



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Monthly Board Meeting for The Leadership School

Published on January 25, 2025 at 7:46 PM CST

Date and Time

Tuesday January 28, 2025 at 6:00 PM CST

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, January 28 · 6:00 – 8:00pm

Time zone: America/Chicago

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

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Call the Meeting to Order		Rebecca Langrall	1 m

	Purpose	Presenter	Time
<p>Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.</p>			
B.	Record Attendance	Stephanie Madlinger	1 m
	Roll Call Vote		
C.	Public Comment Section	Rebecca Langrall	4 m
II.	Executive Directors Report		6:06 PM
A.	Facilities Proposal Presentation	FYI Courtney Moulder, Lindsay Richard	25 m
	Short Term and Long Term Facilities Expansion Proposal		
III.	Review Minutes		6:31 PM
A.	Dec. 17, 2024 Meeting Minutes	Discuss Rebecca Langrall	3 m
B.	Vote to Approve Minutes	Vote Rebecca Langrall	1 m
IV.	Board Reports		6:35 PM
	Board Chair and Committees Report on Monthly Activity		
A.	Board Chair Report	Discuss Rebecca Langrall	10 m
	Letter of Concern		
	<ul style="list-style-type: none"> The MCPSC has issued TLS a Letter of Concern regarding the math achievement of Grade 3 students on the Spring 2024 state assessment (MAP). While our Charter MAP Goal focuses on the achievement of students who have attended three consecutive years and no students had by last spring, the state holds ALL schools accountable for meeting certain standards as part of their school improvement process known as MSIP 6. One standard is based on a school's MAP Performance Index (MPI), a quick way to compare the achievement of student groups and schools as a whole. The Math MPI for TLS was lower than the average for other Grade 3 students in Normandy. 		

Activity/Events

	Purpose	Presenter	Time
<ul style="list-style-type: none"> On Tuesday, 1/14, School Performance Committee members Stephanie Madlinger, Carrie Page, and I attended The Opportunity Trust's "Virtual Data Talk: Latest St. Louis and Missouri Education Data" <p>Trends in student performance in the region post-Pandemic Data tools to identify schools making greater than average gains in student growth in our region, e.g., MADE (Missouri Academic Data Explorer)</p> <ul style="list-style-type: none"> On Saturday, 3/29, TLS will hold its annual Trivia Night at the Pagedale Community Center. This represents another opportunity to support TLS's goal of building a playground. Please mark your calendar and plan to invite your friends and family to this very enjoyable fundraiser! <p>FYI</p> <ul style="list-style-type: none"> Differences between Public Schools and Charter Schools TLS Charter Goals 			
B. Finance Committee Report	Discuss	Gary Stevenson	10 m
<ul style="list-style-type: none"> Presentation of the Financials for December 2024 Jan. 22, 2024 Finance & Facilities Committee Meeting Report 			
C. Development Committee Report	Discuss	Aaron Williams	10 m
<ul style="list-style-type: none"> Jan 6, 2024 Development Committee Meeting Report Trivia Night (March 29) Work Team Report Grants Preparation Work Team Report 			
D. Governance Committee	Discuss	Krysta Grangeno	15 m
<ul style="list-style-type: none"> Jan 20, 2025 Governance Committee Meeting Report Updates: <p>Board Self-Evaluation Survey Data</p>			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> April Board Retreat: Response to Survey Data, ED Evaluation, Charter Amendment Preparation Conflict of Interest Questionnaire Completion Background Checks 			
<ul style="list-style-type: none"> Governance Professional Development Presentation 			
E. School Performance Committee Report	Discuss	Carrie Page	10 m
<ul style="list-style-type: none"> Jan. 17, 2024 School Performance Committee Meeting Report 			
V. Executive Directors Monthly Report			7:30 PM
A. Charter Goals Status	Discuss	Courtney Moulder, Keisha Moody-Seymour	25 m
<ul style="list-style-type: none"> MOY School Performance and Instructional Plan Climate Goals Attendance, Tardies, and Discipline Data and Reporting of Data 			
VI. Consent Agenda			7:55 PM
A. Pending Previous Discussion:	Vote	Rebecca Langrall	1 m
<ol style="list-style-type: none"> TLS December 2024 Financials January 2025 TLS Board Committee Meeting Reports 			
VII. Closing Items			7:56 PM
A. Next Steps	FYI	Rebecca Langrall	3 m
<ol style="list-style-type: none"> If you haven't yet, please complete the Conflict of Interest form and send to Becky and have your ID scanned at the school for the mandatory board member background check. 			

	Purpose	Presenter	Time
2.	If not already done, please consider making a monthly donation to TLS via GiveButter. Any amount is welcome and will help us reach our Board giving goal of \$10K.		
3.	To promote enrollment and fundraising, if you haven't yet, please post this TLS promotional flyer on your social media and share within your personal networks.		
4.	Please continue your personal board professional Development:		
	<ul style="list-style-type: none"> • Committee-Based Opportunities for Professional Development Resource • TLS Board Member and Executive Director Professional Development Tracker 		
	Next Board Meeting: Feb. 28		
B.	Adjourn Meeting	Vote	Rebecca Langrall
			2 m

Coversheet

Facilities Proposal Presentation

Section: II. Executive Directors Report
Item: A. Facilities Proposal Presentation
Purpose: FYI
Submitted by:
Related Material: TLS January Board Slides.pptx.pdf
TLS Facility Plan .pdf

The Leadership School

Facilities Planning

January 2025



DISCUSSION TOPICS

- 1. Enrollment & Space Planning**
- 2. Facilities History & Status**
- 3. Facilities Affordability - Short & Long-term Debt Capacity**
- 4. SY 25-26 Plan**
 - North Warehouse
 - Total Project Budget & Funding Plan
 - Timeline
- 5. Master Planning**
 - 1785 Pennsylvania
 - Split Campus Scenario
 - Normandie Hall
 - Design
 - Costs
 - Timeline

ENROLLMENT PLAN & SPACE NEEDS THROUGH FULL ENROLLMENT*

		Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12
ENROLLMENT PLAN		SY 24-25	SY 25-26	SY 26-27	SY 27-28	SY 28-29	SY 29-30	SY 30-31	SY 31-32	SY 32-33	SY 33-34
PK		0	0	0	20	30	30	40	40	40	40
K		50	42	63	63	63	63	60	60	60	60
1		50	44	66	66	66	66	66	66	66	66
2		50	48	48	72	72	72	69	69	69	69
3		50	50	50	50	75	75	75	75	75	75
4		50	50	50	50	50	75	75	75	75	75
5			50	50	50	50	50	75	75	75	75
6				50	50	50	50	50	75	75	75
7					50	50	50	50	50	75	75
8						50	50	50	50	50	75
<i># of Cohorts</i>		10	12	16	21	25	26	27	28	29	30
<i># of Classrooms Needed (inc Elec/Sped)</i>		10	15	19	24	29	31	32	33	34	37
Total Students		250	284	377	471	556	581	610	635	660	685
Classroom Deficit without additional construction			-3	0	-5	-10	-12	-13	-14	-15	-18

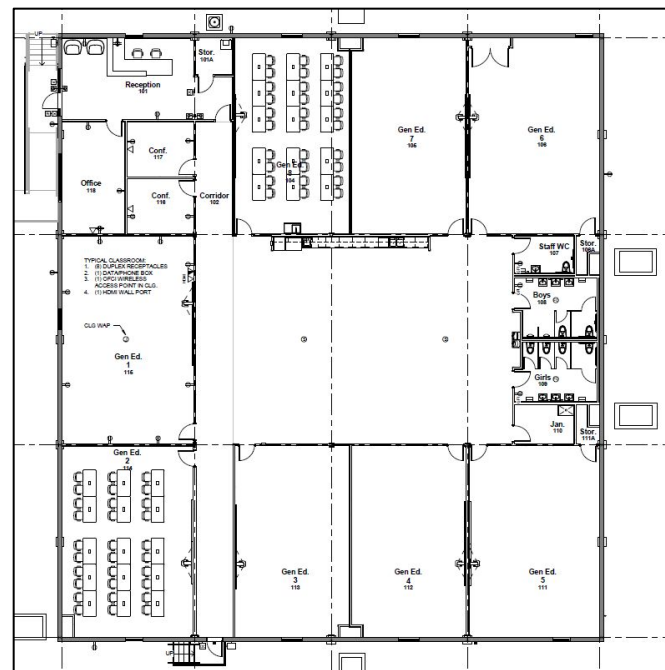
**Ideal enrollment projections*

- There are currently 12 classrooms on site for SY 24-25
 - 8 in the south warehouse and 4 in the temporary modulars
- The modulars are not permitted to be on site past SY 24-25 so there is a shortage of 7 classrooms for SY 25-26 and 26-27
- Renovating the north warehouse would allow for 7 additional classrooms
- New construction at 1785 Pennsylvania or a second campus would be required for SY 27-28

FACILITIES HISTORY & STATUS



South Warehouse



- TLS opened in fall 2023 at 1785 Pennsylvania in leased space from CSDC; a turn-key developer who converted the south warehouse on site to an 8 classroom facility
- TLS installed four modular classrooms on site in summer 2024, which it will be renting through June 2025
- The existing parcel consists of an unrenovated north warehouse, parking lot and undeveloped green space

FACILITIES AFFORDABILITY

Illustrative Affordability	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Yr 12
	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34
Enrollment (K-8)	250	284	377	451	526	551	570	595	620	645
Recurring PPR	\$ 15,500	\$ 15,965	\$ 16,444	\$ 16,937	\$ 17,445	\$ 17,969	\$ 18,508	\$ 19,063	\$ 19,635	\$ 20,224
Recurring Revenue	\$ 3,875,000	\$ 4,534,060	\$ 6,199,369	\$ 7,638,708	\$ 9,176,273	\$ 9,900,780	\$ 10,549,452	\$ 11,342,512	\$ 12,173,660	\$ 13,044,470
<i>Available for Rent & Debt Service at 12% PPR</i>	\$ 465,000	\$ 544,087	\$ 743,924	\$ 916,645	\$ 1,101,153	\$ 1,188,094	\$ 1,265,934	\$ 1,361,101	\$ 1,460,839	\$ 1,565,336
<i>Available for Rent & Debt Service at 15% PPR</i>	\$ 581,250	\$ 680,109	\$ 929,905	\$ 1,145,806	\$ 1,376,441	\$ 1,485,117	\$ 1,582,418	\$ 1,701,377	\$ 1,826,049	\$ 1,956,670

- Based on ideal enrollment plan, projected annual recurring revenue and a market appropriate spend of 12 -15% of PPR on debt service, TLS’ long term debt capacity is approximately \$24 - 30 million.
- In critical growth / new classroom need years (FY26 and FY28) debt capacity is ~\$7-8 million and \$12-14 million respectively
- Above debt capacity calculations assume rent is \$0

SY 25-56 PLAN

NORTH WAREHOUSE

- Renovation of the north warehouse would create 7 additional classrooms, 1 sped room, office space and bathrooms to replace the temporary modulars and serve fully enrolled Pre-K through second between the two existing warehouse buildings
- Project costs are expected to be approximately \$1.75 million (SD estimate expected in early February to confirm) with ~\$75,000 committed in soft costs between now and March
- Design is underway and a construction manager has been hired



FUNDING & FINANCING PLAN

- Due to construction cost commitment timing, CSDC would finance the improvements and add ~\$200,000 to annual rent schedule (pending final CSDC approvals and pro-forma, expected in February) for a total rent of \$500,000
 - FY25 rent = \$415,000 which includes current CSDC rent + Willscot modulars

- Pre-construction costs of approximately \$75,000 between now and March to be funded by TLS until CSDC sends lease amendment (expected sometime in February), could be reimbursed or put in as equity to offset rent costs

- Following completion this summer, TLS would seek financing for an approximately \$4.8-5.0 million loan to buy-out CSDC
 - Assuming loan terms of 7.00% interest rate and 25 year amortization, debt service would be \$400-425,000, which is ~9% of recurring PPR

TIMELINE

January - February 2025

- January 15: Hire Construction Manager
- January 23: SD set for pricing
- January 31: MEP FP criteria package
- Mid-February: Early work design package issued for bid and permit (STL County for land disturbance, MSD and MO American Water)
- Receive CSDC commitment via lease amendment / new rent value

March - April 2025

- March 10: 100% Construction Drawings issued for final bid and permit (City of Pagedale)
- End of March: Finalize and execute construction contract
- By early April: Begin construction

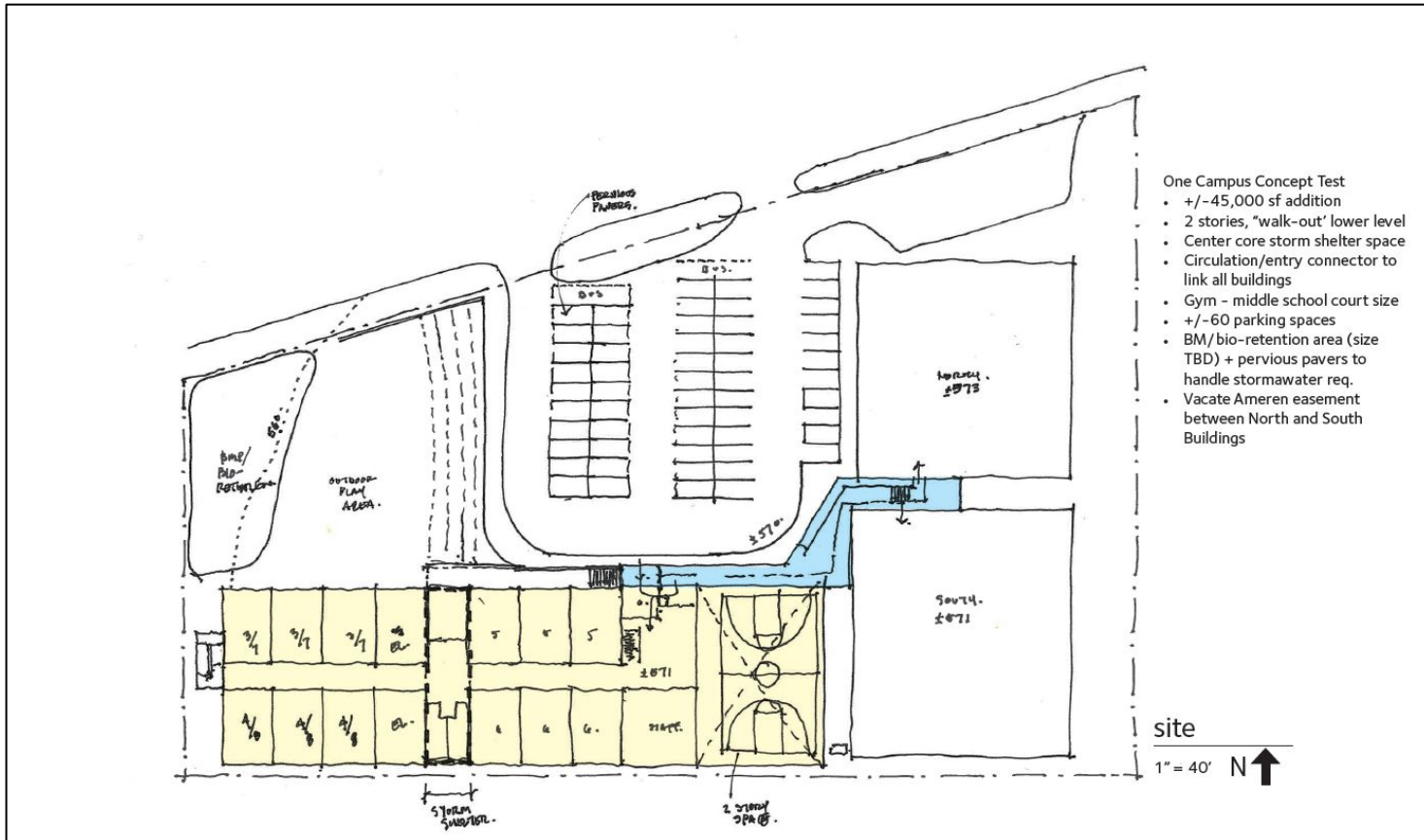
May - August 2025

- Construction
- Target Occupancy - By August 1

MASTER PLANNING

ONE PK-8 CAMPUS AT 1785 PENNSYLVANIA

- At full enrollment the two warehouses would serve 235 Pre-K - 2nd graders and a new ~45,000 square foot two-story addition would serve 450 3-8th graders
- The addition would cost approximately \$25 - 26 million
 - \$475/sf for new construction costs (FY28 occupancy), including storm shelter space plus soft costs
 - Could be phased (phase I in 2027 and phase II in 2030)



SPLIT CAMPUS

- At full enrollment the two warehouses would serve 235 Pre-K - 2nd graders at 1785 Pennsylvania
- A second location would serve 450 3rd - 8th graders
- New space would be needed by SY 27-28

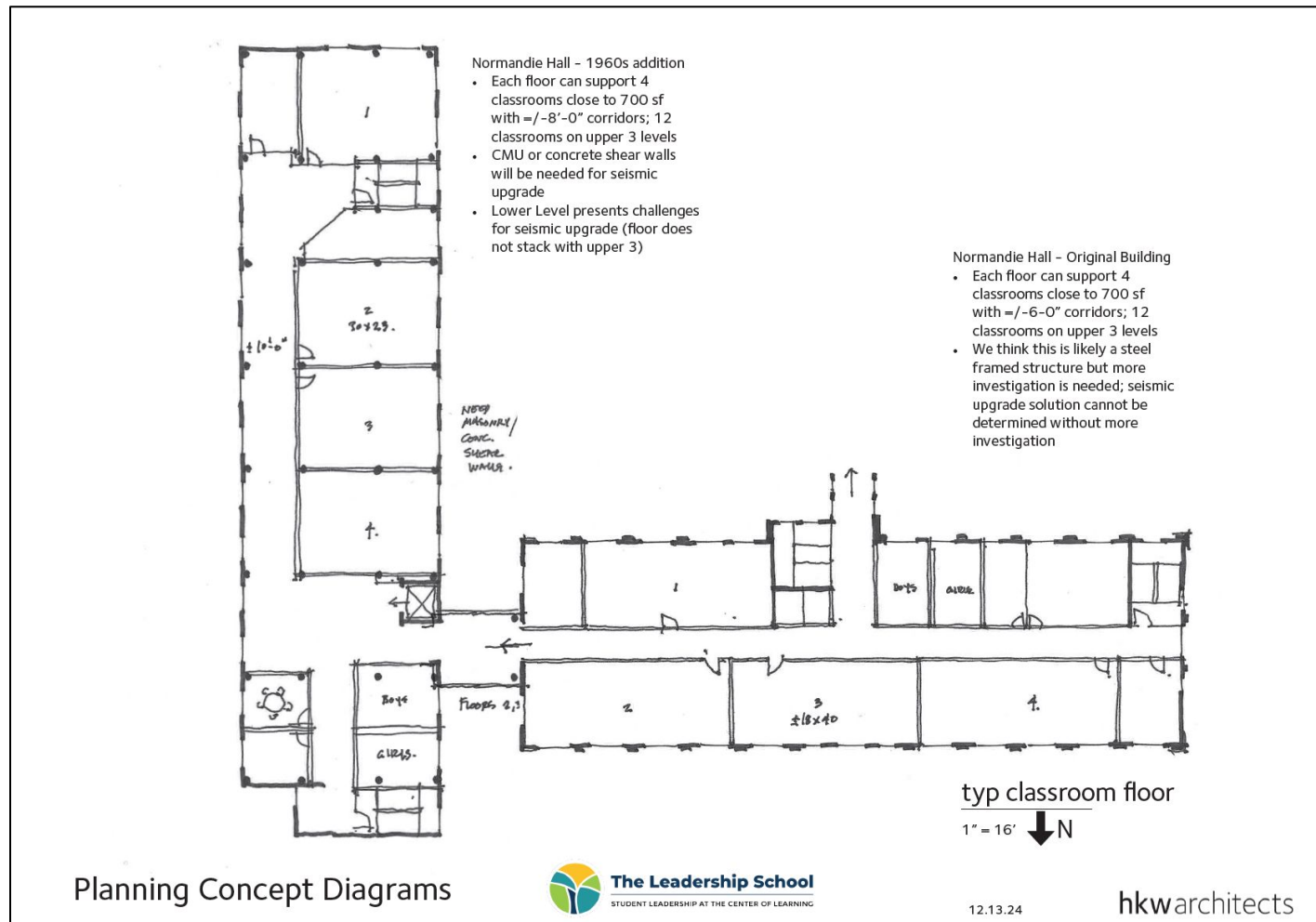
NORMANDIE HALL



- Approximately 5 acre site located at 2794 Normandy Drive in Bel-Nor adjacent to Incarnate Word Academy campus
- Owned by UMSL
- Four-story 63,000 square foot former convent building (main building and addition) built in 1935 (addition in 1960s)
- In major disrepair
- Draft LOI for \$200,000 from UMSL received in January 2025; 6 month diligence period; TLS to schedule meeting to discuss with UMSL

DESIGN

- Major renovation required but could accommodate 22-24 classrooms
- Renovation could be phased; seismic upgrades for structural required



COSTS

Pending CM and structural feedback; will have update in February

TIMELINE

January - February 2025

- Negotiate LOI with UMSL
- Receive cost feedback from construction manager & structural engineer
- Confirm permitting & entitlement requirements and strategy
- Compare pros/cons of split vs one campus

March - April 2025

- Negotiate Purchase & Sale Agreement with UMSL; diligence period begins (TENTATIVE)
- Hire architect & construction manager (either scenario)
- Hold preliminary lender conversations (either scenario)

May - August 2025

- Ongoing diligence at NH (TENTATIVE)
- Begin design no later than Fall 2025 (either scenario) to ensure 2027 completion: **DECISION ON PATH FORWARD**
- **With buy-out of CSDC in fall of 2025, we could include pre-development costs (\$500k - \$1.5 million) for Phase II**

The Leadership School Short and Long-Term Facility Planning

6-Month Timeline					
	December 2024	January 2025	February 2025	March – July 25	August 2025
2025 – 2026 Year	- Initial feasibility study – layout and finances for n. warehouse, Normandie Hall and new build	- Hire CM & Architect - Complete architectural & engineer drawings for n. warehouse	- Underwriting process for CSDC bridge loan - Close on bridge loan - Pagedale & STL County permitting	- Construction on warehouse - Explore low interest loans to buy out CSDC, and pay for phase 1 of new build or N. Hall	- Construction complete 8/1 - Buy out CSDC for \$5m - Begin planning phase of N. Hall or new build
2027 – 2028 Year	- Submit LOI to UMSL for Normandie Hall	- Initial feasibility study for Normandie Hall and new build	- Negotiations w/ UMSL around purchase price of Normandie Hall - \$10K earnest money N. Hall - Explore programmatic cost/ benefits of split campus	- Normandie Hall Vs. New Build Decision Making - 6-month due diligence on Normandie Hall - Explore financing options for N. Hall or new build	- 6-month due diligence on Normandie Hall - Underwriting loan for N. Hall or new build

The Leadership School – Facilities Phase 2 (2025 – 2026 School Year)

Renovation of North Warehouse:

Space:

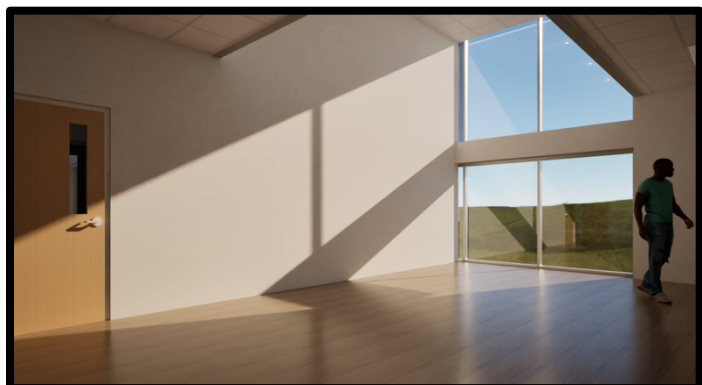
- 6 Additional Classrooms
- PD/Teacher Work Room
- Special Education Class
- 3 Office Spaces
- Food Prep/Warming Room
- In-Class Restrooms
- Main Office
- Parking Lot Expansion
- 10k ft²

Financing:

- Hard Cost Estimate: \$1.75M
- Soft Costs Estimate: \$75K
- Financing through CSDC w/ Bridge Loan
- \$50K budgeted for Soft Costs
- \$20K grant from CSGF for Soft Costs
- Secure \$5M in Financing by Early Fall to Buy out CSDC

Long-Term Plan

- Early Childhood Center (PK – KG)
- South Building Becomes Lower-Elementary School (1st – 2nd Grade)



The Leadership School – Facilities Phase 3 (2027 – 2028 School Year)

Option 1: Purchase & Renovate Normandie Hall

Option 2: New Build on Current Campus

Needs:

- Secure Financing by Early Fall
- Begin Construction Late Fall/Early Winter 25 – 26 School Year
- At least 20 Additional Classrooms Needed
- Cafeteria, Gym, Outdoor Play Space Needed
- Estimating Similar Costs for Normandie Hall and New Build

New Build Pros	Normandie Hall Pros
<ul style="list-style-type: none"> - Easier to share transportation - Easier for shared staff - Less constraints on layout - Potential for more classrooms 	<ul style="list-style-type: none"> - More square footage - More large, shared spaces - Beautiful historic building - Location – community feel - Outdoor space and trail to St. Vincent

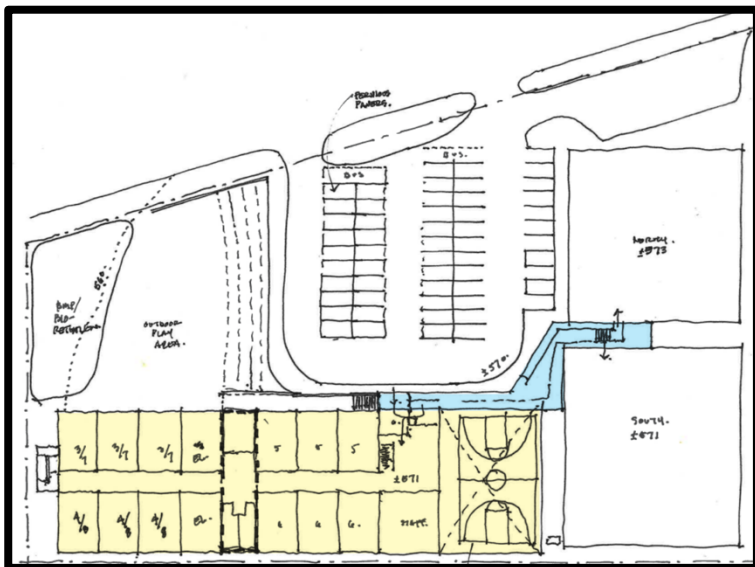
Normandie Hall – Option 1

- \$100k - \$200K Purchase Price
- 20-24 Potential Classrooms
- Completed in 2-3 Phases
- Auditorium, Science Lab, Cafeteria, Dance/Art Studio, Ample Office Space
- Potential for Shared Athletic Facilities
- Ideal Location in Bel-Nor Neighborhood
- Split Campus w/ 3rd – 8th Housed at Normandie Hall
- 60K ft²



New Build – Option 2

- 24-26 Potential Classrooms
- Gymnasium, Cafeteria
- Limited Outdoor Space
- Completed in 2-3 Phases
- 3rd – 8th Grade Housed in New Build
- Shared Campus
- 45k ft²

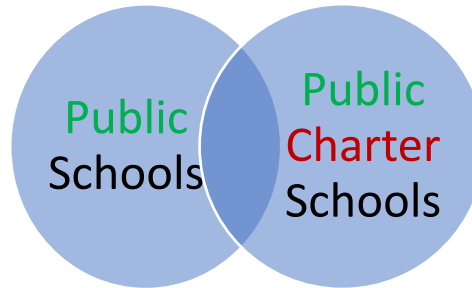


Coversheet

Board Chair Report

Section: IV. Board Reports
Item: A. Board Chair Report
Purpose: Discuss
Submitted by:
Related Material: Public Schools and Public Charter Schools - S.A.D.pdf
The Leadership School Charter Goals.pdf
Board Chair Report - 1_28_25-1.pdf
Trivia Night Flyer - 3.29.25.png

Public Schools & Public Charter Schools: Similarities and Differences¹



Public Schools	In Common	Charter Schools
<ul style="list-style-type: none"> • Managed by local school district • Typically follow standardized curriculum • May have stricter rules regarding student assignment • Unionized teachers with employment contracts that include legal consequences for breach of contract and documentation/due process termination protocols 	<ul style="list-style-type: none"> • Publicly Funded • Open Enrollment • Must meet state standards to remain accredited² 	<ul style="list-style-type: none"> • May rely on additional funding from other sources such as charter school-specific non-profits and philanthropic donors • Greater autonomy in curriculum and operations • Can have specialized focus or teaching methods • May have more flexible scheduling • May have stricter accountability measures to offset flexibility in other areas • May have selective admissions process [based on application] • “At will” teacher contracts (can leave or be asked to leave with a few weeks’ notice; absence of tenure)

¹ Cirled areas impact The Leadership School’s GOALS.

² DESE’s standards are embedded in the [Missouri Public Charter School Commission’s \(MSPSC\) Performance Framework](#).

The Leadership School Charter Goals
2024 - 2025
(Year Three)

SCHOOL PERFORMANCE

Goal 1: MAP (Proficiency)

- For students who have been enrolled for **three consecutive years**, **60%** will score Proficient or Advanced in **English Language Arts (ELA)** on the **MAP** (Missouri Assessment Program) and **50%** will score Proficient or Advanced in **Math**.

Goal 2: Reading Levels (Growth)

- Annually, **decrease** the number of students that are **2 grade levels and below** by half (**50%**) as measured by the **iReady reading** diagnostic test.

Goal 3: NWEA (Ranked Performance)

- Students will score in the **60th** percentile in **Reading** and **Math** on the **NWEA**.

Goal 4: Math (Growth)

- Annually, **decrease** the number of students that are **2 grade levels and below** by half (**50%**) as measured by the **iReady math** diagnostic test.

CULTURE AND COMMUNITY

Goal 5: Attendance

- In Year Three, we will have at least a **90%** average daily **attendance** rate.

Goal 6: Student Leadership

- Before renewal, The Leadership School will achieve **Leader in Me Lighthouse School Certification**.

Goal 7: Positive School Culture

- At least **85%** of **students** will respond positively to a **formal survey** that their **voice matters** beginning with **3rd grade**.
- **85%** of **parents/family** members will respond positively to a **formal survey** that they are **satisfied** with the school.

Goal 8: *Student Retention*

- 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 Satisfaction - Retention*

- **90%** of staff members will respond positively on a **formal survey** that their **voice matters** in the school and that they are **satisfied with our culture**.
- **90%** of **staff** members will respond positively on the **TNTP Instructional Insight survey**.

GOVERNANCE, FINANCE, AND OPERATIONS

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*

- The Leadership School will maintain at least **30 days** of **cash on hand** at all times.
- For each 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**.



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

TLS Board Chair Report

**The Leadership School Board of Directors Meeting
1/28/25**

Charter Goal 10: Board Engagement - Each year, **100%** of board members will attend, at a minimum, **80%** of the scheduled board meetings

	7/30	8/27	9/7 (SM)	9/24	10/29	12/3	12/17 (SM)	1/7	Average
Meeting Attendance	n = 5 100%	n = 6 63%	n = 6 67%	n = 6 100%	n = 6 67%	n = 8 75%	n = 8 63%	n = 8 63%	70%

Charter Goal 10: Board Engagement - For each fiscal year, **100%** of board members will **contribute financially** to fundraising goals.

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Average
Direct and Indirect Contributions	n = 5 0%	n = 6 50%	n = 6 33%	n = 6 33%	n = 8 75%	n = 8 38%	n = 8 38%	40%

Board Contributions (direct and indirect) Year To Date: \$2970 (Goal: \$10,000)

Proportion of Board Members who set up recurring donations: 3/8 (38%)

Next Fundraising Event: Saturday, 3/29, 6 - 9 PM @ St. Pagedale Community Center



Bring your friends and your brain power for an unforgettable night of trivia.

SATURDAY

MARCH 29, 2025

6PM-10PM

Pagedale City Hall

1404 Ferguson

St. Louis, MO 63133



THE LEADERSHIP SCHOOL

EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Coversheet

Finance Committee Report

Section: IV. Board Reports
Item: B. Finance Committee Report
Purpose: Discuss
Submitted by:
Related Material: TLS - Supplemental Report - December 2024(1).xlsx - Dashboard.pdf
202412CheckRegisterbyType.pdf
1_22_25 Finance and Facilities Meeting Agenda & Notes.pdf

Dashboard

The Leadership School

July 2024 through December 2024

Key Performance Indicators

Days of Cash
(At Year End)

45

Target > 45 days

Gross Margin
Margin

9%

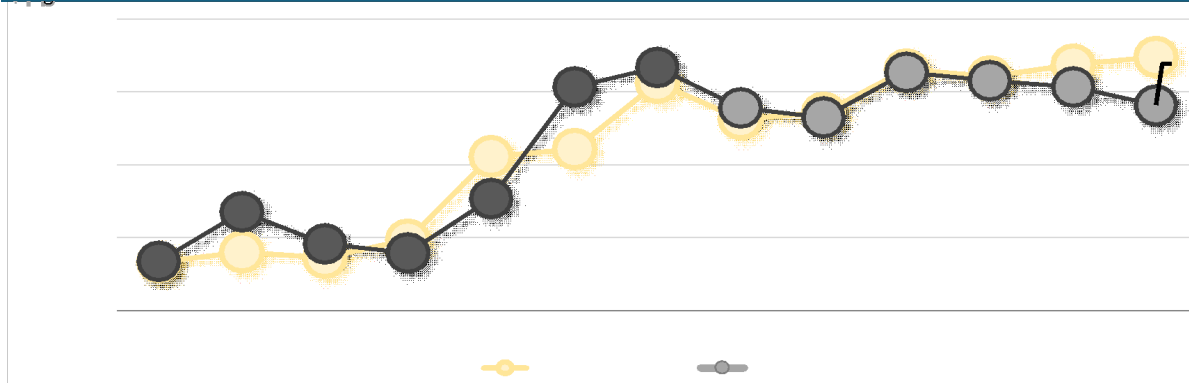
Target > -5.0%

Fund Balance
(At Year End)

12%

Target > 0,00

Cash Forecast



Financial Snapshot

	Year-To-Date Financials			Annual Forecast			Remaining
	Actual	Budget	Variance	Forecast	Budget	Variance	
Revenue							
Local Revenue	124,319	116,471	7,848	228,374	228,374	(0)	104,055
State Revenue	1,325,228	1,156,133	169,094	2,649,688	2,361,723	287,965	1,324,461
Federal Revenue	589,146	945,436	(356,291)	1,481,566	1,616,621	(135,055)	892,420
Private Grants and Donations	502,870	419,500	83,370	647,370	564,000	83,370	144,500
Earned Fees	7,493	2,482	5,011	7,493	2,500	4,993	-
Total Revenue	2,549,055	2,640,022	(90,967)	5,014,491	4,773,218	241,273	2,465,436
Expenses							
Salaries	948,603	823,370	(125,233)	1,934,194	1,646,740	(287,454)	985,591
Benefits and Taxes	237,285	227,376	(9,909)	500,804	451,752	(49,052)	263,519
Staff-Related Costs	61,825	79,345	17,520	121,065	121,440	375	59,240
Rent	242,833	206,454	(36,379)	412,908	412,908	0	170,075
Occupancy Service	99,670	125,062	25,392	264,448	248,375	(16,073)	164,778
Student Expense, Direct	217,187	378,012	160,825	622,291	611,996	(10,295)	405,104
Student Expense, Food	62,828	108,998	46,169	272,494	272,494	0	209,665
Office & Business Expense	117,414	97,316	(20,097)	222,204	203,070	(19,134)	104,791
Transportation	34,367	102,400	68,033	235,703	241,000	5,297	201,336
Total Ordinary Expenses	2,022,013	2,148,334	126,321	4,586,111	4,209,775	(376,337)	2,564,099
Net Ordinary Income	527,042	491,688	35,354	428,379	563,443	(135,064)	(98,663)
Extraordinary Expenses							
Depreciation and Amortization	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Facility Improvements	-	-	-	-	-	-	-
Total Extraordinary Expenses	-	-	-	-	-	-	-
Total Expenses	2,022,013	2,148,334	126,321	4,586,111	4,209,775	(376,337)	2,564,099
Net Income	527,042	491,688	35,354	428,379	563,443	(135,064)	(98,663)
Cash Flow Adjustments	7,255	-	7,255	750	-	750	(6,505)
Change in Cash	534,298	491,688	42,610	429,129	563,443	(134,314)	(105,168)

The Leadership School
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Page: 1
User ID: SAS

Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID: 1			
<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>	
52024361	12/11/2024	X			REPUBLIC	Republic Services	690.96	
52024362	12/10/2024	X			BAMBOOHR	Bamboo HR	321.60	
52024363	12/05/2024	X			GSUITE	Google Suite	208.33	
52024364	12/16/2024	X			NEXTIVA	Nextiva	701.91	
52024365	12/02/2024	X			SCCHARTER	SC Charter - Rent	25,615.79	
52024366	12/18/2024	X			WELLSFARGO	Wells Fargo Vendor	137.98	
52024367	12/23/2024	X			LEVEL3	Level 3 Communications, LLC	1,706.58	
52024376	12/16/2024	X			DIVVY	DIVVY - BILL.COM	40.28	
52024384	12/10/2024	X			POWERSCHOO	PowerSchool	34.95	
52024385	12/03/2024	X			AMAZON	Amazon	243.19	
52024386	12/04/2024	X			AMAZON	Amazon	31.56	
52024387	12/05/2024	X			AMAZON	Amazon	80.99	
52024388	12/09/2024	X			AMAZON	Amazon	31.98	
52024389	12/09/2024	X			AMAZON	Amazon	21.78	
52024390	12/10/2024	X			AMAZON	Amazon	35.38	
52024391	12/10/2024	X			AMAZON	Amazon	46.72	
52024392	12/10/2024	X			AMAZON	Amazon	427.96	
Checking Account ID: 1					Void Total:	0.00	Total without Voids:	30,377.94
Check Type Total:		Automatic Payment		Void Total:	0.00	Total without Voids:	30,377.94	

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
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84431482	12/05/2024	X			WORKLEISUR	Work & Leisure	2,985.09
84431483	12/05/2024	X			EXSANISERV	Exclusive Sani-Services LLC	200.00
84431484	12/05/2024	X			DANACOLE	Dana Coleman Consulting	1,150.00
84431485	12/05/2024	X			LAUNCHLAND	Kyle Simmons	2,388.00
84431588	12/05/2024	X			CINTAS	Cintas Corp	181.51
84431636	12/05/2024	X			ROTTLER	Rottler Pest Solutions	103.00
84431784	12/05/2024	X			CSD	CSD Insurance Trust	3.50
84431785	12/05/2024	X			MOCPSA	Missouri Charter Public School Association	1,824.00
84440796	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	29,351.33
84440797	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	34,728.41
84440798	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73
84440799	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61
84440800	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61
84440801	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61
84440802	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73
84440803	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73
84440804	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61
84440805	12/09/2024	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73
84466354	12/12/2024	X			JUNKKING	Junk King St. Louis	2,074.00
84466355	12/12/2024	X			GADELLNET	GadellNet Consulting Services, LLC.	1,000.00
84607888	12/20/2024	X			MIDWESTERN	Mid-Western Adverstising	376.97
84607889	12/20/2024	X			HOOKWHI	Whitney Hooks	44.75
84607890	12/20/2024	X			DANACOLE	Dana Coleman Consulting	1,150.00
84607891	12/20/2024	X			EXSANISERV	Exclusive Sani-Services LLC	400.00
84607892	12/20/2024	X			CULLIGAN	CULLIGAN	11.00
84607893	12/20/2024	X			BEISPLUMB	Beis Plumbing LLC	165.00
84607894	12/20/2024	X			EXSANISERV	Exclusive Sani-Services LLC	200.00
84607895	12/20/2024	X			AUDACY	Audacy Operations, LLC	400.00
84607896	12/20/2024	X			AUDACY	Audacy Operations, LLC	550.00
84607897	12/20/2024	X			AUDACY	Audacy Operations, LLC	1,006.00
84607898	12/20/2024	X			AUDACY	Audacy Operations, LLC	1,702.00
84608172	12/20/2024	X			CINTAS	Cintas Corp	466.24
84608173	12/20/2024	X			CINTAS	Cintas Corp	181.51
84608386	12/20/2024	X			OPENUP	Open Up Resources	286.00
84608836	12/20/2024	X			INNOVATIVE	Innovative Options LLC	132.00
84608837	12/20/2024	X			PAYPOOL	Paypool LLC	230.80
84608838	12/20/2024	X			STATUSQUO	Status Quo	2,975.00

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84608839	12/20/2024	X			EDOPS	EdOps	9,701.00
84608840	12/20/2024	X			CSD	CSD Insurance Trust	16,719.14
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Check Type Total: Check					Void Total:	0.00	Total without Voids: 150,235.61
Payee Type Total: Vendor					Void Total:	0.00	Total without Voids: 180,613.55
Grand Total:					Void Total:	0.00	Total without Voids: 180,613.55



Finance and Facilities Committee Meeting Agenda and Notes - 1.22.25

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 [TLS Board Bylaws](#)

- **90% or higher comprehension of Finance/Facilities [TLS 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

Meeting Date: 1.22.2025 @ 5:00 - 6:30 PM

Topic: Finance and Facilities

Time: Jan 22, 2025 05:00 PM Central Time (US and Canada)

Join Zoom Meeting

Attendees: Gary, Whitney, Courtney, Tanisha, Becky
Guests: Anne Nichols (EdOps) and Lindsay Richard (QPDCO, Facilities Consultant)

<https://us06web.zoom.us/j/8798566694?pwd=dGwKok8L8P61GLVHJcpxqZhwRuJaH7.1>

Meeting ID: 879 8566 6694
Passcode: 415560

Need to set up new recurring meeting link

TLS 2024 - 2025 KPIs

	Jul	Aug	Sept	Oct	Nov	Dec
Days of Cash (< 45)	59	70	71	52	51	45*
Gross Margin (> 5%)	12%	14%	14%	10%	10%	9%
Fund Balance @ Year's End (> 12%)	16%	19%	19%	14%	14%	12%

1. Monthly Financials - Anne Nichols (EdOps)

Charter Goal 11 - No material findings in annual audit report
 - By Year Three, TLS will maintain at least **30 days** of cash on hand
 - **Monitor** school financial progress and trends **monthly**

F & F Comm Goal: Financial Policies Followed & Fund Balance over 12%

Updates:

- Presentation
 - [Supplemental Report for December](#)
 - [Check Registry for December](#)
 - ***Forecast in revenue: dropped 75K.**
 - **Primarily due to a drop in Title funding, almost 130K. Anne sent an email to Gloria at MCPSA who will be looking into it. Title 1 (academic achievement - 123K down), Title 4 (student support and academic enrichment) and Title 2 (teacher and prin training fund) are combined in terms of allocation. Will tap someone in Federal programs if Gloria can't identify the source of the change.**
 - **On the Upside: Waiting for state funds for FRL students**
 - **State revenue went up by 32K based on the update per WADA to \$**

	<p>10,700.</p> <ul style="list-style-type: none"> • ADA is trending at 203. (210 enrollment goal; ADA 201) Last month was 204. Slight decrease. (kids out sick; stay home after a snow day. Could see a bit a decrease in the winter) • Donations - raised \$4620 in December • Expenses: Have changed some CSP expenses and need to adjust the forecast accordingly, <ul style="list-style-type: none"> ○ e.g., facility planning. We currently have \$50K allocated. ○ Would like to move dollars toward staffing (CSP will pay for facility consultant) ○ Actuals went up due to modulars' rent paid to Wilscot. Will stop in May. ○ Transportation has a lot of expenses due to waiting for mileage info before paying invoices. That info is now available, so we can release payments. ○ Potential for audit finding when have a cash balance over 250K and haven't put the surplus in a sweep account. This was the case in July, Oct - Dec. Gary and Courtney will go to the bank on 1/23 to set this up. Once surplus funds are in those accounts they will earn interest. ○ Staffing costs: Courtney will be following up with TOT regarding funding for some staff positions for 2024 - 2025. Will need to be factored into the forecast. ○ Anne will introduce Courtney to Nan, who does monthly grants reporting. Whitney will bring this up at the Operations meeting with Anne.
<p>2. Facilities Expansion - Lindsay Richard (QPD Company consultant) - formerly with Level Field, did all of Atlas's new building and renovations.</p> <p>Goal 11 - Annual Audit has no material findings</p> <p>F & F Comm Goal: Long Term financial plan by 6/20/2025</p>	<ul style="list-style-type: none"> • Discussion of Facilities Expansion 25 - 26 Plan: <ul style="list-style-type: none"> ○ Presentation by Lindsay Richard based on projected enrollment. <ul style="list-style-type: none"> • Ideal projected plan for classroom expansion. • Currently 12 this year, but modulars will leave in June resulting in a shortage of 7 classrooms. • Goal: Renovate north warehouse vs seek space elsewhere. Does make sense to invest in this campus. • Try to keep spend on debt service under 15% of recurring per pupil revenue, ideally 12%.

- Should be able to execute a plan that works based on these parameters.
 - HKW Architects has started designing the north warehouse; can fit 7 classrooms, 1 SPED room and office space, adding toilets to the classrooms. South WH would be Gr. 1 - 2
 - Total project cost **estimate - to be confirmed in February: \$1.75 M.** Phase 1 needs to be completed **no later than Aug 1.**
 - Put out an RFP for construction managers, includes this design and expansion in parking, fees of consultant, architect, construction manager.
 - **Recommending for funding: Buy out CSDC (current partner and landlord) by the end of the calendar year. But first add an additional 1.75M to get the warehouse built. Roughly 85K would be added to rent if we financed a 1.75 M loan with CSDC. To be confirmed in February, pending CSDC underwriting, amended lease and final project budget. Goal to find a lender and borrow ~4.8-5M and take out CSDC by the end of the year to save on annual facilities costs and prepare for SY28 classroom planning.**
 - Need about 75K re: planning fees right now. The 50K currently allocated from the CSP grant should go toward this. (Also received \$20K from CSGF so would have those fees covered.)
 - Need to complete the design plans quickly. **By early March to submit for bidding and permit (Brian's 3D rendering)**
 - Second stage: Take out debt to do the renovations for 27 - 28: 12 - 14 M **concept estimate** with 1 - 1.5M for pre-development costs. Could fold into the proposed loan above. Need to find the right partner.
 - In negotiations with UMSL re: a deposit to hold Normandy Hall during a 6-month due diligence period.
 - If Normandy Hall doesn't work out, they are sketching out an expansion to the South Warehouse.
- Courtney will create a 1-page Executive Summary of loan arrangement by Monday, 1/27, and offer [Lindsay's deck on 1/28](#).
 - TLS will need a Special Board meeting to vote on 2/4/25.
 - **At 1/28 board meeting, Lindsay and Courtney will present:**
 - Short-term facilities plan

	<ul style="list-style-type: none"> • Brief overview of the long term plan
<p>3. Audit Report Followup</p> <p>Charter Goal 11 - No material findings in annual Audit</p> <p>F & F Comm goal: Financial Policies Followed</p>	<p>Updates:</p> <ul style="list-style-type: none"> • Employee Theft Insurance - Whitney will reach out to Daniel and Henry (Risk management and insurance company for TLS) to obtain a recommendation for size of coverage and policy cost in anticipation of this being an Audit requirement for next year. <ul style="list-style-type: none"> ○ IFF (Interface Financing) gives TLS funding. For the loan agreement we need updated certificates for updated insurance liability. Also need to list IFF on the property section of our policy. ○ Courtney will connect Whitney with Lennel to help with the above. ○ The Board needs to vote on increasing the insurance amount once Whitney determines how much coverage we need and what it will cost. • Whitney will set up a folder where copies of all audit docs will be stored and invite the F & F Committee, so that we will be audit ready for next year (receipts, contracts, correct coding of CSP expenditures). Goal: To be done by next meeting on 2/19. • Whitney contacted St Louis American as we are required to run audit ads showing our financial status, also sent a copy of the affidavit to Ann. These actions should conclude posting audit info everywhere it needs to be. • Also sent the RFP advertisement for food vendor to the paper (39 pages) per DESE guidelines. <ul style="list-style-type: none"> ○ Can respond to bids after 45 days. ○ Need to ID a new vendor as of July 1. If earlier, could become our Summer School food provider.
<p>4. Operations</p> <p>Charter Goal 11 - No material findings in annual Audit</p> <p>F & F Comm goal: Financial Policies Followed</p>	<p>Operations:</p> <ul style="list-style-type: none"> • Zoom invoice. Whitney will follow up. • Gary drafted an internal controls questionnaire for Whitney and Courtney to complete quarterly. <ul style="list-style-type: none"> • Gary will revise and then send out first of March for Quarter 1. • Courtney/Whitney will then respond to the questionnaire before April 15 F & F meeting. • Gary will set up a calendar of dates to collect questionnaire results and share with the Committee and Board. <p>Service Contracts:</p> <ul style="list-style-type: none"> • Food vendor - being charged for his two employees, but that is not part of the contract. Also short on number of required meals. Have initiated steps to address, in addition to replace for next year. • Whitney to share service contracts with Gary. Need to come up with SOPs. Will set up a

	<p>meeting within the next two weeks: Gary, Whitney, Tanisha.</p> <ul style="list-style-type: none"> ● Whitney compiled all of the donations from Christmas in the Kitchen and has created a monthly spreadsheet to track donations through Give Butter and Cashapp titled “TLS Fundraising” (link) ● Whitney created an SOP for purchasing uniforms.one. Next year, will contract to a third-party vendor and follow the SOP, as it could save us money. Kyla is looking into quotes. ● Sweep Account will be set up by Courtney and Gary at 1:00 PM on 1/23 ● Unemployment: <ul style="list-style-type: none"> ○ Currently set up for Contributing instead of Reimbursement ○ The December 2, 2024 deadline to request the account be switched was missed. ○ Initially it was thought that sending a new request to be moved to a reimbursement account prior to December 2, 2025 would correct this issue for this coming year, however this is not the case. <ul style="list-style-type: none"> ■ The December 2, 2024 deadline actually covered two years, and as a result, we are set up to contribute to unemployment for 2025 AND 2026. ● Benefits Reconciliation: <ul style="list-style-type: none"> ○ Some benefits were not deducted from some staff paychecks last summer, so these employees are having make refunds to TLS. Deductions are being distributed across paychecks to ease the burden. ○ Whitney has started tracking benefits for each staff member and will revise them on Oct. 15 when new elections from Open Enrollment will change. Will be part of the SOP Whitney, Gary, and Tanisha develop. Whitney will coordinate the timing SOP meeting at the next Feb. 19 F & F meeting. <p>Cell Phone Use for Leadership (Whitney, Courtney, Keisha)</p> <ul style="list-style-type: none"> ● 30 - 35% of current personal phone use is to conduct TLS business ● Should TLS pay for part of each leader’s bill? Obtain work phones with TLS phone numbers? ● Look into AT&T or Verizon plans. ● In the works with Apple (Doug Storm) to become a 1-to-1 school (iPads, leasing) for between 288 and 300 students and teachers. All devices could be part of Apple Business Manager. ● Look into wrapping three cell phones into the contract. ● Look into internet company and wireless benefits <p>Whitney will take the lead in obtaining information about this and loop in Tanisha and Gary.</p>
<p>5. ReportWell Uploads</p> <p>Goal 12 - Data Reporting:</p>	<p>Discussion:</p> <ul style="list-style-type: none"> ● Financial Info on Report Well. Current status as of 1/20/25:

<p>Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.</p>	<div data-bbox="877 159 1606 609" data-label="Figure"> <p>The Leadership School</p> <p>Filter by Report Owner Filter by Domain January</p> <table border="1"> <thead> <tr> <th>Submitted</th> <th>Timeliness</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Submitted: 3 (75%)</td> <td>On-Time: 2 (50%)</td> <td>Complete: 0 (0%)</td> </tr> <tr> <td>Not Submitted: 1 (25%)</td> <td>Late: 1 (25%)</td> <td>Pending: 3 (75%)</td> </tr> <tr> <td></td> <td>Past Due: 1 (25%)</td> <td>Returned: 0 (0%)</td> </tr> <tr> <td></td> <td></td> <td>Incompleted: 1 (25%)</td> </tr> </tbody> </table> </div> <p>Going forward: Delay reporting by a month as we do with the financials to allow for a complete picture of the full preceding month's uploads.</p>	Submitted	Timeliness	Status	Submitted: 3 (75%)	On-Time: 2 (50%)	Complete: 0 (0%)	Not Submitted: 1 (25%)	Late: 1 (25%)	Pending: 3 (75%)		Past Due: 1 (25%)	Returned: 0 (0%)			Incompleted: 1 (25%)
Submitted	Timeliness	Status														
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	Past Due: 1 (25%)	Returned: 0 (0%)														
		Incompleted: 1 (25%)														
<p>6. Next PD for the Board</p> <p>F & F Comm Goal: 90% or higher comprehension of Finance/Facilities TLS Bylaws by all board members based on self evaluation at mid/end of year assessments</p>	<p>Discussion:</p> <ul style="list-style-type: none"> • Next F & F PD presentation to the Board - February 25 Board Meeting. PD topics to consider for PD: <ul style="list-style-type: none"> ○ Help the Board understand the Unemployment situation ○ Long term planning and how it impacts the budget. ○ Gary and Tanisha and Whitney will meet. Gary will coordinate. • Look at the finance questions results on the mid-year Board self-evaluation and share out. • Use them to guide future PD topic selection - Gary 															
<p>7. Locating opps for partner giving</p> <p>Goal 10 - Board Engagement: For each fiscal year, 100% of board members will contribute financially to fundraising goals.</p>	<p>Status updates:</p> <ul style="list-style-type: none"> ○ Tanisha will look into Corporate Matching and how to set this up on our end. - Set up a match to send it through PayPal Giving. By 1/27 Whitney will tackle how to make this work on the TLS end. What is the login? Is everything set up correctly? ○ Gary will look into possible donations from The Buddy Fund. - Will meet with his contact on Friday, 1/24. 															

Coversheet

Development Committee Report

Section: IV. Board Reports
Item: C. Development Committee Report
Purpose: Discuss
Submitted by:
Related Material: 1_6_2025 Development Committee Meeting Agenda and Notes-1.pdf



Development Committee Meeting Agenda and Notes 1.6.25

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 cult

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 June 30, 2025, build a Long Term Coordinated Finance & Development Fund Plan that works with the Academic Calendar to present to the Board. [Long Term Plan]**

Actions:

- a. Coordinate with EDs and TLS Board Treasurer to review existing 3 - 5 year financial plan
- b. Determine where the Development Committee can best contribute.

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. [Board Fundraising]**

Actions:

- a. 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.

3. **By June 20, 2025 establish partnerships with at least ten (10) local and national organizations and businesses that can build our portfolio. [Partnerships]**

Action:

- a. Craft clear and persuasive messaging about the purpose and needs of the school.

4. **By June 30, 2025, raise at least 10 K? from partners, school, and community members. [Community Fundraising Events]**

Actions:

- a. Incentivize community members and partners.

5. **By June 20, 2025, identify 5 - 10 realistic grant opportunities during the AY 2024 - 2025 and apply for at least five (5). [Grants]**

Standing Virtual Meeting Dates for 2024 - 2025: First Monday of the month at 5:00 PM

Date of this Meeting: 1/6/2025 @ 5:00 PM

Members:

- Aaron Williams, Board Member and Committee Chair

https://us06web.zoom.us/j/87073590307?pwd=gGvWVnOFw3ovi3dwS6MsDGv0dwP5ad.1	<ul style="list-style-type: none"> ● Zaneta Ford ● Michelle Gregory ● Talayna Hardin ● Paula Brown ● Terrence (TC) Curry, TLS Board Member ● Michelle Gregory ● Crystal Huntspon ● Lauren Martin ● Marilyn McCarthy ● Elaine McDonald ● Caity McDonnell ● Ariel Miller ● Keisha Seymour, TLS Co-Executive Director ● Terrie Moore ● Ashley Rhodes ● Mourisha Ross, Family Ambassador President ● Danielle Williams ● Carmen Ward, Director of Family Outreach & Events ● Rebecca Langrall, TLS Board Chair, Ex-Officio Committee Member/Acting Committee Secretary
<p>Meeting ID: 870 7359 0307 Passcode: FX8n3V</p>	

<p>Meeting Date/Time Change:</p>	<p>Meetings: First Monday of the month @ 5:00 PM</p>
<p>Present:</p>	<p>Mourisha, Aaron, Talana, Becky</p>
<p>1. Fundraising YTD: \$11,758</p>	<ol style="list-style-type: none"> 1. Contributions by Board Members in December: \$80. YTD by Board: \$2890 (~ 30% of Annual Board Giving Goal) 2. Other Fundraising: <ol style="list-style-type: none"> a. Car wash - \$693 b. Skating for Change (non Board portion of tix, donations) - \$6530 c. Christmas in the Kitchen - \$1545 d. Additional donation in Dec - \$100 <p>Action:</p> <ol style="list-style-type: none"> 1. Could encourage more donations to have students participate in Christmas in the Kitchen next year. 2. Introduce students to the song written for Christmas in the Kitchen in the fall. <ol style="list-style-type: none"> a. Focus on students in the after school program (the littles) b. Send home sheet music if older siblings would like to participate. c. Will need to arrange transportation 3. Look into getting COCA back? Music teacher? Or someone who has a music background that does after care.

<p>2. Events</p> <p>TLS Calendar</p>	<ol style="list-style-type: none"> 1. Christmas in the Kitchen: \$1545 raised. <ol style="list-style-type: none"> a. Huge thanks to Marilyn McCarthy for her sharing her professional expertise, time, and energy to make this event a success for TLS! b. Aaron, Becky, and Board Member Stephanie Madlinger brought photo collages from the Skating for Change event for the table and helped sell candles. 2. Trivia Night (March) <ol style="list-style-type: none"> a. Pagedale Community Center will not work; checking into St. Vincent's b. Put a committee together to create this event. c. Locate/generate task list for this event - Carmen d. Identify a date and put it on the school calendar - Aaron and Becky <ol style="list-style-type: none"> i. Saturday, 6 - 9 PM. ii. Download the game; buzz in the answer (QR codes) e. Aaron will confirm location and size of deposit. (St. Vincent's charges \$96/hour) f. Reach out to other committee members. g. Set up a work team meeting in January for planning and subsequent weekly meetings in February. <ol style="list-style-type: none"> i. Jan. 13 @ 5:00 PM ii. Becky will send out a link, along with task list 3. Bowling Event - move to June? <ol style="list-style-type: none"> a. Start working on this in March? b. Task list and assign roles
<p>3. Partnerships</p> <p>Previous partners</p>	<ol style="list-style-type: none"> 1. Status of marketing for TLS <ol style="list-style-type: none"> a. Video for Give Butter - Carmen, Marilyn <ol style="list-style-type: none"> i. Email to potential donors as part of invitations to upcoming events. ii. Show during Trivia Night b. Other ideas? <ol style="list-style-type: none"> i. Promotional brochure - Becky will contact Courtney about edits ii. Share on our social media websites; advertising for upcoming events. c. Partner List - Aaron will send. <ol style="list-style-type: none"> i. Send promotional materials/invitations to upcoming events to these folks ii. Share DESE MAP results as part of promotional materials used to generate interest next year.
<p>4. Grants</p>	<ol style="list-style-type: none"> 1. Grants Work Team: <ol style="list-style-type: none"> a. Compile docs for the common grant application - status? <ol style="list-style-type: none"> i. Grant Readiness Checklist - Becky and Mourisha ii. Mourisha will help with gathering docs b. Youth Opportunity Credits could help businesses who donate to the school - status?

Coversheet

Governance Committee

Section: IV. Board Reports
Item: D. Governance Committee
Purpose: Discuss
Submitted by:
Related Material: 1.23.25 Governance Committee Meeting Agenda and Notes .pdf
Governance PD Presentation - 1_28_25.pdf
Board Mid Year Survey Results.pdf



Governance Committee Meeting Agenda and Notes - 1/23/25

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 legal expectations with the Board and Co-Executive Directors based on the TLS charter, TLS Bylaws & Policies, DESE, and the MSPSC
 - b. Action: Recommend and develop additions and revisions to the Bylaws, as needed.
 - c. Action: Monitor report submissions to ReportWell.

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, goal-setting, continuous development, and efficient functioning.

3. **90% or higher satisfaction by TLS Leaders (EDs, Board) with assessment and evaluation processes**
 - a. Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

Standing Meeting Dates for 2024 - 2025: 3rd Monday @ 4:30 PM

<https://us06web.zoom.us/j/85797465297?pwd=XbeIY0QmOIM0G4bbvS58D8mjbAaDv9.1>

Date of this Meeting: 1/23/25

Present: Krysta, Becky, Gary, Keisha, Courtney

<p>(due to MLK day on 1/20)</p>	
<p>Bylaws</p>	<p>Governance Committee Charter</p>
<p>1. Compliance: ReportWell Upload Monthly Status as of 1/20/25</p>	<p>Discussion:</p> <ul style="list-style-type: none"> ● MCPSC’s Reportwell platform sets deadlines and accepts uploads for required information from the school related to governance, team, operations, finance, and student success. (Team relates to staff-related information such as completion of background checks and certification status of TLS personnel.) ● Last October MSPC Commissioner Robbyn Wahby recommended that our board ask the Executive Directors to take a screenshot of the upload dashboard for TLS showing the previous month’s activity and share it with the Board. ● TLS’s Charter Goal #12 states: “Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.” ● This fall, the Reportwell platform was in beta after transitioning from Epicenter, the previous reporting platform, so the compliance with reporting deadlines was more flexible as there were issues with the platform. ● Starting 1/1/2025 schools will be held accountable for required uploads in three areas: <ul style="list-style-type: none"> ● Submitted ● Timeliness ● Completion <p>Action:</p> <ul style="list-style-type: none"> ● The Governance committee recommends that as part of their monthly board report, the Executive Directors provide a screenshot of the previous month’s activity in the areas of accuracy and timeliness. This would be similar to the current practice of providing a report on the previous month’s financial activity.
<p>2. Compliance/Life Cycle</p> <p>Board Member Agreement</p> <p>MO /TLS Model Bylaws</p> <p>Transition Task List</p>	<ul style="list-style-type: none"> ● Midyear Board Self-Evaluation Survey, 6 of 8 board members responded. - Krysta <ul style="list-style-type: none"> ○ Discussion ● Action <ul style="list-style-type: none"> ○ Share Results at Jan 28 Board Meeting- Krysta ○ Need for a Board Retreat in early April - EDs will share availability ● Draft TLS Board Succession Planning - Becky <ul style="list-style-type: none"> ○ Krysta and Becky met on 1/13/25 to divide tasks ○ Provide feedback to TLS Board Succession and Sustainability Planning <ul style="list-style-type: none"> ■ Job Descriptions (start on p. 2) and are based on docs from City Garden and TLS Bylaws

Action:

- The Committee asks the board to [review their job description](#) and provide comments and feedback to the February 25th board meeting.

- **Board Recruitment**

- The latest cohort of The Opportunity Trust's School Board Fellows includes five Fellows who are seeking to serve on charter school boards.

Action:

- Gary will reach out to candidates that might help round out our board (law and communications) and refer them to the EDs, who are willing to invite them to lunch, share information about the school, and vet them out regarding their skills and interests.

Upcoming:

- **ED Evaluation and ED Succession Planning - Krysta**
 - Krysta, Becky, and Gary will meet on 1/23 @ 4:30 to continue this work.
 - Need EDs' personal professional goals
 - [Review to ED Self-Eval Tool](#) from *The Learning Principal - Emphasis on student achievement (financial and operations/management areas not addressed)*
 - *Get Self Eval ready by February 7th*
 - *ED Succession planning ready by Feb 14th*
- **Review charter amendments posted on MCPSC website with the Board**
 - Embedded in the [Mid Year Status of Academic Performance](#) doc shared with the School Performance Committee on 1/17/25.
- **Collaborate with EDs on parent and staff satisfaction surveys**
- **Review Board Norms from Maplewood Richmond Heights and share during an upcoming April Board Retreat (exact date to be determined).**

<p>3. Compliance: PD Presentations re: Charter and Bylaws during Board Meetings</p> <p>Rationale: Expected by the charter commission in its Performance Framework (p. 7) "Board Member Training"</p>	<p>Discussion:</p> <ul style="list-style-type: none"> ● <u>Governance PD for Jan. 28 board meeting:</u> <ul style="list-style-type: none"> ○ Krysta - Bylaws Article III. Directors, Sec. 3.2 Powers, p. 27 ○ Gary - Article VII. General Provisions, Sec. 7.5 Liability & Indemnification, p. 40 ○ Becky - Board Professional Development Policy, p. 62 <p>Action:</p> <ul style="list-style-type: none"> ● Krysta will come up with a scenario for members to apply their learning from the slides. <ul style="list-style-type: none"> ● <u>PD Tracker (Coaching, fellowships) - Current Status</u> <ul style="list-style-type: none"> ○ So far, four of ten people have uploaded content (Stephanie, Carrie, Tanisha, Becky) ○ BOT Webinar <u>From Good to Great</u> emphasizes importance of growing Board knowledge. ○ How to incentivize completion for TLS Board and EDs? <p>Action:</p> <ul style="list-style-type: none"> ■ Discuss at 1/28 Board meeting: <ul style="list-style-type: none"> ● Identify current barriers ● Accountability Partners?
<p>3. Compliance</p>	<ul style="list-style-type: none"> ● § 160.400.14 RSMo - Board members need to complete background checks (MACHS). (p. 175 of Bylaws, "Background Checks and Fingerprinting Policy") Status: <ul style="list-style-type: none"> ○ Becky, Stephanie, Gary, Carrie are completed. Krysta?, TC? Aaron? Tanisha? - <p>Action:</p> <ul style="list-style-type: none"> ■ Keisha will ask Kyla. May be able to collect the info without being on site. ■ If they come early, people will be able to give her their ID directly. <ul style="list-style-type: none"> ● Conflict of Interest <ul style="list-style-type: none"> ○ Four or five of eight completed (Gary, Becky, Carrie, Stephanie, maybe TC?) <p>Action:</p> <ul style="list-style-type: none"> ■ Krysta, Tanisha, Aaron? Complete forms at 1/28 Board Meeting <ul style="list-style-type: none"> ● Parliamentarian for Board Meetings <p>Action:</p> <ul style="list-style-type: none"> ● Becky will give Krysta a copy of Robert's Rules

	<p style="text-align: center;">Krysta will study and step into this role during board meetings</p> <ul style="list-style-type: none"> ● Upcoming <ul style="list-style-type: none"> ○ Need language to address public comments at board meetings. Currently missing from the Bylaws
<p>To Dos</p>	<ul style="list-style-type: none"> <input type="checkbox"/> <i>Krysta - Self Eval ready by February 7th</i> <input type="checkbox"/> <i>Krysta - ED Succession planning ready by Feb 14th</i> <input type="checkbox"/> <i>Krysta - add a slide to the professional development document with a scenario so board members can put what they learned into practice.</i> <input type="checkbox"/> <i>Krysta - Governance Board Report for board meeting on the 28 which includes themes from the board survey</i> <input type="checkbox"/> <i>Krysta - Conflict of Interest form</i> <input type="checkbox"/> <i>Gary - Review the Treasurer job description one more time.</i> <input type="checkbox"/> <i>Gary to determine if there are board fellows who might be a good fit and send information to Courtney and Keisha</i> <input type="checkbox"/> <i>Board to look at the job description</i>



Governance

Board Professional Development - 1/28/25

Bylaws Article III. Directors, Sec. 3.2 Powers - [p. 27](#)

1. **Board Authority:** The Board of Directors oversees the organization's activities and property and ensures **everything aligns with nonprofit laws**, the Articles of Incorporation, and bylaws.
2. **Nonprofit Compliance:** The organization must follow 501(c)(3) rules, **avoiding lobbying, political campaigns, or private and professional financial benefits.**
3. **Mission and Policies:** The Board **develops the organization's mission, vision, and policies**, updates bylaws, plans for the future, and acts as a **connection between the school and the community.**
4. **Financial Oversight:** The Board oversees **budgets, reviews financial reports, manages assets, and ensures money is used responsibly** and within legal guidelines.
5. **Operational Responsibility:** The Board **hires and evaluates the Executive Director, addresses complaints, monitors progress, ensures compliance with laws, and focuses on improving student success and responsible operations.**

Article VII, General Provisions, Sec. 7.5 Liability & Indemnification- TLS Board Policy [p. 40.](#)

1. Limitation of Liability:

- a. Directors, officers, employees, or agents are **not personally liable for losses incurred by the corporation if they acted with reasonable care or relied on credible third-party information.**

2. Indemnification:

- a. The corporation will indemnify directors, officers, employees, or agents for **expenses and liabilities from legal actions**, provided their conduct was not knowingly fraudulent, dishonest, or in bad faith.

3. Advancement of Expenses:

- a. **Legal expenses may be advanced** before a case's final resolution, subject to an agreement to repay if indemnification is not warranted.

4. Exclusions to Indemnification:

- a. Indemnification does not apply if a person's conduct is determined to be **knowingly** fraudulent, deliberately dishonest, or willful misconduct.

5. Determination of Indemnification:

- a. Whether indemnification applies is **decided by the board or independent legal counsel.** Adverse decisions can be challenged in court.

Article VII, General Provisions, Sec. 7.5 Liability & Indemnification- TLS Board Policy [p. 40.](#)

1. **Non-Exclusivity:**

- a. Indemnification rights are **supplemental to other rights** under the law, agreements, or policies. These rights persist even after a person no longer serves.

2. **Insurance:**

- a. The corporation **may purchase insurance to cover liabilities for individuals serving** in official capacities, beyond what indemnification covers.

3. **Protection for Employee Benefit Plan Actions:**

- a. Acts performed in good faith concerning employee benefit plans are treated as being in the corporation's **best interests.**

4. **Severability:**

- a. If any part of Section 7.5 is found invalid, the **remaining provisions remain enforceable,** with maximum protection applied within legal bounds.

Board Member Development - [TLS Board Policy, p. 62](#)

1. 1 day (**8 hours**) of professional training annually
2. Examples: Conferences, workshops, speakers, subscriptions, authorizer-provided trainings.
3. **Funds appropriated** in the annual budget

Summary from the Board Mid Year Self Evaluation Survey findings

TLS Board Member Role and Meetings

1. Board members are adjusting to their roles and feel that meetings are generally efficient and effective.
2. While still in a learning phase, members are optimistic that collaboration will enhance clarity and effectiveness.
3. Suggestions for improvement include limiting discussion times and ensuring meetings conclude on schedule, with **Robert's Rules of Order** proposed as a potential tool.
4. Completing a board member handbook is seen as a key step in clarifying roles, responsibilities, and expectations.
5. Continued education, training, and shared responsibilities are identified as essential for board member development and engagement.

Board and Committee Goals

1. Goals are perceived as well-defined and impactful, though improved tracking mechanisms are needed to measure progress effectively.
2. Board members have committed to volunteering up to 10 hours per month, but actual engagement varies from 5 to 40 hours. Conversations about increasing capacity may be necessary.

TLS Financial Outlook

1. Board members expressed a need for greater clarity on the organization's financial stability, including:
 - a. Short- and long-term financial outlooks.
 - b. Prioritization of financial resources to meet goals.
 - c. Key revenue sources and associated cash flows.
 - d. Realistic fundraising expectations for board members.

Board Impact on Student Excellence

1. Understanding of TLS student growth goals varies among board members.
2. Members are eager to support academic excellence by understanding goals, analyzing data, and helping close achievement gaps through transparency and collaboration.
3. There is a need for clearer, more digestible data presentations to enhance strategic discussions and decision-making.
4. Professional development is recommended for understanding school performance goals, tracking progress, and maintaining strategic oversight.

Board and Co-Executive Director Relationships

1. Board members feel they have a strong working relationship with the Co-Executive Directors.
2. Some members feel the need for better identification and prioritization of key board actions to support the school's vision.

3. Suggestions include improving communication and alignment to strengthen accountability and effectiveness.

Board Connection to Community

1. Board members are actively engaging with the school and leveraging their networks to support its mission.
2. The board recognizes its diversity in skills, experiences, and tenure and is viewed as moving in a positive direction.

Coversheet

School Performance Committee Report

Section: IV. Board Reports
Item: E. School Performance Committee Report
Purpose: Discuss
Submitted by:
Related Material:
1.16.25 and 1.24.25 School Performance Committee Meeting Agenda and Notes .pdf



School Performance Committee Meeting Agenda Notes - 1.16.25 & 1.24.25

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.

Original TLS School Goals (All areas)

Performance Contract Academic Goals for 2024 - 2025

Goal 1: Students in Grades 3 and 4 will score 50% Proficient or Advanced on the ELA MAP and 40% will score Proficient or Advanced.

Goal 2: Annually decrease the number of students that are 2 grade levels below by half (50%) as measured by the iReady reading diagnostic test.

Goal 3: Students in K - 4 will score in the 60th percentile in reading and math on the NWEA.

Goal 4: Annually decrease the number of students that are 2 grade levels below by half (50%) as measured by the iReady math diagnostic test.

TOT Internal Academic Goals (Summer 2024)

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.

TOT Internal Student Culture Goals (Summer 2024)

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.”

2024 - 2025 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

- 2. (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

- 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.**

- 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.

[Board Responsibilities](#) [TLS Performance Contract](#)

Date of this Meeting: Jan 17, 2025 4:00 - 5:30 PM [TLS School Calendar](#)

Present: Stephanie, Carrie, Becky, Courtney

0. [Article about Roles](#)

Discussion of article:

1. Defining roles and having a common understanding of what the Board is responsible for and what the ED's are responsible for based on the article's definition and expectations.
 - Roles may evolve depending on the size, age, and resources of the organization.
2. Timeline/Goals set by the ED's for the current year and how they fit with charter goals.
 - Needs to be defined in a visual
3. How will these goals be progress monitored and how will you share them with the board?
 - Academic goals will be monitored weekly until May

1. Board Education

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

[1/7/25 ED Data Presentation](#)

Discussion:

1. [Report: TLS 2024 - 2025 Student Performance Contract Goals and Mid Year Status](#)
 - a. Questions
 - b. Next Steps re: data collection and reporting
 - c. Begin work on filing a charter amendment to 2025 - 2026, 2026 - 2027 achievement goals
2. Offer feedback on strategies to increase likelihood of meeting Performance Contract and Internal goals (see top of meeting template):

"If you always do what you've always done, you'll always get what you've always got."

-Tony Robbins

- Teacher Schedule Shift: Coverage Block Becomes Data Block
- New Scope and Sequence Aligned to Priority Concepts
- Base Curriculum Beefed Up w/ Resources that Will Lead to Success on Priority Concepts
- Weekly Quizzes Given During Data Block
- 3rd/4th Grade Targeted Intervention Twice a Week During Elective Classes Led by Keisha, Courtney, Denise and Rebecca



- a.
 - i. Courtney shared Instructional Plan contributions the Board can make
 - ii. Info from The Opportunity Trust webinar
 1. [Essential Conditions to Accelerate School Performance](#)
 2. Check out Maplewood Richmond Heights and Premier
 3. Use the TOT Missouri Academic Data Explorer ([MADE](#)) tool to ID other comparable schools making better than average gains in achievement
 4. [Five Key Indicators](#) (TOT) - could be good content to share with the Board during an SP PD presentation

2. Data Driven Action Steps

Discussion:

1. TLS Look-For Document
 - a. TLS Culture Audit Doc
 - b. Parkway Equity Learning Walk doc
2. (1/24) Classroom visits by SP Committee to establish baseline data and get a feel for culture, instruction.

	<ul style="list-style-type: none"> a. Carrie, Stephanie, and Courtney observed four classrooms b. Summary of observations includes two ELA and two Math; in grades 1st, 3rd and 4th. Students were engaged, direct instruction was seen with the use of digital boards by the teachers. Some student work was displayed along with several anchor charts. Some “Turn & Talk” was seen by students. <p>3. Develop an observation protocol for monitoring progress within the Individualized Learning Block (ILB) and for tracking participation in classroom discussions. - TABLED</p>
<p>3. Board Education</p> <p>Technical Terms</p> <p>1/7/25 PD Presentation on n Reading Success Plans</p>	<p>Action:</p> <ul style="list-style-type: none"> ● Choose the next topic/s the committee sees as important for the Board to learn about. <p>Action:</p> <ul style="list-style-type: none"> ○ Share Assessment Visual (AYP - MAP, APR - MAP +....; MPI) Later get into MSIP 6. <div data-bbox="751 613 1375 954" data-label="Diagram"> <p>The diagram illustrates the hierarchy of assessments. At the top is 'Summative' (MAP Assessment), followed by 'Benchmarks' (NWEA-Ready), 'Progress Monitoring' (Weekly Quizzes), and 'Formatives' (Daily Informal Assessment) at the base. Each level is associated with specific assessment types and their purposes, such as measuring AYP, predicting performance, or providing immediate feedback.</p> </div> <ul style="list-style-type: none"> ○ Suggestions to help with understanding DESE and the Commissions criteria for evaluating School Performance: Percentile rank (NWEA comparative) and percentage (performance) ○ Becky will put all goals for this year on a PDF to the Board.
<p>4. Upcoming</p>	<ul style="list-style-type: none"> ● Review the SSD Partnership Agreement with the Board. <p>Action:</p> <ul style="list-style-type: none"> ● Carrie will send templates of words and phrases to complete the Review of Existing Data packet. ● Carrie will touch base with Keisha next week to set up a time to discuss re: number of parent and staff referrals to help with completing the packet and clarify timelines (federal, state, and SSD timelines). <ul style="list-style-type: none"> ○ Number of IEPS and number of minutes being serviced would be helpful for the Board to know. ● Use the SSD coaching services (AU, SEB, Inst) to support the process including paperwork

	<p>for para support. Speech Path and School Psych positions also have coaching services available to them.</p>
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Coversheet

Charter Goals Status

Section: V. Executive Directors Monthly Report
Item: A. Charter Goals Status
Purpose: Discuss
Submitted by:
Related Material: C0 - ED Board Report - 1.28.25.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Co-Executive Directors' Board Report

The Leadership School
Board of Directors Meeting
January 28, 2025

Assessment Definitions

NWEA Growth Percentile: indicates how well a student performed to students in a specific norm group in the same grade and subject area. The percentile rank is not a percentage of items that the student answered correctly.

Annual Performance Report (APR): measures the progress of Missouri schools toward meeting the standards and indicators in the sixth version of the Missouri School Improvement Plan (MSIP-6).

Annual Yearly Progress (AYP): comes from No Child Left Behind—requires districts to show that students are making adequate progress. (Annual Proficiency Target, Attendance/Graduation Rate, Participation Rates)

MAP Performance Indicator (MPI): metric used to evaluate student performance based on their scores on the MAP. Score is used to assess student progress towards state education standards allowing for comparisons between schools and districts within Missouri.

Understanding Assessments

Summative

MAP Assessment

- End of Year Assessments
- Aligned to content area state standards
- Measures students AYP (Annual Yearly Progress)
- A component of teacher accountability

Benchmarks

NWEA/i-Ready

- NWEA given 3 times a year / iReady more
- Both predict student performance on state assessments
- Data used at classroom level

Progress Monitoring

Weekly Quizzes

- Student specific assessment focused on effectiveness of individualized intervention
- Given at least weekly

Formatives

Daily Informal Assessment

- Linked to learning experience
- Data used to modify instruction
- Exit Slips

Charter Goal 1 - By Year 3, **60%** of founding students* will score Proficient on the **MAP** in ELA and Math

Year 2 MAP Data:

Spring 2024 MAP Proficiency Scores	
3rd Grade Students Who Have Attended TLS for Two Consecutive Years	
ELA	20% Proficient
Math	10% Proficient

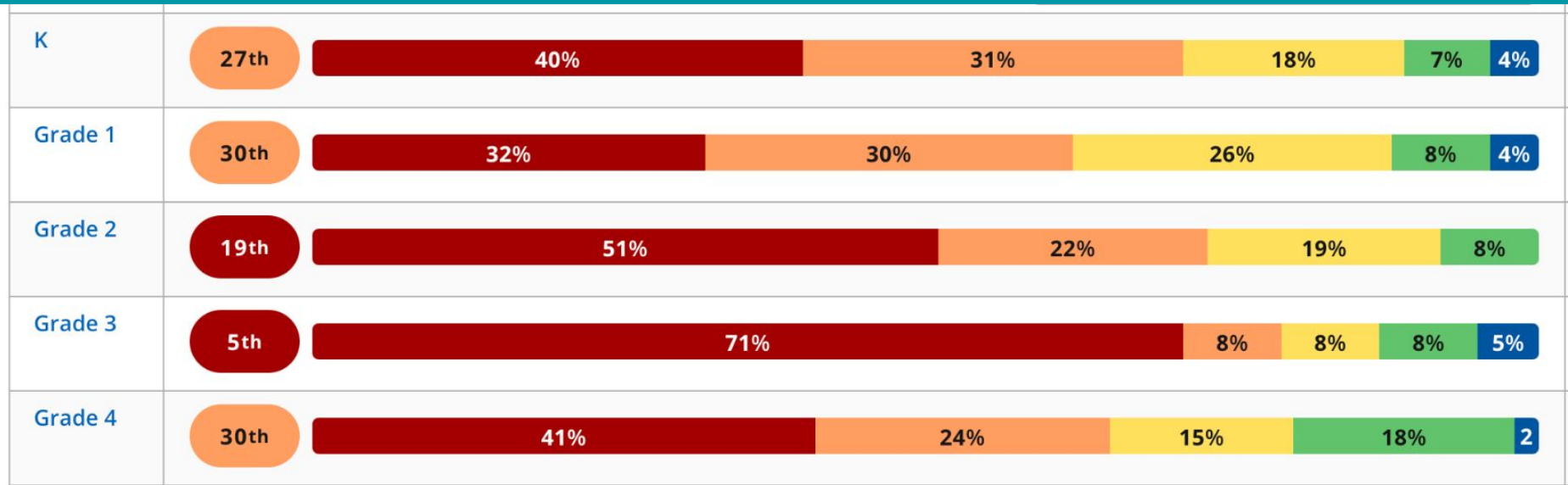
*Founding students - Those who have attended TLS for three consecutive years

Charter Goal 2 - Reading Growth: Decrease the number of students that are 2 grade levels and below by half (**iReady**)

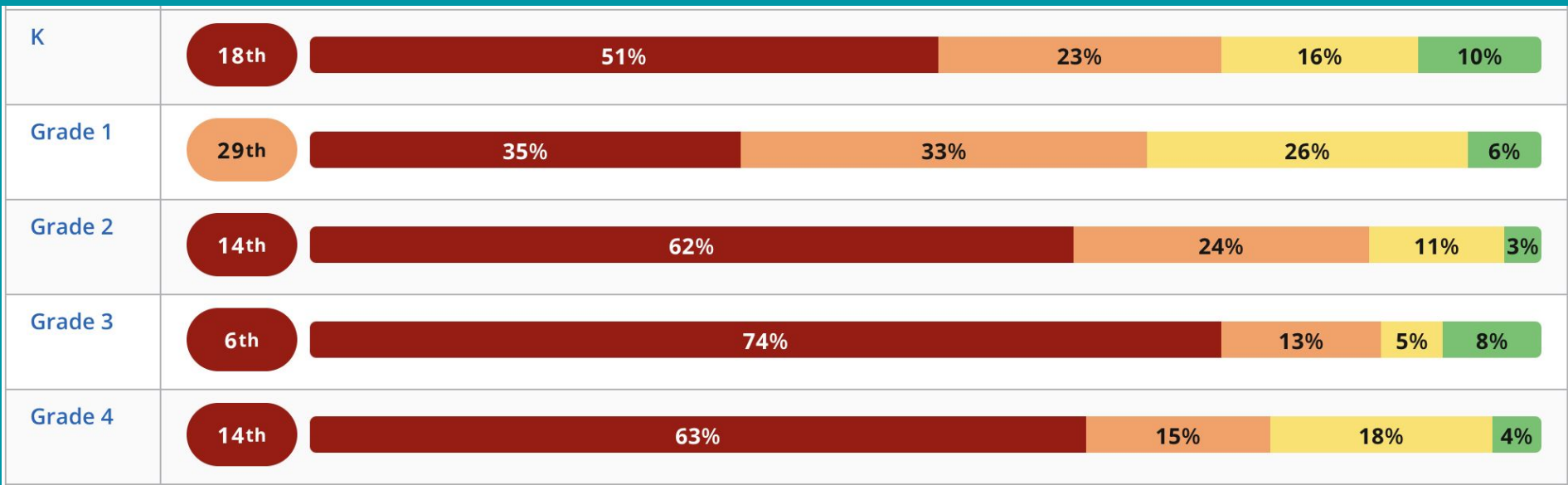
Charter Goal 4 - Math Growth: Decrease the number of students that are 2 grade levels and below by half (**iReady**)

iReady - Percent 2 or More Grade Levels Behind		
ELA Fall 2024	ELA Winter 2024	ELA Spring 2025
74 Students	50 Students	
32% Decrease in ELA		
Math Fall 2024	Math Winter 2024	Spring 2024
91 Students	58 Students	
36% Decrease in Math		

Charter Goal 3 - In Year 3, students will score in the 60th percentile in reading and math (NWEA)



Charter Goal 3 - In Year 3, students will score in the 60th percentile in reading and math (NWEA)



Instructional Shift - Semester 2

- Teacher Schedule Shift:
Coverage Block Becomes Data Block - Weekly Quizzes
- New Scope and Sequence Aligned to Priority Concepts
- Base Curriculum Beefed Up w/ Resources that Will Lead to Success on Priority Concepts
- Targeted Intervention Twice a Week 3rd/4th Grade -
During Elective Classes Led by Keisha, Courtney, Denise and Rebecca

Internal ELA MAP Goals

3rd ELA Goals

EOY & MAP Goal:	Stretch Goals:
Basic or Above: 40% . Proficient or Above: 25% Advanced: 5%	Basic or Above: 60% . Proficient or Above: 30% Advanced: 10%

4th ELA Goals

EOY & MAP Goal:	Stretch Goals:
65% Basic or Above 40% Proficient or Above 10% Advanced	70% Basic or Above 45% Proficient or Above 15% Advanced

Understanding Assessments

Summative

MAP Assessment

- End of Year Assessments
- Aligned to content area state standards
- Measures students AYP (Annual Yearly Progress)
- A component of teacher accountability

Benchmarks

NWEA/I-Ready

- NWEA given 3 times a year / iReady more
- Both predict student performance on state assessments
- Data used at classroom level

Progress Monitoring

Weekly Quizzes

- Student specific assessment focused on effectiveness of individualized intervention
- Given at least weekly

Formatives

Daily Informal Assessment

- Linked to learning experience
- Data used to modify instruction
- Exit Slips

Charter Goal 5 - Attendance: 90% average for Years 1 - 3

		October 2024	November 2024	December 2024	January 2025
Average Daily Attendance	Monthly		85.90%	88.99%	92.05%
	Yearly		90%	89.84%	90%
Tardies			141	203	128
Discipline Referrals		68	103	42	20

Charter Goal 6 - Student Leadership

Before renewal The Leadership School will achieve
Leader in Me Lighthouse Certification

Leadership and staff engage in ongoing learning

Leadership principles are effectively taught through lessons and modeling. Students can apply them

Partnership between families and school on learning about the 7 Habits

7 Habits are seen, heard, and felt through the language of the 7 habits, and through a school culture of caring, relationships, and affirmation

Leadership is shared with students; student voice leads to innovations

Schoolwide, classroom, family and community leadership events provide authentic environments to celebrate leadership, build culture, and practice it

Use of 4 Disciplines of Execution to ID and track progress toward high priority goals of school, classroom, and staff members

Students lead their own learning through skills to assess needs, set goals and carry out action plans. Track progress in notebooks and share progress with adults in student-led conferences.

Teacher planning/reflection, trusting relationships & student-led learning create highly engaged learning.



Charter Goal 7 - Positive School Culture

- At least **85%** of **students** will respond positively to a formal survey that their voice matters, rising to **95%** by **Year Five**
- Annually for the **first three years**, **85%** of **parents/family members** will respond positively on a formal survey that they are satisfied with the school. **By Year Five**, satisfaction will increase to **95%**

Charter Goal 8 - Student Retention

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

81% of TLS re-enrolled for FY25

Charter Goal 9 - Staff Retention

- Annually, **90%** of staff will respond positively on a formal survey that their voice matters in the school and that they are satisfied with our culture.
- Annually **90%** of staff members will respond positively on the TNTP Instructional Insight survey.

Staff Pulse Check Survey:

I am supported by Leadership: 92%

I am a valued member of team: 84%

I have forged positive relationships: 100%

I am given resources & opportunity to grow: 79%

I have a voice & my opinions are valued: 85%

Staffing & Enrollment 2024-25

November 2024

Staff Vacancies:

0

Student
Enrollment:

227

December 2024

Staff Vacancies:

1

Student
Enrollment:

225

January 2025

Staff Vacancies:

1

Student
Enrollment:

220

Charter Goal 12 - Data & Reporting: **Tabled for next month**

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

PLACE
HOLDER