The Leadership School

August 26, 2025

Published on August 23, 2025 at 1:43 AM CDT
Amended on August 26, 2025 at 3:36 PM CDT

Date and Time

Tuesday August 26, 2025 at 6:00 PM CDT

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

The Leadership School Board Meeting (In Person)
Tuesday, April 29, 2025 · 6:00 – 8:00pm
Time zone: America/Chicago

In Person:
The Leadership School Board Meeting (In Person)
Tuesday, July 22, 2025 · 6:00 – 8:00pm
Time zone: America/Chicago

Join Zoom Meeting
https://us06web.zoom.us/j/86311120593?pwd=1ruPDrKcffin7yPP6pKVDwQL0UcGab.1

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**6:00 PM**
A.	Call the Meeting to Order		Rebecca Langrall	2 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.

Norms:
We demonstrate professional and ethical behavior
We lead with unity and purpose
We value and respect each other
We listen and communicate effectively

B.	Record Attendance		Lakeisha Moody Seymour	1 m

Roll Call Vote

C.	Public Comment Section		Rebecca Langrall	4 m
II.	**Review Minutes**			**6:07 PM**
A.	July 22, 2025 Meeting Minutes	Discuss	Rebecca Langrall	3 m
B.	Vote to Approve Minutes	Vote	Rebecca Langrall	1 m
III.	**Board Chair Report**			**6:11 PM**
A.	Updates	Discuss	Rebecca Langrall	10 m

Open House

- On 8/8/25, 181 families attended the TLS Open House
- The Northeast and Pagedale Fire Department, along with at least 7 other community organizations were present to orient families to available services, as they picked up school uniforms, kindergarten readiness kits, and met their children's teachers and school leaders.
- Here are photos from the event.

	Purpose	Presenter	Time

Status: Goal #10 - Board Engagement

- Average meeting attendance YTD: 64%
- Giving YTD: $165
- Directions for donating to TLS through Give Butter

Board Fellowship Opportunity through The Opportunity Trust

IV. Committee Reports — 6:21 PM

Committees Report on Monthly Activity

A. Development Committee Report — Discuss — Rebecca Langrall — 15 m

Board Engagement Goals: Could we commit to:

- Introduce three friends to TLS - campus tour, meet teachers and leaders
- Donate to TLS on Giving Tuesday (12/3/25) and Give STL Day (May 2026)
- Attend five (5) TLS Events
- Participate in two retreats
- Promote the school via personal social media, wearing school-themed clothing in the community

Discussion

- Reviewed the areas of the proposed Strategic Plan that the Development Committee will monitor.

Discussion of Director of Development position

- Rationale - Funding uncertainties

TLS will handle logistics of Sept 29 Trivia Night

- Trivia Night Event on Give Butter to share with your friends

B. Finance & Facilities Committee Report — Discuss — Gary Stevenson — 20 m

- Reviewed financials from July
- Will begin document collection for the Annual Audit by Marr and Co. that will take place in October

		Purpose	Presenter	Time

- EdOps has created a long term financial planning tool, which will be populated with several different scenarios depending on enrollment.
- Enrollment in 2026 - 2027 will depend on the available space: Project enrollment of 437 if space is available; 342 with no additional space; 359 if two modules are added
- Reviewed key objectives in the proposed Strategic Plan that will be monitored by the Finance and Facilities committee for the next two years.

C.	School Performance Committee Report	Discuss	Rebecca Langrall	10 m

- Reviewed rationales for amendments to the School Performance and School Culture charter goals.
- Reviewed the Key Objectives in the proposed Strategic Plan that the School Performance Committee will monitor over the next two years to ensure that the proposed charter goals are met.
- Shala and Keisha are working on a grant from the St. Louis Children's Fund.
- Need to revise the Personnel Evaluation policy to reflect that the relevant member of the leadership team will conduct evaluations on at least an annual basis.

D.	Governance Committee Report	Discuss	Rebecca Langrall	20 m

- Discussed Examples and Non-Examples of Board Norms as well as a possible protocol for holding ourselves accountable to the norms.
- Reviewed the template for the amendment letter to the Commission regarding the proposed charter goal changes.
- Reviewed the changes in the revised performance contract with the MPCSC
- Continued alignment between the TLS Organizational Health Dashboard and the proposed Strategic Plan
- Reviewed the Electronic Communication/Cell Phone policy and Teacher Professionalism Policy

V. Executive Directors Monthly Report — 7:26 PM

A.	Updates on ...	Discuss	Courtney Moulder and Lakeisha Seymour	20 m

		Purpose	Presenter	Time
	Enrollment Staffing BOY Assessments			

VI. Closed Session — 7:46 PM

A.	Roll Call Vote	Vote	Rebecca Langrall	30 m

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."

VII. Consent Agenda — 8:16 PM

A.	Pending Previous Discussion:	Vote	Rebecca Langrall	1 m

1. August Board Committee Meeting Reports
2. July 2025 Financials
3. TLS Board Norms
4. TLS Communication Protocols
5. Employee Professionalism Policy
6. Electronic Communication Device Policy
7. TLS Public Comments Policy
8. Amended Charter Goals 1, 3, 5, 6, 7, and 10
9. Revised Charter Contract Letter from the MCPSC with updated enrollment projections

VIII. Closing Items — 8:17 PM

		Purpose	Presenter	Time
A.	Board Member Meeting Reflection	Discuss		5 m

Respond by sharing your response to one or more of the following: *(*include evidence, practical examples)*

The TLS Board furthered our school mission tonight by ...
* spent____ of our time in the here & now, and ____ planning for the future by...
* was engaged and stayed on track by ...
* participated in the meeting by ...
* demonstrated examples of strength during our meeting by ...
* demonstrated opportunities for growth during our meeting by ...

B.	Next Steps	FYI	Rebecca Langrall	3 m

1. 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.

2. 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.

3. TLS Board Professional Development:

- Professional Development Opportunities for Board Committees
- Professional Development Tracker for TLS ED & Board Members

Next Board Meeting(s):
Tuesday, August 26, 2025
Tuesday, September 23, 2025
Tuesday, October 28, 2025
Tuesday, December 2, 2025

C.	Adjourn Meeting	Vote	Rebecca Langrall	2 m

Coversheet

July 22, 2025 Meeting Minutes

Section:	II. Review Minutes
Item:	A. July 22, 2025 Meeting Minutes
Purpose:	Discuss
Submitted by:	
Related Material:	2025_07_22_board_meeting_minutes-1.pdf

DRAFT

The Leadership School
STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

July 22, 2025

Date and Time
Tuesday July 22, 2025 at 6:00 PM

In Person:
The Leadership School Board Meeting (In Person)
Tuesday, July 22, 2025 · 6:00 – 8:00pm
Time zone: America/Chicago

Join Zoom Meeting
https://us06web.zoom.us/j/86311120593?pwd=1ruPDrKcffin7yPP6pKVDwQL0UcGab.1

Directors Present
A. Williams, G. Stevenson (remote), R. Langrall, S. Taylor, T. Montgomery

Directors Absent
C. Page, S. Madlinger, T. Curry

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 Jul 22, 2025 at 6:07 PM.

B. Record Attendance

C. Public Comment Section

II. Review Minutes

A. June 30, 2025 Meeting Minutes

R. Langrall made a motion to approve the minutes from Special Virtual Board Meeting on 06-30-25.
S. Taylor seconded the motion.
The board **VOTED** to approve the motion.

III. Board Chair Report

A. Status of Charter Goal #10 - Board Engagement

Make changes to the language of the Charter Goal 10

Proposed
Option 1: Each year, each board member will attend 80% of the scheduled board meetings
Option 2: Each year, each board member will attend 80% of the regularly scheduled board meetings.

Discussion coalesced around a preference for the second option.
T. Montgomery made a motion to Accept newly proposed Option 2: Each year, each board member will attend 80% of the scheduled board meetings.
S. Taylor seconded the motion.
The board **VOTED** to approve the motion.
Large takeaways from the July 10 retreat:

1. The clarification of roles based on Ends work (Board's area) vs Means work (TLS's area) to help navigate our work together.
2. The recognition that the board is a collective that speaks with one voice (decisions are not made by one voice)
3. The need to rely on full and accurate information before decisions are made in order to reduce miscommunication, streamline work.

4. The reminder to stay focused on roles vs people
5. The guidance to check all action for alignment with mission.

IV. Committee Reports

A. Development Committee Report

3 Big Takeaways from the July 7 Meeting:

- The committee is changing focus toward developing a fundraising plan and encouraging the board to round up resources vs planning individual events (Skating for Change, excepted)
- Staff support and family engagement are needed to promote school success, shared accountability. Accordingly, the school will work with families to set up a PTO starting in September
- The PTO leadership could participate as members of the Development Committee, with most of the current family membership of the committee shifting to membership in the PTO

TLS Action: Keisha will provide a timeline related to the PTO development process at the August 22 board meeting. The leads will be Rebecca Maldonado and Carmen Ward. Action may also include setting up Parent Coffees.

Fall 2025 Community Event Calendar - Going forward dates to events will be placed on the Development Committee's slide in the monthly board slide deck:

- July 26 - Collab Fest (see flyer)
- August 7 - Ribbon cutting on the second building (4:30 PM) and Open House (5 - 7 pm)
- Sept. 27 Trivia Night
- Oct PTO Popcorn Fundraiser

Board Action: Board presence and engagement with the community at these events is strongly encouraged. Board name badges will be provided to help identify members to the community.

Major Financial Opportunities for Board Giving

- December 3 - Giving Tuesday
- May 7 - Give STL Day

Board Action: Board members should mark their calendars with these two dates and plan to support both events through their Give Butter accounts, either directly or through network contacts.

Board/TLS Action: Shala has offered to partner with the Development Committee and TLS in applying for grant funding from various sources (DESE, St. Louis County).

B. Finance & Facilities Committee Report

Meeting is June 23, 2025 and financials will be shared with the board later in the week for approval early next week, due to the board meeting date being the 4th rather than the last Tuesday of the month.

Discussion of amending the Board Calendar to make all board meetings the last Tuesday of the month, in order to ensure the financial reporting is complete before the board meeting. The revised 2025 - 2026 Board meeting dates will be placed on the consent agenda for the August 26 board meeting showing changes to the June 24 approved calendar to meetings in September, March and June.

Technology Advisory Committee met on July 16. Topics addressed:

- Implications of TLS Board policies for TLS Staff and Family Handbooks
- Security
- Communications
- Educational Technology and EdPlus membership benefits

Board and TLS Action Items requiring immediate attention: The State has mandated no cell phones during the day - a board policy is needed; the school needs to include this information in Staff and Family Handbooks, and announce on the TLS website.

TLS Action Items requiring immediate attention:
1, To align with TLS Technology Acceptable Use policy, the Staff Handbooks need to include an expectation that teachers will instruct students in Digital Citizenship/Literacy and the Family Handbook needs to provide guidance in what internet safety involves and how to guide their children in this area.
2. To align with Board adopted Local Educational Agency Title I.A Parental Involvement Policy and School Title I.A Parental Involvement Policy, the TLS Family handbook should include literacy links to online books and other web resources to support literacy in the home. Such links may also appear on the TLS website as further guidance for parents.

Courtney will follow up with JB and Stephanie instructing them to meet ahead of the July 30 TAT meeting to clarify agenda items: Specifically, what items the school would like board advice/guidance/thought partnership on as they relate to ENDS and what areas should be removed from the agenda as they relate to MEANS.

C. School Performance Committee Report

D. Governance Committee Report

T. Montgomery made a motion to Motion to accept revised Monthly Meetings schedule.

G. Stevenson seconded the motion.
The board **VOTED** to approve the motion.

E. Election of Officers

Congratulations to all!
Chair Rebecca
Vice Chair Carrie
Treasurer-Gary

Secretary-Keisha can step in and support rotating Board members to fulfill these responsibilities.

F. Protocols and Policies

Draft Board Norms, Draft TLS Board Communication Protocols, Employee Professionalism Policy, and a draft Public Comments policy were reviewed and suggestions given. Revisions will be shared with all, with final feedback expected by the second week in August in preparation for approval at the August 26 board meeting.

V. Executive Directors Monthly Report

A. Updates on ...

The Executive Director's report was tabled for next month's meeting due to time.

VI. Closed Session

A. Roll Call Vote

T. Montgomery made a motion to move into closed session.
S. Taylor seconded the motion.
The board **VOTED** to approve the motion.

Roll Call	
R. Langrall	Aye
C. Page	Absent
G. Stevenson	Aye
T. Montgomery	Aye
S. Taylor	Aye
A. Williams	Aye
T. Curry	Absent
S. Madlinger	Absent

VII. Closing Items

A. Board Member Meeting Reflection

Motion to move into closed session.

Role call:
Shala
Rebecca
Aaron
Gary
Tanisha

B. Next Steps

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:48 PM.

Respectfully Submitted,
L. Moody Seymour

Documents used during the meeting

- 2025_06_30_board_meeting_minutes.pdf
- Means and Ends.pdf
- Summary of July 10 Retreat Feedback.pdf
- Board Chair & Committee Reports 07.22.25.pdf
- Collab Fest.jpeg
- 7_7_2025 Development Committee Notes -1.pdf
- Crosswalk_ TLS Technology Policy Language.pdf
- Observations_ Tech Crosswalk.pdf
- 7.14.25 Governance Committee Notes.pdf
- DRAFT TLS Leadership Norms .pdf
- Draft TLS Board Communication Protocols.pdf
- Draft Employee Professionalism Policy.pdf
- Draft Public Comments Policy.pdf
- ED Board Report 07.22.25.pdf

Coversheet

Updates

Section: III. Board Chair Report
Item: A. Updates
Purpose: Discuss
Submitted by:
Related Material: Board Chair & Committee Reports August 2025.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Chair & Committee Reports

The Leadership School
Board of Directors
Meeting
August 26, 2025

Charter Goal 10: Board Engagement:

*Each year, **100%** of board members will attend, at a minimum, **80%** of the scheduled board meetings*

	7/22	Average for 25 - 26
Meeting Attendance	5/8	63%

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	Apr	May	June
Contributors/ Total Board	3/8	2/8										

Board Contributions (direct and indirect) Year To Date: $160

Next Fundraiser: Trivia Night, September 27

Development Committee Key Points from Notes

Proposed '25 - '26 Board Engagement Goals:

- **Introduce three friends to TLS - campus tour, meet teachers and leaders**
- **Donate to TLS on Giving Tuesday (12/3/25) and Give STL Day (May 2026)**
- **Attend five (5) TLS Events**
- **Participate in two (2) retreats**
- **Promote the school via personal social media, wearing school-themed clothing in the community**

Development Committee Key Points from Notes

Discussion of Director of Development

- Climate of financial uncertainty: Declining birth rates, increased needs, reducing federal spending, state-based IDEA funding, reductions in staffing at the DOE
- TLS Context for hiring a Director of Development

Reviewed key objectives in the proposed Strategic Plan that this committee will monitor for the next two years.

Development Committee Key Points from Notes

Trivia Night - Sept 29, 2025 6 - 10 PM Pagedale Community Center

- TLS will handle logistics
- Please share the school's **promotional brochure** with friends to garner interest
- Then share the link to purchase tickets



Next meeting is 9/8/25

Finance & Facilities Committee Notes: Key Points

	Mar	Apr	May	June	July
Days of Cash (< 60)	66	59	59	56	76
Gross Margin (> 5%)	13%	13%	13%	10.7	7%
Fund Balance @ Year's End (> 12%)	18%	16%	16%	13.6%	21%

Reviewed key objectives that this committee will monitor in the proposed Strategic Plan for the next two years.

Next meeting is 9/18/25 @ 3:30 PM

Finance & Facilities Committee Notes: Key Points

- **Annual Audit** will happen in October
- **Long term** financial planning model has been developed by EdOps
    - Will be based on several scenarios, all dependent on **varying enrollment**, which depends on **availability of space**. **In 2026 - 2027**:
        - **437** if space is available
        - **342** with no additional space
        - **359** if two modules are added

School Performance Committee Notes: Key Points

- Reviewed rationales for amendments to School Performance and School Culture charter goals.
- Reviewed Key Objectives in the proposed Strategic Plan that the committee will monitor for the coming two years
- Shala and Keisha are working on a grant from the St. Louis Children's Fund

School Performance Committee Notes: Key Points

- Teacher Evaluation rubric is complete.
- Language changes are needed in the Board Personnel Evaluation policy as follows:

SECTION 1.2. Each certified staff member shall be formally observed and evaluated by ~~the Executive Director~~ the relevant member of the leadership team on at least an annual basis using an established evaluation instrument adopted by the Governing Board.

SECTION 1.3. Each classified staff member shall be formally evaluated by ~~the Executive Director~~ the relevant member of the leadership team on at least an annual basis using an established evaluation instrument adopted by the Governing Board.

Next meeting is 9/10/25 @ 4:00 PM

Governance Committee Notes: Key Points

- Reviewed template for Charter Goal Amendment letter
- Examples and Non-examples of following the TLS Board norm
- Possible protocol for holding ourselves accountable to the norms
- Continued working on alignment between the TLS Organizational Health Dashboard action steps (internal) & the proposed TLS Strategic Plan key objectives
- Reviewed Cell Phone and Employee Professionalism policies

Next meeting is 9/9/25 @ 4:30 PM

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Coversheet

Development Committee Report

Section: IV. Committee Reports
Item: A. Development Committee Report
Purpose: Discuss
Submitted by:
Related Material: 8.4.25-Development Committee Meeting Minutes.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Development Committee Meeting Minutes - 8.4.25

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 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. **For 2025 - 2026, support the hiring of a development director to collaborate with financial consultants and the ED to develop a 5-year plan to support the school's sustainability.**
    a. Support development of job description, including partnership and donor identification, grants management, and financial investments.

2. **By June 30, 2026, support fellow board members in achieving the DRAFT 2025 - 2026 Board Engagement Goals.**
    a. Introduce 3 members of our personal networks to the school (go on a campus tour, meet the ED, members of the staff, and teachers)
    b. Attend five school events.
    c. Participate in two retreats
    d. Personally contribute to Giving Tuesday and Give STL.
    e. Post information about the school to our personal social media platforms.

Standing Virtual Meeting Dates for 2025 - 2026: First Monday of the month at 4:30 PM

Date of this Meeting: 8/4/2025 @ 4:30 PM

Join Zoom Meeting

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

Meeting ID: 823 3249 6109
Passcode: SP3Ls9
Present: Aaron Williams, Keisha Moody-Seymour, Courtney Moulder, Rebecca Langrall

Development Committee - Realistic expectations	**Board's responsibilities** include: 1) Hire, fire, and measure the performance of the CEO. 2) Act as the **ambassadors to the community,** relaying information between the organization and the community, and vice versa. 3) Be **accountable for the organization** providing the results the community needs, and **ensure that the organization has the resources** it needs to provide those results. 4) Define the **values** upon which the organization will base its actions and decisions, establishing the ground rules for what is appropriate behavior within the organization. 5) Be **responsible for the board itself**. Being at the top of the organizational chart, there is no one but the board to be responsible for what the board does. **How Involved Will the Board Be in Fundraising?** **The first step in being accountable for ensuring adequate resources for the mission is to require that the organization have a plan for building sustainable cash flow.** Based on last year's level of involvement, it appears the TLS board would like to be **somewhat involved, but leave the major aspects of fund-raising to the school, i.e.:** a. Development of a long-term plan b. Identification of partners, donors, grants, and an investment strategy.

	The committee therefore recommends the addition of a new staff position: TLS Development Coordinator, to coordinate with the Board Development Committee. **In conjunction with ED/Culture Leader/Board, duties would include the development of a long-term fund raising strategy, donor and partnership development leadership,and grant writing. School-based fund-raising events planning would be a TLS parent/teacher responsibility.** **Discussion:** ● **If we have high enrollment numbers, it will allow us to hire someone who could raise money for TLS. In October we will have a better idea of actual enrollment when we do the student counts for the state. CM has someone in mind as one possibility.** ● **Could be full time or contract work** ● **Salary may be able to be written into a grant. (Social Worker, playground) CM may be able to do some grant writing.** ● **Supplies, donations of tech, clothing, food and other resources could be part of the proposed PTO.**
Board Engagement Goals	**In support of Charter Goal 10, the Development Committee recommends the board adopt the following engagement goals for 2025 - 2026:** **a. Introduce 3 people in our personal networks to the school (go on a campus tour, meet the ED, members of the staff, and teachers)** **b. Attend five school events** **c. Participate in two retreats** **d. Personally contribute to Giving Tuesday and Give STL.** **e. Post information about the school to our personal social media platforms and update quarterly with photos of the board member engaging in school events.**
2025 - 2026 Strategic Plan	● **Reviewed the Development-related parts of the draft 2025 - 2026 Strategic Plan**
Communicating Change in Committee direction	● **Draft a letter to former Dev Comm community members explaining:** ○ **the shift in direction of the committee to be focused on encouraging/monitoring board engagement and monitoring TLS fund-raising and community development**

	efforts as described in the Strategic Plan ○ the creation of a PTO where fund-raising at the school level will take place. ○ Mr. Williams will function as liaison between the PTO and Development Committee ● Keisha and Aaron by 8/18.
Trivia Night	● Trivia Night - to ensure this happens, TLS needs to take the lead. Keisha will connect with Ms. Gregory. Becky will invite KS to the TN folder. ● Board will be participants, contributors.
Matching funds	PayPal Giving ● RL checked with F & F team about whether the PayPal Giving QR code can work for companies to do matching funds.

Coversheet

Finance & Facilities Committee Report

Section:	IV. Committee Reports
Item:	B. Finance & Facilities Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	8.21.25 Finance and Facilities Committee Meeting Minutes.pdf TLS - Monthly Presentation - July 2025.pdf 2025 07 Check Register.pdf TLS - Supplemental Report - July 2025.xlsx - Dashboard.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Finance and Facilities Committee Meeting Agenda - 8.21.25

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.

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.

Proposed 2025 - 2026 Finance & Facilities Committee Goals

- **Coordinate monthly agenda with annual responsibilities and the F & F Committee Charter**
- **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, 2026**
  - Action:
    - Participate in long-term financial strategy planning in collaboration with School Executive Directors and TLS Board Development Committee via monthly meetings

Meeting Dates: Thursday before board meetings @ 3:30 PM **Date of this Meeting: 8/21/25** **Join Zoom Meeting** **https://us06web.zoom.us/j/83650102774?pwd=EThac4PU9azZ8mdtgnXSTNt4Xz4Jya.1** **Meeting ID: 836 5010 2774** **Passcode: H6Qkw8**	**Attendees: Anna Shaffa, Gary, Becky**

TLS 2025 - 2026 KPIs

	April	May	June	July
Days of Cash (< 60)	59	59	56	76
Gross Margin (> 5%)	13%	13%	10.7	7%
Fund Balance @ Year's End (> 12%)*	16%	16%	13.61%	21%

***Commission expects >3%**

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 (EdOps)**	**Updates:** ● **Presentation by Anne Shaffa:** ■ **Supplemental Report for July** ● Budget built on 284 enrollment ● Current enrollment is 281 based on students who have attended; actual enrollment is higher, but not all students have attended. ● DESE formula has changed ○ was around $10,080 per WADA; possibly going up slightly based on combined 10% WAM [weighted average membership = student count Sept and Jan membership average + summer school +IEP + LEP] and 90% WADA [minutes average]). As we move through the year, we will have greater clarity/certainty re: funding based on clarity re: actual enrollment. ○ We can't know all the data right now; will be coming in and we can watch the district-wide WAM/WADA, a portion of which will go to TLS. ○ The budget is not final until these things are figured out ● Powerschool was budgeted at 9K; came in at 20K. ● Will look for any repeated concerns about unbudgeted expenses. Watch salaries and benefits in the coming weeks. ■ **Check Register for July** ■ **Expenses in FY 2026** ● Have $21k from FY25 (transpo, food, smaller items) ● Not likely to get all invoices by June 30 of each year, so likely going to recur. ● But will increase the forecast in these areas this year and push to get them paid by June 30th.
Audit Prep	**Annual Secretary of the Board Report (ASBR) submitted through the secure portal** ● **Needs to be updated with transportation info (budgeted $111K)** ● **Fixed assets may need more detail** ● **Public data is available for previous years**

	Anne will provide the Provided by Client (PbC) List to assist with the doc collection for the Annual Audit. ● **One item is Board Minutes. Will let us know if a month or all months are needed.** **Annual Audit will take place in October** ● **Audit Folder for Anne and TLS to drop needed docs in.**
MCPSC Performance Framework	**Near Term Measures:** ● **To meet their criteria, for schools in Years 3 - 5, the Commission expects 60 days of cash on hand.** ● **Our July report ended at 58. We got above 60 three times last year. What can we do to maintain at least 60 days of COH each month?** **Long Term Sustainability Measures:** ● **Wondering about the margin criteria and if our three year aggregate will meet (3 year average needs to be positive; and current year needs to be positive). Anne will investigate what we need to do to ensure this.**
Long Term $ Planning & Modeling	● **The Ed Ops tool is ready for data.** ● **Will depend on expected SQF / year. 85 SQF per student is recommended.** ● **Lindsay Richard also has a Long Term Facility Planning model that could be integrated with the Ed Ops tool.** ● **Place on October agenda**
Check Register	**July expenses:** ● **Amplify curriculum was high, but typical for this time of year** ● **PowerSchool is above budget.** ● **Painting.**

July 2025 Financials

PREPARED **AUG'25** BY

EDOPS

Contents

- Executive Summary
- Key Performance Indicators
- Forecast Overview
- Cash Forecast
- Key Forecast Changes This Month
- Appendix

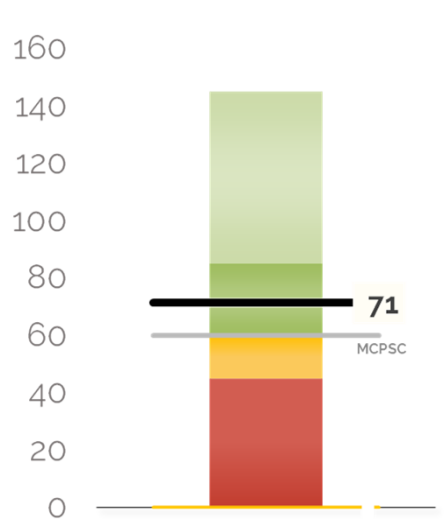
Executive Summary

- 66k Decrease in Net Income from Board-approved budget:
  - Board-approved budget 412k
  - July close 346k
- Revenue: Net change of 0k
  - Missouri's State Aid formula is changing. No forecast adjustments are made this period to allow more time for enrollment and per-combined WAM/WADA payment amount to be clarified.
- Expenses: Net increase of 66k
  - Student Information System 16k higher than budget
  - Student Expense, Indirect (Food): 25k increase from Board-approved budget because payment was not made during FY25
  - Transportation: 25k increase from Board-approved budget because payment was not made during FY25

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

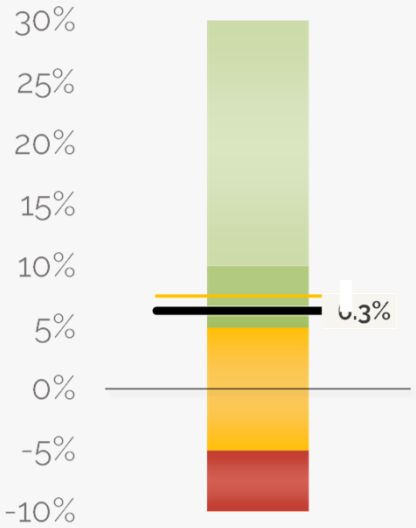


71 DAYS OF CASH AT YEAR'S END

The school will end the year with 71 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

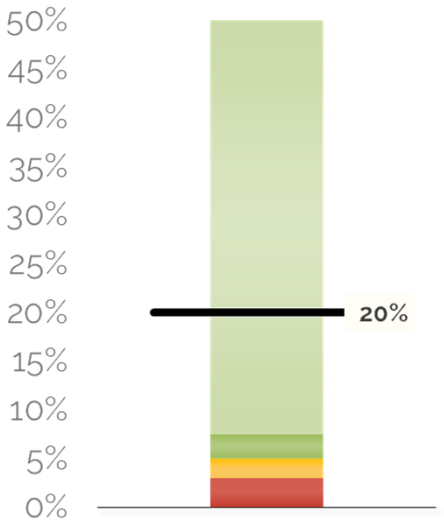


6.3% GROSS MARGIN

The forecasted net income is $346k, which is $66k below the budget. It yields a 6.3% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



19.99% AT YEAR'S END

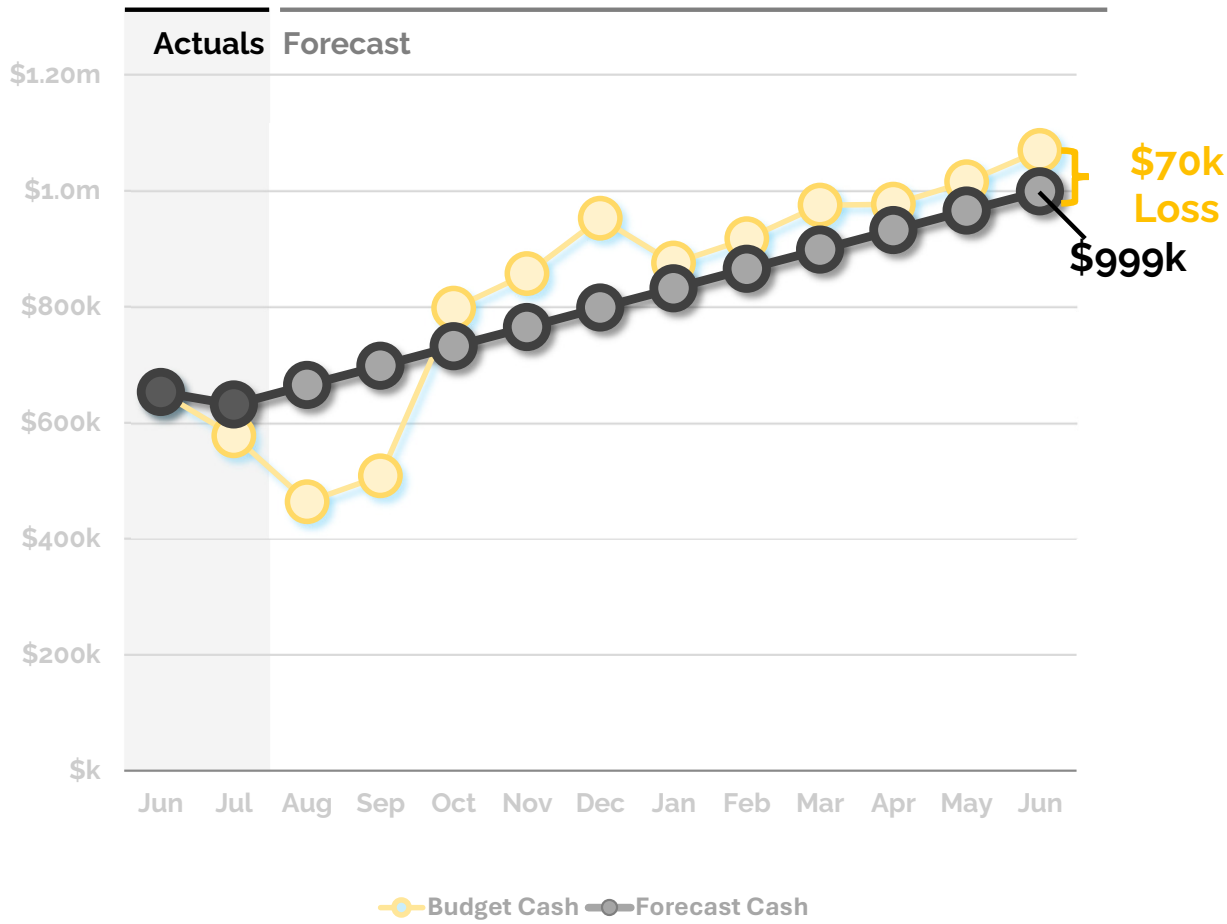
The school is projected to end the year with a fund balance of $1,021,378. Last year's fund balance was $675,426.

Cash Forecast

71 Days of Cash at year's end

We forecast the school's year ending cash balance as **$999k**, **$70k** below budget.

<Enter data here>



Annotated Financials

	Year-To-Date			Annual Forecast				
	Actual	*Budget*	*Variance*	*Forecast*	*Budget*	*Variance*	*Remaining*	*Rem %*
Revenue								
Local Revenue	29,095	23,966	5,129	362,503	362,503	(0)	333,409	92%
State Revenue	216,001	195,715	20,285	3,278,965	3,278,965	(0)	3,062,964	93%
Federal Revenue	65,037	21,064	43,973	1,631,043	1,631,043	0	1,566,006	96%
Private Grants and Donations	-	46,117	(46,117)	180,000	180,000	(0)	180,000	100%
Earned Fees	-	2,469	(2,469)	2,500	2,500	0	2,500	100%
Total Revenue	**310,132**	**289,332**	**20,800**	**5,455,010**	**5,455,011**	**(0)**	**5,144,878**	❶
Expenses								
Salaries	148,895	189,408	40,514	2,272,900	2,272,900	0	2,124,005	93%
Benefits and Taxes	35,753	48,041	12,289	579,495	579,495	(0)	543,743	94%
Staff-Related Costs	10,109	10,695	586	118,148	118,148	0	108,039	91%
Rent	25,616	30,293	4,677	550,000	550,000	0	524,384	95%
Occupancy Service	31,554	19,616	(11,938)	146,396	146,396	0	114,842	78%
Student Expense, Direct	32,383	55,902	23,520	424,100	424,100	(0)	391,717	92%
Student Expense, Food	3,640	-	(3,640)	381,331	356,240	(25,091)	377,691	99%
Office & Business Expense	45,113	15,794	(29,320)	268,893	253,114	(15,779)	223,780	83%
Transportation	8,927	-	(8,927)	367,795	343,000	(24,795)	358,868	98%
Total Expenses	**341,989**	**369,750**	**27,761**	**5,109,059**	**5,043,393**	**(65,665)**	**4,767,069**	❷
Net Income	**(31,857)**	**(80,418)**	**48,561**	**345,952**	**411,617**	**(65,665)**	**377,809**	❸
Cash Flow Adjustments	**10,288**	**-**	**10,288**	**0**	**-**	**0**	**(10,288)**	❹
Change in Cash	**(21,569)**	**(80,418)**	**58,849**	**345,952**	**411,617**	**(65,665)**	**367,521**	❺

❶ REVENUE: $0K BEHIND
No changes to State Aid reflected yet in FY26.

❷ EXPENSES: $66K BEHIND
50k in FY25 expenses shifted to FY26
16k increase in Student Information System costs from Board-approved budget.

❸ NET INCOME: $66K behind

❹ CASH ADJ:$0K AHEAD

❺ NET CHANGE IN CASH: $66K BEHIND

Monthly Financials

	Actual	Forecast											
Income Statement	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*TOTAL*
Revenue													
Local Revenue	29,095	30,310	30,310	30,310	30,310	30,310	30,310	30,310	30,310	30,310	30,310	30,310	362,503
State Revenue	216,001	278,451	278,451	278,451	278,451	278,451	278,451	278,451	278,451	278,451	278,451	278,451	3,278,965
Federal Revenue	65,037	142,364	142,364	142,364	142,364	142,364	142,364	142,364	142,364	142,364	142,364	142,364	1,631,043
Private Grants and Donations	0	16,364	16,364	16,364	16,364	16,364	16,364	16,364	16,364	16,364	16,364	16,364	180,000
Earned Fees	0	227	227	227	227	227	227	227	227	227	227	227	2,500
Total Revenue	**310,132**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**467,716**	**5,455,010**
Expenses													
Salaries	148,895	193,091	193,091	193,091	193,091	193,091	193,091	193,091	193,091	193,091	193,091	193,091	2,272,900
Benefits and Taxes	35,753	49,431	49,431	49,431	49,431	49,431	49,431	49,431	49,431	49,431	49,431	49,431	579,495
Staff-Related Costs	10,109	9,822	9,822	9,822	9,822	9,822	9,822	9,822	9,822	9,822	9,822	9,822	118,148
Rent	25,616	47,671	47,671	47,671	47,671	47,671	47,671	47,671	47,671	47,671	47,671	47,671	550,000
Occupancy Service	31,554	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	10,440	146,396
Student Expense, Direct	32,383	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	35,611	424,100
Student Expense, Food	3,640	34,336	34,336	34,336	34,336	34,336	34,336	34,336	34,336	34,336	34,336	34,336	381,331
Office & Business Expense	45,113	20,344	20,344	20,344	20,344	20,344	20,344	20,344	20,344	20,344	20,344	20,344	268,893
Transportation	8,927	32,624	32,624	32,624	32,624	32,624	32,624	32,624	32,624	32,624	32,624	32,624	367,795
Total Ordinary Expenses	341,989	433,370	433,370	433,370	433,370	433,370	433,370	433,370	433,370	433,370	433,370	433,370	5,109,059
Total Expenses	**341,989**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**433,370**	**5,109,059**
Net Income	**-31,857**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**34,346**	**345,952**
Cash Flow Adjustments	10,288	-935	-935	-935	-935	-935	-935	-935	-935	-935	-935	-935	0
Change in Cash	**-21,569**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**33,411**	**345,952**
Ending Cash	631,328	664,739	698,150	731,561	764,972	798,383	831,794	865,205	898,616	932,027	965,438	998,849	

Balance Sheet

	Previous Year End	*Current*	*Year End*
Assets			
Current Assets			
Cash	652,897	631,328	998,849
Accounts Receivable	26,876	16,816	26,876
Total Current Assets	679,773	648,144	1,025,725
Total Assets	**679,773**	**648,144**	**1,025,725**
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	4,346	4,575	4,346
Total Current Liabilities	4,346	4,575	4,346
Total Long-Term Liabilities	0	0	
Total Liabilities	**4,346**	**4,575**	**4,346**
Equity			
Unrestricted Net Assets	675,426	675,426	675,426
Net Income	0	-31,857	345,952
Total Equity	**675,426**	**643,569**	**1,021,378**
Total Liabilities and Equity	**679,773**	**648,144**	**1,025,725**



QUESTIONS?

Please contact your EdOps Finance Team:

Anne Schaffa

anne@ed-ops.com

816.945.2918

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The Leadership School | **Check Register by Type** | Page: 1
08/18/2025 10:29 AM | July 2025 | 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
52024499	07/13/2025	X			REPUBLIC	Republic Services	0.00
52024500	07/10/2025	X			BAMBOOHR	Bamboo HR	355.43
52024501	07/07/2025	X			GSUITE	Google Suite	208.33
52024502	07/16/2025	X			NEXTIVA	Nextiva	681.24
52024503	07/01/2025	X			SCCHARTER	SC Charter - Rent	25,615.79
52024504	07/17/2025	X			WELLSFARGO	Wells Fargo Vendor	3,558.01
52024505	07/23/2025	X			LEVEL3	Level 3 Communications, LLC	1,711.24
52024506	07/14/2025	X			CSD	CSD Insurance Trust	500.00
52024524	07/15/2025	X			DIVVY	DIVVY - BILL.COM	7,700.00
	Checking Account ID:	1			Void Total:	0.00	Total without Voids: 40,330.04
	Check Type Total:	Automatic Payment			Void Total:	0.00	Total without Voids: 40,330.04

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

Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
85989497	07/07/2025	X			CINTAS	Cintas Corp	151.50
85991395	07/08/2025	X			POWERSCHOO	PowerSchool	2,675.00
85991396	07/08/2025	X			EDOPS	EdOps	9,701.00
85991397	07/08/2025	X			STATUSQUO	Yakim Johnson Sr	5,175.00
86018056	07/14/2025	X			CSD	CSD Insurance Trust	3.50
86018057	07/14/2025	X			PROPEL	Propel Kitchens	3,640.00
86093038	07/17/2025	X			SHAFFER	Shaffer Coaching and Consulting LLC	300.00
86093039	07/17/2025	X			SHAFFER	Shaffer Coaching and Consulting LLC	1,800.00
86093040	07/17/2025	X			SHAFFER	Shaffer Coaching and Consulting LLC	900.00
86093041	07/17/2025	X			ROLLANN	Anna Rollins	43.50
86093042	07/17/2025	X			CULLIGAN	CULLIGAN	11.00
86093043	07/17/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,050.00
86093044	07/17/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,587.50
86093183	07/17/2025	X			CINTAS	Cintas Corp	315.55
86093250	07/17/2025	X			OFFICEESSE	Office Essentials	411.70
86093251	07/17/2025	X			EDUPLUS	Education Plus	1,235.25
86093458	07/17/2025	X			PAYPOOL	Paypool LLC	186.95
86093459	07/17/2025	X			THOMASENTE	Thomas Enterprise LLC	1,000.00
86093460	07/17/2025	X			POWERSCHOO	PowerSchool	12,219.15
86093461	07/17/2025	X			CSD	CSD Insurance Trust	15,636.88
86156670	07/21/2025	X			ATHLETE	Athlete Interior Painting LLC	13,250.00
86174610	07/23/2025	X			EDOPS	EdOps	11,241.67
86182400	07/24/2025	X			BEISPLUMB	Beis Plumbing LLC	165.00
86182401	07/24/2025	X			RAPTORTECH	Raptor Technologies, LLC	1,972.00
86182524	07/24/2025	X			CINTAS	Cintas Corp	199.35
86182525	07/24/2025	X			CINTAS	Cintas Corp	344.36
86182586	07/24/2025	X			SHANDS	Shands, Elbert, Gianoulakis, Giljum Law Firm	323.00
86182587	07/24/2025	X			ROTTLER	Rottler Pest Solutions	107.00
86182588	07/24/2025	X			AMPLIFY	Amplify Education Inc.	25,820.31
86182889	07/24/2025	X			FIRSTSTUDE	First Student Bus	8,926.58
86182890	07/24/2025	X			POWERSCHOO	PowerSchool	9,885.21
86188891	07/25/2025	X			STATUSQUO	Yakim Johnson Sr	2,800.00
	Checking Account ID:	1			Void Total:	0.00	Total without Voids: 133,077.96
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		Grand Total:			Void Total:	0.00	Total without Voids: 173,408.00

Dashboard

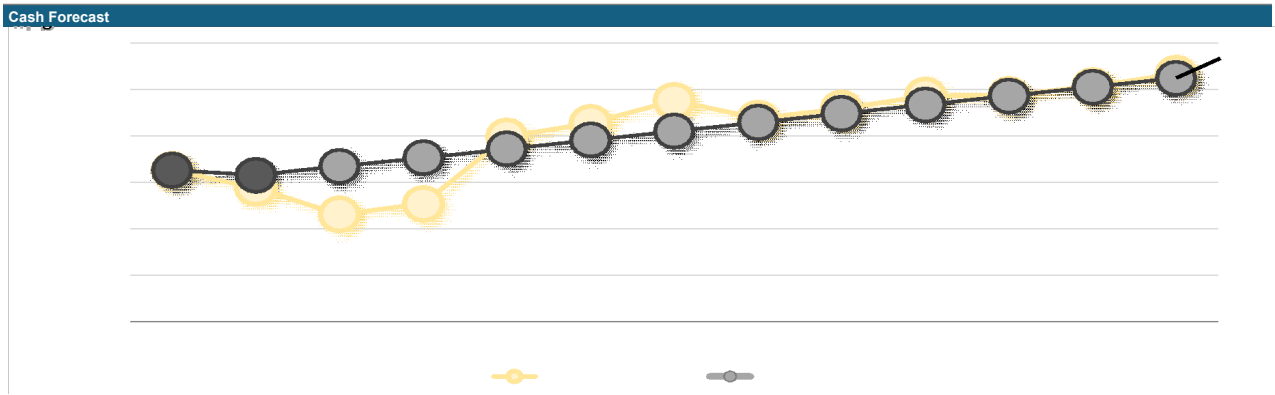
The Leadership School

July 2025 through July 2025

Key Performance Indicators

Days of Cash (At Year End)	Gross Margin Margin	Fund Balance (At Year End)
76	7%	21%
Target > 45 days	Target > -5.0%	Target > 0,00

Cash Forecast



Financial Snapshot

	Year-To-Date Financials			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
Revenue							
Local Revenue	29,095	23,966	5,129	362,503	362,503	(0)	333,409
State Revenue	216,001	195,715	20,285	3,278,965	3,278,965	(0)	3,062,964
Federal Revenue	65,037	21,064	43,973	1,631,043	1,631,043	0	1,566,006
Private Grants and Donations	-	46,117	(46,117)	180,000	180,000	(0)	180,000
Earned Fees	-	2,469	(2,469)	2,500	2,500	0	2,500
Total Revenue	310,132	289,332	20,800	5,455,010	5,455,011	(0)	5,144,878
Expenses							
Salaries	148,895	189,408	40,514	2,272,900	2,272,900	0	2,124,005
Benefits and Taxes	35,753	48,041	12,289	579,495	579,495	(0)	543,743
Staff-Related Costs	10,109	10,695	586	118,148	118,148	0	108,039
Rent	25,616	30,293	4,677	550,000	550,000	0	524,384
Occupancy Service	31,554	19,616	(11,938)	146,396	146,396	0	114,842
Student Expense, Direct	32,383	55,902	23,520	424,100	424,100	(0)	391,717
Student Expense, Food	3,640	-	(3,640)	356,240	356,240	0	352,600
Office & Business Expense	45,113	15,794	(29,320)	268,893	253,114	(15,779)	223,780
Transportation	8,927	-	(8,927)	343,000	343,000	0	334,073
Total Ordinary Expenses	341,989	369,750	27,761	5,059,173	5,043,393	(15,779)	4,717,183
Net Ordinary Income	(31,857)	(80,418)	48,561	395,838	411,617	(15,779)	427,695
Extraordinary Expenses							
Depreciation and Amortization	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Facility Improvements	-	-	-	-	-	-	-
Total Extraordinary Expenses	-	-	-	-	-	-	-
Total Expenses	341,989	369,750	27,761	5,059,173	5,043,393	(15,779)	4,717,183
Net Income	(31,857)	(80,418)	48,561	395,838	411,617	(15,779)	427,695
Cash Flow Adjustments	10,288	-	10,288	0	-	0	(10,288)
Change in Cash	(21,569)	(80,418)	58,849	395,838	411,617	(15,779)	417,407

Coversheet

School Performance Committee Report

Section: IV. Committee Reports
Item: C. School Performance Committee Report
Purpose: Discuss
Submitted by:
Related Material: 8.13.25 School Performance Committee Meeting Minutes.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

School Performance Committee Meeting Minutes - 8.13.25

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.

Proposed 2025 - 2026 School Performance Committee Goals

1. **Effective Academic Oversight**
    a. **Based on monitoring Goals 1 - 7 and 9 in the TLS 2025 - 2027 Strategic Plan**
2. **Consistent Compliance Oversight**
    a. **Review reports required by Report Well each month related to School Performance**
3. **Board Development**
    a. **Engage in study to identify best practices for optimal student outcomes**
    b. **Educate board members on school performance-related terms, concepts, data literacy.**

Meeting Dates for 2024 - 2025: Second Wednesday @ 4:00 PM TLS 2025 - 2026 TLS School Calendar
Meeting Link: https://us06web.zoom.us/j/88991655489?pwd=5zackuNrzXFgQLjL6GV0VofLENRTDb.1

Date of this Meeting: 8/13/25, 4:00 - 5:30 PM	**Present: Shala, Keisha, Courtney, Rebecca M, Stephanie, Becky**

Current vs Proposed Goal Language	• Reviewed proposed language changes and justifications for Goals 1, 3, 5 & 6.
	  ○ Final language and justifications for Goals 7 and 9 still needed.
	  ○ KS is checking on data collection instruments that will define the language. KS and BL will work on both Goals on 8/14.

School Performance related Strategic Plan objectives as aligned with Organizational Health Dashboard (OHD	• Reviewed the proposed School Performance monitoring responsibilities related to Key Objectives in the draft Strategic Plan up through Goal 6 and the types of data collection instruments used/developed to assess progress.
	  ○ Stephanie will reach out to JB and Rebecca to review the media/digital literacy education available through Google classroom to help with the Key Objectives related to reading.
	  ○ BL and KS will complete the Objectives for Goals 7 and 9 on 8/14 and

	share with the Committee for feedback prior to sharing with the board in the next Week Ahead memo. ● **Teacher Evaluation rubric is complete.** ○ **A revision to the language in the Board Personnel Evaluations Policy (p. 151) is needed, as follows:** ○ SECTION 1.2. Each certified staff member shall be formally observed and evaluated by ~~the Executive Director~~ the relevant member of the leadership team on at least an annual basis using an established evaluation instrument adopted by the Governing Board. SECTION 1.3. Each classified staff member shall be formally evaluated by ~~the Executive Director~~ the relevant member of the leadership team on at least an annual basis using an established evaluation instrument adopted by the Governing Board.
Grants	**KS and Shala are working on a St. Louis Children's Fund grant related to mental health.** **KS is investigating Emerson Early Literacy Challenge initiative the The Opportunity Trust to see if it's a fit with the Strategic Plan for TLS. If so, Shala will help.**
Report Well - reports due this month - Discussion Tabled	**Due 8/8/25: ELL - Adequate English Language Learner staffing** **Special Education - Adequate Staffing** **Due 8/11/25: Discipline Data** **Due 8/15/25: Substitute Teacher Certification** **Due 8/30/25: Gifted Education Certification** **Due 9/1/25: Assessment Calendar** **Curriculum (table)** **MOCAP Compliance**

	Student Roster Certification **Enrollment - Student Residency Certification** **Due 9/9/25: ELL Lau Plan: Student Services**
Upcoming	**Review and update Committee Charter for 2025 - 2026** **Review BOY iReady data for K - 5, which will be collected the last week of August.**
Action Items from last meeting	**0. Professional Development** ☐ **SP Committee members agree to read/listen to Wexler's, *Beyond the Science of Reading.* First two chapters?** ☐ **Becky will read *The Writing Revolution* and share with the SP Committee this fall** **2. Technology and Curriculum** ☑ ~~**Becky to share the 4Q Method with RM to support the social studies curriculum**~~ **3. Intervention** ☐ **CM will connect with Casey McBride at Lafayette Prep re: T2/3 intervention (MRH has also offered to help).** ☐ **CM will also connect DB with Casey re: culture; do some development aligned with restorative practice. Will occur in July after JB joins TLS.**

Coversheet

Governance Committee Report

Section:	IV. Committee Reports
Item:	D. Governance Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	Governance Committee Meeting Notes - 8_12_25.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Governance Committee Meeting Agenda - 8/12/25

[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.

Proposed 2025 - 2026 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**
    Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

Governance Committee Charter Board Meetings 2025 - 2026 MEANS and ENDS
Board Calendar TLS Board Bylaws

Date of this Meeting: 8/12/25 **2025 - 202 School Calendar**	**Meeting Link:** **https://us06web.zoom.us/j/81264053634?pwd=5dYPaEPZ3LLVqNQFNxbASOhYrYmUPo.1** **Present: Courtney and Becky**
ED Contract	● **Counterproposal will arrive by Friday, 8/15.** ● **Comps from Jesse Dixon at City Garden Montessori**
Board Norms & Accountability	**Discussion:** ● **Draft Examples and Non-Examples showing respect for and violation of the norms and a possible protocol for handling violations fairly.** ● **Will discuss with the full board at the 8/26 board meeting.**
Revising the Charter Goals	**Per communication [8.12] with Deputy Commissioner for Compliance, Martha McGeehon, it is not usual policy to make changes to charter goals this late in the charter contract term.** ● **We have asked for special consideration, given the goals were developed by previous leaders, and the school's performance under that leadership was widely divergent from the goals set. Working on setting up a meeting to discuss.** ● **Current vs Proposed Goal Language** ○ **Part of justification for the Revisions: Charter Goal Scoreboard** ● **Contract Amendment Template** ○ **Most recent previous Amendment** ● **Contract Amendment Procedure**
REVISED 2025 - 2027 MCPSC Performance Contract	a. **New revised FY 2026 TLS contract from the MCPSC needs approval on 8/26.** i. **Current contract** ii. **Redline version to show revisions based on changes in state statutes** iii. **Can add revised enrollment numbers within this doc before signing.**
Policies & Handbooks **Staff Handbook**	**Policy Development/Revision** a. **Draft Cell Phone Policy - reviewed for approval on 8/26, zeroing in on the highlighted items. Will share with Denise to ensure alignment with the Staff Handbook. TLS will post the policy on the website. Should also be included in**

Family Handbook	the Family Handbook. Staff HB will be shared on Wednesday, 8/20. Staff will sign off on review and acceptance through Bamboo. b. Teacher Professionalism Policy - reviewed updates for approval on 8/26. Will share content related to personal media use during school hours or with TLS children with Denise for alignment with TLS Staff Handbook. c. Handbook Alignment with board policy Becky and Courtney will work on this at TLS on 8/13 for approval on 8/26.
MCPSC Performance Framework	● Finish alignment between Strategic Plan, MCPSC 2024 Report and Key Data Summary, and Organizational Health Dashboard (OHD) - CM and BL will work on this at TLS @ 1:30 on 8/13.
Reportwell reports due this month	Due 8.1.25: Custodian of Records Certification - Denise? Background Checks - Service Contractors Certification AMI Submission to DESE - Certification Due 8.5.25: Board Member Information Update - Certification School Contacts Update Board Member Background Check - Certification Reportwell manager Due 8.11.25: Background Checks Completion Staff - Certification Due 8.13.25: Staff Handbooks Due 8.15.25: Annual Secretary of the Board Report (ASBR) Organization Chart Student/Parent Handbook Due 8.31.25: American Flag Certification Due 9.1.25: Immunizations Personnel - Background Check Completion - Volunteers - Certification Need to check which reports were already uploaded through the legacy version of Reportwell.
Next Meeting Sept. 9	Focus: ED evaluation process and content for 2025 - 2026. CM will come with her personal professional goals based on her experience and feedback/recommendations from this past year.

Coversheet

Updates on ...

Section: V. Executive Directors Monthly Report
Item: A. Updates on ...
Purpose: Discuss
Submitted by:
Related Material: ED Board Report August 2025.pdf

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Executive Director Board Report

The Leadership School
Board of Directors Meeting
August 26, 2025

Student Enrollment

Budgeted Enrollment Goal: 280 Students
Internal Enrollment Goal: 288 Students
Current Enrollment: 287 Students
KG: 100% Enrolled - 6 Waitlisted **1st Grade:** 100% Enrolled **2nd Grade:** 100% Enrolled - 8 Waitlisted **3rd Grade:** 90% Enrolled - 5 Vacancies **4th Grade:** 84% Enrolled - 8 Vacancies **5th Grade:** 100% Enrolled - 2 Waitlisted

Staffing 2025-2026

Leadership Team	Instructional Staff	Support Staff
100% Staffed	100% Staffed	100% Staffed

Benchmark Assessments 2025-2026

ELA: Wednesday, August 27
Math: Thursday, August 28

BOY iReady benchmark results will be available early next week.

Coversheet

Pending Previous Discussion:

Section:	VII. Consent Agenda
Item:	A. Pending Previous Discussion:
Purpose:	Vote
Submitted by:	
Related Material:	TLS Board Norms -1.pdf TLS Board Communication Protocols.pdf Employee Professionalism Policy-1.pdf ELECTRONIC COMMUNICATION DEVICE MODEL POLICY.pdf Public Comments Policy.pdf Amended 2025 - 2027 TLS Charter Goals.pdf AY 2026 Yearly Calendar - Family Calendar-1.pdf

Board Norms of The Leadership School Board of Directors*

Demonstrate Professional and Ethical Behavior

Whether interacting with each other, TLS staff, students, or community, we adhere to The Leadership School's core values: **Love, empowerment, authenticity, and development (LEAD)****. We commit to being accountable and we demonstrate professional and ethical behavior.

Indicators:

- **We are fair and honest in our dealings with each other and with TLS Leadership**
- **We are transparent in our intentions**
- **We are committed to personal and professional growth as leaders**

Lead with Unity and Purpose

We base our decisions on the strategic plan, the district's mission, reliable data, and what's best for students. We serve as advocates for charter public school education. As a Board, we lead as a united team **with TLS Leadership**, each in their respective roles with **strong collaboration and mutual trust**. We always put students first when making decisions and keep student achievement and safety the main focus of board actions.

Indicators:

- **We understand the TLS Charter Goals and our responsibility to hold the TLS Executive Director as accountable for meeting these goals.**
- **We recognize and honor our responsibility to our authorizer to ensure TLS meets its Charter Goals**
- **We are knowledgeable about current school performance against our Charter Goals**
- **We use our Bylaws to effectively guide our governance**

Value and Respect Each Other

We conduct the Board's work with care and respect. We come to meetings prepared and on time. We are willing to support consensus, remain open to questions, and stay engaged during times of conflict or disagreement. We share information, distribute responsibilities, value each other's and TLS leadership's contributions, and care for one another personally.

Indicators:

- **We make time to review and reflect on board packet materials prior to board meetings.**

- **We follow up on post-meeting assignments promptly and with updates on completion status.**
- **We assume positive intent.**
- **We honor the time commitment in the Board Member Agreement through engagement and study.**

Listen and Communicate Effectively

We engage in ongoing, transparent communication with community stakeholders while maintaining confidentiality regarding sensitive matters and refraining from discussing the intentions of fellow board members. As concerns, questions, and issues arise, we are available and willing to listen to understand the situation. We value and respect the opinions and lived experiences of each other, the TLS Leadership, staff, students, and community members. We allow all perspectives to be voiced and heard, but ultimately we act as one.

Indicators:

- **We listen first to understand**
- **We respect confidentiality**
- **We communicate concerns to affected parties directly, promptly, and respectfully before bringing our concerns to others.**
- **We commit to working in good faith to solve disagreements.**
- **We respond to board communications requiring action (email) within 24 hours (Board Conduct policy, p. 59, Section 2.), which means we check our TLS email once a day.**
- **We avoid using texts for anything other than logistics.**

***Based with appreciation on the norms of Maplewood Richmond Heights**

**Core Values TLS Family Handbook, p.3

School Mission

The Leadership School grows our students' leadership capacity through engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

School Vision

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

Equity Vision Statement

The Leadership School is committed to diversity and inclusion by helping all students understand themselves and their learning styles. We provide the tools and resources needed for all students to thrive academically, physically, socially, and emotionally. We acknowledge the diversity of our student body in areas such as race, learning abilities, socioeconomic status, and gender. We believe in equal learning opportunities for all students regardless of these differences. We aspire for each student to embrace their academic journey and choose a challenging and fulfilling path.

Love	We show interest, collegiality, and positivity in our interactions with all community members. We cultivate empathy through strong relationships and collaboration.
Empowerment	We strive to foster an environment where students not only recognize their capabilities but also embrace the joy of self-discovery and personal development, as well as see and encourage the strengths of their peers.
Authenticity	We ensure alignment of our learning to authentic work and hold ourselves to the highest levels of integrity, employ just and equitable practices, and remain true to our mission at all times.
Development	We strive to take ownership of our achievements, failures and growth while we stay the course, persevere, and accomplish our personal and collective goals.

Draft TLS Board Communication Protocols

General

Among Board Members:

- Except in emergencies, communications about board business among board members should be made during weekdays via email, with all members copied.
    - Messages sent will include when a reply is needed
    - Where a response is needed immediately, unless there are extenuating circumstances, we will respond within 24-hours with all members copied so that everyone receives the same info.
    - We commit to keep communication as clear and succinct as possible.
    - During the week, board members will check their TLS email once a day.
    - When we are away (for work, vacation, visiting family…), we let the Board know our return date.

Board to TLS:

- All communication from the Board to TLS (ED, staff) related to Board decisions will be conveyed through board meeting minutes and/or in writing from the Board Chair, with copies to all board members.

- All communications from the Board to TLS (leaders, staff) related to logistical issues (e.g., requesting information or asking for clarification, setting up work team meetings, booking a venue, ordering badges …) will take place during the week and come from a Committee Chair or Work Team Leader, copying the Board Chair and the TLS Leader.

TLS to the Board:

- Formal communications from TLS to the Board will take place on weekdays as much as possible, through email, with all members copied.
    - In the event a TLS staff member or family contacts a board member with a grievance, the board member will direct the staff member to follow the protocols established in the Staff Handbook, or the

family member to grievance protocol outlined the Family Handbook then immediately inform the TLS leader and document the contact.
    - If the grievance involves concerns covered by law, the board will follow the adopted board Staff and Family Grievance policies.
- All communications from TLS to the board related to emergent concerns (e.g., legal issues, child safety, concerns for which a public board response will be needed) will be communicated via email to the board as a whole, as soon as possible, along with action steps being taken to address the concern.

- All communications from TLS (ED, leaders, teachers, staff) to the board as a whole, the Board Chair, Committee Chairs or Work Team Leaders related to logistical issues (e.g., requesting information, asking for clarification) will copy the TLS Leader and the Board Chair (if not the direct sender or recipient), and be delivered during the week.

Thought Partnership between the Board and TLS or between/among Board members

- Requests for thought partnership outside of meetings from board members to TLS, TLS to board members, or among Board members will occur at the discretion of the participants and with the understanding that individual board members do not speak for the whole.
- A summary of these discussions will be documented through a Contact Log linked in the resource tab of meeting agendas.

Board Meetings

1. At least five days prior to the meeting, the TLS Executive Director will complete the slide deck for their monthly presentation.

2. At least 48 hours ahead of monthly board meetings, board members should communicate their availability to attend by responding to the invitation sent out by Board on Track.

3. At each meeting, a time-keeper will be appointed by the Board to keep track of alignment with allocated time amounts within the agenda.
    a. If time allocated for an agenda item is exceeded, the Board will take a vote on whether to extend the discussion and if so, by how much.

4. **At the discretion of the meeting facilitator, the time-keeper may also monitor the amount of time individual board members use to make a point, ask a question, or engage in an exchange with TLS leadership or a Committee Chair bringing business before the Board.**
    a. **Ensures all voices are heard within the allotted time.**
    b. **Members will state their position, provide reasons without repetition, then have the option to restate their position.**
    c. **The time-keeper will re-start time when the next member is recognized.**
    d. **When all members have had a chance to speak once, time remains on the agenda, and someone would like to speak again, they may be recognized by the facilitator and the process repeats until time runs out.**

5. **The Board commits to using person first language (children in poverty, students at risk, families in alternative living situations) to avoid generalizing about groups and reducing individuals to labels.**
    a. **We will speak from the truth that the only gap between the children at TLS and those at West County schools stems from differences in opportunity and resources.**

Committee Meetings

1. **Communication among committee members about committee business between meetings should be via email with all committee members copied to ensure everyone is working with the same set of information and everyone has a chance to weigh in.**

2. **The TLS Executive Director will be a non-voting member of all board committees.**

3. **Agendas will be co-constructed by the Committee Chair and the TLS Leader at least five (5) days prior to the Committee meeting to allow the Leader time to gather data for requested reports.**
    a. **These should become standing meetings and the cadence placed on each leader's calendar for the year, along with committee meetings.**

4. **Agenda items should clearly align with the relevant areas of the TLS Strategic Plan and Objectives.**

5. **Agendas should include a short reflection at the end on:**
    a. **How well the meeting addressed agenda items**
    b. **How well informed members were ahead of the meeting**
    c. **Whether board norms were observed**
    d. **How well previous recommendations for improving meeting quality were followed.**

6. **Meeting discussion protocols will be developed and used at the discretion of each committee chair and the committee's members.**
    a. **Constructive feedback on meeting content and management will be integrated into future meetings.**

7. **Within two - three business days after a meeting, the Committee Secretary will send out meeting minutes to the Committee, the Board Secretary for upload to the agenda for the next monthly meeting of the Board, and to the TLS staff member tasked with uploading the minutes to ReportWell.**

8. **The Committee Chair is responsible for completing the bullets on the Board Committee slide deck sent by the Board Secretary, at least five (5) days prior to the Board meeting.**
    a. **The Committee Chair will present the key points and areas for discussion at the board meeting.**

9. **If a Committee Chair cannot make a committee meeting, they need to contact another committee member at least two (2) days prior to the meeting to take the lead.**
    a. **If no one is asked to lead, the Committee Chair is responsible for rescheduling the meeting.**
    b. **If someone other than the Committee Chair leads a committee meeting, the Committee Chair is still responsible for completing the bullets on the Board Committee slide deck sent by the Board Secretary, at least five (5) days prior to the Board meeting.**

c. **The Chair or their designee is responsible to present the key points and areas for discussion at the board meeting.**

10. **If a Committee Chair cannot make a board meeting, they need to contact another committee member at least 48 hours prior to the board meeting to present the committee's work on their behalf.**

Employee Professionalism Policy

I. Purpose

The purpose of this policy is to establish clear expectations for professional and ethical behavior among all staff members of The Leadership School. Staff are expected to maintain the highest standards of conduct in their interactions with students, colleagues, families, and the community to promote a safe, respectful, and effective educational environment.

II. Scope

This policy applies to all employees, contractors, volunteers, and other adults who work on behalf of The Leadership School, including part-time and full-time staff.

III. General Expectations

All staff members must:

1. Maintain Professional Conduct
    - Act in a manner that upholds the dignity and integrity of their role.
    - Adhere to all applicable federal, state, and local laws, as well as school policies.
    - Demonstrate respect toward students, colleagues, families, and the school community.
    - Work in good faith to support the school's mission, vision and leadership.

2. Promote a Safe Learning Environment
    - Create and maintain an atmosphere free from bullying, harassment, discrimination, intimidation, and other forms of malintent.
    - Maintain appropriate physical and emotional boundaries with students, colleagues, and families.
    - Use discretion when discussing sensitive topics.

2. Respect Confidentiality
    - Protect student and staff confidentiality in accordance with FERPA, other privacy laws and a commitment to honor the communities and families we

serve.

- Share information only with authorized individuals when there is a legitimate educational or safety-related need.

3. Use of Technology

    - Use school technology resources responsibly and professionally.

    - Avoid inappropriate or excessive personal use of electronic devices during work hours. Posting to or viewing personal social media during work hours is strictly prohibited.

    - Any communication with students through personal social media accounts, text messaging, or any unsanctioned digital platform is strictly prohibited unless there is prior written parent or guardian approval on file at the school.

IV. Boundaries with Students

To safeguard students and maintain public trust, staff members must:

1. Avoid any behavior that could be construed as grooming, favoritism, or inappropriate familiarity.

2. Not engage in one-on-one interactions with students behind closed doors or out of public view without a legitimate educational reason.

3. Avoid giving personal gifts to students outside of formal recognition or school programs.

4. Avoid initiating or engaging in inappropriate contact with students, including through social media or private messaging.

5. Not engage in any romantic, sexual, or otherwise inappropriate relationships with students, regardless of the student's age or consent.

V. Reporting and Enforcement

1. Reporting Violations

    - Any suspected violations of this policy must be reported immediately to the School Leader/Principal or designee and the protocol followed as outlined in the Staff Handbook.

- Reports may also be directly made to the Board of Directors after taking the following steps:
    i. Have you first taken the step of addressing the concern directly with the Person with whom you have had the conflict?
        1. If about a student, have you spoken to the teacher?
        2. If about a staff member, have you spoken with the principal or other appropriate supervisor?
        3. If about the principal or another school leader, have you spoken with the Executive Director?
        4. If about the Executive Director, have you set up a meeting and discussed the problem directly?

2. Investigations

    - The school will promptly and thoroughly investigate all complaints or concerns in accordance with applicable policies and legal standards.

    - Staff will be placed on administrative leave if necessary to protect student safety during the investigation.

3. Consequences

    - Violations may result in disciplinary action up to and including termination of employment.

    - When appropriate, violations will be reported to law enforcement or professional licensing boards.

VI. Training

All staff shall receive annual training on this policy, professional boundaries, and mandated reporting responsibilities as part of the school's professional development program.

VII. Review and Revision

This policy may be reviewed annually by the Board and revised as needed to ensure alignment with current laws, regulations, and best practices.

ELECTRONIC COMMUNICATION DEVICE MODEL POLICY

The Governing Board of The Leadership School adopts the following policy effective on that date that the policy is adopted by the Board.

1. No student may display or use an electronic personal communications device from the beginning of the school day until the end of the school day, including, but not limited to, instructional time, meal time, breaks, time between classes, and during study halls.
2. Notwithstanding the general prohibition, a student may display and use an electronic personal communications device only when such display and use is necessary to comply with:
    a. An individualized education program ("IEP");
    b. A 504 plan
    c. An individualized emergency health care plan or individualized health care plan;
    d. The Americans with Disabilities Act;
    e. The federal Civil Rights Act of 1964; or
    f. The federal Equal Educational Opportunities Act of 1974 regarding English language learners.
3. Notwithstanding the general prohibition, a student may use a device as follows:
    a. In the case of an emergency. An emergency means a serious, unexpected, and dangerous situation, including, but not limited to: active fire, active tornado or earthquake, active shooter, evacuation of school grounds, medical emergency, or other serious, unexpected, and dangerous situation that requires immediate action and is otherwise identified in the school's policies as an emergency; or
    b. When directed to use such device for an educational purpose with authorization as directed by established school policy.

4. [Insert reasonable disciplinary action based on your school's disciplinary policy. For example, a student shall receive a write-up for each time an electronic personal communications device is displayed in violation of this policy. After three write-ups a student will receive detention.]
5. This policy shall be published on the school's website upon its adoption.

Public Comments During Board Meetings Policy

Members of the public are welcome to address the Board during the Open Comment portion of the agenda. Intent to speak should be communicated in writing to the Board Chair at least two business days in advance of the meeting.

When recognized, each speaker will give their full name and address. If attending remotely, the camera will be on when addressing the board.

Each speaker will have two minutes to present. Questions and concerns will be addressed in writing by the Board within 7 calendar days.

Amended 2025 - 2027 Charter Goals

Goal 1: *MAP* (*Proficiency*)

By year Five, 35% of TLS students will score Proficient or Advanced in English Language Arts (ELA) on the MAP (Missouri Assessment Program) and 20% of TLS students will score Proficient or Advanced in Math on the MAP (Missouri Assessment Program)

[Note: Replaced "**students who have been enrolled for three consecutive years" with All TLS students.]**

Rationale:

- **Puts focus on ALL TLS students and avoids prioritizing the founding students over non-founding students.**
- **Simplifies data reporting**
- **These goals are attainable within the next 2 years. In 2024 only 18% of TLS students were proficient in reading and 9% in math.**
- **Would put us 10% higher than the highest proficiency rates of schools with similar demographics. (See tables below for 2024 MAP data)**

ELA	Below Basic	Basic	Proficient	Advanced	Prof Rate
State	**18.6%**	**38.1%**	**27.5%**	**15.9%**	**43.4%**
Ferg - Flor	41.8%	38.4%	14.8%	4.8%	19.6%
Hazelwood	33.8%	41.4%	17.8%	6.8%	24.6%
Jennings	42.0%	38.9%	13.2%	5.6%	18.8%
KIPP	40.9%	45.3%	11.4%	2.2%	13.6%
Confluence	34.9%	44.3%	15.3%	5.3%	20.6%
Northside	27.5%	49.8%	18.3%	4.2%	22.5%
Lift For Life	43.4%	42%	13.4%	1.1%	14.5%
Normandy	52.4%	34.9%	9.4%	3.2%	12.6%
TLS	*45%*		*14.5%*	*8.5%*	*23.0%*
The Schools Below do NOT provide transportation and draw families with more resources					
Atlas	30.4%	30.4%	23.9%	15.2%	39.1%
Kauffman	18.7%	42.3%	25.7%	13.1%	38.8%
Kairos	25.8%	44.7%	19.8%	9.6%	29.4%

Mathematics	Below Basic	Basic	Proficient	Advanced	Prof Rate
State of Missouri	**28%**	**30.6%**	**22.5%**	**18.6%**	**41.1%**
Ferg-Flor	55.9%	28.1%	11.0%	4.8%	15.8%
Hazlewood	55%	29.5%	11.0%	4.3%	15.3%
Jennings	57.7%	25.5%	11.4%	5.1%	16.5%
KIPP	62.2%	28.6%	6.7%	2.3%	9%
Confluence	52.5%	29.6%	13.2%	4.4%	17.6%
Northside	41.7%	44.4%	10.3%	3.4%	13.7%
Lift For Life	48.2%	31.8%	14.7%	5.1%	19.8%
Normandy	66.0%	24.9%	6.8%	2.2%	9%
TLS	***65%***	***23%***	***6%***	***6%***	***12%***
The Schools Below do NOT provide transportation and draw families with more resources					
Atlas	43.4%	21.7%	17.3%	17.3%	34.6%
Kauffman	16.5%	33.3%	32.1%	17.8%	49.9%
Kairos	56.3%	29%	9.6%	4.8%	14.4%

Goal 3: *NWEA* (*Ranked Performance*)

By the end of Year 5, 50% of all students will score at or above grade-level in English Language Arts according to the *iReady* assessment. By the end of Year 5, 25% of TLS students will score at or above grade level in Mathematics according to the iReady assessment.

Rationale:

- **NWEA MAP growth assessment is no longer a DESE approved interim assessment, but iReady is. (MAP**

reading fluency is approved as a dyslexia screener) - Senate Bill 681

- **Reduces the amount of testing students encounter throughout the school year (increased 6 instructional core class periods, decreases staffing hours to facilitate make-up tests and slow finishers)**
- **Students are already familiar with the format of this assessment**
- **Percent on or above grade level is easier than percentile ranking for stakeholders to understand**
- **Based on our iReady data from Year Three (Year One under the current administration) of 34.5% proficiency in reading and 19.25% in math for in Grades 1 - 4, we believe 50% (ELA) and 25% (M) are realistic.**

Goal 5: Attendance

- **By year five, we will have at least a 90% average daily attendance rate or 77% proportional attendance rate.**

Rationale

- **We believe that 90% is a realistic goal based on the fact that we achieved 88.7% last year (ADA)**
- **90% still represents a 1.8% pt increase over the highest ADA TLS achieved previously (22-23: 86.65% and 23-24: 88.2%)**
- **The State's proportional attendance rate in 2024 was 78.2%, and the proportional attendance for AA students was 61.5%**
- **The current average proportional attendance rate for charters in the region is 59% Therefore, a target of 77% is not only obtainable, but superior to other schools in the region.**

See Comps *These Comps are for proportional attendance (percent of students w/ 90% attendance, 90% of the day)*

Goal 6: *Student Leadership*

- **Students in 3rd grade and above will participate in Wayfinder SEL lessons. By the end of the year, at least 85% of these students will agree or strongly agree that they are developing the following leadership skills: Understanding their emotions (self-awareness), making good choices (responsible decision-making), and working well with others (collaboration) as measured by pre-post Wayfinder's SEL assessment data.**

Rationale:

- **The *Leader In Me* (LIM) curriculum was implemented with limited consistency in Years One and Two; consequently, our LIM consultant recommended we start over at Year One of the curriculum, when TLS changed leadership in Year Three.**
- **Restarting, however, required significant time, training, and resources without a guaranteed alignment to our students' needs.**
- **The *Wayfinder* curriculum is culturally relevant, fostering a sense of belonging and purpose in students by incorporating diverse perspectives and experiences through connections to students' cultural identities. This in turn helps build confidence, motivation, and engagement in both school and community life.**
- ***Wayfinder* aligns with our school's restorative practices, by empowering students to become capable, caring, and collaborative changemakers who are able to lead in an increasingly diverse and complex world.**
- **It is CASL aligned; and recommended for college and career readiness.**

Goal 7: *Positive School Culture*

- **85% of parents/family members will respond positively to a formal survey that they are satisfied with the school, rising to 90% in Year Five.**

Rationale:

- **Student voice is now included in Goal 6, as the Wayfinder assessment includes collaboration skills (positive, respectful, and supportive relationships with students who are similar to and different from them.)**
- **Based on the data we have collected to this point, we believe a more attainable family goal is 90%. This represents a 3.4% increase over starting data in 2024, with family satisfaction indicators including sense of safety, sense of child belonging, and family communication.**

Goal 9: *Staff Satisfaction - Retention*

- **90% of staff members will agree or strongly agree on the TNTP Instructional Insight survey that they feel positively about the overall instructional culture.**

Rationale:

- **Instructional culture includes leadership, peer culture, and professional development.**
- **Overall instructional culture is important because high teacher scores in these areas align with improved student outcomes.**
- **Strong instructional culture and high student outcomes promote teacher retention.**

Goal 10: Board Engagement

- **Each year, each board member will attend 80% of the regularly scheduled monthly board meetings.**

Rationale

- **This appears to be the intent of the original goal. This language makes this clearer.**

2025 - 2026 TLS Calendar - Family

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

July 2025

M	T	W	T	F
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

August 2025

M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

S: 13 T: 21

September 2025

M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30			

S: 20 T: 21

October 2025

M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

S: 19 T: 20

November 2025

M	T	W	T	F
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28

S: 13 T: 15

December 2025

M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

S: 15 T: 15

January 2026

M	T	W	T	F
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

S: 19 T: 20

February 2026

M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27

S: 17 T: 17

March 2026

M	T	W	T	F
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30	31			

S: 17 T: 17

April 2026

M	T	W	T	F
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	

S: 20 T: 20

May 2026

M	T	W	T	F
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

S: 16 T: 20

June 2026

M	T	W	T	F
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30			

S: 17 T: 17

Important Dates	
Dates	Event
Aug. 15	Open House & Ribon Cutting
Aug. 18	First Day of School
Sept 1	Labor Day - No School
Sept 19	Staff Development - No School
Sept. 23	Family University
10.6 - 10.8	Conferences - Early Release (1:30)
Oct 9 - Oct 14	Falll Break - No School
Oct 15	First Day - Quarter Two
Nov. 18	Family University
Nov 24 - 28	Thanksgiving Break
Dec 19	Last Day of Semester 1
Dec 22 - Jan 1	Winter Holiday Break - No School
Jan 2	Staff Development - No School
Jan 5	First Day - Quarter 3
Dec 22 - Jan 1	Winter Holiday Break - No School
Jan 2	Staff Development - No School
Jan 5	First Day - Quarter 3
Jan 19	MLK Day - No Schoo
Jan. 27	Family University
Feb 13 - 17	Winter Wellness Break - No School
Feb. 24	Family University
March 12 - 13	Conferences - Early Release (1:30)
March 23	First Day - Quarter 4
April 16 - 17	Spring Wellness Break - No School
May 22	Last Day of School - Early Release (1:30)
May 25	Memorial Day - No School
May 26 - 29	Staff Development - No School

Wellness Break - No School
Holiday Break - No School
Staff Development Day - No School
First Day Back - Students
Conferences - Early Release (1:30)

Quarters

Quarter 1: Aug 18 - Oct 8 - 39 Days
Quarter 2: Oct 15 - Dec 19 - 41 Days
Quarter 3: Jan 5 - Mar 13 - 46 Days
Quarter 4: Mar 23 - May 22 - 43 Days

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