The Leadership School

Monthly Board Meeting for The Leadership School

Published on April 27, 2025 at 4:17 AM CDT
Amended on April 29, 2025 at 8:26 PM CDT

Date and Time

Tuesday April 29, 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, April 29, 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.

		Purpose	Presenter	Time
B.	Record Attendance Roll Call Vote		Stephanie Madlinger	1 m
C.	Public Comment Section		Rebecca Langrall	4 m
II.	**Review Minutes**			**6:06 PM**
A.	March 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**

On 4/8, at the ED Check-In, Becky and Stephanie presented key points from a research study/grant opportunity through eMints at the University of Missouri called *Talk 2 Read,* that involves 40 hours of PD for participating teachers and up to 10 Samsung tablets for students in Grades 2 and 3.

Please review and give feedback on the Board Norms and the draft Strategic Plan Summary that you received in the Weekly Updates so that we can use our time efficiently on May 7.

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.

On May 15, TLS will host The Sneaker Ball in the parking lot from 5:30 - 7:00 PM. This would be a great time for the Board to show up, represent the school, and meet the community. Please consider attending.

	Purpose	Presenter	Time

On June 21, TLS will host Trivia Night at the Pagedale Community Center from 6 - 10 PM. Here is the [link to set up a team, join a team, and purchase tickets](#) Here are the **[directions](#)**.

		Purpose	Presenter	Time
A.	Status of Charter Goal #10 - Board Engagement	Discuss	Rebecca Langrall	7 m

IV. Committee Reports — 6:17 PM

Committees Report on Monthly Activity

		Purpose	Presenter	Time
A.	Finance Committee Report	Discuss	Gary Stevenson	10 m

• Presentation of the Financials for March 2025
• 4/16/2025 Finance & Facilities Committee Meeting Report

		Purpose	Presenter	Time
B.	Development Committee Report	Discuss	Aaron Williams	5 m

• Presentation of 4/10/25 Committee Meeting Report

		Purpose	Presenter	Time
C.	Governance Committee	Discuss	Rebecca Langrall	10 m

• 4/21/2025 Governance Committee Meeting Report

		Purpose	Presenter	Time
D.	School Performance Committee Report	Discuss	Carrie Page	10 m

• 4/14/2025 School Performance Committee Meeting Report.
• PD on Tier 2 and Tier 3 Supports Examples

V. Executive Directors Monthly Report — 6:52 PM

		Purpose	Presenter	Time
A.	Charter Goals Status	Discuss	Courtney Moulder, Keisha Moody-Seymour	20 m

• MOY School Performance and Instructional Plan
• Climate Goals
• Attendance, Tardies, and Discipline Data and Reporting of Data

	Purpose	Presenter	Time

• Executive Director Professional Development (March/April)

		Purpose	Presenter	Time
VI.	**Consent Agenda**			**7:12 PM**
A.	Pending Previous Discussion:	Vote	Rebecca Langrall	1 m

1. TLS March 2025 Financials
2. April 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."

		Purpose	Presenter	Time
VIII.	**Closing Items**			**7:13 PM**
A.	Self Assessment	Discuss		5 m

Pick one and report out:

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?

		Purpose	Presenter	Time
B.	Next Steps	FYI	Rebecca Langrall	3 m

	Purpose	Presenter	Time

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. Also please promote and contribute to Trivia Night.

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:

- Committee-Based Opportunities for Professional Development Resource
- TLS Board Member and Executive Director Professional Development Tracker

Next **Board Meeting: May 27, 2025**

		Purpose	Presenter	Time
C.	Adjourn Meeting	Vote	Rebecca Langrall	2 m

Coversheet

March 25, 2025 Meeting Minutes

Section: II. Review Minutes
Item: A. March 25, 2025 Meeting Minutes
Purpose: Discuss
Submitted by:
Related Material: 2025_03_25_board_meeting_minutes.pdf

The Leadership School

Minutes

Monthly Board Meeting for The Leadership School

Date and Time
Tuesday March 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, March 25, 2025 · 6:00 – 8:00pm
Time zone: America/Chicago

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

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

Directors Absent
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 Mar 25, 2025 at 6:06 PM.

B. Record Attendance

C. Public Comment Section

II. Review Minutes

A. February 25, 2025 Meeting Minutes

No edits

B. Vote to Approve Minutes

G. Stevenson made a motion to approve the minutes from February 25, 2025 Monthly Board Meeting for The Leadership School on 02-25-25.
C. Page seconded the motion.
The board **VOTED** to approve the motion.

III. Board Chair Report

A. Status of Charter Goals #10

Mark Modrcin Avital Kadosh, and Shala Taylor, prospective TLS Board members attended and shared a bit about themselves.

Becky & Stephanie attended a BoT webinar about ED/CEO Evaluations on March 18, 2025.

Becky reminded the Board to complete the Personal Financial Interest form for the Missouri Ethics Commission.

Goal 10 Board attendance update: We have averaged 80% attendance

Goal 10 Board Engagement for donations and funds update: We have completed 30% of the goal.

Fundraiser event June 21st - Trivia Night will provide another chance to generate donations to TLS.

IV. Committee Reports

A. **Finance Committee Report**

Gary shared:

- For February: Avg. 55 days of cash (goal: > 45); gross margin of 11% (goal: > 5%); and 15% Fund Balance (goal: > 12%)
- a Forecast Overview for TLS Budget showing Revenue, Expenses, and Net Income.

Questions were raised about Actuals vs Projected.

- The next Finance Committee meeting will be time to learn and dive deeper into understanding.

Update on the facilities expansion: Letter of Intent has been submitted.

Quarterly Controls Questionnaire

- TLS Operations Staff will begin to receive a quarterly questionnaire regarding alignment with internal fiscal controls

The Buddy Fund

- Gary helped facilitate a donation from the Buddy Fund. It will be providing $2,500 for sports equipment for next year.
- Along with empowering students' recreation and physical education, this will help the Board come closer to our $10 K annual fundraising goal. Thank you, Gary!

B. **Development Committee Report**

Becky shared that the Trivia Night will now be Saturday, June 21, 2025.

- Funds for iPads, carts, Chromebooks and playground equipment will be the focus of this fundraiser.
- A technology advisory team will be formed in April with Board members, staff, and community members to help with oversight of technology planning.
- Ideas for fundraising were discussed including popcorn sales, face-painting, car wash and movie nights.

C. **Governance Committee**

Becky shared that the committee has been working on the required **Report Well documentation** uploads.

- In January, 87% of reports were completed and 91% were completed in February. (Goal: 90% on time and accurate)

- Keisha shared that the Fire Marshall walk-through would happen next week (one of the reports still needing to be uploaded)

Quarter 2/3 Reflection meetings with ED's are happening this Friday, March 28, with Keisha and Courtney.

- Led by Stephanie, TLS Board members Carrie, Gary, TC, and Becky will be conducting these feedback and reflection meetings based on Board survey results from this winter and ED self-reflections on the same questions.

Board Retreat is set for May 7 @ the Delmar DivINe from 4 - 8 PM

- Assignments to complete in advance will be sent each week starting in April.
- Board members will receive an email from Keisha to order dinner

Leadership (Board/ED) Professional Development

- Tracker spreadsheet needs to be maintained for each Board Member.
- Suggestion to integrate into Committee agendas and weekly ED check-ins. Maybe have an accountability partner.

D. **School Performance Committee Report**

- Stephanie shared updates on the Instructional Strategies spreadsheet.

- Keisha shared the instructional practices and strategies for preparing for the MAP Test that is later in April.

- Stephanie shared the benefits of membership with EducationPlus. TLS staff and board could participate in Professional Learning Networks, TLS would receive discounts on professional development and cooperative purchasing, and a building subscription to Discovery Education.

- Carrie and Keisha met with the SSD Director to learn about and understand the needs of students and staff pertaining to special needs.

- Carrie shared about connecting to a few schools on their Tier 2 and Tier 3 gains. Feedback from them will be shared next month.

- Carrie also shared a graphic to teach the Board about Multi-Tiered Systems of Support. MTSS is academic support with behavioral and social-emotional support. Universal screeners, fidelity and data processes should be placed at the foundation. The next level of support should include and focus on equity, featuring cultural relevance and approaches to interventions that are contextualized and evidence-based.

V. Executive Directors Monthly Report

A. Charter Goals Status

Achievement

- Keisha shared that the iReady & NWEA data would be ready in May since testing will occur in April.

Attendance/Tardies/Discipline

- Attendance for February was 89% and the same 89% for March.
- Student Jada Lee was celebrated has having 100% attendance for the year.
- Any student with 90% or higher attendance will receive awards. Class awards for each month will follow.
- The TLS student tardy count for February was 170 and March was 129.
- Discipline referrals for February were 23 and March was 40.

School Culture

- The focus is for students to re-learn how to get along and take turns this spring.
- Data on Sense of Belonging, Teachers Care About Me and Other Students Care About Me for 1st, 3rd and 4th grade were shared

Student Enrollment/Staff Vacancies

- As of March 22nd, student enrollment is 215 and there are no staff vacancies.

Book Drive

- Keisha shared that North Kirkwood Middle School will be doing a book drive for TLS.
- Students will be collecting books and will "Plant a Library" for students at TLS.

VI. Consent Agenda

A. Pending Previous Discussion:

Tanisha moved to amend Consent Agenda to say March Financials instead of February. Carrie seconded. Motion passed unanimously.

Carrie moved to approve the amended consent agenda, which was seconded by Gary. Motion passed unanimously.

VII. Closed Session

A. Notes

C. Page made a motion to move to closed session to address personnel, student, and real estate issues.
G. Stevenson seconded the motion.
In the closed session, Keisha and Courtney were in attendance. Board members were also in attendance: Gary, TC, Carrie, Becky, Tanisha, and Stephanie.
The board **VOTED** to approve the motion.

VIII. Closing Items

A. Self Assessment

Self-Evalution

- We spent time reporting on the past vs planning for the future. Need to work more on the future when sharing our committee work.
- We stuck to the agenda.
- We had equal participation. Everyone was present and contributed / democratic
- The meeting was effective - a lot of information shared
- To improve next board meeting - stick to time allotments in the agenda. If go over, either ask to extend the time or table the discussion.
- Suggestion - summarize committee reports to make them shorter

B. Next Steps

Complete Missouri Ethics Commission document by May 1st

Next meeting April 25, 2025

C. Adjourn Meeting

G. Stevenson made a motion to Adjourn meeting.
C. Page seconded the motion.
The board **VOTED** to approve the motion.

Documents used during the meeting

- 2025_02_25_board_meeting_minutes.pdf
- Board Chair Report - 3_25_25.pdf
- TLS - Monthly Presentation - February 2025(1).pptx
- 3_19_25 Finance and Facilities Meeting Agenda and Notes-1.pdf
- 3_3_2025 Development Committee Meeting Agenda and Notes .pdf
- 3.17.25 Governance Committee Meeting Notes .pdf
- 3.10.25 School Performance Committee Meeting Agenda and Notes .pdf
- MTSS Graphic.png
- CO - ED Board Report 03.25.25.pdf

Coversheet

Status of Charter Goal #10 - Board Engagement

Section: III. Board Chair Report
Item: A. Status of Charter Goal #10 - Board Engagement
Purpose: Discuss
Submitted by:
Related Material: Board Chair Report - 4.29.25.pdf
                        Trivia Night Flyer.docx

TLS Board Chair Report

The Leadership School Board of Directors Meeting 4/29/25

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
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%

	1/7	1/28	2/6	2/25	3/25	4/29	Average
Meeting Attendance	n = 6/8 75%	n = 7/8 88%	n = 7/8 88%	n= 8/8 **100%**	n = 6/7 **86%**		**82%** **100% @ 1/4 of meetings**

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.	Mar
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%	3/7 43%

Board Contributions (direct and indirect) Year To Date: $5580 (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 mark your calendars and encourage friends to buy tickets and business owners to donate gift baskets/certificates for the silent auction!

Coversheet

Finance Committee Report

Section: IV. Committee Reports
Item: A. Finance Committee Report
Purpose: Discuss
Submitted by:
Related Material: 4_16_25 Finance and Facilities Meeting Notes-1.pdf
                         TLS - Supplemental Report - March 2025.xlsx
                         TLS - Monthly Presentation - March 2025.pdf
                         202503CheckRegisterbyType.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Finance and Facilities Committee Meeting Notes - 4.17.25

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.

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: 4.16.2025 @ 5:00 - 6:30 PM	Attendees: Courtney, Anne, Gary, Whitney

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	March
Days of Cash (< 45)	59	70	71	52	51	**45***	58	55	66
Gross Margin (> 5%)	12%	14%	14%	10%	10%	9%	11.3%	11	13
Fund Balance @ Year's End (> 12%)	16%	19%	19%	14%	14%	**12%**	15.85%	15%	18

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%
 	
1. Monthly Financials - Anne Nichols (EdOps
	Updates:
	  ○ **Presentation**
	
	      ■ [**Supplemental Report for March**](#)
	
	        ● Drawdowns coming from the federal Charter School Program (CSP) startup grant end this month; then the grant restarts in May. (Runs through *The Opportunity Trust*)
	
	        ● Create an SOP around CC use by the Executive Team
	        Action: Courtney will review protocol with Whitney - Need to follow up next meeting
	
	      ■ [**Check Registry for March 2025**](#)

	● **Facilities Expansion Updates**
	  ○ Courtney to meet with target building owners early May
	  ○ Selection of subcontractors will be solidified. Gave bids in the last two weeks
	  ○ As soon as the school signs, work can begin.

Charter Goal 11 - No material findings in annual Audit
 	
F & F Comm goal: Financial Policies Followed
 	
2. Audit Report Followup
	Status Updates:
	
	● **Benefits and 218 Agreement:**
	  ○ [**Whitney's summary**](#) - **Whitney to send info again for discussion in June/July meeting.**
	  ○ **Courtney will review and advise Becky on upside and downside to share with the Board at that time.**
	
	● **Benefits Reconciliation - Benefits should be on track for everyone now going forward.**
	
	● **Summer Cleaning Invoice and SOP for invoices:**
	  ○ **SOP needed**

	○ **Discuss with Tom**
	
	● **Audit docs folder is set up for 2025.**
	
	● <mark>**TLS did not file for not tax exempt status in St. Louis County in 2022 and 2023, so has received a Personal Property Tax bill. Tax exempt status was reinstated in the fall of 2024. Our lawyer, Tom Durphy, is working on whether the status could be applied retroactively.**</mark>
	
	● <mark>**Winstream is making final demand for payment for Internet services contracted in 2023.**</mark>
	
	● **Food vendor and other contracts. Pending. Gary will reach out to Whitney**
	Additional Action Items for Whitney still pending:
	    ■ **TLS Uniform Quote**
	    ■ **Apple iPad & Business Cell Phones Quote**
	    ■ **Paypal Account Update - In motion, account will be set up with Courtney's information**
	    ■ **SOP: Receiving In-Kind Donations and Fundraising Funds**

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.** <mark>**3. Status Updates**</mark>	**Status of Uploads to Report Well:** 1. **Finance:** <table><tr><td></td><td>**January**</td><td>**February**</td><td>**March**</td></tr><tr><td>**Submitted**</td><td>100%</td><td>66.7%</td><td>100%</td></tr><tr><td>**Timeliness**</td><td>100%</td><td>66.7%</td><td>100%</td></tr><tr><td>**Completion**</td><td>100%</td><td>66.7%</td><td>100%</td></tr></table> **February: Building and Grade Level Expansion Enrollment Projections was due 2/1/25**, was initially uploaded on 2/17 but rejected; uploaded again on 3/14, but returned last week as

another doc was needed. The second doc has now been uploaded.

2. **Team**

	January	February	March
Submitted	100%	n/a	n/a
Timeliness	100%	n/a	n/a
Completion	100%	n/a	n/a

3. **Operations Uploads:**

	January	February	March
Submitted	87.5%	n/a	n/a
Timeliness	75%	n/a	n/a
Completion	75%	n/a	n/a

January: Health inspection for this year was due 1/29/25 and is still needed.

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**

90% or higher comprehension of Finance/Facilities TLS Bylaws by all board members based

Board Professional Development

- **F & F PD presentation to the Board - June 24 Board Meeting**
  - **Help the Board understand the 218 Agreement - Work Team: Whitney, Gary, Tanisha**

on self evaluation at mid/end of year assessments
 	
Short presentation on key points at each board meeting
 	
4. Board PD
	● **For May 7 Retreat:**
	   ○ **How long term planning impacts the budget**
	      ■ **Look at other schools at the same age as us and what percent they are spending on facilities (access Atlas's LT Facilities plan; take a look at Friendly Academy, just purchased the Hawthorne Building; Voices - look at their rents to compare with our warehouse project) to compare (12 - 15%) Case study**
	        ● ==**Courtney will reach out for the info**==
	      ■ ==**Tanisha, Gary and Becky will create a presentation based on that info**==
	
	   ○ **Make visuals to represent projected revenue and expenses over the next year. -** ==**Courtney will work on this**==
	      ■ **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.**

5. Locating opps for partner giving
 	
Goal 10 - Board Engagement: For each fiscal year, **100% of board members will contribute financially** to fundraising goals.
	Status update:
	
	● **Matching Funds**
	   ○ **Whitney will set up a new PayPal Giving account by Friday, 4/25.**
	   ○ **Matching funds from Tanisha's company will be directed to the new account once it is set up.**

Notice

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

TLS - Supplemental Report - March 2025.xlsx

PREPARED **APR'25** BY

March 2025 Financials

Contents

- **Executive Summary**

- **Key Performance Indicators**

- **State Revenue**

- **Forecast Overview**

- **Cash Forecast**

- **Key Forecast Changes This Month**

- **Appendix**

- **Forecast History**

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Executive Summary

EDOPS

- **Year end financials are projected to be $54k above budget, with an anticipated Net Operating Income of $617k an improvement of $109k from last month.**

- **Expense forecast: The expense forecast decreased by $145k, based on staffing and expense plans through Year end.**

- **Revenue forecast decreased by $35k, due to CSP reimbursement timing.**

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Key Performance Indicators

EDOPS

Days of Cash

Cash balance at year-end divided by average daily expenses

66

MCPSC
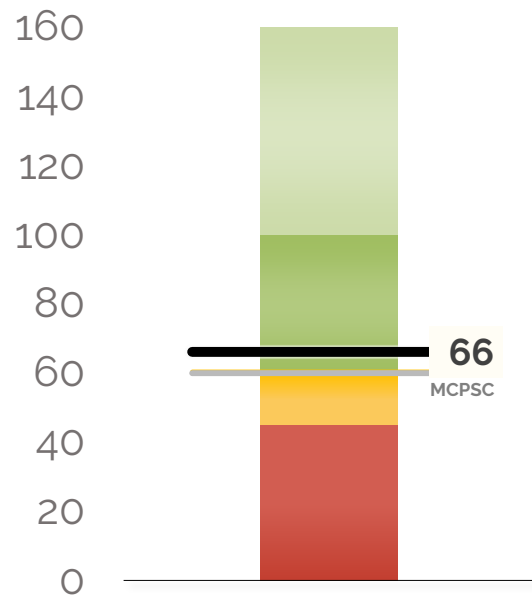
66 DAYS OF CASH AT YEAR'S END

The school will end the year with 66 days of cash. This is above the recommended 60 days, and 11 more day(s) than last month

Gross Margin

Revenue less expenses, divided by revenue

12.9%
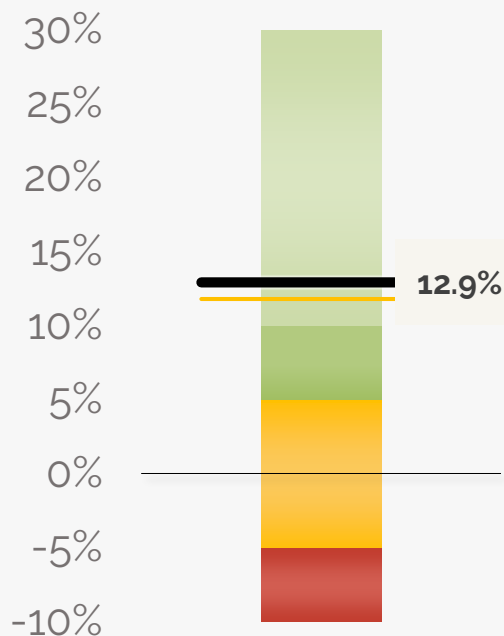
12.9% GROSS MARGIN

The forecasted net income is $617k, which is $54k above the budget. It yields a 12.9% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses

18%
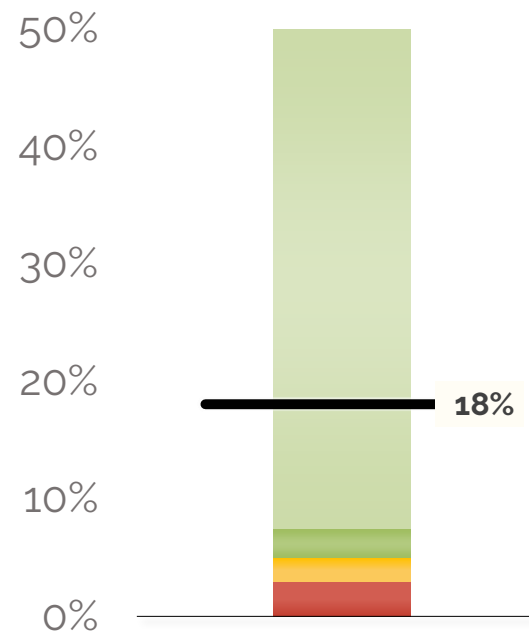
18.08% AT YEAR'S END

The school is projected to end the year with a fund balance of $751,038. Last year's fund balance was $134,032.

State Revenue

EDOPS

Student Expectations
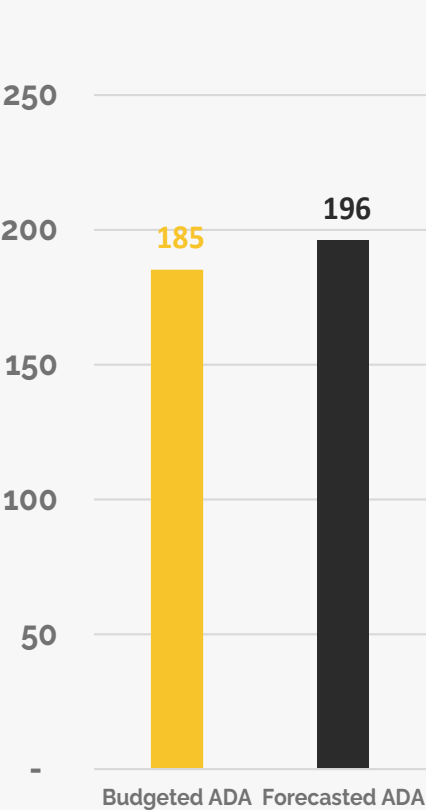
The school now forecasts 196 ADA for SY24-25. The budget target was 185.

$262K 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	**196**	**185**	**11**	
Regular Term K-12	196	185	11	219k
FRL Count	186	176	10	
FRL Weight	**38**	**36**	**2**	43k
IEP Count	0	0	0	
IEP Weight	**0**	**0**	**0**	
LEP Count	0	0	0	
LEP Weight	**0**	**0**	**0**	
WADA	234	221	13	
Per WADA Payment	$10,866	$10,300	566	
State Aid	**$2.5M**	**$2.2M**	**$261,923**	262k

Powered by BoardOnTrack

Forecast Overview

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	$4.8m	$4.8m	-$2k	-2k	State funding is above budget by $237k and fundraising is up by $107k. However, federal funding is $360k below budget due to reductions in Title funds and CSP for FY25.
Expenses	$4.2m	$4.2m	$55k	+55k	Expense trending less than budget
Net Income	**$617k**	**$563k**	**$54k**	**54k**	

Powered by BoardOnTrack

Cash Forecast

EDOPS

66 Days of Cash at year's end

We forecast the school's year ending cash balance as **$753k**, **$56k** above budget.

$753k

$56k Gain

Budget Cash — Forecast Cash

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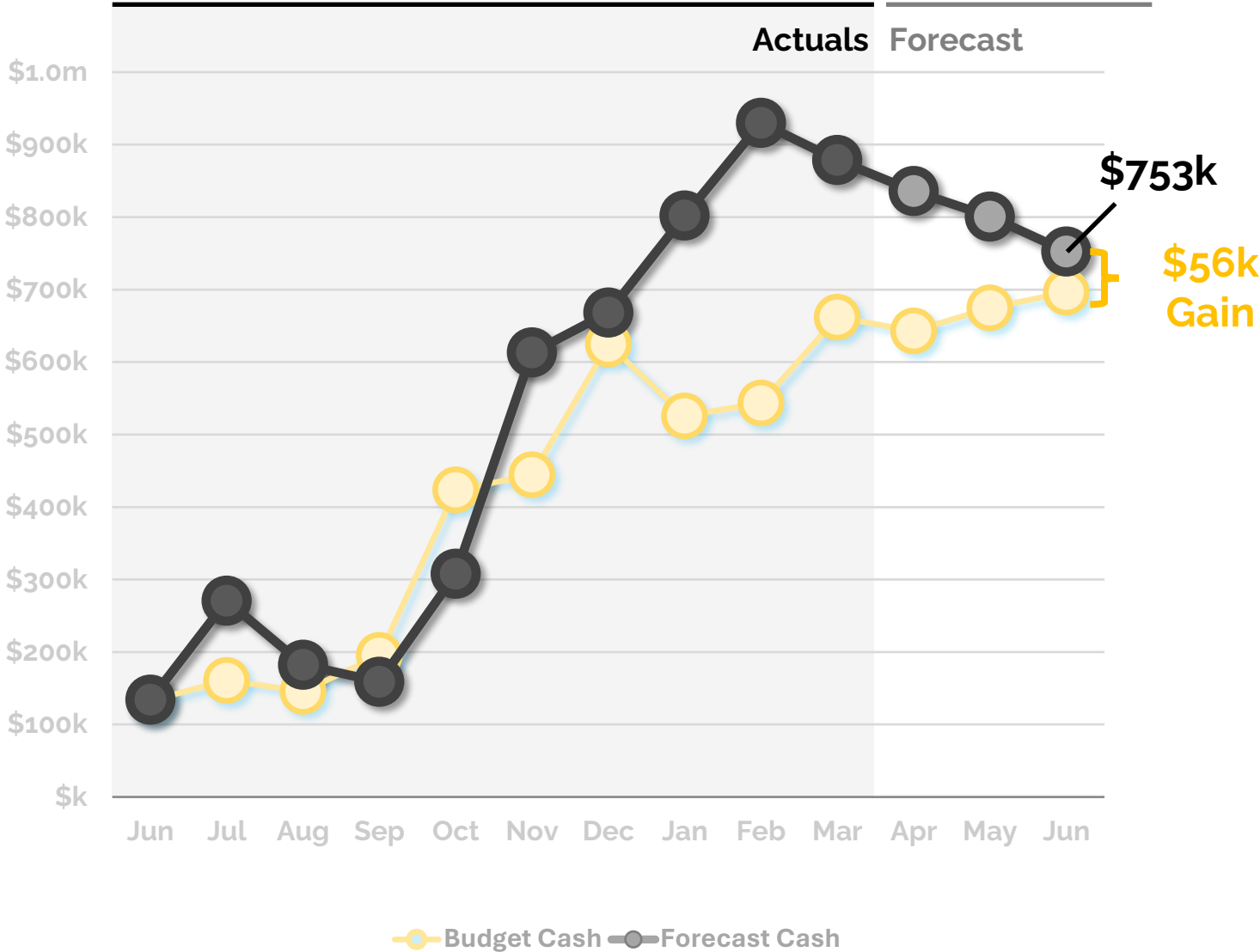
Key Forecast Changes This Month (1/2)

EDOPS

The March forecast increased the year-end cash expectation by $110k. Key revenue changes:

Annual Change	Category	Impact On Cash
32,234 less cash	**Federal Revenue** Reduced projected food revenue	$32k
16,658 less cash	**State Revenue** Reduced ADA	$17k

Powered by BoardOnTrack
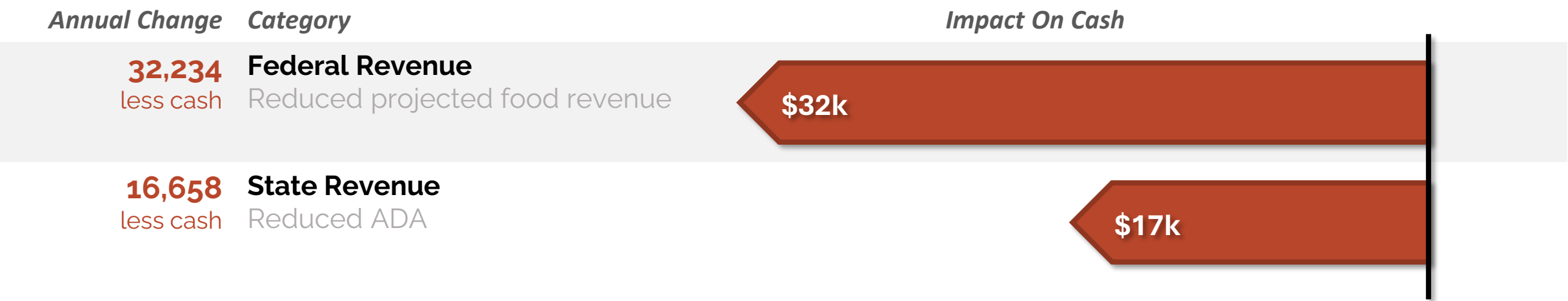
Key Forecast Changes This Month (2/2)

EDOPS

The March forecast **increased** the year-end cash expectation by $110k. Key expense changes:

Annual Change	Category	Impact On Cash

76,303 more cash — **Student Expense, Food** — Reduced food vendor expense — $76k

39,800 more cash — **Student Expense, Direct** — Removed Nurse vendor contract — $40k

11,413 more cash — **Office & Business Expense** — Recoded expenses — $11k

11,336 more cash — **Salaries** — Staffing reduction — $11k

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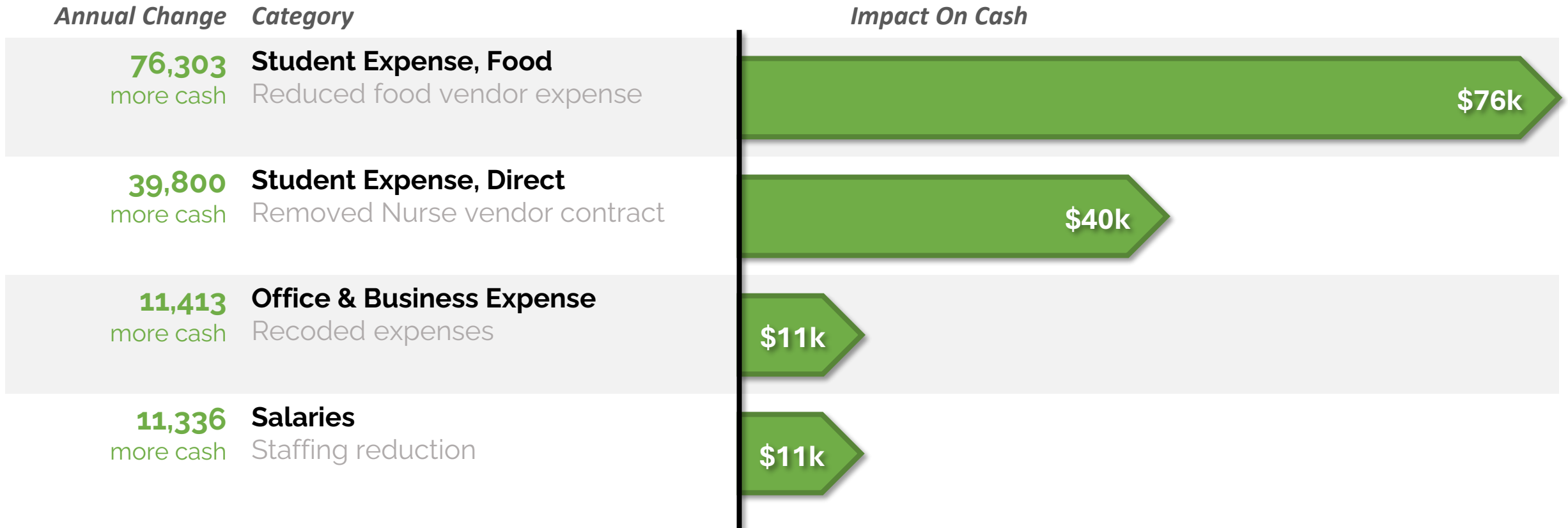
QUESTIONS?

Please contact your EdOps Finance Team:

Anne Nichols

anichols@ed-ops.com

816.985.5144

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Annotated Financials

	Year-To-Date			Annual Forecast				
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining	Rem %
Revenue								
Local Revenue	181,600	173,564	8,036	230,647	228,374	2,273	49,047	21%
State Revenue	1,985,870	1,766,168	219,702	2,598,953	2,361,723	237,230	613,083	24%
Federal Revenue	959,777	1,252,653	(292,876)	1,255,698	1,616,621	(360,923)	295,920	24%
Private Grants and Donations	671,750	564,000	107,750	671,750	564,000	107,750	-	0%
Earned Fees	14,531	2,491	12,040	14,531	2,500	12,031	-	0%
Total Revenue	**3,813,529**	**3,758,876**	**54,653**	**4,771,579**	**4,773,218**	**(1,639)**	**958,050** ❶	
Expenses								
Salaries	1,384,535	1,235,055	(149,480)	1,804,403	1,646,740	(157,663)	419,868	23%
Benefits and Taxes	354,917	339,564	(15,353)	471,071	451,752	(19,319)	116,154	25%
Staff-Related Costs	62,260	103,205	40,945	121,676	121,440	(236)	59,416	49%
Rent	356,237	316,681	(39,556)	461,252	412,908	(48,344)	105,015	23%
Occupancy Service	180,345	176,219	(4,126)	273,499	248,375	(25,124)	93,154	34%
Student Expense, Direct	292,871	548,252	255,382	329,631	611,996	282,365	36,760	11%
Student Expense, Food	122,190	190,746	68,555	196,190	272,494	76,304	74,000	38%
Office & Business Expense	184,619	148,561	(36,058)	245,198	203,070	(42,128)	60,579	25%
Transportation	121,226	171,700	50,474	235,703	241,000	5,297	114,477	49%
Total Ordinary Expenses	3,059,199	3,229,983	170,785	4,138,623	4,209,775	71,152	1,079,424	26%
Total Expenses	**3,075,149**	**3,229,983**	**154,835**	**4,154,573**	**4,209,775**	**55,202**	**1,079,424** ❷	
Net Income	**738,380**	**528,893**	**209,488**	**617,006**	**563,443**	**53,563**	**(121,374)** ❸	
Cash Flow Adjustments	**6,359**	**-**	**6,359**	**1,489**	**-**	**1,489**	**(4,869)** ❹	
Change in Cash	**744,739**	**528,893**	**215,846**	**618,496**	**563,443**	**55,053**	**(126,243)** ❺	

❶ **REVENUE: $2K BEHIND**

❷ **EXPENSES: $55K AHEAD**

❸ **NET INCOME: $54K ahead**

❹ **CASH ADJ:$1K AHEAD**

❺ **NET CHANGE IN CASH: $55K AHEAD**

Monthly Financials

Income Statement	Actual									Forecast			TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Revenue													
Local Revenue	13,284	36,773	18,097	17,160	24,296	14,710	17,337	20,785	19,159	16,349	16,349	16,349	230,647
State Revenue	142,452	142,453	142,605	397,932	280,089	219,698	220,371	220,140	220,132	203,109	206,864	203,109	2,598,953
Federal Revenue	36,261	75,986	132,039	104,871	58,871	181,119	184,346	106,362	79,924	107,475	94,222	94,222	1,255,698
Private Grants and Donations	194,500	0	0	0	303,750	4,620	20,000	144,500	4,380	0	0	0	671,750
Earned Fees	0	0	0	3,360	4,133	0	0	550	6,488	0	0	0	14,531
Total Revenue	**386,496**	**255,211**	**292,741**	**523,322**	**671,139**	**420,146**	**442,054**	**492,337**	**330,083**	**326,934**	**317,436**	**313,681**	**4,771,579**
Expenses													
Salaries	119,200	149,887	157,785	199,612	159,853	162,266	138,250	152,267	145,415	137,740	137,740	144,388	1,804,403
Benefits and Taxes	24,947	32,597	36,643	64,090	38,328	38,622	39,130	46,816	33,743	39,185	39,185	37,784	471,071
Staff-Related Costs	1,003	22,771	17,726	2,065	639	2,622	1,234	8,810	5,390	19,805	19,805	19,805	121,676
Rent	19,370	19,370	19,370	31,861	25,616	127,245	44,390	35,003	34,010	35,005	35,005	35,005	461,252
Occupancy Service	21,494	18,502	8,849	13,701	26,929	10,195	10,916	23,404	46,354	33,359	29,897	29,897	273,499
Student Expense, Direct	43,346	73,862	27,957	62,469	19,769	4,784	6,784	28,473	25,427	12,328	12,328	12,103	329,631
Student Expense, Food	9,614	6,390	6,334	11,354	29,136	0	13,935	29,120	16,307	34,000	20,000	20,000	196,190
Office & Business Expense	14,610	17,205	19,703	19,542	27,267	19,087	25,221	24,654	17,330	18,710	18,710	23,160	245,198
Transportation	1,455	0	13,511	18	19,383	0	15,621	33,143	38,095	38,159	38,159	38,159	235,703
Total Ordinary Expenses	255,040	340,585	307,878	404,711	346,921	364,820	295,481	381,691	362,071	368,292	350,830	360,302	4,138,623
Operating Income	131,456	-85,374	-15,138	118,612	324,218	55,326	146,573	110,646	-31,988	-41,358	-33,394	-46,622	632,956
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**	**364,820**	**311,431**	**381,691**	**362,071**	**368,292**	**350,830**	**360,302**	**4,154,573**
Net Income	**131,456**	**-85,374**	**-15,138**	**118,612**	**324,218**	**55,326**	**130,623**	**110,646**	**-31,988**	**-41,358**	**-33,394**	**-46,622**	**617,006**
Cash Flow Adjustments	5,224	-2,977	-8,304	30,177	-18,770	-151	2,983	17,453	-19,276	-1,623	-1,623	-1,623	1,489
Change in Cash	**136,679**	**-88,351**	**-23,442**	**148,788**	**305,448**	**55,176**	**133,606**	**128,099**	**-51,264**	**-42,981**	**-35,017**	**-48,245**	**618,496**
Ending Cash	270,711	182,360	158,918	307,706	613,154	668,330	801,936	930,034	878,771	835,790	800,773	752,528	

Balance Sheet

	Previous Year End	Current	Year End
Assets			
Current Assets			
Cash	134,032	878,771	752,528
Total Current Assets	134,032	878,771	752,528
Total Assets	**134,032**	**878,771**	**752,528**
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	0	6,359	1,489
Total Current Liabilities	0	6,359	1,489
Total Long-Term Liabilities	0	0	
Total Liabilities	**0**	**6,359**	**1,489**
Equity			
Unrestricted Net Assets	134,032	134,032	134,032
Net Income	0	738,380	617,006
Total Equity	**134,032**	**872,412**	**751,038**
Total Liabilities and Equity	**134,032**	**878,771**	**752,528**

Forecast History of June 30, 2025 Cash Balance

EDOPS

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 Reveneu ADA and Transportation decreased.
Dec	44	-6	Title allocations reduced.
Jan	57	13	Staffing and CSP adjustments
Feb	54	-3	
▶ **Mar**	**65**	**11**	**Removed Nurse Contract; Staffing savings**
Apr			
May			
Jun			

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The Leadership School		**Check Register by Type**		Page: 1
04/10/2025 8:02 AM				User ID: SAS

Payee Type: Vendor   **Check Type: Automatic Payment**   **Checking Account ID: 1**

Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
52024419	03/13/2025	X			REPUBLIC	Republic Services	696.75
52024420	03/10/2025	X			BAMBOOHR	Bamboo HR	308.20
52024421	03/05/2025	X			GSUITE	Google Suite	208.33
52024422	03/17/2025	X			NEXTIVA	Nextiva	702.04
52024423	03/04/2025	X			SCCHARTER	SC Charter - Rent	25,615.79
52024424	03/19/2025	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024425	03/24/2025	X			LEVEL3	Level 3 Communications, LLC	1,706.58
52024443	03/27/2025	X			CSDINSURAN	DEBCARDTX HSA BANK CSD060901079060 CSD INSURANCE POOL INC	634.50
52024445	03/17/2025	X			DIVVY	DIVVY - BILL.COM	4,578.34

	Checking Account ID:	1			Void Total:	0.00	Total without Voids:	34,588.51
	Check Type Total:	Automatic Payment			Void Total:	0.00	Total without Voids:	34,588.51

Payee Type: Vendor   **Check Type: Check**   **Checking Account ID: 1**

Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
85143679	03/06/2025	X			HOPSKIP	HopSkipDrive, Inc.	7,463.50
85143680	03/06/2025	X			HOPSKIP	HopSkipDrive, Inc.	8,272.21
85143681	03/06/2025	X			HOPSKIP	HopSkipDrive, Inc.	7,257.71
85155794	03/11/2025	X			CINTAS	Cintas Corp	502.79
85155906	03/11/2025	X			SHANDS	Shands, Elbert, Gianoulakis, Giljum Law Firm	209.00
85155907	03/11/2025	X			ROTTLER	Rottler Pest Solutions	107.00
85322378	03/27/2025	X			HKWARCHITE	hkw architects	36,125.00
85322379	03/27/2025	X			DANACOLE	Dana Coleman Consulting	250.00
85322380	03/27/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,000.00
85322381	03/27/2025	X			CULLIGAN	CULLIGAN	39.98
85322382	03/27/2025	X			AMAZON	Amazon	253.84
85322383	03/27/2025	X			AMAZON	Amazon	11.33
85322384	03/27/2025	X			AMAZON	Amazon	459.30
85322385	03/27/2025	X			AMAZON	Amazon	68.10
85322386	03/27/2025	X			AMAZON	Amazon	52.64
85322387	03/27/2025	X			AMAZON	Amazon	29.97
85322388	03/27/2025	X			AMAZON	Amazon	86.98
85322552	03/27/2025	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61
85322553	03/27/2025	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73
85322554	03/27/2025	X			CINTAS	Cintas Corp	199.95
85322555	03/27/2025	X			CINTAS	Cintas Corp	199.95
85322646	03/27/2025	X			OFFICEESSE	Office Essentials	466.90
85322647	03/27/2025	X			FIRSTSTUDE	First Student Bus	15,101.27
85322648	03/27/2025	X			FCOVEY	Franklin Covey Client Sales, Inc	20,127.00
85322922	03/27/2025	X			PAYPOOL	Paypool LLC	178.14
85322923	03/27/2025	X			STATUSQUO	Yakim Johnson Sr	475.00
85322924	03/27/2025	X			POWERSCHOO	PowerSchool	2,500.00
85322925	03/27/2025	X			EDOPS	EdOps	9,701.00
85322926	03/27/2025	X			FRESHPALAT	Anthony Foster	16,307.20
85322927	03/27/2025	X			SALOMON	SALOMON LAWN CARE LLC	1,280.00
85322928	03/27/2025	X			CSD	CSD Insurance Trust	31,652.03
85336142	03/31/2025	X			CINTAS	Cintas Corp	364.00
85336143	03/31/2025	X			CINTAS	Cintas Corp	54.68
85337370	04/01/2025	X			AMAZON	Amazon	169.99
85337371	04/01/2025	X			MARRANDCO	Marr and Company PC	1,980.00
85337372	04/01/2025	X			DANIELHEN	The Daniel and Henry Company	5,335.00
85337373	04/01/2025	X			DANACOLE	Dana Coleman Consulting	250.00
85337374	04/01/2025	X			DANIELHEN	The Daniel and Henry Company	266.75
85337998	04/01/2025	X			STATUSQUO	Yakim Johnson Sr	2,755.00

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	Payee Type Total:	Vendor			Void Total:	0.00	Total without Voids:	215,529.06

The Leadership School   **Check Register by Type**   Page: 2
04/10/2025 8:02 AM   User ID: SAS

	Grand Total:	Void Total:	0.00	Total without Voids:	215,529.06

Coversheet

Development Committee Report

Section: IV. Committee Reports
Item: B. Development Committee Report
Purpose: Discuss
Submitted by:
Related Material: 4_10_2025 Development Committee Minutes.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Development Committee Meeting Minutes - 4.10.25

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.

[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: 4/10/2025 @ 5:00 PM	**Members:** ● Aaron Williams, Board Member and Committee Chair

| Join Zoom Meeting

https://us06web.zoom.us/j/82332496109?pwd=rNtO6w15HSbp8dN1ffF1DG4xUaytat.1

Meeting ID: 823 3249 6109
Passcode: SP3Ls9 | ● **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**
● **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** |

Present:	Talana Hardin, Michelle Gregory, Becky Langrall, Aaron Williams, Zaneta Ford
1. **Professional Development Tracker**	**FYI:** ● **Aaron presented five key ideas from an Edpuzzle presentation: Equity: The Value of Partnerships and other Resources**
2. **Double Good Popcorn**	**Discussion:** ● **The Committee would like to run a 4-day Double Good Popcorn sales campaign around Mother's Day with a committee member partnering with a TLS staff member.**

3. **Trivia Night**
 	
Promotional Flyer for Trivia Night
School Promotional Flyer
Promotional TLS video -
	June 21 Trivia Night
	   ● **Pagedale Community Center**
	
	   ● **Committee member Michelle Gregory will spearhead this.**
	
	   ● **Work Team meeting set for 4/17 @ 5:00**
	
	Action: Need help from the Board to locate partners to offer items and services for Silent Auction and raffle

5. Community Event	**Car Wash & Volley Ball - July 19** **<u>Action:</u> Aaron will follow up with the EDs on this event, when discussing the Dev Comm budget and the addition of recurring Fundraisers and Community Events to the Annual School Calendar**

Coversheet

Governance Committee

Section:	IV. Committee Reports
Item:	C. Governance Committee
Purpose:	Discuss
Submitted by:	
Related Material:	4.21.25 Governance Committee Meeting Notes -1.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Governance Committee Meeting Notes - 4/21/25

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

Governance Committee Charter   **TLS Board Bylaws**

Standing Meeting Dates for 2024 - 2025: 3rd Monday @ 4:30 PM
https://us06web.zoom.us/j/85797465297?pwd=XbelY0QmOlM0G4bbvS58D8mjbAaDv9.1

Date of this Meeting: 4/21/25 (due to MLK day on 1/20)	Present: Becky, Courtney, and Keisha
1. PD **Governance Committee Goal 1a. Compliance with Authorizer Expectations** **See MCPSC Performance Framework (p. 7) "Board Member Training"**	**Professional Development Tracker** What did we learn this month? What can we share with others? Becky: <table><tr><td>An Annual Board Calendar</td><td>Webinar</td><td>MSPSA - Boardroom Brilliance series</td></tr><tr><td>Article by Mike Schomoker on Effective and Ineffective Literacy Practices</td><td>Article</td><td>Ed Week</td></tr><tr><td>Board Accountability Chain - Students/Family, Commission, Taxpayers; Advocacy and Accountability</td><td>Podcast</td><td>MSPSA - Boardroom Brilliance series</td></tr></table>
2. ReportWell Upload Monthly Status as of 4/21/25 **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."** **Governance Committee Goal #1c: Monitor submissions**	**Status Update:** ● **Starting 1/1/2025 all schools will be held accountable for required uploads:** **TLS All Areas** |	January	February	March
---	---	---	---
Submitted	100%	100%	100%
Timeliness	70%	63.6%	90%
Completion	**96.7%**	100%	100%	 ● **January - School Health Safety Inspection is still pending**
3. Governance Committee Goal 3: 90% or higher satisfaction by TLS Leaders (EDs, Board) with assessment and evaluation processes	**Status of Mid-Year Reflection Conversations with EDs** ● **Have the meeting summaries been shared? - No** **ED EOY Evaluation** ● **Examples of rubrics were sent to the Board for review on 4.14.25** ● **Address process at the May 7 Retreat** ● **With roles shifting throughout the year, suggest for this year:**

	○ **Using the ED Eval survey in Board on Track** ○ **Supplementing numbers with relevant rubric language from some of the example rubrics to provide guidance for next steps** ○ **Next Year: Could do a pre, mid, and post assessment for the ED** **Board of Directors EOY Evaluation** ● **Use the Board on Track survey, as well?** ● **[Here are the questions pulled from the survey](#)** ○ **Need to pull most appropriate Qs**

4. Governance Committee Goal 2: Support of Life Cycle Plan
 	
[Board Member Agreement](#)
 	
[MO /TLS Model Bylaws](#)
 	
[Transition Task List](#)
 	
[ED Self-Eval Tool](#) from *The Learning Principal* -
	Action: Board Retreat will be May 7**, 4:00 PM - 8:00 PM. Theme: "Collaboration and Accountability"**
	
	Tentative Agenda:
	● **Welcoming Shala**
	● **Current Reality**
	   ○ **Matching Leadership Styles w/ Organizational Developmental needs**
	   ○ **Teaming Challenges (Lencioni; Tuchman)**
	   ○ **Strengthening Leadership Teamwork**
	● **Strategic Plan Development**
	   ○ **Context:**
	      ■ **Financial Buckets**
	      ■ **Turn-Around School Performance Research**
	   ○ **Goal-Aligned Initiatives in 2025 - 2026**
	   ○ **Board Calendar/ Committee Annual Planning**

5. Governance Committee Goal 1:	**Action: Determine the need for a Board Policy related to TLS Staff Professionalism** ○ Current language in the Bylaws relates to students: **[Discipline Policy](#) p. 226, [Threats of Physical Violence](#), p. 239** ○ **[Current Employee Handbook](#) language (see p. 34)** ○ **[Draft Employee Professionalism Policy](#) - Keisha will provide feedback by Friday**

Coversheet

School Performance Committee Report

Section: IV. Committee Reports
Item: D. School Performance Committee Report
Purpose: Discuss
Submitted by:
Related Material: 4.14.25 School Performance Committee Meeting Notes .pdf

School Performance Committee Meeting Notes - 4.14.25

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 @ 4:30 PM	TLS School Calendar
Date of this Meeting: April 14, 2025 4:30 - 5:30 PM		Present: Carrie, Keisha, Becky, Courtney

Professional Development	**What are we learning?** ● **Discussed Schmoker's *Edweek* article on [Effective and Ineffective Literacy Practices](#), e.g.** 　○ **More time with content-rich grade level text** 　○ **More time frontloading vocab** 　○ **More time on reading, writing, and talking** 　○ **Less time in unguided seat work** 　○ **Needs to be a balance: What is the right ratio of time spent in a whole group, small group, and independent work?** ● **Discussed [Shanahan on reading stamina](#), e.g.,** 　○ **Aim for 400 words per segment for Gr. 2, 5 - 600 wps for Gr. 3, and 700 - 750 for Gr. 4** 　○ **Intersperse with 50 - 100 word segments from the next Gr. level** 　○ **Expect 1 - 2 hours a week of accountable reading - how much per day? Inside the classrooms? Outside class? Interest-driven, purpose-driven.** **Related to Reading:** 　○ **Kirkwood Middle brought 5500 books toTLS!!!** 　○ **Need to build a classroom libraries** 　○ **Create more opportunities for in school reading.** 　○ **Have students keep a reading log** 　○ **Always have a book on hand**
1. Charter Goals 1 - 4: Achievement and Growth **MAP testing will start April 28 - May 5, 2025**	**Status:** ● **Instructional Plan:** 　○ **Data for Grade 4 will be available when EOY NWEA testing concludes this week.** 　○ **Testing roll-out has gone smoothly.** ● **Rejoining EdPlus - Keisha will connect with EdPlus, so that summer PD is available on CPI (Crisis Prevention Intervention) for the current 5-day PD planned for this summer.** ● **On April 4, teachers were trained in Pear Deck -an online assessment platform and next year will do bi-weekly quizzes in ELA and math that look like the MAP assessment items.**

	a. **They are learning more about how to use the data to inform instruction.** b. **Are being empowered to look at MAP released items to understand what content is assessed and the deep understanding students need to answer well.**
2. Data Driven Action Steps [TLS Culture Audit Doc](#)	**Discussion:** a. **Dallas (over school discipline) has been evaluating patterns of need (discipline data), so is able to anticipate needs for adults and students.** b. **A sub has allowed Dallas to do some small group instruction with high need students. Responding in a systemic way, as part of the team.** c. **Summer PD mentioned above will be aimed at introducing a new cultural mindset related to discipline (restorative justice; trauma-informed)**
3. Board Education [Technical Terms](#)	**Action:** ● **Examples of Tier 2 and Tier 3 in Action from** ○ **Maplewood Richmond Heights - CP will talk with SM about this.** ○ **Premier - Courtney has connections there and will reach out.** ○ **Lafayette Prep (elementary ELA) - CP will talk with SM about this.** ● **Aim to share with the Board on 4/29.**
4. Committee Operations	**Report Well Upload related to School Performance (April) is due April 26** **CSDC needs TLS to upload to Epicenter.** ● **Jennifer Ford is the CSDC contact** ● **Keisha will work with Whitney re: types of reports still needed -**
5. Board Education	**May 7 Retreat:** **Charter Goals 6 (Leader in Me) and 7 (Student Voice)** ● **Keisha and Carrie to present on the CASEL standards as a lead- in to orienting the board on the work of amending** [Goal 6 - Student Leadership](#) **and Goal 7 - Positive School Culture.** ● **Working with the 2025 - 2026 leadership team, Keisha will aim to have suggestions for revisions to Goal 6 (currently related to Leader in Me) by July 1.** ● **Will loop the SP committee in for feedback before then.** **Technology Advisory Committee:** ● **Keisha will contact Stephanie, Courtney and TC to set up this team.**

	Agenda:
	    a. **What role should technology play in elementary education?**
	    b. **What is the right tech for the right age level? Do we want/need 1-to-1 computing?**
	    c. **Grants (Ameren and World Wide Tech)**
	    d. **Maintenance and management of the equipment**
	    e. **Impact on TLS budget planning**

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 04.29.25.pdf

Co-Executive Directors' Board Report

The Leadership School
Board of Directors Meeting
April 29, 2025

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

KG - 2nd Grade Reading iReady Data

Kindergarten Reading

	22%	31%	47%
Spring (March 2 - End of Year)			

	11%		89%
Fall (Beginning of Year - November 15)			

⬤ Mid or Above Grade Level	⬤ Early On Grade Level	⬤ One Grade Level Below	⬤ Two Grade Levels Below	⬤ Three or More Grade Levels Below
8 Students	**11 Students**	**17 Students**	**0 Students**	**0 Students**
(From 0 Students)	(From 4 Students)	(From 32 Students)	(From 0 Students)	(From 0 Students)
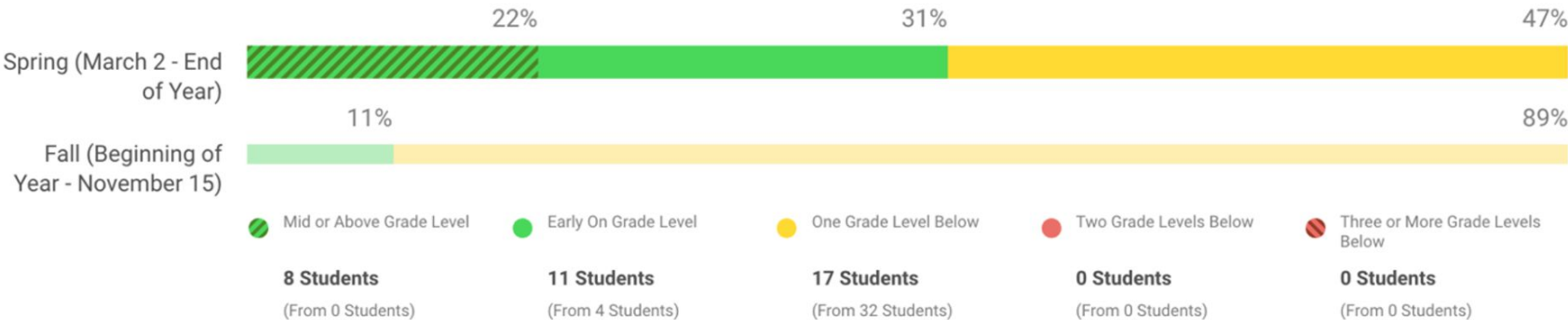
Kindergarten ELA Beasley, T.; Crockett, L.; Croft, K.; G...	Spring (March 2 - End of Year)		22%	31%	47%	0%	0%	36/49
	Fall (Beginning of Year - November 15)		0%	11%	89%	0%	0%	

Fall: 11% on grade-level   **Spring:** 53% on grade-level

Reading iReady Data

1st Grade Reading:

		27%	19%		50%	4%
Spring (March 2 - End of Year)						

	2%	6%		69%		23%
Fall (Beginning of Year - November 15)						

🟢 Mid or Above Grade Level	🟢 Early On Grade Level	🟡 One Grade Level Below	🔴 Two Grade Levels Below	🚫 Three or More Grade Levels Below
13 Students	**9 Students**	**24 Students**	**2 Students**	**0 Students**
(From 1 Student)	(From 3 Students)	(From 33 Students)	(From 11 Students)	(From 0 Students)
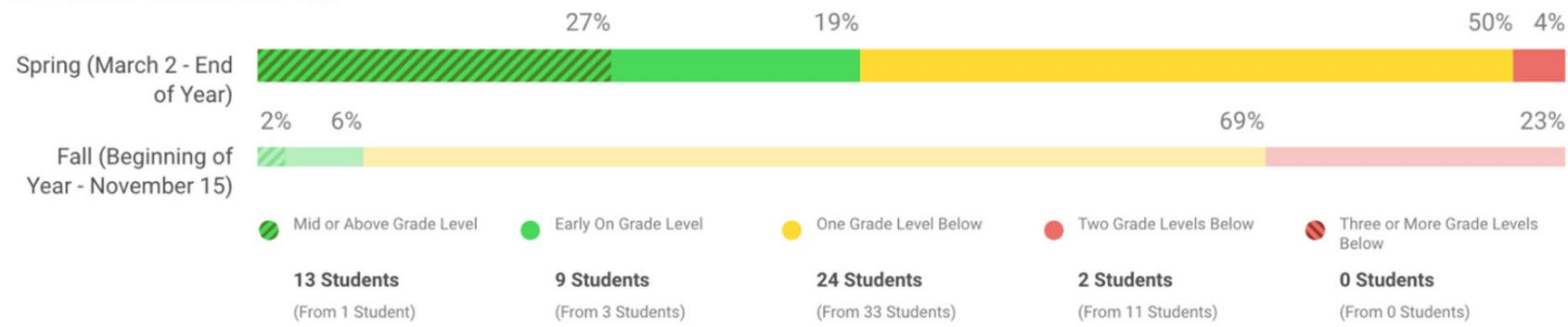
Class	Overall Grade-Level Placement	🟢	🟢	🟡	🔴	🚫
Meeks ELA Beasley, T.; Croft, K.; Griffin, D.; Kue...	Spring (March 2 - End of Year)	27%	19%	50%	4%	0%
	Fall (Beginning of Year - November 15)	2%	6%	69%	23%	0%

Fall: 8% on grade-level   **Spring:** 56% on grade-level

Reading iReady Data

2ⁿᵈ Grade Reading

	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below
Spring (March 2 - End of Year)	23%	23%	29%	26%	
Fall (Beginning of Year - November 15)	3%	14%	43%	40%	

Legend:
- ⬤ Mid or Above Grade Level — **8 Students** (From 1 Student)
- ⬤ Early On Grade Level — **8 Students** (From 5 Students)
- ⬤ One Grade Level Below — **10 Students** (From 15 Students)
- ⬤ Two Grade Levels Below — **9 Students** (From 14 Students)
- ⬤ Three or More Grade Levels Below — **0 Students** (From 0 Students)

Class	Overall Grade-Level Placement	⬤	⬤	⬤	⬤	⬤
Jackson ELA Beasley, T.; Croft, K.; Hinkson, L.; J...	Spring (March 2 - End of Year)	23%	23%	29%	26%	0%
	Fall (Beginning of Year - November 15)	3%	14%	43%	40%	0%

Fall: 17% on grade-level   **Spring:** 46% on grade-level

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

2nd Grade Reading: % of students 2 or more years below grade level - Fall: 40% → Spring: 26%

1st Grade Reading: % of students 2 or more years below grade level - Fall: 23% → Spring: 4%

* 3rd and 4th graders take iReady in May after the MAP assessment

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

2nd Grade Math: % of students 2 or more years below grade level - Fall: % → Spring: %

1st Grade Math: % of students 2 or more years below grade level - Fall: % → Spring: %

* 3rd and 4th graders take iReady in May after the MAP assessment

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

NWEA Spring 2024:

Grade 1	29th	37%	30%	20%	10%	3%
Grade 2	15th	56%	33%	11%		
Grade 3	5th	81%	11%	4%	4%	
Grade 4	24th	49%	18%	15%	15%	3%

NWEA Spring 2025:
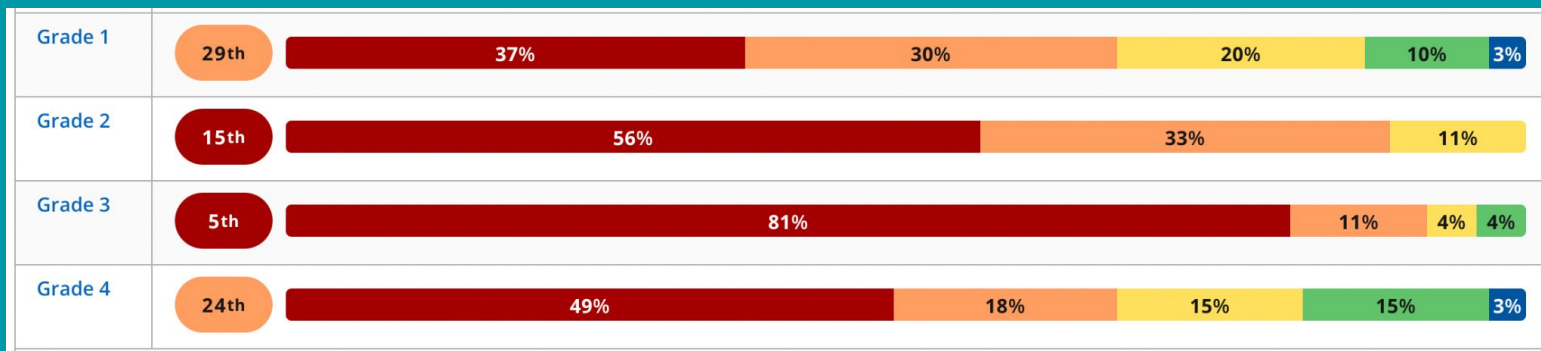
Grade 1	38th	36%	17%	15%	28%	4%
Grade 2	38th	24%	30%	14%	24%	8%
Grade 3	13th	55%	16%	8%	13%	8%
Grade 4	35th	25%	29%	23%	18%	5%
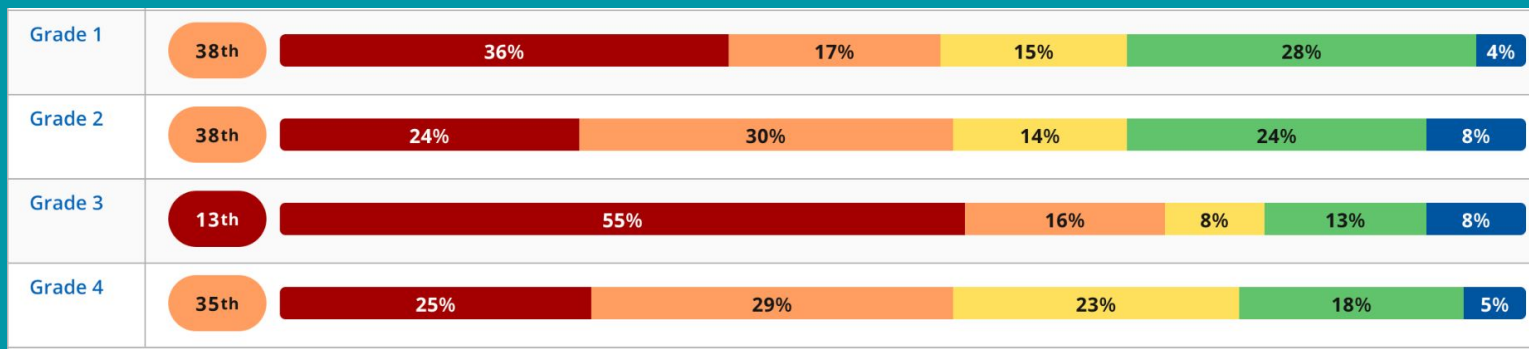
Internal ELA MAP Goals

3rd ELA MAP Goals
Basic or Above: 40%
Proficient or Above: 25%
Advanced: 5%

3rd ELA NWEA MAP Projections
Basic or Above: 29%
Proficient or Above: 21%
Advanced: 8%

4th ELA MAP Goals
Basic or Above: 65%
Proficient or Above: 40%
Advanced: 10%

4th ELA NWEA MAP Projections
Basic or Above: 75%
Proficient or Above: 34%
Advanced: 5%

Internal Math MAP Goals

3rd Math MAP Goals
Basic or Above: 42%
Proficient or Above: 18%
Advanced: 5%

3rd Math NWEA MAP Projections
Basic or Above: 35%
Proficient or Above: 14%
Advanced: 5%

4th Math MAP Goals
Basic or Above: 56%
Proficient or Above: 22%
Advanced: 7%

4th Math NWEA MAP Projections
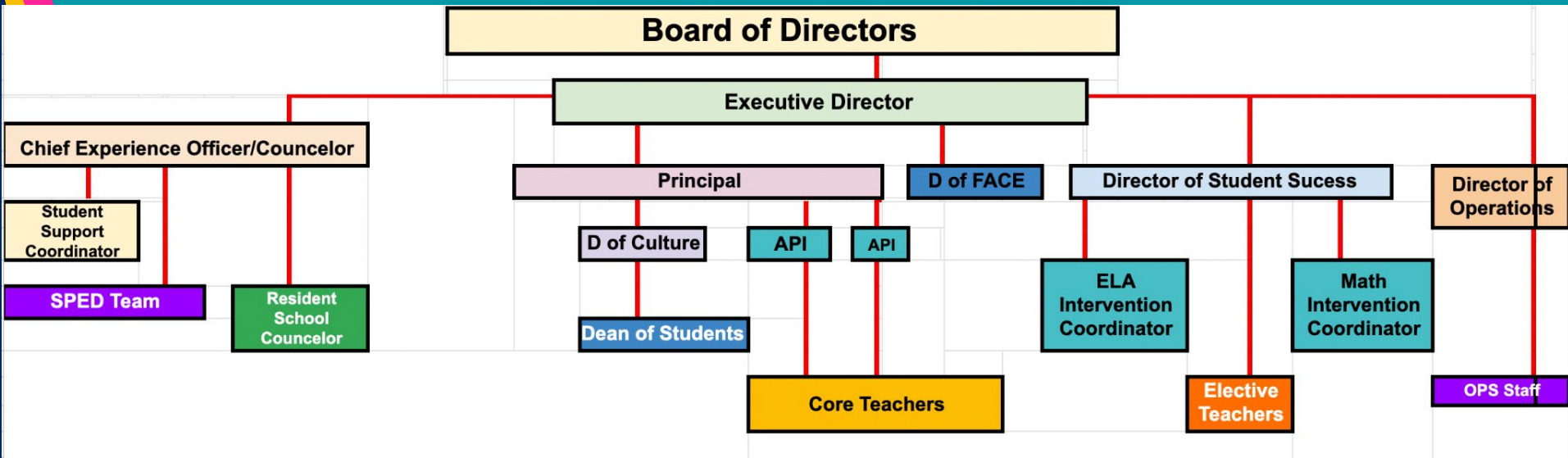Basic or Above: 27%
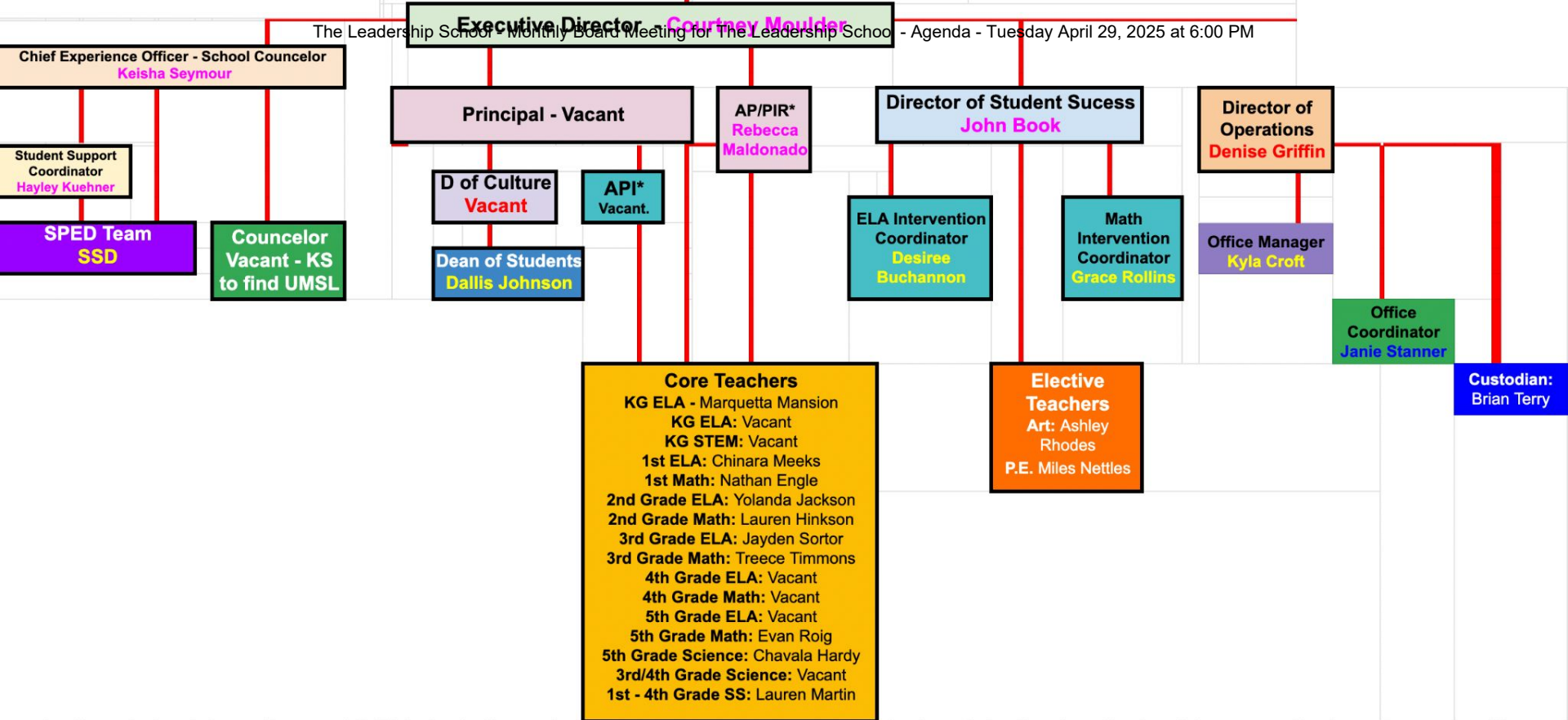Proficient or Above: 20%
Advanced: 2%

Staffing

Executive Director - Courtney Moulder

Chief Experience Officer - School Councelor
Keisha Seymour

Principal - Vacant

AP/PIR*
Rebecca Maldonado

Director of Student Sucess
John Book

Director of Operations
Denise Griffin

Student Support Coordinator
Hayley Kuehner

D of Culture
Vacant

API*
Vacant.

ELA Intervention Coordinator
Desiree Buchannon

Math Intervention Coordinator
Grace Rollins

Office Manager
Kyla Croft

SPED Team
SSD

Councelor
Vacant - KS to find UMSL

Dean of Students
Dallis Johnson

Office Coordinator
Janie Stanner

Custodian:
Brian Terry

Core Teachers
KG ELA - Marquetta Mansion
KG ELA: Vacant
KG STEM: Vacant
1st ELA: Chinara Meeks
1st Math: Nathan Engle
2nd Grade ELA: Yolanda Jackson
2nd Grade Math: Lauren Hinkson
3rd Grade ELA: Jayden Sortor
3rd Grade Math: Treece Timmons
4th Grade ELA: Vacant
4th Grade Math: Vacant
5th Grade ELA: Vacant
5th Grade Math: Evan Roig
5th Grade Science: Chavala Hardy
3rd/4th Grade Science: Vacant
1st - 4th Grade SS: Lauren Martin

Elective Teachers
Art: Ashley Rhodes
P.E. Miles Nettles

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Returning Staff	New Hires	Vacancies
Courtney Moulder - Executive Director	Jonathan Book - Director of Stu Success	Principal
Keisha Seymour - Chief Experience Officer	Grace Rollins - Math Intervention	Dean of Culture*
Rebecca Maldonado - Assistant Principal	Marquetta Mansion - Kindergarten	AP/Instructional Coach*
Denise Griffin - Director of Operations	Evan Roig - 5th Grade Math	4th ELA
Carmen Ward - Director of Family & Com	Chavala Hardy - 5th Grade Science	4th Math
Desiree Buchannan- Reading Intervention		3rd/4th Science
Hayley Kuehner -Stu Support Coordinator		5th ELA
Chinara Meeks - 1st ELA		Kindergarten
Nathan Engle - 1st Math		Kindergarten
Yolanda Jackson - 2nd ELA		2 Teacher Assistants/
Lauren Hinkson - 2nd Math		Residents
Jayden Sortor - 3rd ELA		
Treece Timmons - 3rd Math		
Quianne Phipps - Not Sure		
Lauren Martin - Social Studies		
Ashley Rhodes - Art Teacher		
Miles Nettles - PE Teacher		
Dallis Johnson - Dean of Students		
Janie Stanner - Office Coordinator		
Kyla Croft - Office Manager		
Brian Terry - Building Custodian		

**100% of staff that was offered a contract for 25-26 is returning!**

<u>Charter Goal 5</u> - Attendance: 90% average for Years 1 - 3

		November 2024	December 2024	January 2025	February 2025	March 2025	April 2025
Average Daily Attendance	Month	85.90%	88.99%	92.05%	84%	86.83%	89%
	Year	90%	89.84%	90%	89.27	89%	88.9%

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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%

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS
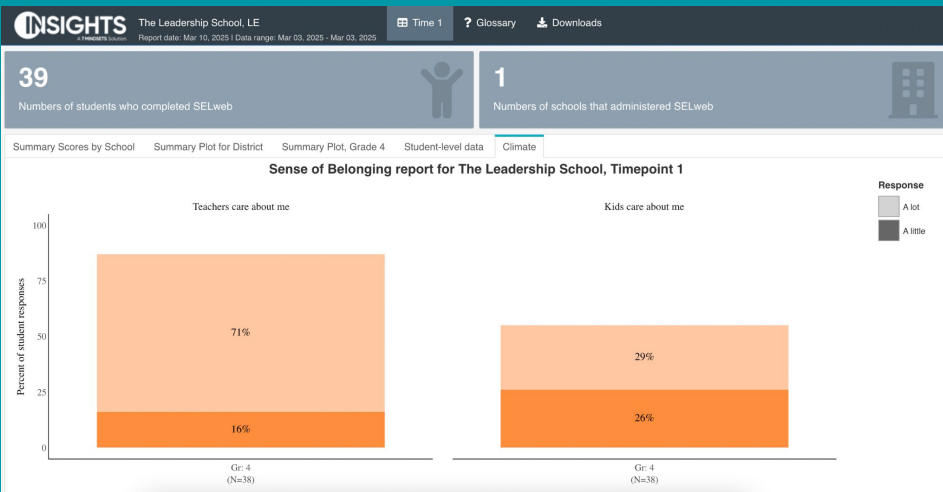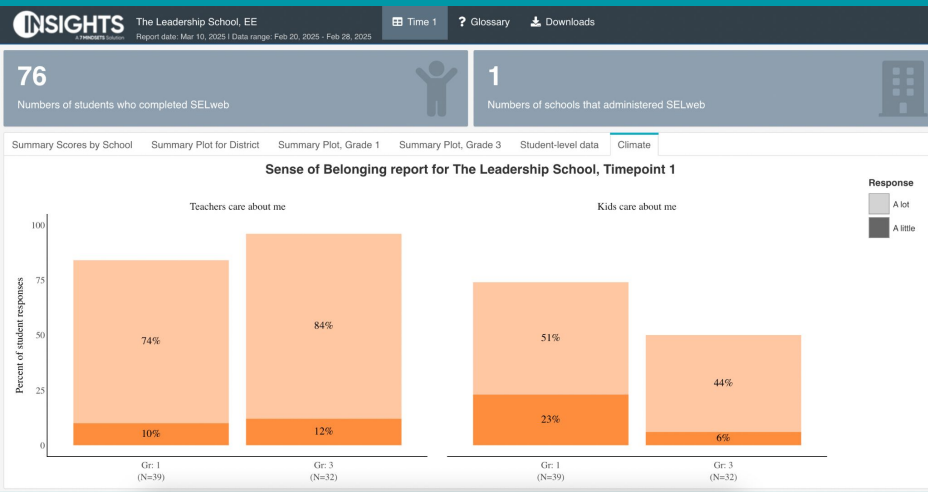
Charter Goal 12 - Data & Reporting:

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	March	April
Submitted	100%	100%	100%	75%
Timeliness	70%	63%	90%	50%
Completion	96%	100%	100%	pending

1 items not updated
- Dept. of Health Inspection

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

<u>Charter Goal 8</u> - 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

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Staffing & Enrollment 2024-25

	Sept 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Mar 2025	April 2025
Student Enrollment	XX	XX	227	225	220	218	215	216
Staff Vacancies	XX	XX	0	1	1	0	0	0

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