02/2024	X			EDOPS	EdOps	22,603.00
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 113,730.35
Check Type Total:		Check			Void Total:	0.00	Total without Voids: 113,730.35
Payee Type Total:		Vendor			Void Total:	0.00	Total without Voids: 136,689.68
Grand Total:					Void Total:	0.00	Total without Voids: 136,689.68





## Finance and Facilities Committee Charter 2024-2025

### General Purpose of the Committee

The Finance and Facilities Committee is responsible for upholding the financial stability of the school through the use of quantifiable metrics and ensuring the timely preparation of the annual budget. The committee ensures that all funds are used appropriately, with financial accountability measures in place, and addresses both short- and long-term financial challenges before they become urgent. Additionally, the committee ensures financial compliance, confirms that appropriate financial policies and procedures are in place and followed, and recommends the selection of an auditor. The committee meets with the auditor prior to the board's audit review and approval. It also engages in long-term facility planning that aligns with the programmatic needs and financial capabilities of the school.

### Committee Composition

Chair	<ul style="list-style-type: none"> <li>Gary Stevenson, TLS Board Treasurer</li> </ul>
Members	<ul style="list-style-type: none"> <li>Rebecca Langrall, TLS Board Chair and Committee Secretary;</li> <li>Tanisha Montgomery</li> </ul>
TLS Staff/ Community Members	<ul style="list-style-type: none"> <li>Courtney Moulder, Co-Executive Director</li> <li>Whitney Hooks, TLS Chief of Staff</li> </ul>

### Committee Member Qualifications

- Experience in finance, accounting, bookkeeping or related fields
- Desire to learn more about resource management in a nonprofit space
- Interest in TLS mission and personalized learning approach
- Willingness to speak and make connections on behalf of TLS with members of the TLS community and business + funding partners,
- Member of TLS community as staff or family

### Responsibilities of the Committee

- Works with the school leaders and partners to **prepare and recommend an annual budget** for the board's consideration and approval



## Finance and Facilities Committee Charter 2024-2025

- **Reviews** financial statements regularly to **monitor progress** throughout the year, and suggests adjustments as required
- Keeps watch on **financial KPIs** to support the school's future
- Holds each board member accountable in completing required tasks to ensure all financial bylaws and policies are adhered to
- Continuously searches out **training opportunities** and methods to improve/inform best practices, strategies that we could implement
- Hires/retains services of financial consultants and other 3rd parties
- **Identifies** short- and long-term **financial challenges** before they become urgent issues
- Serves as an **ongoing resource and advisor** to staff on financial issues
- Sets **short- and long-term fiscal goals** to ensure school sustainability and success
- Sets **annual committee goals** and regularly **monitors** progress
- Confirms appropriate financial policies and procedures are in place and followed by TLS School Leaders
- Recommends the **selection of an auditor**
- **Meets with the auditor** before the board's audit review and approval
- Recommends the **creation of an investment committee** when appropriate

### 2024-2025 Goals of the Committee

#### All TLS School Goals

##### Finance & Facilities - Related Goals

##### Goal 10 - Board Engagement:

- Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.
- For each fiscal year, 100% of board members will contribute financially to fundraising goals.

##### Goal 11 - Financial Sustainability:

- By year three, The Leadership School will maintain at least 30 days of cash on hand at all times.
- For each fiscal year, the annual audit will have no material findings and unqualified opinion.

##### Goal 12 - Data Reporting:

- Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

#### 2024 - 2025 **Finance & Facilities** Committee Goals

- School fund balance over **12% at year end**



## THE LEADERSHIP SCHOOL

EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

# Finance and Facilities Committee Charter 2024-2025

### Action:

- Monitor school financial progress and trends monthly

- **Financial policies are followed 100% of the time**

### Action:

- Inquire about financial controls via a quarterly questionnaire

- Incorporate TLS financial policies as outlined in the Board Bylaws

- **90% or higher comprehension of Finance/Facilities Board Bylaws by all board members based on self evaluation at mid/end of year assessments**

### Action:

- Short presentation on key points at each board meeting

- **Completion of a long term financial plan by June 30th, 2025**

### Action:

- Participate in long-term financial strategy planning in collaboration with School Executive Directors and TLS Board Development Committee via monthly meetings

## Monthly Committee Meeting Date/Time

- Monthly on the Wednesday before the Board Meeting, 5 - 6:30 pm.

## 2024-25 Finance and Facilities Committee meeting & work plan by month (if helpful):

	Sept 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025
<b>Meeting topics/ items to discuss or draft</b>	Budget and Compliance areas	Committee Charters		Mid year budget check (actual to forecast)		
<b>Items finalized this month</b>	August Financials	September Financials		Audit Report		
<b>Tasks to execute/ do</b>	Work on getting audit settled	1. Work on getting audit	Read finance/facilities bylaws			



# THE LEADERSHIP SCHOOL

EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

## Finance and Facilities Committee Charter 2024-2025

		2. settled Coordinate with developme nt committee				
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	Mar 2025	Apr 2025	May 2025	Jun 2025	July 2025	Aug 2025
Meeting topics/ items to discuss or draft						
Items finalized this month						
Tasks to execute/ do						

Potential Responsibility/Goal	Member responsible	Completion date	Notes
Check for other vendors to possibly replace financial partners	Gary		Will look for alternative vendors to EdOps and Maris. Will also evaluate other contracted services for the school



# Finance and Facilities Committee Charter 2024-2025


# Coversheet

## School Performance Committee Report

<b>Section:</b>	III. Board Reports
<b>Item:</b>	E. School Performance Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10.14.24 School Performance Meeting Agenda & Notes-1.pdf TLS Board Committee Goals 2024 - 2025.pdf



## School Performance Committee Meeting Agenda & Notes - 10.14.24

**TLS Mission:** The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

### All TLS School Goals

#### **Academic Goals**

**MAP Lag Goal:** 37% of students will achieve proficiency in ELA on the Missouri MAP State Exam in Spring 2025. 25% of students will achieve proficiency in Mathematics on the Missouri MAP State Exam in Spring 2025. In 2023-2024, 18.5% of students were proficient/advanced in ELA and 9.3% of students were proficient/advanced in Mathematics.

**NWEA Lag Goal:** 32% of students will achieve proficiency in ELA on the Spring EOY NWEA Assessment. In 2023-2024, 16% of students were proficient in Math and 16% were proficient in Reading.

30% of students will achieve proficiency in Math on the Spring EOY NWEA Assessment.

#### **Lead Indicators:**

- Q1 & Q2 (Semester 1) 20 4th grade students enrolled in Ignite tutoring sessions, 2 hours per week
- Q1 Every teacher will receive 4 action steps
- Q1 The ILT will hold 5 instructional walkthroughs that inform weekly PD - Q2 Every teacher will receive 4 action steps
- Q2 The ILT will hold 5 instructional walkthroughs that inform weekly PD - Q3 & Q4 (Semester 2) 20 4th grade students enrolled in Ignite tutoring sessions, 2 hours per week
- Q3 Every teacher will receive at least 3 action steps directly aligned to coaching feedback and data collected from MOY assessments
- Q3 The ILT will hold 5 instructional walkthroughs that inform weekly PD - Q4 Every teacher will receive at least 2 action steps directly aligned to coaching feedback
- Q4 The ILT will hold 5 instructional walkthroughs that inform weekly PD **Milestones**
- 20% of students will be proficient on NWEA ELA and Math assessments in Winter MOY - 50% of students will meet their growth goals by Spring NWEA

### Student Culture

**Lag goal:** By EOY 85% of students will respond positively on the SEL Web Survey that “their voice matters.”  
By EOY 85% of families will respond positively on a formal survey that “they are satisfied with The Leadership School.”

#### Lead Indicators:

- Q1 By 10/1 - 60% of students will respond positively on the SEL Web Survey that “their voice matters.”
- Leader in Me Lessons with our SEL Teacher 2-3 times per week
- 8/26 Students will begin a check in/check out with a staff member (teacher, SEL Teacher, Office Manager, ect) if needed
- By 9/3 SEL Groups will begin –focus small group setting, groups will target success for students with tier 2 and tier 3 identified behaviors.
- Weekly Pride Meeting with recognized student leaders at each meeting
- On culture audit 1 60% of routines will score proficient plus on the school culture rubric - By August 31 the culture audit document will be finalized
- Minute by minute procedures will be written, trained, and practiced the second week of Summer Institute
- During week 1 - All whole school routines and procedures will be audited, adjusted, and solidified through daily walkthroughs
- Q3: 80% of routines will score proficient plus on culture audit 2 during Q3 - In January PD, 1 lagging whole school routine/procedure will be retrained, practiced and solidified for relaunch
- The week of January 6, refresh routine will be audited, adjusted, and solidified through daily walkthroughs
- Families will participate in Family University monthly. Each family will commit to attending 1 Family University. Each month will be dedicated to programming aligned with family survey results and include and academic support and SEL component.

#### 2024 - 2025 School Performance Committee Goals

1. **(Committee Operations) On end-of-year self-assessments, 90% or more of School Performance Committee members report strongly agree that the Committee functioned optimally.**
  - Create an action plan that includes meeting dates, tasks, and action steps for the committee by October 30, 2024
  - Meet monthly with the Executive Directors to review benchmark, curriculum-based, and walkthrough data capturing progress toward academic and climate indicators.
  - Recruit committee members from the Board, school and community



1. **(Board Education) On End-of-year self-assessments, 80% or more of TLS Board members report:**
  - a. **An understanding of high use technical terms and acronyms associated with achievement and climate data.**
  - b. **Ease with interpreting data displays of NWEA, iReady, climate survey, monthly school attendance, tardies, and discipline data.**
  - c. **An ability to explain how each grade level is performing at the mid and end of year relative to key performance indicators as compared to students in other local charter and public schools.**
  - Develop a process to educate and train the Board and school stakeholders on proper academic oversight by November 30, 2024
    - Educate the Board and stakeholders on key terminology, academic indicators, how to read data reports (includes parents, educators, and community)
    - Generate a monthly report to the Board within our Committee meeting minutes based on synthesizing school performance and climate data.
    - Recruit committee members from the Board, school and community
2. **(Data-Driven) On end-of-year self-assessments, 90% or more of School Performance committee members report satisfaction with School Performance Committee and Executive Director efforts to use key performance indicators to guide academic and school climate-related decision-making.**
  - a. Analyze performance and climate data at least four times this year (i.e. quarterly) for the purpose of communication to the Board and school community/stakeholders.
    - Research and determine resources for collecting comparative data
    - In collaboration with the co-executive director(s)/school leader(s), complete a quarterly SWOT analysis based on data to help determine action steps for continued student success.

**Meeting Dates for 2024 - 2025: 2:20 - 3:30 PM the second Monday of the month**

[Google calendar](#)

**Date of this Meeting: Oct. 14, 2024 2:30 PM**

**Link:**

<https://us06web.zoom.us/j/86904131614?pwd=WM0wGoT2JM7jaI6zA7GSyhYbUb5G1b.1>

**Meeting ID: 869 0413 1614**

**Present: Courtney Moulder, Stephanie Madlinger, Becky Langrall**

<b>Passcode: Nd7nML</b>															
<b>Topic</b>															
<b>1. Logistics</b> <table border="1"> <thead> <tr> <th>Week Of:</th><th>Testing Session:</th></tr> </thead> <tbody> <tr> <td>August 26th</td><td>BOY NWEA Testing</td></tr> <tr> <td>September 2nd</td><td>BOY iReady Testing</td></tr> <tr> <td>December 16th</td><td>MOY NWEA Testing</td></tr> <tr> <td>March 10th</td><td>EOY NWEA Testing</td></tr> <tr> <td>April 28th- May 5th</td><td>MAP Testing</td></tr> <tr> <td>May 12th</td><td>EOY iReady Testing</td></tr> </tbody> </table>	Week Of:	Testing Session:	August 26th	BOY NWEA Testing	September 2nd	BOY iReady Testing	December 16th	MOY NWEA Testing	March 10th	EOY NWEA Testing	April 28th- May 5th	MAP Testing	May 12th	EOY iReady Testing	<b>Update:</b> <ul style="list-style-type: none"> <li>Assessment dates have been added to the TLS Board Calendar.</li> </ul> <b>Decision:</b> <ul style="list-style-type: none"> <li><u>Standing Meeting Date for School Performance Committee</u>: Second Monday of the month @ 2:30</li> </ul>
Week Of:	Testing Session:														
August 26th	BOY NWEA Testing														
September 2nd	BOY iReady Testing														
December 16th	MOY NWEA Testing														
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April 28th- May 5th	MAP Testing														
May 12th	EOY iReady Testing														
<b>2. SP Committee Charter - Becky, Carrie</b> <ul style="list-style-type: none"> <li><a href="#">TLS Board Responsibilities</a></li> <li><a href="#">Review and revise charter from 2022 - 2023</a></li> <li><a href="#">Ed Board Partners doc on the charge of the School Performance Committee</a></li> </ul>	<b>Update:</b> <ol style="list-style-type: none"> <li>The Executive Directors revised the school academic and climate goals for 2024 - 2025 (see at top of agenda), which will form the basis of the progress monitoring of this committee for the coming year.</li> <li>Worked on crafting the School Performance <u>Committee</u> goals for 2024 - 2025 to be presented at the Oct. 29th Board meeting for review and feedback.</li> </ol>														
<b>3. Resources</b>	<a href="#">Learning Progressions</a> (support for the Individualized Learning Block) <a href="#">Education Board Partners (videos on Board's role)</a> Robin Wahby, Executive Director - MCPSC Noah Divine, Executive Director - MCSA Kent Peterson - Education Board Partners														



**THE LEADERSHIP SCHOOL**  
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

## The Leadership School **Committee** Goals 2024 - 2025

Committee	Goals
<p><b>Development</b></p> <ul style="list-style-type: none"> <li>• Aaron Williams, Board Member and Committee Chair</li> <li>• Zaneta Ford</li> <li>• Michelle Gregory</li> <li>• Talayna Hardon</li> <li>• Paula Brown</li> <li>• Terrence (TC) Curry, TLS Board Member</li> <li>• Crystal Huntspon,</li> <li>• Lauren Martin,</li> <li>• Marilyn McCarthy</li> <li>• Elaine McDonalf</li> <li>• Caity McDonnell</li> <li>• Ariel Miller</li> <li>• Terrie Moore</li> <li>• Ashley Rhodes</li> <li>• Mourisha Ross, Family Ambassador President</li> <li>• Danielle Williams</li> <li>• Carmen Ward, Director of Family Outreach &amp; Events</li> <li>• Rebecca Langrall, TLS Board Chair, Ex-Officio Committee Member/Committee Secretary</li> </ul>	<p><b>1. By Dec. 31, 2024. build a Long Term Coordinated Finance &amp; Development Fund Plan that works with the Academic Calendar to present to the Board.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>a. Coordinate with EDs and TLS Board Treasurer to review existing 3 - 5 year financial plan</li> <li>b. Determine where the Development Committee can best contribute.</li> </ul> <p><b>2. By June 30, 2025, raise at least \$10K from Board members and their personal networks by supporting each member to promote and attend at least three (3) TLS events.</b></p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>a. Continually educate the Board and TLS Staff on connecting their “Why” with the work of the Committee.</li> <li>b. Partner a member of the Development Committee with a member of the Board to encourage participation.</li> </ul>

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	<p>c. Build a team of helpers to support event planning.</p> <p><b>3. By June 20, 2025, establish partnerships with at least ten (10) local and national organizations and businesses that can build our portfolio</b></p> <p><b>Action:</b></p> <p>a. Craft clear and persuasive messaging about the purpose and needs of the school.</p> <p><b>4. By June 30, 2025, raise at least 10K from partners, school, and community members.</b></p> <p><b>Actions:</b></p> <p>a. Develop ways to incentivize partners, school and community members..</p> <p><b>5. Identify 5 - 10 realistic grant opportunities during the AY 2024 - 2025 and apply for at least five (5).</b></p>
<p><b>Executive</b></p> <ul style="list-style-type: none"> <li>● Rebecca Langrall, TLS Board Chair, Committee Chair/Committee Secretary</li> <li>● Lakeisha Moody-Seymour, Co-Executive Director</li> <li>● Courtney Moulder, Co-Executive Director</li> <li>● Carrie Page, TLS Board Vice-Chair</li> <li>● Gary Stevenson, TLS Board Treasurer</li> </ul>	<p><b>1. 80% or higher satisfaction by Board Leaders and TLS EDs related to responsiveness (= information sharing, problem/solving) to emergent needs (of the school, the EDs, the Board) as reported on mid- and end-of-year surveys:</b></p> <p>a. <b>Action:</b> Foster communication via weekly meetings guided by open-ended and pre-specified agenda items.</p> <p>b. <b>Action:</b> Review monthly data related to Academic, Attendance, Climate, and Financial Goals/Benchmarks</p>

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	<p><b>2. 100% timely compliance with all (charter-related) reporting deadlines.</b></p> <p>a. <b>Action:</b> Coordinate with Governance committee</p>
<p><b>Facilities and Finance</b></p> <ul style="list-style-type: none"> <li>● Gary Stevenson, Chair and TLS Board Treasurer</li> <li>● Courtney Moulder, TLS Co-Executive Director</li> <li>● Rebecca Langrall, Board Chair, Committee Secretary</li> <li>● Community Member/s TBD</li> </ul>	<ul style="list-style-type: none"> <li>● <b>100% compliance with TLS Charter and Missouri Public School expectations.</b> <ul style="list-style-type: none"> <li>a. <b>Action:</b> Ensure compliance by reading, synthesizing, and regularly sharing expectations with the Board and Co-Executive Directors found in the TLS Charter and Bylaws.</li> <li>b. <b>Action:</b> Observing compliance deadlines for DESE and MCPSC, and cross checking with reports uploaded via Report Well.</li> </ul> </li> <li>● <b>90% or higher satisfaction</b> by TLS Leaders with the <b>lifecycle plans</b> for school board members' leadership development: <ul style="list-style-type: none"> <li>a. <b>Action:</b> Develop and support structured onboarding, continuous development, efficient functioning, and regular performance self-assessment</li> <li>b. <b>Action:</b> Regular participation in Board committees to support efficient, policy-aligned functioning.</li> </ul> </li> <li>● <b>90% or higher agreement among TLS Board Members and Co-Executive Directors</b> that self-assessment and evaluation measures have contributed to the individual's professional effectiveness</li> </ul>

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	<ul style="list-style-type: none"> <li>a. <b>Action:</b> Develop useful, relevant criteria and semi-annually implement efficient assessment and evaluation processes.</li> <li>b. <b>Action:</b> Support leaders to use feedback effectively and set new goals.</li> </ul>
<b>Governance</b> <ul style="list-style-type: none"> <li>• Rebecca Langrall, Board Chair, Committee Chair/ Secretary</li> <li>• Gary Stevenson, TLS Board Treasurer, Member</li> <li>• Community Member/s TBD</li> </ul>	<ul style="list-style-type: none"> <li>1. <b>100% compliance with TLS Charter and Missouri Public School Expectations.</b> <ul style="list-style-type: none"> <li>a. <b>Action:</b> Ensure compliance by reading, synthesizing, and regularly sharing expectations with the Board and Co-Executive Directors.</li> <li>b. <b>Action:</b> Clarify and report ways to avoid legal exposure and manage risk.</li> <li>c. <b>Action:</b> Observing compliance deadlines for DESE and MCPSC, and cross checking with reports uploaded via Report Well.</li> </ul> </li> <li>2. <b>90% or higher satisfaction</b> by TLS Leaders with the <b>lifecycle plans</b> for school board members as reported on end-of-year self-report evaluations. <ul style="list-style-type: none"> <li>a. <b>Action:</b> Develop structured onboarding, continuous development, efficient functioning, and regular performance self-assessment</li> <li>b. <b>Action:</b> Regular participation in Board committees to support efficient, policy-aligned functioning.</li> </ul> </li> </ul>

Rev. Oct. 2024

	<p><b>3. 90% or higher satisfaction by TLS Leaders with assessment and evaluation processes</b></p> <p>a. <b>Action:</b> Develop useful, relevant criteria and implement effective assessment and evaluation processes</p>
<p><b>School Performance</b></p> <ul style="list-style-type: none"> <li>• Dr. Carrie Page, Chair and Vice TLS Board Chair</li> <li>• Lakeisha Moody- Seymour, TLS Co-Executive Director</li> <li>• Courtney Moulder, TLS Co-Executive Director</li> <li>• Stephanie Madlinger - TLS Board member</li> <li>• Rebecca Langrall - TLS Board Chair, Ex-Officio Committee Member, Committee Secretary</li> </ul>	<p><b>1. (Committee Operations) On end-of-year self-assessments, 90% or more of School Performance Committee members report they strongly agree that the Committee functioned optimally.</b></p> <ul style="list-style-type: none"> <li>• Create an action plan that includes meeting dates, tasks, and action steps for the committee by October 30, 2024</li> <li>• Meet monthly with the Executive Directors to review benchmark, curriculum-based, and walkthrough data capturing progress toward academic and climate indicators.</li> <li>• Recruit committee members from the Board, school and community</li> </ul> <p><b>2. (Board Education) On End-of-year self-assessments, 80% or more of TLS Board members report:</b></p> <p>a. <b>An understanding of high use technical terms and acronyms associated with achievement and climate data.</b></p>

Rev. Oct. 2024



	<ul style="list-style-type: none"> <li>b. <b>Ease with interpreting data displays of NWEA, iReady, climate survey, monthly school attendance, tardies, and discipline data.</b></li> <li>c. <b>An ability to explain how each grade level is performing at the mid and end of year relative to key performance indicators as compared to students in other local charter and public schools.</b></li> </ul> <ul style="list-style-type: none"> <li>● Develop a process to educate and train the Board and school stakeholders on proper academic oversight by November 30, 2024 <ul style="list-style-type: none"> <li>○ Educate the Board and stakeholders on key terminology, academic indicators, how to read data reports (includes parents, educators, and community)</li> <li>○ Generate a monthly report to the Board within our Committee meeting minutes based on synthesizing school performance and climate data.</li> <li>○ Recruit committee members from the Board, school and community</li> </ul> </li> </ul> <p><b>3. (Data-Driven) On end-of-year self-assessments, 90% or more of School Performance committee members report satisfaction with School Performance Committee and Executive Director efforts to use key performance indicators to guide academic and school climate-related decision-making.</b></p>
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	<ul style="list-style-type: none"><li>a. Analyze performance and climate data at least four times this year (i.e. quarterly) for the purpose of communication to the Board and school community/stakeholders.<ul style="list-style-type: none"><li>○ Research and determine resources for collecting comparative data</li><li>○ In collaboration with the co-executive director(s)/school leader(s), complete a quarterly SWOT analysis based on data to help determine action steps for continued student success.</li></ul></li></ul>
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# Coversheet

## Executive Committee Report

<b>Section:</b>	III. Board Reports
<b>Item:</b>	F. Executive Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10_24_24 TLS Executive Committee Agenda & Notes-1.pdf



## Executive Committee Meeting Agenda & Notes - 10.24.24

**TLS Mission: The Leadership School exists to grow our students' leadership capacity through engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.**

### All TLS School Goals

#### **Goal 5 - Attendance:**

- Annually, for the first three years, we will have at least a **90% average daily attendance** rate.
- By year five, we will increase to **93%** average daily attendance rate.

#### **Goal 6 - Student Leadership:**

- Before renewal, The Leadership School will achieve the **Leader in Me Lighthouse School Certification** by meeting the following criteria:
  - The principal, school administration and staff engage in ongoing learning and develop as leaders.
  - Leadership principles are effectively taught to all students through direct lessons, integrated approaches, and staff modeling. Students are able to think critically about and apply leadership principles.
  - Families and the school partner together in learning about the 7 Habits and leadership principles through effective communication and mutual respect.
  - The school community is able to see leadership in the physical environment, hear leadership through the common language of the 7 Habits, and feel leadership through a culture of caring, relationships, and affirmation.
  - Leadership is shared with students through a variety of leadership roles and student voice leads to innovations within the school.
  - Schoolwide, classroom, family and community leadership events provide authentic environments to celebrate leadership, build culture, and allow students to practice leadership skills.
  - The school utilizes **The 4 Disciplines of Execution** process to identify and track progress toward the high priority goals of the school, classroom, and staff members.
  - Students lead their own learning with the skills to assess their needs, set appropriate goals, and carry out action plans. They **track progress** toward goals in **Leadership Notebooks** and share these notebooks with adults in student-led conferences.
  - Teacher planning and reflection, trusting relationships, and student-led learning combine to create environments for highly engaged learning.

#### **Goal 7 - Positive School Culture:**

- Annually, for the first three years, at least 85% of students will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our culture. By year five, student voice and satisfaction will increase to 95% of students.
- Annually, for the first three years, 85% of parents/family members will respond positively on the Panorama Education Family & Community Engagement survey that they are satisfied with the school. By year five, satisfaction will increase to 95% of parents/family members.
- Annually, 90% of staff members will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our culture.

**Goal 8 - Student Retention:**

- Annually, at least 85% of students enrolled on October 1 will be re-enrolled the following year, as measured by the percent of students who leave the school for reasons other than moving out of the enrollment zone.

**Goal 9 - Staff Retention:**

- Annually, regretted staff attrition remains lower than 5%

**2024 - 2025 Executive Committee Goals**

- 80% or higher satisfaction by Board Leaders and TLS EDs related to responsiveness (= information sharing, problem/solving) to emergent needs (of the school, the EDs, the Board) as reported on end-of-year surveys/self-evaluations:**

Action:

- Foster communication via weekly meetings guided by both open-ended and pre-specified agenda items.
- Review monthly data related to Academic, Attendance, Climate, and Financial Goals/Benchmarks

- 100% timely compliance with all (charter-related) reporting deadlines.**

Action: Coordinate with Governance committee

Standing Meeting Dates for 2024 - 2025: **Thursdays @ 4 PM**No Exec Comm meeting on **Oct. 31**[TLS Board Calendar](#)Date of this Meeting: **Oct. 24, 2024**

Link:

<https://us06web.zoom.us/j/86082825404?pwd=hMezdRALQ0OvMlhRgFjlhWGlb4ZwYu.1>

Members: Courtney Keisha, Becky, Carrie, Gary

Present: Keisha, Becky

Topic

[Executive Director PD Tracker](#)

<p><b>1. Responsiveness to Emergent Needs/Problem Solving</b></p>	<p><b>Urgent/Important:</b></p> <ol style="list-style-type: none"> <li>1. Kindergarten is being taught by a resident teacher with Keisha supporting until a replacement is hired.</li> <li>2. The Admin team is working on redefining the role of the Dean of Culture in order to find a replacement.</li> <li>3. Long Range 3 - 5 year financial plan developed by EDs to be shared with Finance &amp; Facilities and Development Committees this month for their review. Lindsay Roberts's services for the facilities search to be discussed at the Oct. 29th Board meeting.</li> <li>4. New website is complete; waiting to get the domain released. ETA - end of next week.</li> <li>5. <a href="#">Revised TLS Board of Directors 2024 - 2025 meetings dates calendar</a> needs to be laminated/posted/uploaded.</li> <li>6. Board Recruitment: TLS emails for both new members, Tanisha and Krysta, have been created and Member Agreements signed.</li> </ol> <p><b>Not Urgent/Important:</b></p> <ol style="list-style-type: none"> <li>1. Development::             <ol style="list-style-type: none"> <li>a. Grants: Started a <a href="#">Grant opportunities</a> doc; Becky shared with the Development Committee.</li> </ol> </li> <li>2. Facilities             <ol style="list-style-type: none"> <li>a. Playground project funding - EDs In the process of learning more about how to use funds in the CSP grant to support this need.</li> <li>b. Will stay with the current food vendor. Commercial refrigerator to be brought in next week.</li> </ol> </li> <li>3. School Performance:             <ol style="list-style-type: none"> <li>a. Data Dashboard built by Innovere for BOY, MOY, EOY NWEA, iReady and MAP data is up and running.</li> <li>b. Internal data dashboard to track Exit Ticket / Progress Monitoring data has just been built; not yet live.</li> <li>c. "Leader in Me" focus for the month of October is "Empowerment." Last two months was "Love."</li> </ol> </li> <li>4. New Protocol for TLS Board Committee meeting minutes. Will be Inserted into the monthly Board Agenda to be shared/approved.</li> <li>5. Parent Conferences went well this past week. High engagement.</li> </ol>
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	<p>6. School banner for the Board Retreat is available. Becky will pick up on 11/4.</p>
2. Compliance with Reporting Deadlines	<p>1. Uploading of TLS documents for DESE via ReportWell is progressing in a timely manner.</p>
Resources	<p>1. Crisis Communication (recs from our attorney Tom Durphy):</p> <ul style="list-style-type: none"> <li>a. <a href="#">The Vandiver Group</a> – Local firm – Bill Raack is the contact</li> <li>b. <a href="#">Mango Strategies</a> – Steve Mancini formerly worked with the KIPP Foundation, among other schools</li> </ul> <p>2. <a href="#">Committee-Based Self-Study Development Doc</a> started</p> <p>3. Noah Divine - MCPSA</p> <p>4. Robbyn Wahby - MCPSC</p> <p>5. Kent Peterson - Education Board Partners</p>

# Coversheet

## Enrollment/Staffing

<b>Section:</b>	IV. Executive Directors Reports
<b>Item:</b>	C. Enrollment/Staffing
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	K Age Enrollment - Charter Schools - Transmitted Oct 16 2024.pdf





Dr. Karla Eslinger • Commissioner of Education

205 Jefferson Street, P.O. Box 480 • Jefferson City, MO 65102-0480 • [dese.mo.gov](http://dese.mo.gov)

October 16, 2024

Noah Devine  
2300 Main St. Suite 900  
Kansas City, MO 64108

Dear Noah:

The Department of Elementary and Secondary Education (DESE) will permit charter schools in St. Louis and Kansas City to enroll prekindergarten and kindergarten students consistent with its prior interpretation of Sections 160.054 and 160.055, RSMo, for the 2025-26 school year.

The intent of this extension is to give the Missouri Charter Public School Association additional time to seek legislative changes to remedy the issue.

Starting in August 2026, DESE will begin withholding state aide for pre-K and kindergarten students who are determined to be ineligible per state statute.

Sincerely,

A handwritten signature in black ink that reads "Karla Eslinger". The signature is fluid and cursive, with a checkmark-like flourish at the end.

Dr. Karla Eslinger  
Commissioner of Education

Phone 573-751-4446 • Fax 573-751-1179 • [Commissioner@dese.mo.gov](mailto:Commissioner@dese.mo.gov)  
Phone 573-751-4446 • Fax 573-751-1179 • [Commissioner@dese.mo.gov](mailto:Commissioner@dese.mo.gov)

# Coversheet

## Next Steps

<b>Section:</b>	VI. Closing Items
<b>Item:</b>	A. Next Steps
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	2024-25 Board of Directors Meeting Dates.pdf



## 2024-25 Board of Directors Meetings

**Date:** Monthly on Tuesdays

**Time:** 6:00 pm - 8:00 pm

**Location:**

1785 Pennsylvania Ave

Pagedale, MO 63133

**Via Zoom:**

<https://us06web.zoom.us/j/81428820667?pwd=yQhY4uZjABzGr4DzafhkB4ZAhE8tjM.1>

### Schedule of Monthly Meetings:

- Tuesday, July 30, 2024
- Tuesday, August 27, 2024
- Tuesday, September 24, 2024
- Tuesday, October 29, 2024
- Tuesday, December 3, 2024
- Tuesday, January 7,
- Tuesday, January 28, 2025
- Tuesday, February 25, 2025
- Tuesday, March 25, 2025
- Tuesday, April 29, 2025
- Tuesday, May 27, 2025
- Tuesday, June 24, 2025

### Committee Meetings:

- Development Committee - First Friday of the month @ 4:00 PM
- Finance Committee - Wednesday before the Board Meeting @ 5 PM
- Governance Committee - Alternating Mondays @ 4:30 PM
- School Performance Committee - Second Monday of every month @ 2:30 PM