



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Monthly Board Meeting for The Leadership School

Published on March 22, 2025 at 3:52 PM CDT

Amended on March 26, 2025 at 12:16 PM CDT

Date and Time

Tuesday March 25, 2025 at 6:00 PM CDT

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, March 25, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

Join Zoom Meeting

<https://us06web.zoom.us/j/86311120593?pwd=1ruPDrKcffin7yPP6pKVDwQL0UcGab.1>

Meeting ID: 863 1112 0593

Passcode: 9kvS5R

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Call the Meeting to Order		Rebecca Langrall	1 m
Mission: 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		Stephanie Madlinger	1 m
Roll Call Vote			
C. Public Comment Section		Rebecca Langrall	4 m
II. Review Minutes			6:06 PM
A. February 25, 2025 Meeting Minutes	Discuss	Rebecca Langrall	3 m
B. Vote to Approve Minutes	Vote	Rebecca Langrall	1 m
III. Board Chair Report			6:10 PM
Please join me in welcoming our visitors Shala Taylor and Mark Modrcin, who are current members of the Opportunity Trust Board Fellowship program along with our TLS board members Gary and Tanisha.			
On 3/18 - Stephanie and I attended a Board On Track Webinar on "Measuring What Matters: Strategies for Effective CEO Evaluations"			
A reminder: Before May 1, all of us need to file our Personal Financial Disclosures with the Missouri Ethics Commission for 2024. Here are directions and here is the form .			
The Spring Retreat will be Wednesday, May 7, 2025, from 4 - 8 PM at the Delmar Divine. Please mark your calendars.			
A. Status of Charter Goals #10	Discuss	Rebecca Langrall	2 m
IV. Committee Reports			6:12 PM

	Purpose	Presenter	Time
Committees Report on Monthly Activity			
A. Finance Committee Report	Discuss	Gary Stevenson	10 m
<ul style="list-style-type: none"> • Presentation of the Financials for February 2025 • 3/19/2025 Finance & Facilities Committee Meeting Report 			
B. Development Committee Report	Discuss	Aaron Williams	5 m
<ul style="list-style-type: none"> • Trivia Night will be June 21 • 3/3/25 Committee Meeting Report 			
C. Governance Committee	Discuss	Rebecca Langrall	15 m
<ul style="list-style-type: none"> • 3/17/2025 Governance Committee Meeting Report 			
D. School Performance Committee Report	Discuss	Carrie Page	10 m
<ul style="list-style-type: none"> • 3/10/2025 School Performance Committee Meeting Report. • PD on Multi-Tiered Systems of Support (MTSS) 			
V. Executive Directors Monthly Report			6:52 PM
A. Charter Goals Status	Discuss	Courtney Moulder, Keisha Moody- Seymour	20 m
<ul style="list-style-type: none"> • MOY School Performance and Instructional Plan • Climate Goals • Attendance, Tardies, and Discipline Data and Reporting of Data • Executive Director Professional Development (February/March) 			
VI. Consent Agenda			7:12 PM
A. Pending Previous Discussion:	Vote	Rebecca Langrall	1 m
1. TLS February 2025 Financials			

	Purpose	Presenter	Time
2. March 2025 TLS Board Committee Meeting Reports			

VII. Closed Session

Motion needed: "I move that this meeting be closed, and that all records and votes, to the extent permitted by law, pertaining to and/or resulting from this closed meeting be closed under Section 610.021, subsection 3, RSMo, for the purpose of."Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded" and under subsection 6, RSMo, for the purpose of "Scholastic probation, expulsion, or graduation of identifiable individuals."

VIII. Closing Items 7:13 PM

A.	Self Assessment	Discuss		5 m
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Questions from Board on Track:

1. What did we do tonight to further our mission?
2. How much of our time was spent reporting on the past vs planning for the future?
3. Did we stick to the agenda?
4. What there equal participation by board members?
5. Was this meeting effective? Why or why not?
6. What could be done to improve the board meeting?

B.	Next Steps	FYI	Rebecca Langrall	3 m
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1. Please complete your [Personal Disclosure Form](#) for the Missouri Ethics Commission for 2024 by May 1, 2025. [Here are the directions.](#)
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.

	Purpose	Presenter	Time	
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: April 29, 2025				
C.	Adjourn Meeting	Vote	Rebecca Langrall	2 m

Coversheet

February 25, 2025 Meeting Minutes

Section: II. Review Minutes
Item: A. February 25, 2025 Meeting Minutes
Purpose: Discuss
Submitted by:
Related Material: 2025_02_25_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

Date and Time

Tuesday February 25, 2025 at 6:00 PM

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

In Person:

The Leadership School Board Meeting (In Person)
Tuesday, February 25, 2025 · 6:00 – 8:00pm
Time zone: America/Chicago

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

Directors Present

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

Directors Absent

None

Directors who arrived after the meeting opened

A. Williams

Guests Present

C. Moulder, L. Moody Seymour

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 Feb 25, 2025 at 6:10 PM.

B. Record Attendance

A. Williams arrived at 6:23 PM.

C. Public Comment Section

II. Review Minutes

A. February 6, 2025 Meeting Minutes

No discussion or edits

B. Vote to Approve Minutes

C. Page made a motion to approve the minutes from Feb. 6, 2025 Special Board Meeting on 02-06-25.

T. Curry seconded the motion.

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

III. Presentation by the Missouri Public Charter School Commission

A. 2024 Report on The Leadership School

Martha McGeehon from MPCSC (joined by Laurel Bounds & Amy Brown) provided an overview of the annual accountability report for 2023-2024. Late data was released by DESE in late November 2024. Ideally, the report will be provided in September of each year.

The five categories are academics, financial management, learning environment, governance and operations.

Updates include a new Performance Framework and report format; comparing student group to student group vs all students; and growth calculation.

2023-24 data tell us that:

- * ELA is above district and the proficiency rate is 19%
- * Math is below district and the proficiency rate is 9%
- * Attendance = 72% of students attended at least 90%

What does this mean?

In order to move toward renewal, The Leadership School will need to increase student achievement and continue to work on sustainability measures for the organization for 2024-25 school year.

* See additional documents for clarity and details.

IV. Board Reports

A. Board Chair Report

Becky attended the 2/13 meeting of The Community Impact Network, which funds a variety of local initiatives aimed at early childhood, the immigrants, healthcare, community gardening and more.

Carrie & Becky attended a BoT webinar about the impact of committee work.

On April 26th - New School Educates Old School event. Students and staff from TLS will be involved in this fundraiser (replaces the March Trivia Night previously noted, which will move to June 21).

March 18th - BoT webinar, CEO Evaluations. Board members are encouraged to attend.

April 2nd - TLS Board Retreat at the Delmar Divine from 4 - 8 PM.

Personal Financial Disclosure - please complete it by early March.

Potential new TLS Board Candidates, lunch dates and conversations TBD.

TLS Board Norms - T. Montgomery suggested reviewing additional samples (MRH) to potentially add to or edit the current norms.

Board attendance is currently averaging 77%. Our goal is 80% by 100% of members.

* See additional documents for clarity and details.

B. Finance Committee Report

Gary reported that we have evened out our revenue and expenses due to the deficit of \$130K from DESE. Fund balance is up from 12% to 16%. Enrollment has changed, but

we are holding strong on finances. Budgeted for 210 students and have 215, plus our attendance is up, so funding is steady and increased from last year.

Finance Committee Report - EdOps is working on the \$130K we have lost due to a data discrepancy. A tax document (990) has been received.

Gary & Courtney set up a sweep account.

Gary has been working with the Buddy Fund to potentially help us with a donation to fund a playground

.

* See additional documents for clarity and details.

C. Development Committee Report

Becky reported that the Trivia Night had been changed to June 2025.

The next fundraiser, called "New Skool educates Ole Skool" will take place Saturday, April 26, and will involve entertainment by TLS students and staff.

Potential need for a line item for the development committee to use for supplies and location rental. This may combine with the marketing of TLS. Courtney has been getting support with branding and TLS website needs for SEO (Search Engine Optimization).

* See additional documents for clarity and details.

D. Governance Committee

Becky shared that the Board Retreat would be at the Delmar Devine on April 2nd. Food will be ordered by K. Seymour. Draft job descriptions have been created and will be shared at the retreat. Potential speakers were discussed.

Becky shared that Krysta Grangeno submitted a letter of resignation from the TLS Board on February 17, 2025.

Stephanie, Gary, and Becky provided professional learning on the Missouri Sunshine Law, including governance and digital record keeping.

Discussion about confidential files and designation of personnel who need access; TLS will create a hierarchy of organizational needs and staff access.

* See additional documents for clarity and details.

E. School Performance Committee Report

Carrie reported about the SSD connection and support for TLS - what interventions are available, and how we can best utilize this resource.

K. Seymour and C. Page met to discuss the SSD Partnership.

A walk-through document about culture was shared.

* See additional documents for clarity and details.

V. Executive Directors Monthly Report

A. Charter Goals Status

K. Seymour & C. Moulder shared an update on instructional interventions. Students are excited to get the extra help with academics. Self-confidence and relationship building are increased with this group of students.

February attendance was 84%, the average YTD is 89%. February had 23 discipline referrals. Tardies were also up this past month at 175. Expected to have higher attendance with the warmer, spring weather.

Enrollment is at 215 for the month of February. There are no staff vacancies.

Report Well Uploads for January: 93% submitted; 70% on time; 76% complete.

* See additional documents for clarity and details.

VI. Consent Agenda

A. Pending Previous Discussion:

T. Curry made a motion to remove item 5 (MSPSC 2024 annual report) until it moves out of draft form and approve the remaining consent agenda.

T. Montgomery seconded the motion.

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

VII. Closed Session

A. Closed Session

C. Page made a motion to move to closed meeting under Section 610.021, subsection 2, RSMo, for the purpose of discussing leasing, purchase, or sale of real estate by a public governmental body where public knowledge of the transaction might adversely affect the legal consideration therefor.

T. Curry seconded the motion.

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

Roll Call

S. Madlinger Aye

T. Curry Aye

C. Page Aye

Roll Call

G. Stevenson Aye

A. Williams Aye

T. Montgomery Aye

R. Langrall Aye

Presentation about potential rent and purchase of a new TLS location. Questions about funding, space and timing were asked and answered.

R. Langrall made a motion to move forward with an initial letter of interest for building negotiations.

T. Montgomery seconded the motion.

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

VIII. Closing Items

A. Self Assessment

What did we do tonight to further our mission? R. Langrall said that we're moving toward our mission. Gary agreed.

Did we stick to the agenda and were we efficient with our time? T. Montgomery said yes, we're improving our meetings.

TC enjoyed the snacks.

C. Moulder said that board participation was balanced and appreciated everyone staying focused, especially in the longer, closed session.

B. Next Steps

Share the TLS Promotional flyer on your social media and with friends/family

Consider giving a monthly donation via Give Butter

Reach out to our HS alumni associations to tap potential retiring educators who might like to join the board / committees

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:40 PM.

Respectfully Submitted,

S. Madlinger

Documents used during the meeting

- 2025_02_06_board_meeting_minutes.pdf
- FY24 TLS Annual Report Board Presentation (1).pdf

- Key-Data Summary TLS A.pdf
- KEY-Data Supplement TLS B.pdf
- Board Chair Report - 2_25_25.pdf
- TLS QR Code.jpg
- TLS - Monthly Presentation - January 2025.pdf
- 202501CheckRegisterbyType.pdf
- 2425 Pkg - Endt eff 111524 - Added IFF as Loss Payee for BPP-1.pdf
- 2023 Leadership School 990 Signed.pdf
- 2_24_25 Finance and Facilities Meeting Agenda and Notes.pdf
- 2_3_2025 Development Committee Meeting Agenda and Notes -1.pdf
- 2.17.25 Governance Committee Meeting Agenda and Notes .pdf
- Governance PD Presentation - 2_25_25.pdf
- 2.10.25 School Performance Committee Meeting Agenda and Notes.pdf
- CO - ED Board Report - 2.25.25.pdf

Coversheet

Status of Charter Goals #10

Section: III. Board Chair Report
Item: A. Status of Charter Goals #10
Purpose: Discuss
Submitted by:
Related Material: Board Chair Report - 3_25_25.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

TLS Board Chair Report

**The Leadership School Board of Directors Meeting
3/25/25**

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	9/24	10/29	12/3	12/17	1/7	1/28	2/6	2/25	Average
Meeting Attendance	n = 5/5 100%	n = 4/6 67%	n = 4/6 67%	n = 6/6 100%	n = 6/8 75%	n = 6/8 75%	n = 5/8 63%	n = 6/8 75%	n = 7/8 88%	n = 7/8 88%	n = 8/8 100%	80%

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	Feb.	Feb
Direct and Indirect Contributions *	0/5 0%	3/6 50%	2/6 33%	2/6 33%	6/8 75%	3/8 38%	3/8 38%	2/7 28%	2/7 28%

*Board Members Contributing/Total Board Members

Board Contributions (direct and indirect) **Year To Date: \$3080 (Goal: \$10,000)**

Proportion of Board Members who set up recurring donations: **2/7 (28%)**

Next Fundraising Event: **Saturday, 6/21, 6 - 9 PM @ the Pagedale Community Center (please save the date)**

Coversheet

Finance Committee Report

Section: IV. Committee Reports
Item: A. Finance Committee Report
Purpose: Discuss
Submitted by:
Related Material: TLS - Monthly Presentation - February 2025(1).pptx
3_19_25 Finance and Facilities Meeting Agenda and Notes-1.pdf



February 2025 Financials

PREPARED **MAR'25** BY



- **Executive Summary**
- **Key Performance Indicators**
- **State Revenue**
- **Forecast Overview**
- **Cash Forecast**
- **Key Forecast Changes This Month**
- **Appendix**
- **Forecast History**

Executive Summary

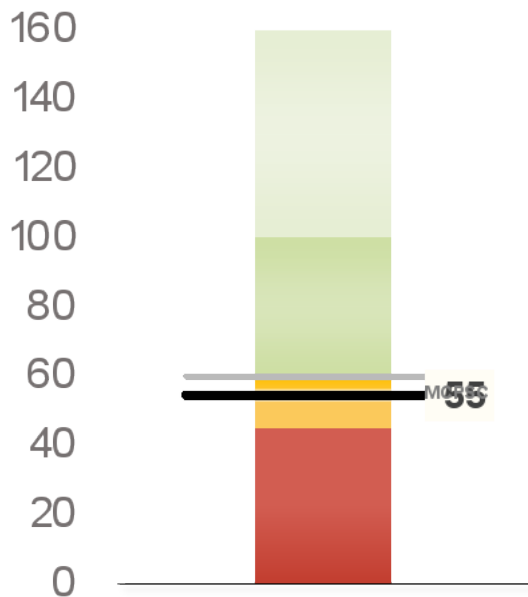


- Year end financials are projected to be \$56k under budget, with an anticipated Net Operating Income of \$507k, a decrease of \$34k from last month.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

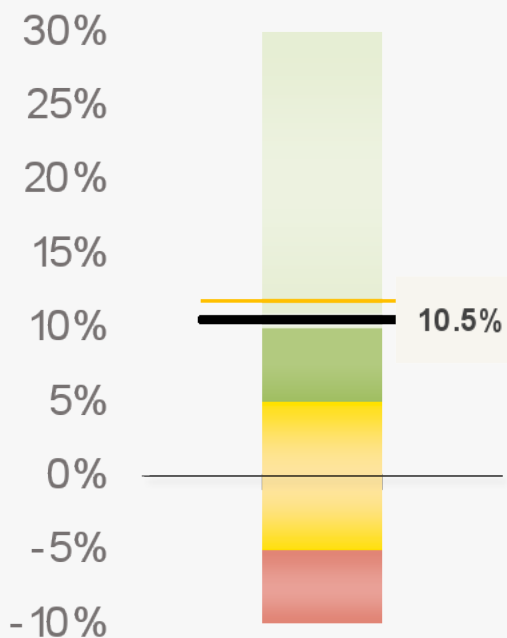


55 DAYS OF CASH AT YEAR'S END

The school will end the year with 55 days of cash. This is below the recommended 60 days, and 3 less day(s) than last month

Gross Margin

Revenue less expenses, divided by revenue

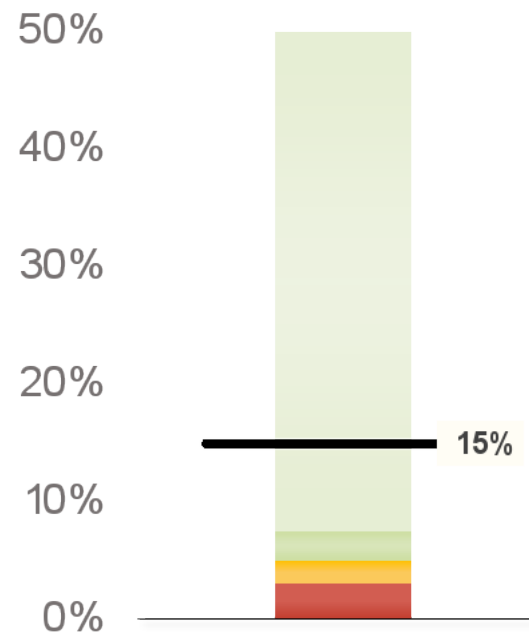


10.5% GROSS MARGIN

The forecasted net income is \$507k, which is \$56k below the budget. It yields a 10.5% gross margin.

Fund Balance %

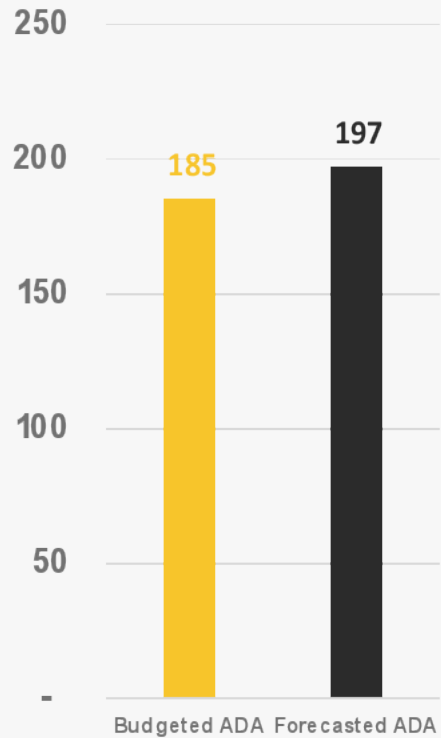
Forecasted Ending Fund Balance / Total Expenses



14.91% AT YEAR'S END

The school is projected to end the year with a fund balance of \$641,197. Last year's fund balance was \$134,032.

Student Expectations


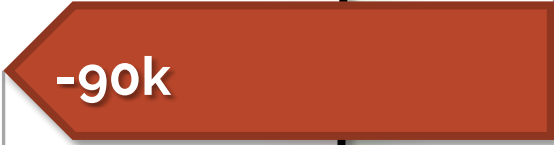
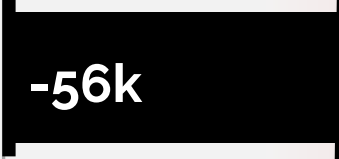


The school now forecasts 197 ADA for SY24-25. The budget target was 185.

\$279K More Per-Pupil Funding Than Expected

	Current Forecast	SY24-25 Budget	Difference	Financial Gain / (Loss)
Enrollment	215	210	5	
Attendance	89.0%	87.0%	2.0%	
Total ADA	197	185	12	
Regular Term K-12	197	185	12	233k
FRL Count	187	176	12	
FRL Weight	39	36	2	46k
IEP Count	0	0	0	
IEP Weight	0	0	0	
LEP Count	0	0	0	
LEP Weight	0	0	0	
WADA	236	221	14	
Per WADA Payment	\$10,866	\$10,300	566	
State Aid	\$2.5M	\$2.2M	\$278,560	279k

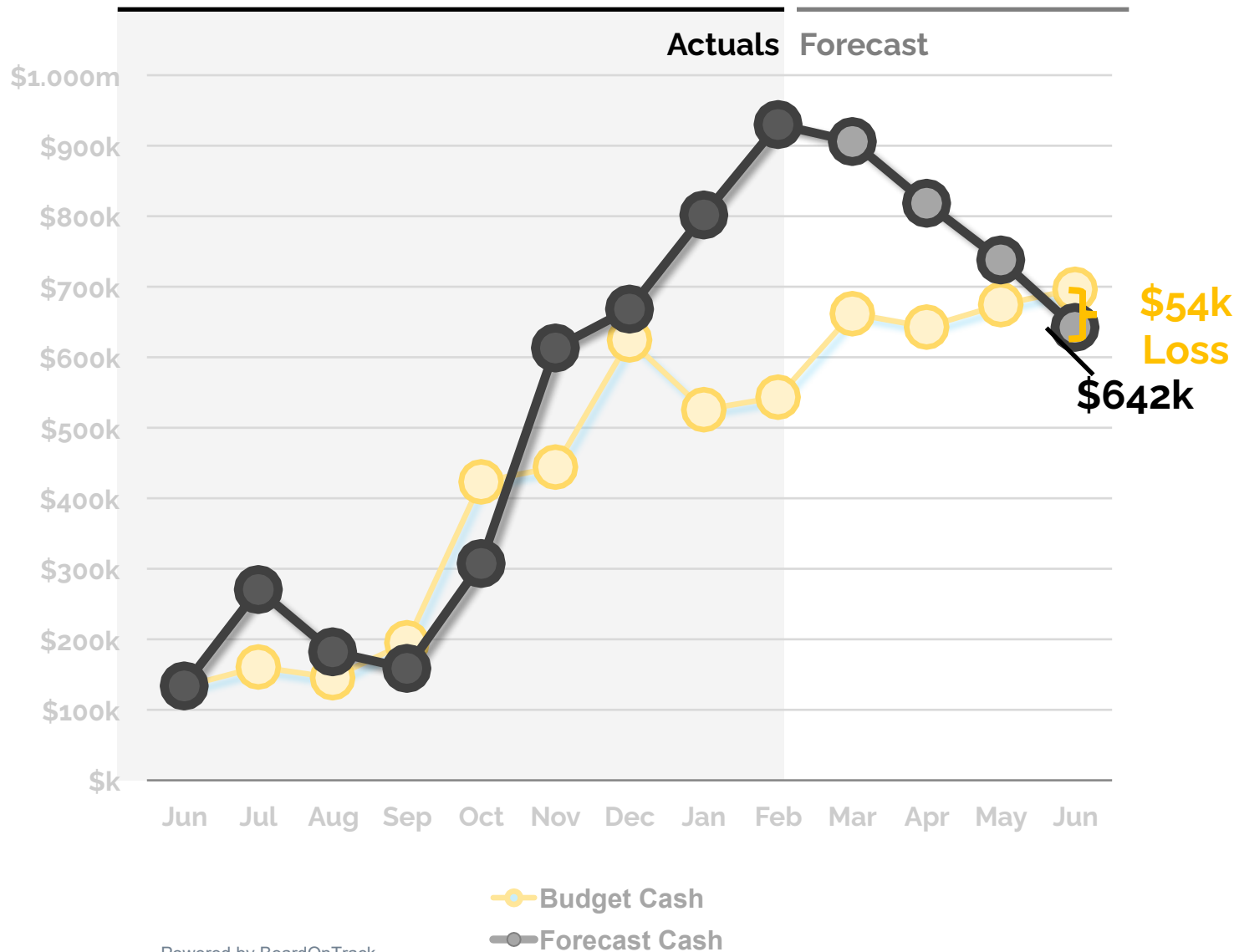
Forecast Overview

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$4.8m	\$4.8m	\$34k		
Expenses	\$4.3m	\$4.2m	-\$90k		
Net Income	\$507k	\$563k	-\$56k		

Cash Forecast

55 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$642k**, **\$54k** below budget.



Key Forecast Changes This Month (2/3)

The February forecast **decreased** the year-end cash expectation by \$34k. Key expense changes:

<i>Annual Change</i>	<i>Category</i>	<i>Impact On Cash</i>
27,891 less cash	Office & Business Expense	\$28k



QUESTIONS?

Please contact your EdOps Finance Team:

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	<i>Actual</i>	<i>Budget</i>	<i>Variance</i>	<i>Forecast</i>	<i>Budget</i>	<i>Variance</i>	<i>Remaining</i>	<i>Rem %</i>
Revenue								
Local Revenue	162,441	155,294	7,147	228,374	228,374	(0)	65,933	29%
State Revenue	1,765,738	1,567,182	198,557	2,615,611	2,361,723	253,888	849,873	32%
Federal Revenue	1,024,354	1,153,431	(129,077)	1,287,932	1,616,621	(328,689)	263,578	20%
Private Grants and Donations	522,870	419,500	103,370	667,370	564,000	103,370	144,500	22%
Earned Fees	8,043	2,488	5,555	8,043	2,500	5,543	-	0%
Total Revenue	3,483,446	3,297,895	185,552	4,807,330	4,773,218	34,112	1,323,884	1
Expenses								
Salaries	1,239,120	1,097,827	(141,294)	1,815,739	1,646,740	(168,999)	576,619	32%
Benefits and Taxes	323,231	302,168	(21,063)	477,424	451,752	(25,672)	154,194	32%
Staff-Related Costs	65,208	94,762	29,554	121,065	121,440	375	55,857	46%
Rent	322,227	279,939	(42,288)	462,247	412,908	(49,339)	140,020	30%
Occupancy Service	133,990	150,833	16,843	273,502	248,375	(25,127)	139,511	51%
Student Expense, Direct	240,045	520,672	280,627	369,430	611,996	242,566	129,385	35%
Student Expense, Food	105,883	163,496	57,613	272,494	272,494	0	166,611	61%
Office & Business Expense	186,350	129,130	(57,220)	256,611	203,070	(53,541)	70,261	27%
Transportation	83,131	148,600	65,469	235,703	241,000	5,297	152,572	65%
Total Ordinary Expenses	2,699,185	2,887,427	188,242	4,284,215	4,209,775	(74,440)	1,585,030	37%
Total Expenses	2,715,135	2,887,427	172,292	4,300,165	4,209,775	(90,390)	1,585,030	2
Net Income	768,311	410,468	357,844	507,166	563,443	(56,278)	(261,146)	3
Cash Flow Adjustments	27,691	-	27,691	1,243	-	1,243	(26,448)	4
Change in Cash	796,003	410,468	385,535	508,409	563,443	(55,035)	(287,594)	5

1 REVENUE: \$34K AHEAD

2 EXPENSES: \$90K BEHIND

3 NET INCOME: \$56K behind


Monthly Financials

The Leadership School - Monthly Board Meeting for The Leadership School - Agenda - Tuesday March 25, 2025 at 6:00 PM

	Actual								Forecast				
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	13,284	36,773	18,097	17,160	24,296	14,710	17,337	20,785	16,483	16,483	16,483	16,483	228,374
State Revenue	142,452	142,453	142,605	397,932	280,089	219,698	220,371	220,140	211,529	211,529	215,285	211,529	2,615,611
Federal Revenue	36,261	75,986	132,039	104,871	58,871	181,119	184,346	250,862	68,707	64,957	64,957	64,957	1,287,932
Private Grants and Donations	194,500	0	0	0	303,750	4,620	20,000	0	144,500	0	0	0	667,370
Earned Fees	0	0	0	3,360	4,133	0	0	550	0	0	0	0	8,043
Total Revenue	386,496	255,211	292,741	523,322	671,139	420,146	442,054	492,337	441,220	292,970	296,725	292,970	4,807,330
Expenses													
Salaries	119,200	149,887	157,785	199,612	159,853	162,266	138,250	152,267	141,978	141,978	141,978	150,686	1,815,739
Benefits and Taxes	24,947	32,597	36,643	64,090	38,328	40,679	39,130	46,816	38,899	38,899	38,899	37,498	477,424
Staff-Related Costs	1,003	22,771	17,726	17,065	639	2,622	1,234	2,149	13,964	13,964	13,964	13,964	121,065
Rent	19,370	19,370	19,370	31,861	25,616	127,245	44,390	35,003	35,005	35,005	35,005	35,005	462,247
Occupancy Service	21,494	18,502	8,849	13,701	26,929	10,195	10,916	23,404	34,012	37,474	34,012	34,012	273,502
Student Expense, Direct	43,346	73,862	27,957	47,469	19,769	4,784	6,784	16,074	98,403	10,403	10,403	10,178	369,430
Student Expense, Food	9,614	6,390	6,334	11,354	29,136	0	13,935	29,120	41,653	41,653	41,653	41,653	272,494
Office & Business Expense	14,610	17,205	19,703	19,542	27,267	19,087	25,221	43,714	16,502	16,437	16,437	20,887	256,611
Transportation	1,455	0	13,511	18	19,383	0	15,621	33,143	38,143	38,143	38,143	38,143	235,703
Total Ordinary Expenses	255,040	340,585	307,878	404,711	346,921	366,877	295,481	381,691	458,557	373,954	370,492	382,025	4,284,215
Operating Income	131,456	-85,374	-15,138	118,612	324,218	53,269	146,573	110,646	-17,338	-80,985	-73,768	-89,056	523,116
Extraordinary Expenses													
Facility Improvements	0	0	0	0	0	0	15,950	0	0	0	0	0	15,950
Total Extraordinary Expenses	0	0	0	0	0	0	15,950	0	0	0	0	0	15,950
Total Expenses	255,040	340,585	307,878	404,711	346,921	366,877	311,431	381,691	458,557	373,954	370,492	382,025	4,300,165
Net Income	131,456	-85,374	-15,138	118,612	324,218	53,269	130,623	110,646	-17,338	-80,985	-73,768	-89,056	507,166
Cash Flow Adjustments	5,224	-2,977	-8,304	30,177	-18,770	1,906	2,983	17,453	-6,612	-6,612	-6,612	-6,612	1,243
Change in Cash	136,679	-88,351	-23,442	148,788	305,448	55,176	133,606	128,099	-23,950	-87,597	-80,380	-95,668	508,409
Ending Cash	270,711	182,360	158,918	307,706	613,154	668,330	801,936	930,034	906,085	818,488	738,108	642,440	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	134,032	930,034	642,440
Total Current Assets	134,032	930,034	642,440
Total Assets	134,032	930,034	642,440
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	0	27,691	1,243
Total Current Liabilities	0	27,691	1,243
Total Long-Term Liabilities	0	0	
Total Liabilities	0	27,691	1,243
Equity			
Unrestricted Net Assets	134,032	134,032	134,032
Net Income	0	768,311	507,166
Total Equity	134,032	902,343	641,197
Total Liabilities and Equity	134,032	930,034	642,440

Forecast History of June 30, 2025 Cash Balance

Source	Days of Cash at 6/30/25	Change	Description of change
Budget	60		From SY24-25Budget
Jul	59	-2	
Aug	69	10	Increased State funding based on ADA
Sep	70	1	Increase Basic Formula per WADA rate
Oct	51	-18	Additional Staff forecast
Nov	50	-1	State Revenue ADA and Transportation decreased.
Dec	44	-6	Title allocations reduced.
Jan	57	13	Staffing and CSP adjustments
 Feb	54	-3	
Mar			
Apr			
May			
Jun			



Finance and Facilities Committee Meeting Agenda and Notes - 3.19.25

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

Attendees: Courtney, Anne, Gary, Becky

Topic: Finance and Facilities

Time: Feb .24, 2025 05:00 PM Central Time (US and Canada)

Join Zoom Meeting

Join Zoom Meeting
<https://us06web.zoom.us/j/83650102774?pwd=ETHac4PU9azZ8mdtgnXSTNt4Xz4Jya.1>

Meeting ID: 836 5010 2774
Passcode: H6Qkw8

TLS 2024 - 2025 KPIs

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Days of Cash (< 45)	59	70	71	52	51	45*	58	55
Gross Margin (> 5%)	12%	14%	14%	10%	10%	9%	11.3%	11
Fund Balance @ Year's End (> 12%)	16%	19%	19%	14%	14%	12%	15.85%	15%

<p>Charter Goal 11 - No material findings in annual audit report</p> <ul style="list-style-type: none"> - By Year Three, TLS will maintain at least 30 days of cash on hand - Monitor school financial progress and trends monthly <p>F & F Comm Goal: Financial Policies Followed & Fund Balance over 12%</p> <p>1. Monthly Financials - Anne Nichols (EdOps)</p>	<p>Updates:</p> <ul style="list-style-type: none"> ○ Presentation <ul style="list-style-type: none"> ■ Supplemental Report for February <ul style="list-style-type: none"> ● Drawdowns coming from the federal Charter School Program (CSP) startup grant for at least \$100K for three more months; then the grant restarts in May. (Runs through The Opportunity Trust) ● Have \$26K in transactions they were not able to code so are showing up as an overage in Executive Admin Purchase Services <p>Action: Courtney will review protocol with Whitney.</p> ■ Check Registry for February ■ Update on DESE Title Revenue Shortfall: Anne will continue to investigate <ul style="list-style-type: none"> ● DESE is saying nothing can be done for this year as TITLE is based on the information the school provided last year. ● Need to recalculate for April 1, 2025 based on the correct Poverty number. <p>Action: <ul style="list-style-type: none"> ● Courtney will review CEP doc with Keisha, Anne and Nikki from the ED Ops data team to get the numbers right in preparation to send to DESE by April 1. </p> ○ Sweep Account <ul style="list-style-type: none"> ■ Is set up for \$100K and sweeping daily to a DDD account <p>Action: <ul style="list-style-type: none"> ● Gary will follow up with Peter at the bank to: <ul style="list-style-type: none"> ○ Up the operating account (#1809) limit to \$245K ○ Get statements ○ Get Anne and Kim NguyenTran both need login by April 1 </p>
<p>Long Term Sustainability</p>	<ul style="list-style-type: none"> ● Facilities Expansion Updates <ul style="list-style-type: none"> ○ Sent a LOI ○ Facilitates consultant Lindsay Richard will start negotiation next week. ○ Selection of subcontractors will be solidified next week. <ul style="list-style-type: none"> ■ Gave bids in the last two weeks ■ As soon as the school signs, work can begin.
<p>Charter Goal 11 - No material</p>	<p>Status Updates:</p>

<p>findings in annual Audit</p> <p>F & F Comm goal: Financial Policies Followed</p> <p>2. Audit Report Followup</p>	<ul style="list-style-type: none"> ● Benefits and 218 Agreement: - Tabled <ul style="list-style-type: none"> ○ Whitney's summary ○ Courtney will review and advise Becky on upside and downside to share with the Board. ● Benefits Reconciliation - Tabled ● Summer Cleaning Invoice and SOP for invoices - Tabled ● Audit docs folder is set up for 2025. ● Quarterly Internal controls questionnaire is done. <ul style="list-style-type: none"> ○ Action: <ul style="list-style-type: none"> ■ Gary will put the questions into a Google form ■ Send Spring Form to Courtney, Keisha, Whitney by 3/26 ■ Request return by 30 days ■ Gary will set up a calendar of dates to collect questionnaire results and share with the Committee. ● Food vendor and other contracts. Pending. <ul style="list-style-type: none"> ○ Gary will reach out to Whitney ○ Additional Action Items for Whitney: <ul style="list-style-type: none"> ■ TLS Uniform Quote ■ Apple iPad & Business Cell Phones Quote ■ Paypal Account Update ■ SOP: Receiving In-Kind Donations and Fundraising Funds 												
<p>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.</p> <p>3. Status Updates</p>	<p>Status of January Finance and Team (Operations) Uploads to Report Well:</p> <p>1. Finance Uploads:</p> <table border="1" data-bbox="655 1166 1944 1409"> <thead> <tr> <th></th> <th>January</th> <th>February</th> </tr> </thead> <tbody> <tr> <td>Submitted</td> <td>100%</td> <td>66.7%</td> </tr> <tr> <td>Timeliness</td> <td>100%</td> <td>66.7%</td> </tr> <tr> <td>Completion</td> <td>100%</td> <td>66.7%</td> </tr> </tbody> </table> <p>Incomplete: Building and Grade Level Expansion Enrollment Projections - Keisha completed this last</p>		January	February	Submitted	100%	66.7%	Timeliness	100%	66.7%	Completion	100%	66.7%
	January	February											
Submitted	100%	66.7%											
Timeliness	100%	66.7%											
Completion	100%	66.7%											

	<p>week; I sent a note to Tonya on Sunday and attached the doc Keisha completed.</p> <p>2. Team Uploads:</p> <table border="1" data-bbox="655 269 1946 513"> <thead> <tr> <th></th> <th>January</th> <th>February</th> </tr> </thead> <tbody> <tr> <td>Submitted</td> <td>100%</td> <td>n/a</td> </tr> <tr> <td>Timeliness</td> <td>100%</td> <td>n/a</td> </tr> <tr> <td>Completion</td> <td>100%</td> <td>n/a</td> </tr> </tbody> </table> <p>3. Operations Uploads:</p> <table border="1" data-bbox="655 636 1946 880"> <thead> <tr> <th></th> <th>January</th> <th>February</th> </tr> </thead> <tbody> <tr> <td>Submitted</td> <td>87.5%</td> <td>n/a</td> </tr> <tr> <td>Timeliness</td> <td>75%</td> <td>n/a</td> </tr> <tr> <td>Completion</td> <td>75%</td> <td>n/a</td> </tr> </tbody> </table> <p>Incomplete: Fire/Safety Inspection, Health inspection</p> <p>4. Missouri Ethics Commission - Board has been reminded of the need to complete Financial Disclosures for 2024 by May 1, 2025 Here are the directions</p>		January	February	Submitted	100%	n/a	Timeliness	100%	n/a	Completion	100%	n/a		January	February	Submitted	87.5%	n/a	Timeliness	75%	n/a	Completion	75%	n/a
	January	February																							
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<p>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>Short presentation on key points at each board meeting</p>	<p>Discussion</p> <ul style="list-style-type: none"> ● Next F & F PD presentation to the Board - Will be done for April 29 Board Meeting <ul style="list-style-type: none"> ○ Help the Board understand the 218 Agreement - Meeting with Whitney, Gary, Tanisha ○ How long term planning impacts the budget. <ul style="list-style-type: none"> ■ Tanisha, Gary and Becky will create a presentation based on that info for the May 7 retreat. ■ Make visuals to represent projected revenue and expenses over the next year. - Tabled <ul style="list-style-type: none"> ● In Year Four most of the school's revenue will be federal and state. Should take enrollment counts and ask Anne how the per WADA will be impacted. Map out what that looks like 5 - 10% annually. 																								

<p>4. Board PD</p>	
<p>Goal 10 - Board Engagement: For each fiscal year, 100% of board members will contribute financially to fundraising goals.</p> <p>5. Locating opps for partner giving</p>	<p>Status updates:</p> <ul style="list-style-type: none"> ● The Buddy Fund: <ul style="list-style-type: none"> ○ Application Completed ○ Vetting Form Completed ○ \$2500 has been approved as a grant for sports equipment for next year ○ Gary will follow up to see if there may be more that can be done. ● Matching Funds <ul style="list-style-type: none"> ○ Tanisha can receive matching funds from Synchrony bank for future fund raisers. ○ TLS has a PayPal giving account that can receive the funds. ○ Courtney will get PayPal Giving log in info from Whitney.

Coversheet

Development Committee Report

Section: IV. Committee Reports
Item: B. Development Committee Report
Purpose: Discuss
Submitted by:
Related Material: 3_3_2025 Development Committee Meeting Agenda and Notes .pdf



Development Committee Meeting Agenda and Notes 3.3.25

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: 3/3/2025 @ 5:00 PM

Members:

- Aaron Williams, Board Member and Committee Chair

<p>Join Zoom Meeting</p> <p>https://us06web.zoom.us/j/82332496109?pwd=rNtO6w15HSbp8dN1ffF1DG4xUaytat.1</p> <p>Meeting ID: 823 3249 6109 Passcode: SP3Ls9</p>	<ul style="list-style-type: none"> ● Zaneta Ford ● Michelle Gregory ● Talana 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
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<p>Present:</p>	<p>Aaron, Michelle, Carmen, Marilyn, Becky, Paula, Mourisha, Keisha</p>
<p>1. Event Planning - Ole' Skool New Skool</p>	<p>Ole' Skool Educates New Skool</p> <ul style="list-style-type: none"> ● April 26: 6 to 10 PM ● Location: The Legacy Center, 6850 Normandale Drive, St. Louis, 63121 ● Free event, but bring friends who will give. <ul style="list-style-type: none"> ○ Link to Give Butter: Bridging the Gap: New Skool Empowering the Ole Skool Fundraiser ● Goal: Need 52 iPads for Kindergarteners, 6 carts, +125 Chromebooks for Gr. 1 - 5, a piece of playground equipment. <ul style="list-style-type: none"> ○ Bring one of the iPads and one of the Chromebook to show people what can be learned so people can manipulate and show.... (Carmen and Mourisha will make sure the equipment gets back in inventory) ○ Share a message about the importance of Bridging the Digital Divide - Carmen will capture the essence of the video made by the EDs about this to put in a poster with bullets ○ Formal presentation of the WHY: <ul style="list-style-type: none"> ■ Keisha will address the group in real time about it - equity piece to help students keep up with their learning during Alternative Method of Instruction (AMI), to handle online state assessments, take individualized instruction, be competitive in the marketplace. ■ Maybe collaborate with Stephanie Madlinger about future use of tech - the vision for its use. MC? - Becky will follow up. ● Entertainment (children of board and committee members):

	<ul style="list-style-type: none"> ○ Children will present on the importance of bridging the digital divide ○ Why I love the Leadership School ○ Importance of closing the academic gap ● Mitzi MacDonald to perform - can use the \$2k as a matching grant for this event. <ul style="list-style-type: none"> ○ Mourisha will look into this inside Give Butter - share by noon tomorrow ○ Becky will follow up on note to Mitzi with Whitney; was the check cashed (Keisha will check) ● Carmen will work with the Instructional Leaders to identify children from Gr. K, 2, and 3 <ul style="list-style-type: none"> ○ Mr. Williams and his son (Gr. 4) ○ Ms Michelle and Bobbie (Gr. 1) ○ Ms. Mourisha and Damari (Gr. 4) and Margaret (Gr. 1) ○ Mourisha and Carmen will craft communication to those families to work on a project they want to share ● Marketing: <ul style="list-style-type: none"> ○ Carmen will do a quick video on the importance of technology to the first Charter in Normandy by Friday ○ Marilyn can put the message into a bullet point poster that we can put on our social media ○ Marilyn will also post ○ Print flyers at the school - give to each student in their folders once a week starting this week and once a week. - Mourisha <ul style="list-style-type: none"> ■ Drop off to the classrooms for teachers to put into children's backpacks ■ Make sure Mrs. Croft and Mrs. Beasley are aware that flyers are going out and that they have the fliers. ○ Carmen will give Michelle some enrollment flyers as well. Mourisha will get the Ole/New Skool flyers to Michelle to distribute to the substations in the 24:1.) ● During the event: <ul style="list-style-type: none"> ○ Evening out - food and drink. Stroll around presentation areas to hear the children and parents/guardians speak. Include a call action. (no alcohol) ○ 50/50 drawing could be easier. (This will be Bobbie's contribution) ○ Presentation about the Digital Divide by Keisha and Stephanie (?)
<p>2. Event Planning - Trivia Night</p> <p>TLS Calendar</p>	<p>Trivia Night - Moved to June 21 @ Pagedale Community Center (formerly Beyond Housing building, to the right of the police dept on Ferguson)</p> <p>Updates:</p> <ul style="list-style-type: none"> ● Task list developed. ● Promotional Flyer for Trivia Night (need to change the date) and updated School Promotional Flyer with growth data added ● Keisha and Tanjii who will line up major rappers in the area to market Trivia Night. ● Carmen will speak weekly with Tanjii to synergize the work with the goal of announcing the donation on Trivia Night. ● 50/50 drawing could be easier. <p>Aaron</p>

- Can sell cups, but not beer. May be a fee (\$70 - \$100). Ms. Mourisha and Mr. Aaron.
- Contact previous donors from Give Butter with Mourisha and Ms Talana. (Invite them within Give Butter for both; can push out messaging for each event within GiveButter - need to have donors RSVP and set up their campaigns; weekly communications - Carmen and Mourisha)
- Aaron, Mourisha, and Michelle can go check out the building. Assess tables, audio. Get that on the calendar. Lois Sampson, 9 AM - 4:30 PM, M - F to gain access. Will visit tomorrow and send a text for when Michelle, Mourisha, Aaron, and Carmen could look at the site.
- Aaron will follow up with Ms Hooks re: deposit for Legacy Center
- Investigate Pull Tab /Tip book

Mourisha

- Send a copy of both flyers to Ms. Gregory as soon as the venue is firmed up.
- Contact previous donors from Give Butter with Aaron and Ms Talana.

Michelle

- May be able to help with sound and set up.
- Will ask Mr. Huckleberry to be a question asker
- Will talk to Ms Trigg in Wellston and arrange to have flyers laid out in substations for the officers (Dellwood, Wellston for both New Skool/Ole Skool and Trivia Night.)

Marilyn

- Will work with Tanjii to put another video together emphasizing closing the digital divide with support from Carmen for this event.
- Study how to expand our reach behind local attendees.

Becky

- Becky will encourage the Board to donate

Keisha

- Ask Andy to help with sound

Carmen

- Put time on Keisha's schedule
- Will add Michelle to Canva

Next Steps:

- Need to locate partners to offer items and services for Silent Auction and raffle
 - Check the list of previous donors - Keisha will help Carmen.
 - Keisha and Carmen will craft a work plan to organize workers to help
- Need to send out School Brochure, link to video, and event flyer to friends and family to create teams.
- See [Task List](#) for more info.

<p>3. Partnerships Previous partners</p>	<p>1. Status of marketing for TLS</p> <ul style="list-style-type: none"> a. Video for Give Butter - Aaron will upload to GiveButter - Status? <ul 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? <ul style="list-style-type: none"> i. Promotional brochure with growth data included ii. Share on our social media websites; advertising for upcoming events. c. Partner List - Aaron will send. <ul style="list-style-type: none"> i. Send brochure/invitations to upcoming events to these folks
<p>4. Grants</p>	<p>1. Grants Work Team:</p> <ul style="list-style-type: none"> a. Compile docs for the common grant application - <ul style="list-style-type: none"> i. Grant Readiness Spreadsheet - Becky and Mourisha have been adding docs. Becky (3) this week; Mourisha has several but needs a charger for her laptop. Aaron will give her one.
<p>5. Ideas from Talana</p>	<p>Community Events</p> <ul style="list-style-type: none"> • Car Wash & Lemonade Stand -Summer (July - get the fire dept to come wash, MidCounty, volleyball game (city vs county?), the Pagedale Police Dept, hotdogs) - volleyball net and ball....water....need enough notice to sent people in the co-op (North Woods and Normandy) Invite new families - tentatively, July 19th. If there is construction, could move to Legacy Center or St. Vincent's. Could line this up now.- Mourisha • Face painting & Balloon Animals/Creation – Welcome Back to School • Support local business once a month <p>Fundraising</p> <ul style="list-style-type: none"> • Find out more about Giving Tuesday <ul style="list-style-type: none"> § Send out mailings to remind the community about giving Tuesday § Give different options to give • Two Major Fundraising Events <ul style="list-style-type: none"> § Maybe Spring & Fall (research best times)

	<ul style="list-style-type: none"> • Fun Fundraisers <ul style="list-style-type: none"> § Double Good https://www.doublegood.com/ - Early October <ul style="list-style-type: none"> § Give prizes for the top seller § Buy Snacks at School Twice a month students can purchase small snacks during lunch - Look into items/costs (Costco - Becky) - Math skills, incentive to 'shop at the school store.' - Fall? <ul style="list-style-type: none"> § Example popcorn, cookie, freeze pop, etc cost .50 § During holiday months send candy gram to friend/teacher cost .50 § Student/Parent Dance <ul style="list-style-type: none"> § Child and Love one Dance § Muffins and Misters (each adult pays a fee to cover the cost) § Muffins and Misses § Movies at School § Major Restaurant dine in day (usually gives back 5 to 10% of sales) § Reach out to restaurant to give free kid meal coupons for the students
<p>Other Ideas</p>	<p>School Newsletter - Becky will follow up on this</p> <p>Make an Events Calendar and merge it into the Formal Academic Calendar</p> <p>Include staff and school into more Development Committee events</p> <p>SOP re: Development Comm access to a line item for the committee's budget needs - Becky will follow up on this</p>

Coversheet

Governance Committee

Section: IV. Committee Reports
Item: C. Governance Committee
Purpose: Discuss
Submitted by:
Related Material: 3.17.25 Governance Committee Meeting Notes .pdf



Governance Committee Meeting Notes - 3/17/25

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 Charter 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: 3/17/25

Present: Stephanie, Gary, Keisha, Becky

(due to MLK day on 1/20)													
Bylaws	Governance Committee Charter												
<p>1. Compliance: ReportWell Upload Monthly Status as of 1/20/25</p> <p>Links to TLS Charter Goal #12: “Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.”</p>	<p>Status Update:</p> <ul style="list-style-type: none"> Starting 1/1/2025 all schools will be held accountable for required uploads in three areas: <p>TLS All Areas</p> <table border="1" data-bbox="562 427 1089 686"> <thead> <tr> <th></th> <th>January</th> <th>February</th> </tr> </thead> <tbody> <tr> <td>Submitted</td> <td>93.3%</td> <td>90.9%</td> </tr> <tr> <td>Timeliness</td> <td>70%</td> <td>63.6%</td> </tr> <tr> <td>Completion</td> <td>86.7%</td> <td>90.9%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Status of School Safety Inspection - <ul style="list-style-type: none"> Keisha will go to Dept of Health re: location of the report and also check with Tonya Richardson Status of Fire Safety Inspection - Keisha will get the Chief on site this week 		January	February	Submitted	93.3%	90.9%	Timeliness	70%	63.6%	Completion	86.7%	90.9%
	January	February											
Submitted	93.3%	90.9%											
Timeliness	70%	63.6%											
Completion	86.7%	90.9%											
<p>2. Governance Committee Goal: 90% or higher satisfaction by TLS Leaders (EDs, Board) with assessment and evaluation processes</p>	<p>Status of Mid-Year Reflection Conversations with EDs</p> <ul style="list-style-type: none"> Two more people responded to the survey requesting feedback for Keisha and Courtney On 3/18, Stephanie and Becky will attend BOT training on CEO Evaluation <ul style="list-style-type: none"> Work team to define meeting protocol Send a pre-meeting doc to EDs, e.g., Professional Development spreadsheet 												
<p>3. 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"> Action: Board Retreat will be May 7, 4:00 PM - 8:00 PM, at Delmar Divine. <ul style="list-style-type: none"> Keisha will send a message in April to order their own food (April Board meeting) - 10 people Topics: Draft TLS Board Succession Planning including Officers’ Job Descriptions (p. 2) Review and complete Job description for Board Members Start discussion of Charter Goal Revisions to be completed this summer for Goals 1, 3, 6, and 10. Board Norms (Maplewood Richmond Heights) CASEL Standards (School Performance Committee) Becky reached out to all five TOT Board Fellowship Fellows and heard back from two, who will join in the 3/25 Board meeting. 												

<p>ED Self-Eval Tool from <i>The Learning Principal</i> -</p>	<ul style="list-style-type: none"> ● She also shared with them: <ul style="list-style-type: none"> ○ Orientation document/Board Handbook
<p>4. Compliance: PD Presentations re: Charter and Bylaws during Board Meetings</p> <p>Expected by the charter commission in its Performance Framework (p. 7) “Board Member Training”</p>	<p>Discussion:</p> <ul style="list-style-type: none"> ● Professional Development Tracker - ● Ways to encourage completion: <ul style="list-style-type: none"> ○ Accountability Partners ○ Integrate into ED Check-Ins ○ On the Committees - add as a standing agenda item – do at the start of each meeting
<p>Upcoming</p>	<ul style="list-style-type: none"> ● Succession Planning for EDs - Postpone to April work team Supporting Docs ● A Parliamentarian for Board Meetings is needed. ● Need language to address public comments at board meetings. Currently missing from the Bylaws ● Collaborate with EDs on parent and staff satisfaction surveys ● Policy regarding staff professionalism: <ul style="list-style-type: none"> ○ Keisha will send a copy of Staff Handbook and Family Handbook ○ In April, the Governance could do PD for the Board regarding Grievance Policy p. 155 Discipline Policy p. 226, and Threats of Physical Violence Policy, p. 239 ● FYI: Summer Board Retreat - Possible offerings by consultant Kent Peterson from The Strategic Organization for a Summer Retreat: <ul style="list-style-type: none"> ○ Starting January 1, the Missouri Charter Public School Association will be the organizational home of a suite of governance support work. We could do any of the things below to support your leadership and to support the Board and executive team: <ul style="list-style-type: none"> ■ Support you in planning and executing Board meetings throughout Q1 in 2025. We can help you align board roles, meeting agendas, and board discussions to assure focus and

	<p>follow through.</p> <ul style="list-style-type: none">■ Design and facilitate an entire Board, or Board chair and Board Committee Chair, intensive alignment work session. We can help you be sure roles, goals, and expectations are clear, reasonable, and shared. The Board, and each of the Committees, will likely find value in understanding their autonomy and responsibilities in a concrete and operational way.■ MCPSA and MCPSC both have contributed to the creation of a Board Self-Assessment process. Like most really good “processes” this includes reasonable doses of self-reflection, improvement areas, and check-ins throughout the year. TLS’ board can begin this anytime and use the results to add value to their work.■ We have a methodology about Healthy Board and Supt/CEO Relationships that we could help you adapt to the unique leadership dynamics at TLS.
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Coversheet

School Performance Committee Report

Section: IV. Committee Reports
Item: D. School Performance Committee Report
Purpose: Discuss
Submitted by:
Related Material: 3.10.25 School Performance Committee Meeting Agenda and Notes .pdf
MTSS Graphic.png



School Performance Committee Meeting Agenda and Notes - 3.10.25

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 Charter Goals

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.

Meeting Dates for 2024 - 2025: **Second Monday @ 4:00 PM** [_TLS School Calendar](#)

Date of this Meeting: Mar. 10, 2025 4:00 - 5:30 PM

Present: Keisha, Stephanie, Becky

**1. Charter Goals 1 - 4:
Achievement and Growth**

MAP testing will start April 28 -
May 5, 2025

Status:

- [Instructional Plan](#): Scope and sequence tab by next SP Committee meeting and the tracker tab has been completed..
- Data for Grade 3 is updated. Working on including Grade 4.
- Academic goals weekly monitoring - patterns noted:
 - Working on building stamina for standardized test taking.
 - Been doing practice MAP tests in the intervention block.
 - Now have to do simulations re: the atmosphere for actual test taking re: focusing for an hour.
 - Looking into [universal accommodations](#): Have extended time, take up to 20-minute breaks as needed, a physical grammar handbook, platform has highlighter/magnification embedded, flag questions to go back to, read aloud to themselves (requires space), scratch paper, sticky notes, can type for a student if they have a physical injury, can have a separate setting for workers who work more slowly, thesaurus.
 - Cannot read aloud test items or will invalidate the test
 - Ideas: Positive reinforcement posters that students made, lemon scents?

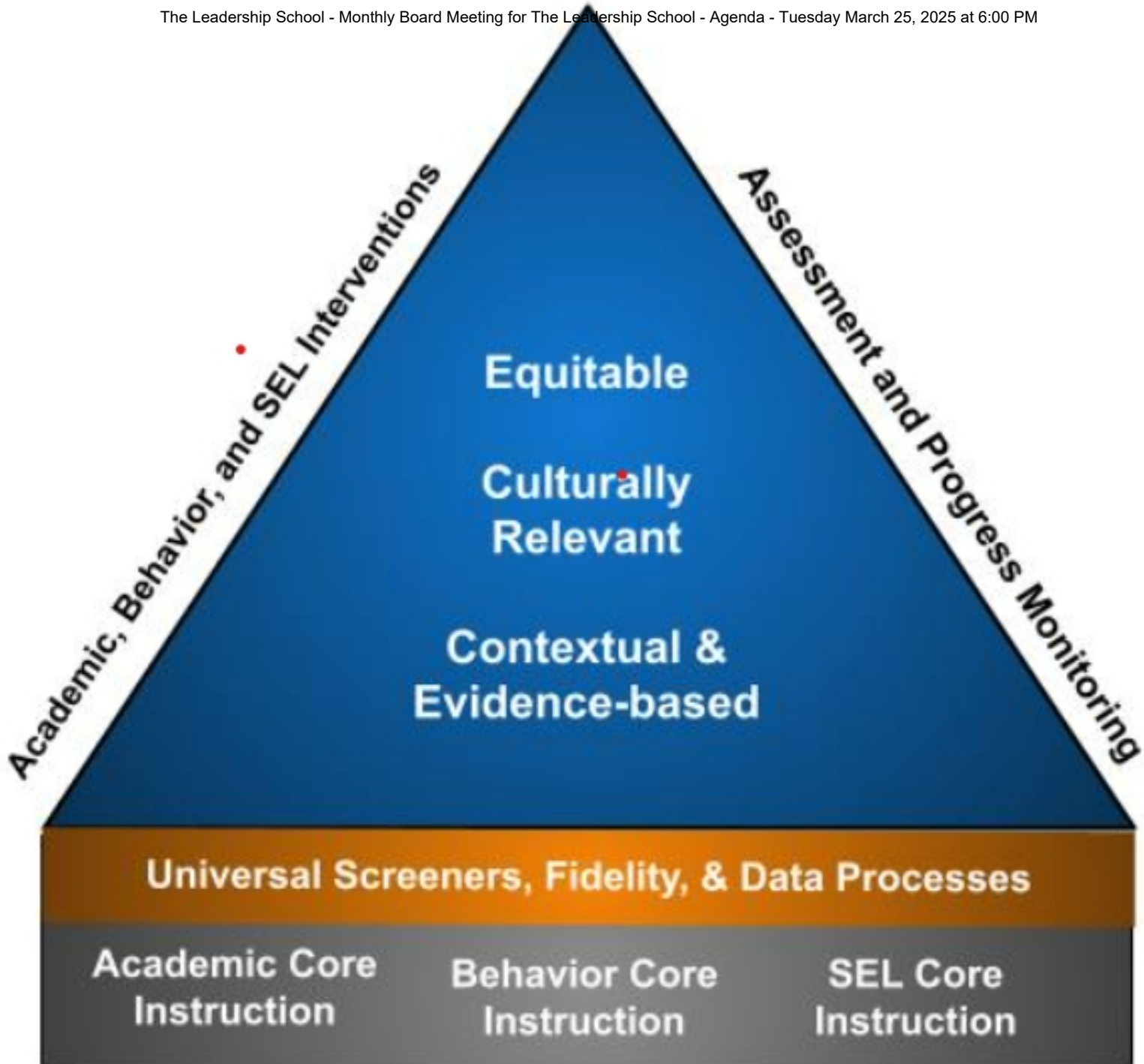
Discussion:

1. [Essential Conditions to Accelerate School Performance](#)
 - a. Robust Instructional Core
 - i. How to move instruction out of DOK 1 (rigor)
 - ii. How to increase academic engagement (rigor, relevance, relationships)
 1. decrease down time (pacing) through greater use of cooperative structures (face to face learning)
 2. add movement as a learning tool
 3. build a rich, engaged, and supportive classroom learning community where everyone works with everyone at some point during the week
 4. Increase learner self-awareness (strengths, interests) and self-efficacy (personal goal - setting; understanding targets and where they stand relative to mastering

	<p>them)</p> <ul style="list-style-type: none"> iii. How to determine the appropriate amount and use of technology <ul style="list-style-type: none"> 1. How to effectively scaffold lessons without over-reliance on technology iv. How to integrate content literacy (science and social studies content with reading and writing standards relevant to those subjects) <p>2. Rejoining EdPlus</p> <ul style="list-style-type: none"> a. Pricing benefits of digital purchases (cooperative purchasing) b. Discovery Ed subscription - includes some items that are like MAP test (writer builder) c. Networking for HR, Operations, Admin d. Reduced pricing for professional development... e. Professional Learning Networks (operations, school leaders, tech integration specs, teachers) <p>Action:</p> <ul style="list-style-type: none"> ● Ask for feedback from teachers about how they are using tech during PD on Friday, 3/14. - Keisha will contact Rebecca Maldonado to get data to share on 3/21 @ Connect STL. <ul style="list-style-type: none"> ○ Stephanie will float some prompts to Keisha/Rebecca Maldonado ● Stephanie and Keisha will ask folks to come to New Skool/Ole Skool. ● Stephanie will put some slides together for the presentation. ● Current focus of PDs is internalization of lessons in lesson design. Using Pear Deck to receive the PD.
<p>2. Data Driven Action Steps</p> <p>TLS Culture Audit Doc</p>	<p>Status</p> <ul style="list-style-type: none"> 1. TLS leaders are establishing a cadence of three times a week of learning walks (instructional leadership team). <ul style="list-style-type: none"> a. What have you noticed? b. Have teachers been included in the walks? <p>Update:</p> <ul style="list-style-type: none"> ● Going for two walks a week after Spring Break ● Been challenging with needing to fill in for the departure of a math teacher at the moment
<p>3. Board Education</p> <p>Technical Terms</p> <p>PD Presentation On Reading Success Plan 01.07.25</p>	<p>Action:</p> <ul style="list-style-type: none"> ● March PD topic. <ul style="list-style-type: none"> ○ Tiered systems of support, integrate info re: walk throughs above? ○ Technical terms in a graphic - Carrie? <p>Action</p> <ul style="list-style-type: none"> ● Have Carrie connect with K and C re: what MTSS is looking like at TLS and how the school would like to continue to improve the process.
<p>5.Data Driven Action Steps</p>	<p>Status of SSD Services:</p>

<p>SSD Partnership</p>	<ul style="list-style-type: none"> ● MCPSC 2024 TLS Report related to SSD and Academic Achievement generally. <ul style="list-style-type: none"> ○ 19 students have IEPs (specific disabilities, reading, some speech) - (one teacher and 2 paras) ○ How many instructional minutes out of the total on average are students receiving SSD support? ○ How many need IEPs? (36 parent referrals) ● Has the Review of Existing Data packets been updated? <p>Update:</p> <ul style="list-style-type: none"> ● EDs met with SSD director and had a productive meeting about how paras can push into classrooms. ● Well below the average number of students with IEDs regionally. ● Going to continue with the pullout model vs immersion classroom. ● Going to start using a social worker from SSD.
<p>6. Committee Operations</p>	<p>No Report Well Uploads required for March related to School Performance</p> <p>[CSDC still wants TLS to upload to Epicenter. Need to get a contact there. Keisha will work with Whitney re: types of reports still needed]</p>
<p>Board Education</p>	<p>Status</p> <ol style="list-style-type: none"> 1. Carrie and Stephanie to reach out to folks at: <ol style="list-style-type: none"> a. Maplewood Richmond Heights - Stephanie will reach out b. Premier c. KIPP St Louis (Wonder, ELA) <ol style="list-style-type: none"> a. Lafayette Prep (elementary ELA) 2. Check out Tier 2 and Tier 3 accommodations and what schools are doing for students who are really far behind. - Carrie will reach out. Set up a zoom. Stephanie will act as backup. <ol style="list-style-type: none"> a. Set up conversations, followed by an actual visit or a virtual visit. 3. Start a doc of ideas to share that have been gathered from various places.
<p>Board Education</p>	<p>April 16? Retreat Planning:</p> <ol style="list-style-type: none"> 1. Keisha and Carrie to present on the CASEL standards as a lead in to revising Goal 6 - Student Leadership 2. Stephanie, Keisha? & Courtney? will lead a discussion on technology planning for TLS

	<p>a. What role should technology play in elementary education? b. Do we want/need 1-to-1 computing? c. Who will manage the maintenance of the equipment?</p>														
<p>2. Board Education</p> <p>Achievement Data folder on Google</p> <p>2/6/25 ED Data Presentation</p> <p>Instructional Plan</p> <p>TOT Missouri Academic Data Explorer (MADE)</p> <p>Five Key Indicators</p>	<p>Revised Assessment Calendar - Status?</p> <table border="1" data-bbox="606 371 873 586"> <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
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<p>Resources</p>	<p>Learning Progressions (scaffolding support within the Individualized Learning Block to help students access grade level standards/material - Edutopia) Hyperubrics (guide differentiated instruction by clarifying performance steps toward desired achievement targets - Cult of Pedagogy) WorkFuing with Leveled Texts</p> <p>Robin Wahby, Executive Director - MCPSC Noah Divine, Executive Director - MCSA Kent Peterson - Education Board Partners</p>														



SSD's Multi-tiered System of Support (MTSS) Framework

Coversheet

Charter Goals Status

Section: V. Executive Directors Monthly Report
Item: A. Charter Goals Status
Purpose: Discuss
Submitted by:
Related Material: CO - ED Board Report 03.25.25.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Co-Executive Directors' Board Report

The Leadership School
Board of Directors Meeting
March 25, 2025

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

		October 2024	November 2024	December 2024	January 2025	February 2025	March 2025
Average Daily Attendance	Month		85.90%	88.99%	92.05%	84%	86.83%
	Year		90%	89.84%	90%	89.27	89%
Tardies			141	203	128	170	
Discipline Referrals		68	103	42	20	23	40

Let's Celebrate! Jada Lee 100% Attendance

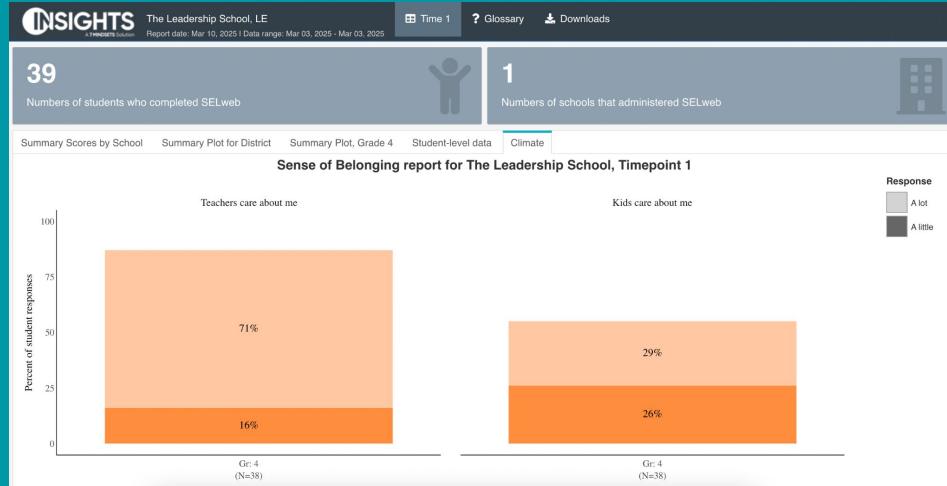
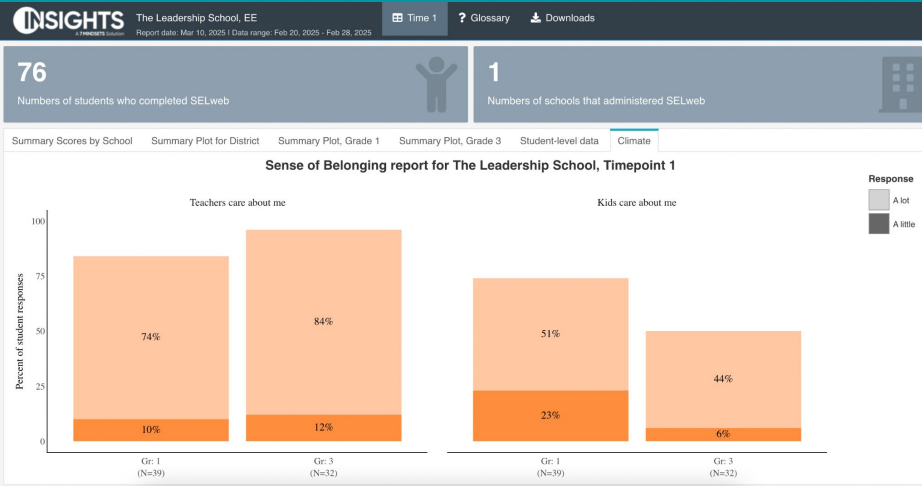
Grade level awards and prizes for February! Challenge for Perfect & Good Attendance



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%**

Sense of Belonging 1,3,4



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

Staffing & Enrollment 2024-25

	September 2024	October 2024	November 2024	December 2024	January 2025	February 2025	March 2025
Student Enrollment	XX	XX	227	225	220	218	215
Staff Vacancies	XX	XX	0	1	1	0	0

Charter 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.

	January	February
Submitted	93%	90%
Timeliness	70%	63%
Completion	87%	90%

2 items not updated due to access

- Dept. of Health Inspection
- Fire Inspection 2/25 8am