



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## The Leadership School

### Monthly Board Meeting for The Leadership School

Published on October 24, 2025 at 5:57 PM CDT

Amended on October 28, 2025 at 9:41 PM CDT

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#### Date and Time

Tuesday October 28, 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

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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
<b>I. Opening Items</b>			<b>6:00 PM</b>
<b>A.</b> Call the Meeting to Order		Rebecca Langrall	2 m
<b>Mission:</b> The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.			
<b>B.</b> Record Attendance		Lakeisha Moody Seymour	1 m
Roll Call Vote			
<b>C.</b> Public Comment Section		Rebecca Langrall	4 m
<b>II. Review Minutes</b>			<b>6:07 PM</b>
<b>A.</b> Vote to approve Sept. 30 Special Meeting Minutes	Vote	Rebecca Langrall	1 m
<b>III. Board Chair Report</b>			<b>6:08 PM</b>
<b>A.</b> Updates	Discuss	Rebecca Langrall	15 m
<b>Status: Goal #10 - Board Engagement</b>			
<ul style="list-style-type: none"> <li>• Average meeting attendance YTD: <b>75%</b></li> <li>• Giving YTD: <b>\$1560</b></li> <li>• Next Event, <a href="#">Skating for Change on 11/29</a></li> <li>• PTO meeting: "Meet the Board"</li> </ul>			
<b>Winter Retreat</b>			
<ul style="list-style-type: none"> <li>• Jan 24 with Greenhouse E3 facilitator: Foundation Building for Charter Renewal. Please RSVP.</li> <li>• Jan 31 with Kent Peterson: Strategic Plan Development for Charter Renewal. Please RSVP.</li> <li>• Both sessions at TLS from 9 - 4 PM</li> </ul>			

	Purpose	Presenter	Time
Board Conduct Policy			
<ul style="list-style-type: none"> <li>• Sign last page.</li> </ul>			
<b>IV. Committee Reports</b>			<b>6:23 PM</b>
Committees Report on Monthly Activity			
<b>A. Development Committee Report</b>	Discuss	Rebecca Langrall	5 m
Updates			
<ul style="list-style-type: none"> <li>• Courtney has set a goal of \$100K for a capital campaign during the 2025 - 2026 school year to raise funds for a Naturescape and Outdoor Classroom.</li> <li>• Courtney will create a one-pager with components needed and costs for each project.</li> <li>• By end of November, Courtney will identify a grant writer who could assist.</li> <li>• Becky has <a href="#">compiled grants that TLS has identified in the past</a>, some of which may work as funding sources.</li> <li>• Courtney will begin reporting monthly on Goal 7: Family Involvement in TLS events, such as Family University and the PTO</li> <li>• Courtney will begin reporting monthly on Goal 9: Staff Satisfaction/Involvement in TLS events such as Trunk or Treat and Skating for Change, as well as various teacher committees</li> <li>• The data will help build a semi-annual and annual report that the board compiles into a report for the TLS community and stakeholders</li> <li>• The first TLS PTO was scheduled for 10/17, but had to be rescheduled due to the smoke damage from a car that crashed into the HVAC system on 10/13. Once this is known, the Board will be invited to introduce itself.</li> <li>• Working on setting up a quarterly coffee with the community and board members for information sharing.</li> </ul>			
<b>B. Finance &amp; Facilities Committee Report</b>	Discuss	Gary Stevenson	15 m
<ul style="list-style-type: none"> <li>• Reviewed September financials</li> <li>• Discussed possible revisions to the Signature Policy</li> </ul>			

	Purpose	Presenter	Time
• Discussed facilities expansion planning timeline			
C. School Performance Committee Report	Discuss	Rebecca Langrall	10 m
Goal 1 MAP: Reviewed State African American ELA and math MAP proficiency data for Grades 3 and 4 compared to TLS:			
	State	TLS	
ELA			
Grade 3:	19.7%	8.7%	
Grade 4:	19.5%	29.4%	
Math			
Grade 3:	17%	5.8%	
Grade 4;	17.6%	15.8%	
<ul style="list-style-type: none"><li>• Discussed what was needed to complete reports overdue in Report Well (Food Vendor, School Safety, Fire Inspection, dis-aggregated discipline data)</li><li>• Reviewed the weekly instructional coaching cadence for math, ELA, and science</li><li>• Discussed how progress monitoring data were being used to inform student support during the individualized learning block for math. ELA progress monitoring is needed. Taking longer because the quizzes have to be teacher generated unlike in math where they are supplied by the curriculum.</li></ul>			
Goal 5 - Attendance: Will be incentivizing attendance with a wrist band reward and class competitions/recognition.			
Goal 6 Student Leadership. - Plan is still needed.			
Goal 7 Family Satisfaction - Courtney will report on family involvement in TLS monthly events as a proxy for family satisfaction. Keisha will conduct a family satisfaction survey in November and March, so the first set of results should be available at the Dec. 2 Board meeting.			
Goal 9 Staff Retention - Courtney will report on staff involvement in TLS events/fund raising/ teacher committees/ PTO as a proxy for staff satisfaction. Keisha will conduct a staff satisfaction survey in November and March, so the first set of results should be available at the Dec. 2 Board meeting.			



	Purpose	Presenter	Time
<b>D. Governance Committee Report</b>	Discuss	Rebecca Langrall	25 m

#### **School Quality Review Site Visit Preparation**

- Reviewed the [School Performance Accountability](#) graphic as a way to display the parts of the school's strategy to reach mission, including the [Strategic Monitoring Framework](#).
- Discussed whether committees could generate 1-pagers to synthesize responses to the SQR questions for the board

#### **Policy Review**

- Examined policies needing annual review and which had already been reviewed (Conflict of Interest, Board Conduct, Personnel Evaluation)
- Will feature several at each board meeting beginning this month with [Sunshine Policy](#), and [Board Member Development Opportunities Policy](#).
- See [Slides 1 - 31](#) for more detailed information about the Sunshine Law.

#### **[ED Evaluation Summary](#) - Committee Recommendation:**

##### **Work Team Agreements:**

- Will have a mid and end-of- year evaluation
- EOY will be 20% based on survey feedback and 80% based on charter goal data.
- Will use Board on Track for the survey platform and a combination of questions from BOT and The Opportunity Trust

##### **Timeline:**

- **Dec 1 - 5: MOY Data Collection**, with a report presented to the ED at the Jan. 6. Board meeting
- Apr 27 - May 1: EOY Data Collection,
- May 26 - Report available to the Board in Closed Session; alignment on messaging
- June 30 Board : EOY Discussion with the ED

**Retreat Planning - will meet in January to accommodate everyone's availability.**

**Upcoming: PTO Attendance - "Meet the Board" Date TBD**

	Purpose	Presenter	Time
<b>V. Executive Directors Monthly Report</b>			<b>7:18 PM</b>
<b>A. Slide Deck</b>	Discuss	Courtney Moulder and Lakeisha Seymour	35 m
<b>VI. Closed Session</b>			<b>7:53 PM</b>
<b>A. Roll Call Vote</b>	Vote	Rebecca Langrall	40 m
<p><b>Motion needed:</b> "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 610.021.2 "Leasing, purchase or sale of real estate by a public governmental body where knowledge of the transaction might adversely affect the legal consideration therefor."</p>			
<b>VII. Consent Agenda</b>			<b>8:33 PM</b>
<b>A. Pending Previous Discussion:</b>	Vote	Rebecca Langrall	1 m
<ol style="list-style-type: none"> <li>1. Board Conduct Policy</li> <li>2. October Board Committee Meeting Reports</li> <li>3. September 2025 Financials</li> <li>4. AY 26 Q1 Income Statement</li> <li>5. AY 26 Q1 Check Register</li> <li>5. <a href="#">Strategic Monitoring Framework (SMF)</a></li> <li>6 Updated Sunshine Policy</li> </ol>			
<b>VIII. Closing Items</b>			<b>8:34 PM</b>

	Purpose	Presenter	Time
<b>A. Board Member Meeting Reflection</b>  Discuss  Respond by sharing your response to one or more of the following: ( <i>*include evidence, practical examples</i> )  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 ...			5 m
<b>B. Next Steps</b>  FYI Rebecca Langrall  1. If not already done, please consider making a <a href="#">monthly donation to TLS via GiveButter</a> .  2. To promote enrollment and fundraising, if you haven't yet, please post this <a href="#">TLS promotional flyer</a> on your social media and share within your personal networks.  <b>3. TLS Board Professional Development:</b> <ul style="list-style-type: none"> <li>• <a href="#">Professional Development Opportunities for Board Committees</a></li> <li>• <a href="#">Professional Development Tracker for TLS ED &amp; Board Members</a></li> </ul> <b>Upcoming Board Meetings:</b> <b>Tuesday, Nov. 4, 2025 - *Special Online Meeting</b> Tuesday, December 2, 2025 - Regular Board Meeting			3 m
<b>C. Adjourn Meeting</b>  Vote Rebecca Langrall			2 m

# Coversheet

## Vote to approve Sept. 30 Special Meeting Minutes

<b>Section:</b>	II. Review Minutes
<b>Item:</b>	A. Vote to approve Sept. 30 Special Meeting Minutes
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	2025_09_30_board_meeting_minutes.pdf

DRAFT



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## The Leadership School

### Minutes

#### Monthly Board Meeting for The Leadership School

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##### **Date and Time**

Tuesday September 30, 2025 at 6:00 PM

##### **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

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In Person:

The Leadership School Board Meeting (In Person)

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Join Zoom Meeting

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##### **Directors Present**

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

### **Directors Absent**

C. Page

### **Guests Present**

C. Moulder, L. Moody Seymour

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## **I. Opening Items**

### **A. Call the Meeting to Order**

R. Langrall called a meeting of the board of directors of The Leadership School to order on Tuesday Sep 30, 2025 at 6:03 PM.

### **B. Record Attendance**

### **C. Public Comment Section**

## **II. Review Minutes**

### **A. Vote to approve August 26, 2025 Meeting Minutes**

G. Stevenson made a motion to approve the minutes from August 26, 2025 on 08-26-25.  
S. Taylor seconded the motion.  
The board **VOTED** to approve the motion.

### **B. Vote to approve Sept. 9 Special Meeting Minutes**

G. Stevenson made a motion to approve the minutes from Special Meeting on 09-09-25.  
S. Taylor seconded the motion.  
The board **VOTED** to approve the motion.

### **C. Approve May 7 Executive Session Meeting Minutes**

G. Stevenson made a motion to approve the minutes from Executive Session on 05-07-25.  
T. Curry seconded the motion.  
The board **VOTED** to approve the motion.

## **III. Board Chair Report**

### **A. Updates**

- YTD we are averaging 63% average for Board Meetings; our goal is 80%

- Contributions 7/8 people--\$1250 with \$250 coming from Dollars for Doers for Gary's volunteer hours as TLS Board Treasurer.
- Trivia Night brought in 51 attendees, with over \$4000 raised for technology for the school.
- Discussion regarding increasing Board/Community engagement, including quarterly alternating "Meet with the Board" coffee or evening events.
- Discussion of two half-day TLS Board Retreats in November with Session 1 either Nov 1 or Nov 8 from 11-4 with Kent to work on strategic planning as part of charter renewal and Session 2 either Nov 15 and Nov 22 from 11 - 4 to work on tactical committee-based work to build out the plan.
- Review of the Board Conduct Policy. Recommended revisions:

Section 2.1 - "timely manner" is defined by 2 business days

Section 5.1 - board should attend no less than 80% of all board meetings and functions sponsored by the board

Section 5.8 - according to Robert's Rules (which includes amending/rescinding previously voted on majority decisions)

R. Langrall made a motion to make Keisha Seymour our Board Clerk during this transitional leadership period.

G. Stevenson seconded the motion.

- Vice Chair, Carrie Page, tendered her resignation from the TLS Board on 9/29/25.
- Roberts Rules requires a minimum of a Board Chair and a Secretary or Clerk (administrative assistant, non-board member) to conduct meetings.

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

#### IV. Committee Reports

##### A. Development Committee Report

- PTO will launch 10/10 at 5:15-6:30 at TLS.
- Trivia was a blast! Over \$4000
- Skate King Nov. 29 each board member should sell 10 tickets with proceeds going toward the Outdoor Play Area

##### B. Finance & Facilities Committee Report

- \$207,000 over the budget
- 86 Days of Cash on Hand
- Fund Balance 24%

##### C. School Performance Committee Report

- Reviewed BOY performance data and actions to accelerate growth in ELA/Reading and math achievement by MOY in December

- To understand the i Ready data need to recognize that students on grade level at the end of last year look to be below grade level in the fall, because their performance is being measured relative to next year's standards.
- Those scoring 1+ year behind at the beginning of the year could cover performance anywhere from 30th-80th percentile. Courtney will determine a possible different way to report.
- Next month, the board will review bi-weekly interim benchmark data aligned to MAP targets to determine growth in reading and math since the start of school.

#### **D. Governance Committee Report**

- Norm Review, Look Fors, and Self-Checking process will be postponed until the first session of the Board Retreat in November, led by Kent.
- SQR Site Visit Preparation packet has been developed and the Governance, Strategic Vision, and Finance modules have been addressed and are ready for the board's review.
- The Committee has established Evaluation Work Team to initiate the ED evaluation cycle for 25-26. Will come with a proposal on Oct 28 for the board's review, with approval slated for Dec. 2
- Need formal review / approval of the Strategic Monitoring plan
- Need a work team to tackle emergency Executive Director succession planning to address risk management.

#### **V. Executive Directors Monthly Report**

##### **A. Updates on ...**

- Board members should refer to the Organizational Health Dashboard (OHD) for real time updates on actions taken to support the revised internal Charter Goals.
- We are currently fully staffed
- Enrollment 293 (budgeted for 280)
- Attendance 91.8% vs last year at this time of 91.3%. (Goal 89%)
- 86 Days of Cash on Hand (target 60 days), Gross Margin of 10% (target 5%), Fund balance 24% (target 12%)

#### **VI. Closed Session**

##### **A. Roll Call Vote**

T. Montgomery made a motion to 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 610.021.2 "Leasing, purchase or sale of real estate by a public governmental body where knowledge of the transaction might adversely affect the legal consideration therefor.".

S. Taylor seconded the motion.



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

Roll Call for Closed Session:

Aaron Williams - aye

Shala Taylor -aye

Tanisha Montgomery - aye

Gary Stevenson - aye

Terrance Curry - aye

Rebecca Langrall - aye

Stephanie Madlinger - aye

## VII. Consent Agenda

### A. Pending Previous Discussion:

1. September Board Committee Meeting Reports
2. Development Committee, Finance Committee, and Governance Committee Charters
3. August 2025 Financials
4. TLS Board Norms, Look-Fors, Self-Check Tool (Amend to move this work to Board Retreat)
5. Hiring and Recruitment Policy
6. Denise Griffin, Director of Operations, as TLS Custodian of Records
7. TLS Staff Handbook
8. TLS Family Handbook
9. [Strategic Monitoring Framework \(SMF\)](#) (Table-

G. Stevenson made a motion to Amend the Consent Agenda and table Items 4 and 9.

A. Williams seconded the motion.

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

G. Stevenson made a motion to Approve the amended consent agenda.

T. Curry seconded the motion.

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

## VIII. Closing Items

### A. Board Member Meeting Reflection

### 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 9:19 PM.

Respectfully Submitted,

L. Moody Seymour

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### **Documents used during the meeting**

- 2025\_08\_26\_board\_meeting\_minutes.pdf
- 2025\_09\_09\_board\_meeting\_minutes.pdf
- 2025\_05\_07\_executive\_session\_minutes.pdf
- Skate Party - Nov 29, 2025.PNG
- Board Conduct Policy.docx
- Norms Look Fors.pdf
- Norms Self Check Tool.pdf
- TLS Norms.pdf
- Board Chair & Committee Reports September 2025.pdf
- 2025 - 2026 TLS Development Committee Charter.pdf
- 9.8.25 Development Committee Meeting Notes.pdf
- TLS - Monthly Presentation - August 2025.pdf
- TLS - Supplemental Report - August 2025(1).xlsx
- 2025 08 Check Register.pdf
- 9.25.25 Finance and Facilities Committee Meeting Minutes.pdf
- 9.10.25 School Performance Committee Meeting .pdf
- 9.16.25 - Governance Committee Meeting Agenda and Notes.pdf
- School Leader Evaluation - Kick-Off Meeting .pdf
- ED Board Report - September 2025.pdf
- Professional Personnel Hiring and Recruitment Policy.docx
- TLS Staff Handbook 25-26.pdf
- TLS Family Handbook 2025-2026.pdf

# Coversheet

## Updates

<b>Section:</b>	III. Board Chair Report
<b>Item:</b>	A. Updates
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	Board Conduct Policy - Rev. 9_30-1.pdf Board Chair & Committee Reports October 2025.pdf

## ◆ Board Conduct Policy<sup>1</sup> Rev. 9/30

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

### SECTION 1. Board Authority Over Individual Authority

SECTION 1.1. Authority of the board rests only with the board as a whole and not with any individual board member unless expressly provided for in the board's by-laws and/or through board resolution. As such, each member shall act accordingly.

SECTION 1.2. The board vests authority for management of the school in the Executive Director (the Director) (the School Leader) and in good faith, shall not undermine the authority of the Executive Director or intrude into responsibilities that appropriately belong in the scope of management, including, but not limited to such functions as hiring, transferring, or dismissing employees.

SECTION 1.3. The board shall make reasonable efforts to keep the Executive Director informed of concerns or specific recommendations that any member of the board may bring forth to the board as a whole or a committee of the board.

SECTION. 1.4. The board shall honor the established protocols and policies related to student, parent, or staff grievances.

### SECTION 2. Duties and Responsibilities

SECTION 2.1. Board members agree to communicate on board related correspondence in a timely manner. For the purposes of this policy, "timely manner" is defined ~~as 24 hours~~ **two business days**.

SECTION 2.2. Board members shall reflect through their actions that their first concern is for the welfare of the students served by the school.

SECTION 2.3. Each member shall work diligently to uphold the mission of the school, to be an ambassador in the community for the school, and support the appropriate and efficient use of resources, including financial and human capital.

SECTION 2.4. Each board member shall uphold and enforce laws, rules, regulations, and other mandates pertaining to public charter schools.

### SECTION 3.0. Accountability to Stakeholders and Community Relations

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<sup>1</sup> BG, App. H.

SECTION 3.1. Board members shall at all times maintain transparency in matters protected by law and shall endeavor to provide information in a timely, concise, and relevant manner to all stakeholders.

SECTION 3.2. Each board member shall be a positive ambassador for the school in the community and shall seek partnerships that enhance the school's programs, services, and resources.

SECTION 3.3. Board members shall regularly and systematically communicate information to stakeholders including, but not limited to academic achievement and fiscal health of the school.

SECTION 3.4. Board members shall, in a timely manner, communicate to the board or the Board Chair expressions of public reaction to board policies and school programs.

#### SECTION 4. Policy Development

SECTION 4.1. Board members shall regularly review and revise policies that improve the programs, services, safety, and practices of the school.

SECTION 4.2. Each board member shall make policy related decisions only after full discussion at publicly held board meetings following an established policy or procedure formally adopted by the board.

#### SECTION 5. Board Meetings

SECTION 5.1. To ensure proper execution of duties and active engagement in the work of the board, board members shall attend no less than ~~75%~~ **80% of all** board meetings and functions sponsored by the board.

SECTION 5.2. To ensure proper execution of duties and active engagement in the work of the board, board members shall attend all meetings fully prepared to actively discuss and deliberate on matters requiring board attention or resolution. This extends to fully reviewing all documentation provided in advance of board meetings including meeting agendas, minutes, and attached documentations supporting board discussion or action.

SECTION 5.3. Board members shall work in a spirit of harmony and cooperation in spite of differences of opinion or philosophy that may arise during discussion and resolution of issues.

SECTION 5.4. Each member shall comply with the provisions of the Sunshine Law related to participating in executive/closed sessions.

SECTION 5.5. Board members shall maintain confidentiality of all discussions and other matters pertaining to board business during executive sessions of the board or related to matters or information protected by law.

SECTION 5.6. Each member shall in good faith make decisions to further the greater good as opposed to any particular segment or group.

SECTION 5.7. Each board member shall engage fully in discussion prior to casting a board vote and shall vote only on matters where the member has full understanding and adequate and appropriate information to make an informed decision.

SECTION 5.8. After casting a vote on any issue, each member agrees to abide by and support all majority decisions of the board **including those motions later amended or rescinded per *Roberts Rules of Order*.**

## SECTION 6. Personnel

Section 6.1. Board members shall only consider employment of personnel after receiving and fully considering the recommendation of the Executive Director.

SECTION 6.2. Consideration for employment of the Executive Director shall be made based on the needs and interests of the school. Decisions shall be made based on qualifications, experience, philosophy, verifiable performance, and fiscal feasibility related to compensation. All hiring decisions shall be made in accordance with the Equal Opportunity Employment Act and any policies of the board and shall not be made based upon race, gender or national origin or other factors prohibited by law.

SECTION 6.3. Board members shall ensure regular and impartial evaluations of all staff and the appropriate supervisor or supervising body shall provide timely, written feedback related to formal evaluations.

## SECTION 7. Financial Governance

SECTION 7.1. Board members shall refrain from and guard against use of any board member for personal or partisan gain or to benefit any person or entity over the interest of the school. Such gain refers to more than nominal or incidental amounts which would tend to impair or hinder independent judgment or action in the performance of official duties.

SECTION 7.2. Each board member shall be provided and regularly review financial information to ensure proper stewardship of public funds related to appropriate, efficient, and responsible use. In addition, each member shall carefully protect and monitor the fiscal health of the school and support actions that ensure sustainability of the school.

## SECTION 8. Board Member Conduct

SECTION 8.1. Each board member shall conduct him or herself publicly in a manner befitting a public official and shall remember that personal actions and behavior reflect upon the school.

SECTION 8.2. Members shall communicate with fellow board members, staff, parents, and community members in a respectful, professional manner at all times.

SECTION 8.3. Each member shall refrain from any private action that would compromise the integrity, honor, function, or reputation of the board or the school.

SECTION 8.4. Every member of the board shall annually file a written statement acknowledging that he or she is in compliance with this Code of Ethics and supports the responsibilities of board service.

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature

Date: \_\_\_\_\_



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

# Board Chair Report & Committee Action Items

**The Leadership School  
Board of Directors  
Meeting  
October 28, 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	8/26	9/9*	9/30	Average for 25 - 26
Meeting Attendance	5/8 63%	8/8 100%	6/8 75%	7/7 100%	75%



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Powered by BoardOnTrack

# 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	7/8	2/6								

**Board Contributions (direct and indirect) Year To Date: \$1560**

**Kudos to Aaron Williams for selling \$220 in *Skating for Change* tickets!**

**Next Fundraiser: Skating Event, November 29, 2025**



# Board Action Items

- **Sign Board Conduct Policy**

**SECTION 2.1** Board members agree to communicate on board related correspondence in a timely manner. For the purposes of this policy “timely manner” is defined as ~~24 hours~~ **two business days.**

**SECTION 5.1** To ensure proper execution of duties and active engagement in the work of the board, board members shall attend no less than ~~75%~~ **80%** of all board meetings and functions sponsored by the board.

**SECTION 5.8** After casting a vote on any issue, each member agrees to abide by and support all majority decisions of the board **including those motions later amended or recinded per *Roberts Rules of Order***

## Board Action Items

- **RSVP to 1.24.25 & 1.31.26 Retreat Invites**



# Development Committee Action Items

## Skating for Change - 11/29

- Ticket sales?
- Attending?

## PTO Meeting

- Agenda
- Meet the Board



*Questions about the Development Committee  
meeting notes?*

Next meeting: 11/3/25



# Finance & Facilities Committee Action Items

	Mar	Apr	May	June	July	Aug
Days of Cash (< 60)	66	59	59	56	76	71
Gross Margin (> 5%)	13%	13%	13%	10.7	7%	6%
Fund Balance @ Year's End (> 12%)	18%	16%	16%	13.6%	21%	20%

*Questions about the F & F Committee meeting  
notes?*

**Next meeting: 11/20/25 @ 3:30 PM**



# School Performance Committee Action Items

*Questions about the School Performance  
Committee meeting notes?*

Next meeting; 11/12/25 @ 4:00 PM



# Governance Committee Action Items

- Discussion of Committee Recommendations for the [ED Evaluation 2025 - 2026](#)

- Questions?
- Suggestions?



Next meeting is 11/11/25 @ 4:30 PM



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# Governance Committee Action Items

## Annual Policy Reviews

- Sunshine Policy
  - Slides
- Professional Development Opportunities Policy
  - Update Board Professional Development Tracker

*Questions about the Governance Committee meeting notes?*

Next meeting is 11/11/25 @ 4:30 PM



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# Coversheet

## Development Committee Report

<b>Section:</b>	IV. Committee Reports
<b>Item:</b>	A. Development Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10.6.25 Development Committee Meeting Notes.pdf



## Development Committee Meeting Agenda & Notes - 10.6.25

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

[All TLS School Goals HERE](#)

**Goal 10 - Board Engagement:**

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

### 2025 - 2026 Development Committee Goals

1. **By June 30, 2026, 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, 2026, all board members will have attending at least four (4) school events**

3. **By June 20, 2026, all board members will have introduced at least three (3) of their contacts to the school, engaging in a tour of the campus, and meeting with TLS staff.**

4. **By June 30, 2026, all board members will have donated to TLS for Giving Tuesday and Give STL day.**

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

**Date of this Meeting: 10/6/2025 @ 4:30 PM**

**Present: Courtney, Aaron, Keisha, Becky**

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

<p><b>Long -Term Planning; Capital Campaign</b></p>	<ul style="list-style-type: none"> <li>• Courtney met with a friend who is in development and gave ideas for how to proceed with a capital campaign to fund a playground, outdoor classroom, and naturescape area.</li> <li>• Will begin with the goal of raising \$100K this year (only part of the total cost)             <ol style="list-style-type: none"> <li>a. C. will make a one-pager with three sections, one for each area, delineating content and costs</li> <li>b. Becky, Aaron, and TC will start researching grants that could work for each aspect:                 <table border="1" data-bbox="852 532 1745 786"> <thead> <tr> <th>Area</th><th>Grant Category</th></tr> </thead> <tbody> <tr> <td>Playground</td><td>Children's Health</td></tr> <tr> <td>Naturescape/Community Garden</td><td>Social Emotional, Wellness, Nutrition</td></tr> <tr> <td>Outdoor Classroom</td><td>STEM</td></tr> </tbody> </table> </li> <li>c. TLS Grants Folder                 <ol style="list-style-type: none"> <li>i. <a href="#">TLS Grant Applications Folder</a></li> <li>ii. <a href="#">Grant Readiness Documents</a></li> <li>iii. <a href="#">Spreadsheet to capture 2025 - 2026 Grant Opportunities to support the playground campaign - Share with PTO</a></li> </ol> </li> </ol> </li> </ul>	Area	Grant Category	Playground	Children's Health	Naturescape/Community Garden	Social Emotional, Wellness, Nutrition	Outdoor Classroom	STEM
Area	Grant Category								
Playground	Children's Health								
Naturescape/Community Garden	Social Emotional, Wellness, Nutrition								
Outdoor Classroom	STEM								
<p><b>Oversight of Community &amp; School Engagement</b></p>	<ul style="list-style-type: none"> <li>• Courtney will report monthly at board meetings on Goal 7: Family Satisfaction by gathering data on family involvement in the school:             <ol style="list-style-type: none"> <li>a. Attendance at school events like parent conferences, Family University Halloween, Black History month</li> <li>b. Volunteering @ the school</li> <li>c. Participation in the PTO</li> </ol> </li> <li>• Courtney will report monthly on Goal 9: Staff Satisfaction by gathering data on teacher participation in:             <ol style="list-style-type: none"> <li>a. School events</li> <li>b. Teacher committees</li> </ol> </li> </ul>								

<p><b>Board Engagement with the Community</b></p>	<ul style="list-style-type: none"> <li>• TLS Quarterly Newsletter goes out 10/8 to all members of the community, including the board.</li> <li>• PTO - First Meeting Friday, 10/17/25 <ul style="list-style-type: none"> <li>◦ May include a “Meet the Board” agenda item</li> </ul> </li> <li>• Quarterly coffee/evening hangout planning - Becky &amp; Aaron <ul style="list-style-type: none"> <li>◦ Four Saturdays @ a coffee shop in Ferguson, say 10 - 11:30?</li> <li>◦ Create a link to sign up, so that we know who to expect?</li> <li>◦ Could add a sign-up pre/post for 1-on-1 time with families</li> <li>◦ Have board members each take a quarter?</li> <li>◦ Let CM know info; will publish a flyer to go out over Class Dojo/PowerSchool</li> </ul> </li> <li>• Content of a semi-annual report (CM will put into a published format): <ul style="list-style-type: none"> <li>◦ Community Engagement stats (board involvement, family involvement, teacher involvement in school events)</li> <li>◦ Finance</li> <li>◦ School Performance</li> <li>◦ Operations/Facilities</li> <li>◦ Partners/Donors/Capital Projects</li> </ul> </li> <li>• Look into the Development workshop dates (Creve Coeur) Let’s Build Hope (Keisha). TLS Board needs to learn how to build partnerships</li> </ul>
<p><b>TLS Events</b></p>	<ul style="list-style-type: none"> <li>• Skating for Change - Playground Fundraiser <ul style="list-style-type: none"> <li>◦ <a href="#">Flyer</a> - Courtney made a new flyer for the newsletter</li> <li>◦ We need a commercial: <a href="https://www.facebook.com/share/r/1ZEVvpYRS2/?mibextid=wwXlfr">https://www.facebook.com/share/r/1ZEVvpYRS2/?mibextid=wwXlfr</a></li> <li>◦ <a href="#">PayPal Giving QR Code</a> (need to have it Pp set up on phone); not sure how to ID that it’s for SFC</li> </ul> </li> </ul>
<p><b>Tabled</b></p>	<p>Ameren Grant Program</p> <ul style="list-style-type: none"> <li>• <a href="#">Grant Info</a> - Courtney (Ed I R grant, IDEA) - Something PTO could work on?</li> </ul>

# Coversheet

## Finance & Facilities Committee Report

<b>Section:</b>	IV. Committee Reports
<b>Item:</b>	B. Finance & Facilities Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10.23.25 F & F Committee Meeting Notes-1.pdf TLS - Monthly Presentation - September 2025.pdf September Divvy Report.pdf TLS - Supplemental Report - September 2025.xlsx - Dashboard.pdf 2025 09 Check Register.pdf



## Finance and Facilities Committee Meeting Notes - 10.23.25

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

### All TLS School Goals and MCPSC Website

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

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

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

- The Leadership School will maintain at least **60** 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.

### **2025 - 2026 Finance & Facilities Committee Goals**

#### **1. School fund balance over **12%** at year end**

Action:

- **Monitor** school financial progress and trends monthly

#### **2. 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](#)

#### **3. **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

#### **4. 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:** The Third Thursday before [Board Meetings](#)

**Date of this meeting:** 10/23/25 @ 3:30 PM

**Join Zoom Meeting**

<https://us06web.zoom.us/j/83650102774?pwd=ETac4PU9azZ8mdtgnXSTNt4Xz4Jya.1>

**Attendees:** Anne Schaffa (EdOps), Courtney, Gary, Tanisha, Becky

Meeting ID: 836 5010 2774  
Passcode: H6Qkw8

### TLS 2024 - 2025 KPIs

	April	May	June	July	Aug	Sept
Days of Cash (< 45)	59	59	56	76	86	71
Gross Margin (> 5%)	13%	13%	10.7%	7%	10%	6%
%Fund Balance @ Year's End (> 12%)	16%	16%	13.61%	21%	24%	20%

**Charter Goal 11 - No material findings in annual audit report**

**F & F Comm Goal #1: Monitor school financial progress and trends monthly**

**F & F Comm Goal #2: Financial Policies Followed & Fund Balance over 12%**

- [EdOps Hub](#)

Anne Shaffa will present:

- [Supplemental Report for September](#)
- [Check Register for September](#)
  - DIVVY was high due to furniture purchases (Faster than going through the PO process.)
  - Some Fin Coms would like a report coming out of DIVVY - invoice listing summary. **Any single purchase over \$5K that is not recurring, should discuss during committee.** EdOps should alert CM so that she can pull the receipt.
- [Board Presentation for September](#)
  - Comfortable with what is being forecasted
  - Board approved budget forecast a net income of \$411K
  - So far a lot of fluctuation; big jump in August was due to state aid
  - Now have a decrease in state in aid this month and increase of wages
  - Net decrease in state aid based on enrollment from 293 to 290.
  - Last Wed in Septis count day; 90% of the funding formula is based on attendance; rest on count day attendance. Should be less fluctuation going forward.
  - 91.5% attendance was the basis on the budget, but YTD attendance is at 86.59%, which does not reflect AIM days, so needs to be corrected.
  - DESE decreased the WADA based on enrollment



	<p>and attendance/</p> <ul style="list-style-type: none"> <li>• Title funds decreased.</li> <li>• While prepping for the audits, found some Title funds were requested that were covered by CSP last year that will need to be refunded, maybe \$10K. This year will need to slow down and check carefully before requesting Title funds to avoid this situation going forward.</li> <li>• Expenses are higher by \$183K than forecast in the Board improved budget.</li> <li>• Net income decreased \$49K.</li> <li>• Lost a position so salaries will go down next month.</li> <li>• Will do a review with TOT in November.</li> <li>• Have to submit requests for payments in a timely manner (CSP); careful not to overdraw. Will likely see a reallocation of how funds will be spent to offset some changes.</li> </ul> <p>■ <b>Third Quarter Report - Anne will generate</b></p>
<p><b>F &amp; F Committee Goal #4:</b> <b>Long Term Financial Planning</b></p> <p>Paul at EDops is working on the long term budget</p>	<p><b>Moved into Closed Session to discuss facilities expansion planning with consultant Lindsay Richard.</b></p> <ul style="list-style-type: none"> <li>• Phase 1 has two parts: <ul style="list-style-type: none"> <li>◦ Accommodate Grade 6 and Pre-K in the fall of 2026</li> <li>◦ Build a gym; renovate the original building (B) to have a multi-purpose room/cafe/tertia; build a playground</li> </ul> </li> <li>• Phase 2: <ul style="list-style-type: none"> <li>◦ Create classrooms for Grades 7 - 8, build a cafeteria</li> </ul> </li> </ul> <p><b>Resource:</b> <a href="#">Making Major Fiscal and Facilities Decisions - MCPSA</a></p>
<p><b>2025 Audit Update</b></p> <ul style="list-style-type: none"> <li>• <a href="#">2025 TLS Audit Folder</a></li> <li>• <a href="#">Audit Tracker (scroll right)</a></li> <li>• <a href="#">Documentation of Tasks Assigned to the Board</a></li> <li>• <a href="#">Templates for Audit Completion</a></li> </ul>	<p><b>Status</b></p> <ul style="list-style-type: none"> <li>• Located employment contracts from 2024 - 2025 requested by the auditors for CM and KT.</li> </ul>
<p><a href="#">SMP Oversight of Charter Goal 11</a></p> <p><b>F &amp; F Committee Goal #2:</b> <b>Financial Policies are followed 100% of the time</b></p>	<p><b>Recommended Revisions:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Authorized Signature policy</a> EdOps: "We are not proposing any specific threshold dollar amount, but recommend having clarity in the Board Policies around signature requirements and the threshold dollar amount. Some schools have elected to set the threshold between \$10k &amp; \$25k". <b>Purchases over \$10K require approval from the board appointed authorizer. - Anybill could flag expenses and send an email to Gary requiring signature. Currently go through different checkpoints (CM, Denise, and EdOps). Don't have functionality to filter out specific vendors (e.g., typically recurring expenses). Anne will ask her team about how others have navigated.</b></li> </ul> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>• Review of data from <a href="#">Quarter 3 Financial Controls Questionnaire</a> - Tabled</li> </ul>

School Quality Review Visit - 10/27 - 10/28 - Tabled	<ul style="list-style-type: none"><li><a href="#">SQR Tracker</a></li><li>SQR Board Preparation Packet<ul style="list-style-type: none"><li><a href="#">Financial Oversight Questions</a></li></ul></li></ul>															
<p><b>Goal 12 - Data Reporting:</b></p> <ul style="list-style-type: none"><li>Annually, at least <b>90%</b> of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.</li></ul> <p><b>Monitoring of Team, Operations, and Financial Uploads to Report Well</b></p> <p><a href="#">MPCSC Compliance Calendar</a></p>	<p><a href="#">Report Well status</a></p> <ul style="list-style-type: none"><li><b>Student Application Form - due 10/30</b></li><li><b>Special Ed Compliance Plan - due 11/1</b></li><li><a href="#">Quarterly Financial Statement is due 11/3</a></li></ul> <p><b>Quarterly Reports from 2024 - 2025 have been uploaded to the Board on Track public portal.</b></p>															
Previous business/Upcoming	<ul style="list-style-type: none"><li><b>Did the payment from Synchrony’s Deeds Platform come through on the TLS side?</b></li><li><b>218 Agreement - February 2026</b></li></ul> <p><a href="#">Oversight of Goal 11</a></p> <ul style="list-style-type: none"><li><b>SOP for Vendor Relations</b> Tabled (need to establish if there should be a 60 or 90 day expectation for receipt of invoices)</li></ul>															
Monthly Action Items	<table><tr><td><input type="checkbox"/> 1</td><td>Committee members put all board and committee meeting dates on their personal calendars for the year</td><td>July</td></tr><tr><td><input type="checkbox"/> 2</td><td>Chair and ED meet to plan the monthly agenda using the agenda template</td><td>A week before the meeting: Date?</td></tr><tr><td><input type="checkbox"/> 3</td><td>Sends agenda to committee members , including any underlying documents (financials, action plans, policy updates, achievement data, etc.) as well as standing areas for monitoring within the strategic plan</td><td>At least three business days ahead of the meeting: Date?</td></tr><tr><td><input type="checkbox"/> 5</td><td>Chair lines up a committee member to lead if unable to attend a committee meeting</td><td>At least two days ahead of the meeting</td></tr><tr><td><input type="checkbox"/> 6</td><td>Committee secretary takes notes during the meeting</td><td>Monthly</td></tr></table>	<input type="checkbox"/> 1	Committee members put all board and committee meeting dates on their personal calendars for the year	July	<input type="checkbox"/> 2	Chair and ED meet to plan the monthly agenda using the agenda template	A week before the meeting: Date?	<input type="checkbox"/> 3	Sends agenda to committee members , including any underlying documents (financials, action plans, policy updates, achievement data, etc.) as well as standing areas for monitoring within the strategic plan	At least three business days ahead of the meeting: Date?	<input type="checkbox"/> 5	Chair lines up a committee member to lead if unable to attend a committee meeting	At least two days ahead of the meeting	<input type="checkbox"/> 6	Committee secretary takes notes during the meeting	Monthly
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<input type="checkbox"/> 5	Chair lines up a committee member to lead if unable to attend a committee meeting	At least two days ahead of the meeting														
<input type="checkbox"/> 6	Committee secretary takes notes during the meeting	Monthly														

	<input type="checkbox"/> 7	Secretary lines up a committee member to take notes if unable to attend	2 - 3 days before meeting
	<input type="checkbox"/> 8	Comm Sec edits notes, sends notes link to committee members including ED	2 - 3 days after meeting
	<input type="checkbox"/> 9	Makes sure notes are clearly and consistently labeled & housed in the right meeting folder on Google Drive	2 - 3 days after meeting
	<input type="checkbox"/> 10	Downloads a PDF of the notes to send to the Director of Operations to upload to ReportWell	2 - 3 days after meeting
	<input type="checkbox"/> 11	Sends a PDF of the notes to the Board Secretary to upload to the monthly meeting of the board	2 - 3 days after meeting
	<input type="checkbox"/> 12	Between meetings, individuals/action teams execute action items coming out of monthly meetings ensuring all committee members are informed	Per agreed upon scheduling
	<input type="checkbox"/> 13	The Committee Chair puts key points from the monthly meeting minutes onto the committee's slide for their report to the board	No later than the Friday before a board meeting; preferably 5 working days ahead (prev. Tuesday)
	<input type="checkbox"/> 14	The Committee Chair sends an email with their key points for the Board Secretary to paste into the agenda.	No later than the Friday before a board meeting; preferably 5 working days ahead (prev. Tuesday)



# September 2025 Financials

PREPARED OCT'25 BY



# Contents



- **Executive Summary**
- **Key Performance Indicators**
- **Cash Forecast**
- **Annotated Financials**
- **Monthly Financials**
- **Balance Sheet**

# Executive Summary



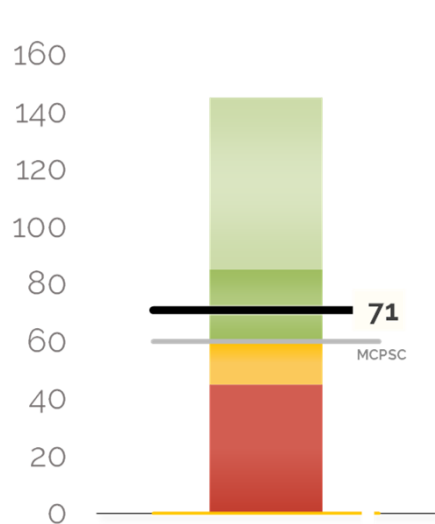
- **190k Decrease in Net Income:**
  - August close 553k
  - September close 363k
- **Revenue: Net decrease of 60k**
  - 39k decrease in **State Aid**. Forecast is based on the following:
    - **Current enrollment** of 290 (decrease from 293 in August close)
    - **Summer School ADA** of 3.0 (decrease from 4.1 in August close)
    - **Expected annual attendance** of 91.5% (no change from August close)
    - **Per-WAM/WADA payment amount** of \$10,728 (decrease from \$10,819)
  - 21k decrease in **Title Funds**: decrease from allocations and TBD repayment of FY25 overdrawn Title Funds
- **Expenses: Net increase of 130k**
  - 84k increase in **Wages**: Two positions added: K. teacher; Building Sub. Staffing titles and wages updated. Removed 25k of after-care that will not take place in FY26. **Benefits and Taxes** will continue to update as Open Enrollment rates are reflected in October close.
  - 10k increase in **Instructional Supplies**, including furniture
  - **Office & Business Expense**: 20k increase in 3<sup>rd</sup>-party IT support

# Key Performance Indicators



## Days of Cash

Cash balance at year-end divided by average daily expenses

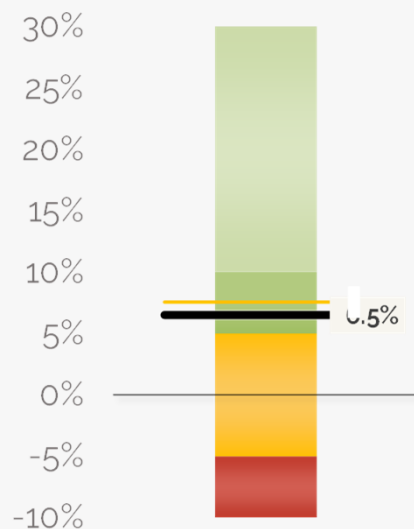


### 71 DAYS OF CASH AT YEAR'S END

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

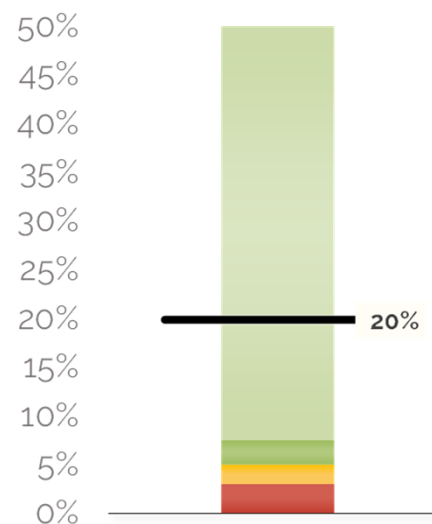


### 6.5% GROSS MARGIN

The forecasted net income is \$363k, which is \$49k below the budget. It yields a 6.5% gross margin.

## Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



### 19.86% AT YEAR'S END

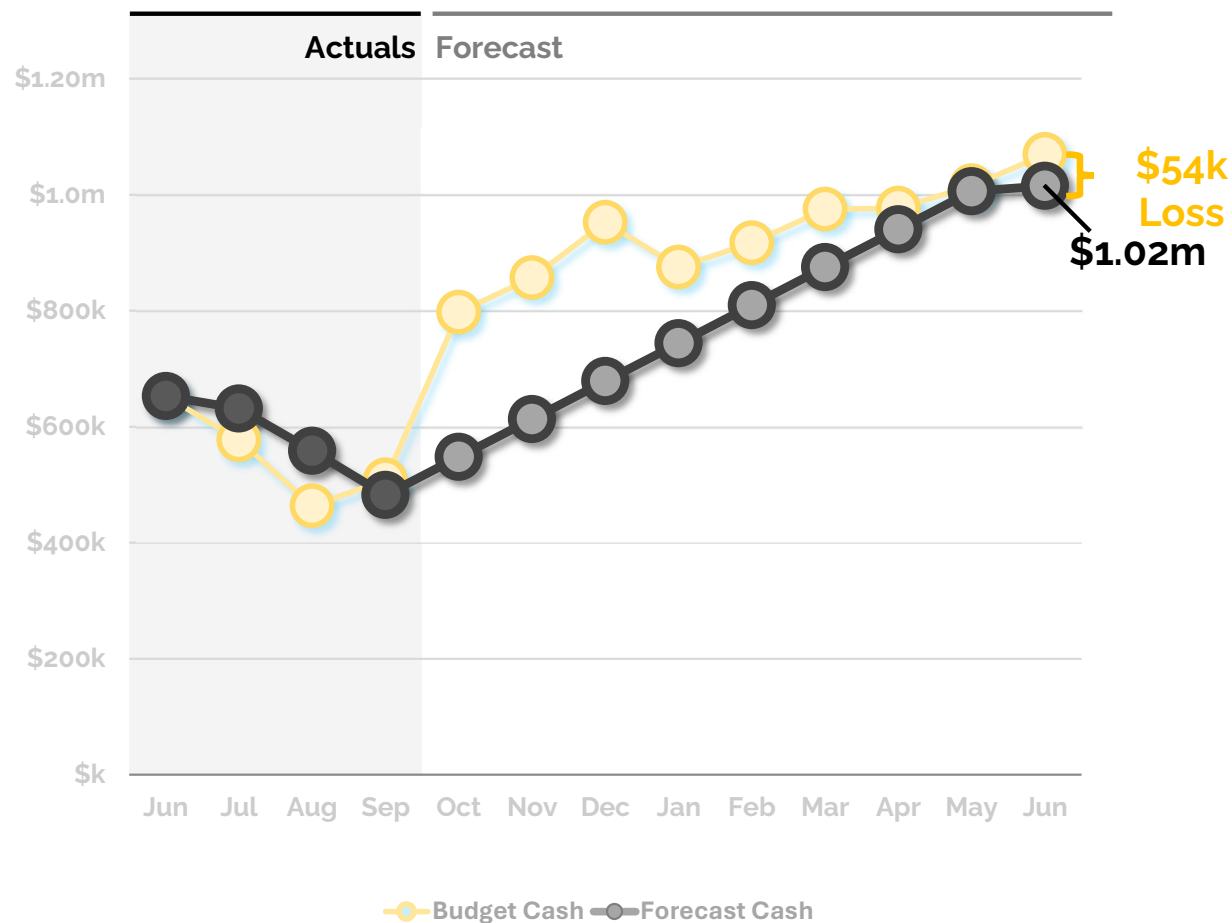
The school is projected to end the year with a fund balance of \$1,037,960. Last year's fund balance was \$675,426.

# Cash Forecast



## 71 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$1m**, **\$54k** below budget.





	Year-To-Date			Annual Forecast			Remaining	Rem %
	Actual	Budget	Variance	Forecast	Budget	Variance		
<b>Revenue</b>								
Local Revenue	86,645	87,051	(406)	357,563	362,503	(4,940)	270,918	76%
State Revenue	650,136	737,567	(87,432)	3,438,627	3,278,965	159,663	2,788,492	81%
Federal Revenue	137,138	256,229	(119,091)	1,610,321	1,631,043	(20,722)	1,473,183	91%
Private Grants and Donations	73,334	78,032	(4,698)	180,000	180,000	(0)	106,666	59%
Earned Fees	2,500	2,472	28	2,500	2,500	0	0	0%
<b>Total Revenue</b>	<b>949,753</b>	<b>1,161,351</b>	<b>(211,599)</b>	<b>5,589,012</b>	<b>5,455,011</b>	<b>134,001</b>	<b>4,639,259</b>	<b>①</b>
<b>Expenses</b>								
Salaries	524,796	568,225	43,429	2,380,702	2,272,900	(107,803)	1,855,906	78%
Benefits and Taxes	109,728	144,124	34,396	545,686	579,495	33,810	435,957	80%
Staff-Related Costs	57,540	55,450	(2,089)	118,148	118,148	0	60,608	51%
Rent	76,847	128,176	51,328	550,000	550,000	0	473,153	86%
Occupancy Service	75,009	43,349	(31,660)	155,388	146,396	(8,992)	80,379	52%
Student Expense, Direct	94,618	242,302	147,684	421,887	424,100	2,213	327,270	78%
Student Expense, Food	59,040	35,624	(23,416)	381,331	356,240	(25,091)	322,292	85%
Office & Business Expense	122,516	59,290	(63,226)	305,541	253,114	(52,427)	183,025	60%
Transportation	24,795	34,300	9,505	367,795	343,000	(24,795)	343,000	93%
<b>Total Expenses</b>	<b>1,144,888</b>	<b>1,310,840</b>	<b>165,951</b>	<b>5,226,478</b>	<b>5,043,393</b>	<b>(183,085)</b>	<b>4,081,590</b>	<b>②</b>
<b>Net Income</b>	<b>(195,136)</b>	<b>(149,488)</b>	<b>(45,648)</b>	<b>362,533</b>	<b>411,617</b>	<b>(49,084)</b>	<b>557,669</b>	<b>③</b>
<b>Cash Flow Adjustments</b>	<b>24,804</b>	<b>-</b>	<b>24,804</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>(24,804)</b>	
<b>Change in Cash</b>	<b>(170,332)</b>	<b>(149,488)</b>	<b>(20,844)</b>	<b>362,533</b>	<b>411,617</b>	<b>(49,084)</b>	<b>532,865</b>	

**① REVENUE: \$134K AHEAD**

160k increase in State Aid:

- Higher than budgeted enrollment, lower than budgeted Summer School ADA
- Lower per-WAM/WADA payment amount
- 21k decrease in Title Funds
- 5k decrease in Prop C

**② EXPENSES: \$183K BEHIND**

- 74k increase in payroll costs (incl. Taxes/Benefits)
- 9k increase to building costs
- 50k FY25 Transportation and Food expenses paid in FY26
- 16k Increase in Student Information System costs from budget
- 20k increase in 3<sup>rd</sup>-party IT
- 9k increase in copier costs

**③ NET INCOME: \$49K 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	28,672	28,878	30,102	30,102	30,102	30,102	30,102	30,102	30,102	30,102	30,102	357,563	
State Revenue	216,001	220,074	214,061	309,832	309,832	309,832	309,832	309,832	309,832	309,832	309,832	309,832	3,438,627	
Federal Revenue	65,037	18,987	53,114	163,687	163,687	163,687	163,687	163,687	163,687	163,687	163,687	163,687	1,610,321	
Private Grants and Donations	0	73,334	0	11,852	11,852	11,852	11,852	11,852	11,852	11,852	11,852	11,852	180,000	
Earned Fees	0	2,500	0	0	0	0	0	0	0	0	0	0	2,500	
Total Revenue	310,132	343,567	296,053	515,473	515,473	515,473	515,473	515,473	515,473	515,473	515,473	515,473	5,589,012	
Expenses														
Salaries	148,895	180,691	195,210	200,656	200,656	200,656	200,656	200,656	200,656	200,656	200,656	250,656	2,380,702	
Benefits and Taxes	35,753	34,926	39,050	47,802	47,802	47,802	47,802	47,802	47,802	47,802	47,802	53,540	545,686	
Staff-Related Costs	10,109	24,495	22,935	6,734	6,734	6,734	6,734	6,734	6,734	6,734	6,734	6,734	118,148	
Rent	25,616	25,616	25,616	52,573	52,573	52,573	52,573	52,573	52,573	52,573	52,573	52,573	550,000	
Occupancy Service	31,554	25,819	17,635	8,931	8,931	8,931	8,931	8,931	8,931	8,931	8,931	8,931	155,388	
Student Expense, Direct	32,383	35,306	26,929	36,363	36,363	36,363	36,363	36,363	36,363	36,363	36,363	36,363	421,887	
Student Expense, Food	3,640	23,600	31,800	35,810	35,810	35,810	35,810	35,810	35,810	35,810	35,810	35,810	381,331	
Office & Business Expense	45,113	55,695	21,708	20,336	20,336	20,336	20,336	20,336	20,336	20,336	20,336	20,336	305,541	
Transportation	8,927	15,868	0	38,111	38,111	38,111	38,111	38,111	38,111	38,111	38,111	38,111	367,795	
Total Ordinary Expenses	341,989	422,015	380,883	447,317	447,317	447,317	447,317	447,317	447,317	447,317	447,317	503,054	5,226,478	
Total Expenses	341,989	422,015	380,883	447,317	447,317	447,317	447,317	447,317	447,317	447,317	447,317	503,054	5,226,478	
Net Income	-31,857	-78,448	-84,830	68,156	68,156	68,156	68,156	68,156	68,156	68,156	68,156	12,419	362,533	
Cash Flow Adjustments	10,288	5,841	8,675	-2,756	-2,756	-2,756	-2,756	-2,756	-2,756	-2,756	-2,756	-2,756	0	
Change in Cash	-21,569	-72,607	-76,156	65,400	65,400	65,400	65,400	65,400	65,400	65,400	65,400	9,663	362,533	
Ending Cash	631,328	558,721	482,566	547,966	613,366	678,766	744,167	809,567	874,967	940,367	1,005,768	1,015,430		

PAGE 7

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
<b>Assets</b>			
Current Assets			
Cash	652,897	482,566	1,015,430
Accounts Receivable	26,876	9,841	26,876
Total Current Assets	679,773	492,407	1,042,306
<b>Total Assets</b>	<b>679,773</b>	<b>492,407</b>	<b>1,042,306</b>
<b>Liabilities and Equity</b>			
<b>Liabilities</b>			
Current Liabilities			
Other Current Liabilities	4,346	12,116	4,346
Total Current Liabilities	4,346	12,116	4,346
Total Long-Term Liabilities	0	0	
<b>Total Liabilities</b>	<b>4,346</b>	<b>12,116</b>	<b>4,346</b>
<b>Equity</b>			
Unrestricted Net Assets	675,426	675,426	675,426
Net Income	0	-195,136	362,533
<b>Total Equity</b>	<b>675,426</b>	<b>480,291</b>	<b>1,037,960</b>
<b>Total Liabilities and Equity</b>	<b>679,773</b>	<b>492,407</b>	<b>1,042,306</b>



# QUESTIONS?

Please contact your EdOps Finance Team:

Anne Schaffa

[anne@ed-ops.com](mailto:anne@ed-ops.com)

816.945.2918

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### Invoice Listing - Summary

Page: 1  
User ID: SAS

<u>Vendor ID</u>	<u>Vendor Name</u>	<u>Invoice Number</u>	<u>Description</u>	<u>Invoice Date</u>	<u>Check Date</u>	<u>Checking Account ID</u>	<u>Check Number</u>	<u>CC:</u>	<u>Invoice Amount</u>
365MARKET	365 Retail Markets	2025 09 Divvy	Student prize	09/13/2025	09/15/2025	1	52024557	X	6.19
AMAZON	Amazon	2025 09 Divvy	Class Decor	08/15/2025	09/15/2025	1	52024557	X	10,988.34
ADOBE	CC - ADOBE *ADOBE 4085366000 CA	2025 09 Divvy	Monthly Adobe subscription for leadershi	08/15/2025	09/15/2025	1	52024557	X	44.38
CVS	CC - CVS	2025 09 Divvy	Thermometer	09/04/2025	09/15/2025	1	52024557	X	49.37
DIERBERGS	CC - DIERBERGS	2025 09 Divvy	Pagedale Festival	09/14/2025	09/15/2025	1	52024557	X	28.55
INSTACART	CC - Instacart	2025 09 Divvy	Staff Snacks August	08/17/2025	09/15/2025	1	52024557	X	298.92
KARTISTCUS	CC - KARTISTCUST	2025 09 Divvy	food	08/16/2025	09/15/2025	1	52024557	X	185.00
MIAMIGRILL	CC - MIAMI GRILL PAGEDALE SAINT LOUIS MO	2025 09 Divvy	Staff Lunch Open House 8/15/25	08/16/2025	09/15/2025	1	52024557	X	267.01
WALGREENS	CC - Walgreens	2025 09 Divvy	Parent enrollment incentive studen refer	09/04/2025	09/15/2025	1	52024557	X	1,047.70
CONTAINER	Container Store, The	2025 09 Divvy	Office supplies	08/18/2025	09/15/2025	1	52024557	X	111.93
COSTCO	Costco Wholesale	2025 09 Divvy	Staff Snacks August	08/17/2025	09/15/2025	1	52024557	X	98.70
DOLLARTREE	Dollar Tree	2025 09 Divvy	Items for staff room supplies	08/21/2025	09/15/2025	1	52024557	X	64.16
HOMEDEPOT	Home Depot, The	2025 09 Divvy	Supplies	08/17/2025	09/15/2025	1	52024557	X	25.34
KATOMRESTA	Katomrestau	2025 09 Divvy	Milk Fridge	08/19/2025	09/15/2025	1	52024557	X	4,391.18
LOUIES	Louies Wine Dive	2025 09 Divvy	food	08/26/2025	09/15/2025	1	52024557	X	92.89
OFFICEDEPO	Office Depot	2025 09 Divvy	Pagedale Festival	09/14/2025	09/15/2025	1	52024557	X	104.33
QUIKTRIP	Quik Trip	2025 09 Divvy	Custodial appreciation gift	08/16/2025	09/15/2025	1	52024557	X	100.00
REPUBLIC	Republic Services	2025 09 Divvy	Trash services 9/9/25 bill	09/10/2025	09/15/2025	1	52024557	X	832.08
ROUTEXL	Routexl	2025 09 Divvy	Signage/Receuitment Map	09/10/2025	09/15/2025	1	52024557	X	6.19
SAMSClub	Sams Club	2025 09 Divvy	Coffee!	08/26/2025	09/15/2025	1	52024557	X	65.96
SAVEALOT	Save-A-Lot	2025 09 Divvy	Hotdog buns 8/22 we ran out of buns	08/23/2025	09/15/2025	1	52024557	X	37.39
SCHNUCKS	Schnucks	2025 09 Divvy	Staff Lunch Open House 8/15/25	08/16/2025	09/15/2025	1	52024557	X	97.21
SESSION	Session Fixture Co	2025 09 Divvy	Insulated food pan carrier for hot lunch	09/10/2025	09/15/2025	1	52024557	X	330.31
SESSTACO	Session Taco Delma	2025 09 Divvy	Leader planning lunch.	09/11/2025	09/15/2025	1	52024557	X	46.82
STLPARKREC	St. Louis County Parks and Recreation	2025 09 Divvy	Registration Winter Soltice	09/11/2025	09/15/2025	1	52024557	X	576.00
USFEDCON	US FEDERAL CONTRACTOR RE	2025 09 Divvy	Federal SAM registration	08/15/2025	09/15/2025	1	52024557	X	599.00
Report Total:									20,494.95

## Dashboard

### The Leadership School

July 2025 through September 2025

#### Key Performance Indicators

Days of Cash  
(At Year End)

71

Target > 60 days

Gross Margin  
Margin

6%

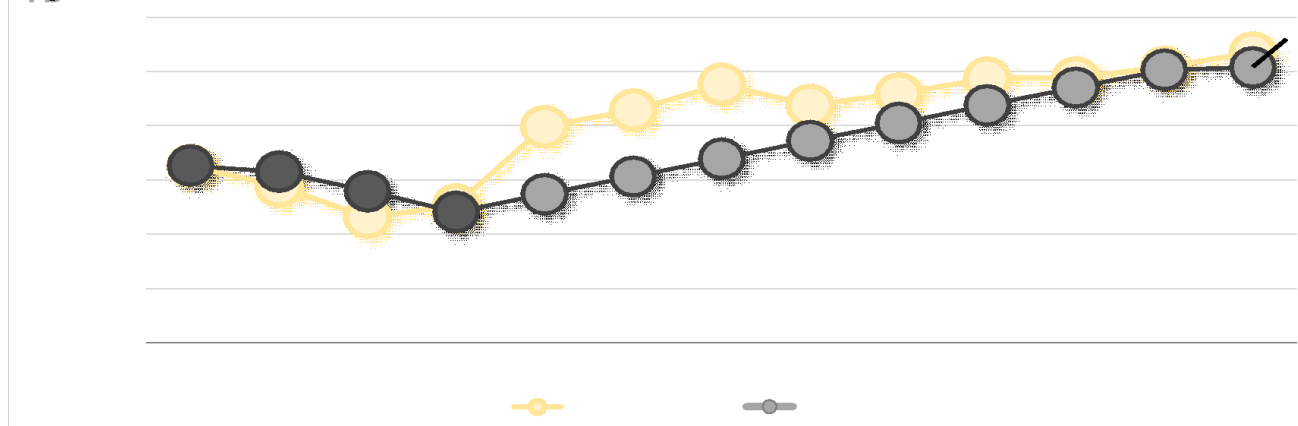
Target > -5.0%

Fund Balance  
(At Year End)

20%

Target > 0,00

#### Cash Forecast



Financial Snapshot	Year-To-Date Financials			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
<b>Revenue</b>							
Local Revenue	86,645	87,051	(406)	357,563	362,503	(4,940)	270,918
State Revenue	650,136	737,567	(87,432)	3,438,627	3,278,965	159,663	2,788,492
Federal Revenue	137,138	256,229	(119,091)	1,610,321	1,631,043	(20,722)	1,473,183
Private Grants and Donations	73,334	78,032	(4,698)	180,000	180,000	(0)	106,666
Earned Fees	2,500	2,472	28	2,500	2,500	0	0
<b>Total Revenue</b>	<b>949,753</b>	<b>1,161,351</b>	<b>(211,599)</b>	<b>5,589,012</b>	<b>5,455,011</b>	<b>134,001</b>	<b>4,639,259</b>
<b>Expenses</b>							
Salaries	524,796	568,225	43,429	2,380,702	2,272,900	(107,803)	1,855,906
Benefits and Taxes	109,728	144,124	34,396	545,686	579,495	33,810	435,957
Staff-Related Costs	57,540	55,450	(2,089)	118,148	118,148	0	60,608
Rent	76,847	128,176	51,328	550,000	550,000	0	473,153
Occupancy Service	75,009	43,349	(31,660)	155,388	146,396	(8,992)	80,379
Student Expense, Direct	94,618	242,302	147,684	421,887	424,100	2,213	327,270
Student Expense, Food	59,040	35,624	(23,416)	381,331	356,240	(25,091)	322,292
Office & Business Expense	122,516	59,290	(63,226)	305,541	253,114	(52,427)	183,025
Transportation	24,795	34,300	9,505	367,795	343,000	(24,795)	343,000
<b>Total Ordinary Expenses</b>	<b>1,144,888</b>	<b>1,310,840</b>	<b>165,951</b>	<b>5,226,478</b>	<b>5,043,393</b>	<b>(183,085)</b>	<b>4,081,590</b>
<b>Net Ordinary Income</b>	<b>(195,136)</b>	<b>(149,488)</b>	<b>(45,648)</b>	<b>362,533</b>	<b>411,617</b>	<b>(49,084)</b>	<b>557,669</b>
<b>Extraordinary Expenses</b>							
Depreciation and Amortization	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Facility Improvements	-	-	-	-	-	-	-
<b>Total Extraordinary Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>1,144,888</b>	<b>1,310,840</b>	<b>165,951</b>	<b>5,226,478</b>	<b>5,043,393</b>	<b>(183,085)</b>	<b>4,081,590</b>
<b>Net Income</b>	<b>(195,136)</b>	<b>(149,488)</b>	<b>(45,648)</b>	<b>362,533</b>	<b>411,617</b>	<b>(49,084)</b>	<b>557,669</b>
<b>Cash Flow Adjustments</b>	<b>24,804</b>	<b>-</b>	<b>24,804</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>(24,804)</b>
<b>Change in Cash</b>	<b>(170,332)</b>	<b>(149,488)</b>	<b>(20,844)</b>	<b>362,533</b>	<b>411,617</b>	<b>(49,084)</b>	<b>532,865</b>

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**Check Register by Type**

Page: 1  
User ID: SAS

<b>Payee Type: Vendor</b>		<b>Check Type: Automatic Payment</b>			<b>Checking Account ID: 1</b>		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
52024534	09/13/2025	X			REPUBLIC	Republic Services	0.00
52024535	09/10/2025	X			BAMBOOHR	Bamboo HR	391.73
52024536	09/05/2025	X			GSUITE	Google Suite	220.33
52024537	09/16/2025	X			NEXTIVA	Nextiva	805.03
52024538	09/02/2025	X			SCCHARTER	SC Charter - Rent	25,615.79
52024539	09/17/2025	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024540	09/23/2025	X			LEVEL3	Level 3 Communications, LLC	1,711.24
52024541	09/14/2025	X			CSD	CSD Insurance Trust	0.00
52024557	09/15/2025	X			DIVVY	DIVVY - BILL.COM	20,494.95
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 49,377.05
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 49,377.05

<b>Payee Type: Vendor</b>		<b>Check Type: Check</b>			<b>Checking Account ID: 1</b>		
<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
1004	08/28/2025	X			PIPKJUS	Justin Pipkins	325.00
1005	09/16/2025	X			GILBTHO	Thomas Gilbert	300.00
10011	09/08/2025	X			FOEHJAM	James Foechner	180.00
86430287	09/05/2025	X			OPENUP	Open Up Resources	10,182.00
86452491	09/11/2025	X			PROPEL	Propel Kitchens	20,160.00
86470443	09/16/2025	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	521.25
86470444	09/16/2025	X			K12 ITC	k12 ITC	12,880.06
86470445	09/16/2025	X			BOOKJOH	Johnathan Book	43.50
86470446	09/16/2025	X			CITYBLUE	CityBlue Technologies, LLC	254.72
86470447	09/16/2025	X			KENKLIS	Ken Klispie	56.00
86470695	09/16/2025	X			OPENUP	Open Up Resources	3,652.00
86470878	09/16/2025	X			THOMASENTE	Thomas Enterprise LLC	1,750.00
86567698	09/19/2025	X			AMERICANTR	American Trailer And Storage	3,350.00
86580367	09/22/2025	X			PROPEL	Propel Kitchens	11,200.00
86589880	09/24/2025	X			K12 ITC	k12 ITC	3,659.11
86589881	09/24/2025	X			BELLWETHER	Bellwether Education Partners, Inc.	22,500.00
86589882	09/24/2025	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	868.75
86590027	09/24/2025	X			CINTAS	Cintas Corp	1,009.29
86590084	09/24/2025	X			ROTTLER	Rottler Pest Solutions	107.00
86590259	09/24/2025	X			PAYPOOL	Paypool LLC	188.74
86590260	09/24/2025	X			CSD	CSD Insurance Trust	4,603.00
86590261	09/24/2025	X			EDOPS	EdOps	11,241.67
86598264	09/25/2025	X			CULLIGAN	CULLIGAN	11.00
86598265	09/25/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,050.00
86598266	09/25/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	107.50
86598267	09/25/2025	X			REBELLAW	Rebel Law	1,009.75
86598412	09/25/2025	X			CINTAS	Cintas Corp	388.30
86598487	09/25/2025	X			OFFICEESSE	Office Essentials	475.50
86603644	09/26/2025	X			MIDWESTEL	Midwest Electric Systems	657.85
86611467	09/30/2025	X			AMPLIFY	Amplify Education Inc.	1,040.64
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 113,772.63
Check Type Total: Check					Void Total:	0.00	Total without Voids: 113,772.63
Payee Type Total: Vendor					Void Total:	0.00	Total without Voids: 163,149.68
Grand Total:					Void Total:	0.00	Total without Voids: 163,149.68

# Coversheet

## School Performance Committee Report

<b>Section:</b>	IV. Committee Reports
<b>Item:</b>	C. School Performance Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10.9.25 School Performance Meeting notes.pdf





## School Performance Committee Meeting - 10.9.25

**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](#)

#### **TLS Academic Goals for 2025 - 2027**

**Goal 1:** 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)

**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:** 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.

**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.

### **Proposed Additional 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.

<p><b>Meeting Dates for 2024 - 2025:</b> <b>Second Wednesday @ 4:00 PM</b> <a href="#">TLS 2025 - 2026 TLS School Calendar</a></p> <p><b>Join Zoom Meeting</b>  <a href="https://us06web.zoom.us/j/8514945326?pwd=IHbCYyDFmBX45TwgyzmZbKSu6fnkiY.1">https://us06web.zoom.us/j/8514945326?pwd=IHbCYyDFmBX45TwgyzmZbKSu6fnkiY.1</a></p> <p><b>Meeting ID:</b> 851 494 5326  <b>Passcode:</b> 0Ej48i</p>	
<p><b>Date of this Meeting:</b> 10/9/25 11:00 - 12:00 PM <a href="#">Monthly Board Calendar</a></p> <p><b>Present:</b> Courtney, Becky</p>	
<b>Governance</b>	<p>Retreat availability (11 - 4) Nov 1, 8, 15, 22?</p> <p>Revision of 2025 - 2026 <a href="#">Committee Charter</a> linked to draft <a href="#">Strategic Monitoring Framework</a> - Stephanie</p>
<p><b>School Quality Review Site Visit 10/27-28:</b>  <a href="#">Prep Packet for Board Members</a></p>	<p>Discussed <a href="#">School Performance questions</a></p> <ul style="list-style-type: none"> <li>• [For both math and ELA, we need subgroup data</li> <li>• Most of school is AA and FRL. <a href="#">Can show state MAP comparisons of AA to TLS AA.</a></li> <li>• Keisha will obtain IEP</li> </ul> <p>Make a one-pager - Stephanie</p>
<a href="#">Report Well</a> - reports due	<p><b>Due 10.2.15: Fire Safety, Health Inspection, Food Service License -</b></p> <ul style="list-style-type: none"> <li>• Health was out on 10/7; DG has doc, ready to be uploaded</li> <li>• Fire - The Fire Dept. did a walkthrough for coding the new building and a comprehensive. Not sure if doc is in our possession. - KS will check</li> <li>• Food Service License - Denise needs to get the doc from Propel Kitchen</li> </ul> <p><b>Due 10.8.25: Disaggregated Discipline Data (Power School)</b></p> <ul style="list-style-type: none"> <li>• Data weren't correct. Got access yesterday to PS. Learn why the numbers are different between PS vs TLS tracking. ETA 10/17 - Keisha</li> </ul>

<p><b>Strategic Plan Oversight</b></p> <p>Review of School Performance related draft <a href="#">Strategic Monitoring Plan</a> objectives as aligned with <a href="#">Organizational Health Dashboard (OHD)</a></p> <p><a href="#">Teacher Development/Evaluation Rubric</a></p> <p><a href="#">Principal Development/Evaluation Rubric</a></p> <p><a href="#">Schedule for Teacher, Leader &amp; Staff Coaching and Evaluation</a></p> <p><a href="#">iReady</a> BOY August 27-September 5 MOY December 16-19 EOY May 12-15 <a href="#">MAP</a> May 5-12</p>	<ul style="list-style-type: none"> <li>● <b>Goals 1 - 4 (Academic)</b> <ul style="list-style-type: none"> <li>○ <a href="#">Math Progress Monitoring</a> (Eureka Squared curriculum)</li> <li>○ <a href="#">ELA Progress Monitoring</a> <ul style="list-style-type: none"> <li>■ CKLA skills K - 2 data &amp; EL K - 5 data will be available Week of 10/13</li> <li>■ Curriculum doesn't provide assessments in ELA, so more ground work needed to build</li> </ul> </li> <li>○ <a href="#">Instructional Coaching</a> <ul style="list-style-type: none"> <li>■ Mondays - math teachers; Tuesdays ELA; Wednesdays - Science starting in Gr. 5 after Jan 1, 2026; Fridays for social studies</li> <li>■ [Will need to crowd source assessments for science]</li> <li>■ [SS are using DBQ approach in Gr. 3 - 5; Wash U is providing coaching in this area]</li> </ul> </li> <li>○ Online assessment practice - ongoing</li> <li>○ Intervention based on CKLA - tabled</li> <li>○ Intervention in the Individualized learning block                             <ul style="list-style-type: none"> <li>■ Approach for response to math needs: Take the highest leverage standard/skill/question type that students did not get correct on the bi-weekly quiz and teach into that, through small group reteaching on Mondays.</li> <li>■ Also spiraling it into new content during class</li> <li>■ Tu - Integrate into Do Now/mini-lesson, Wed - Thurs reteach, F - post-test</li> <li>■ Will add a column H to the tracker to note % proficient on a post-test after reteaching</li> </ul> </li> <li>○ Leveled libraries - tabled</li> <li>○ Independent reading program (incentivizing) - tabled</li> </ul> </li> <li>● <b>Goal 5 - Attendance</b> <ul style="list-style-type: none"> <li>○ Incentive plan status:</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"> <li>■ Attendance will be tracked by class and individual level</li> <li>■ Wrist bands awarded for various initiatives, including attendance, academic performance; wrist bands</li> <li>■ Monthly prizes</li> <li>■ Monday 10/13 leadership only in attendance; will finalize plan</li> <li>○ Incentive Plan data: <ul style="list-style-type: none"> <li>■ CM will send resources week after break</li> <li>■ Investment in our assessment systems</li> </ul> </li> <li>● <b>Goal 6 - Student Leadership</b> <ul style="list-style-type: none"> <li>○ CM - Demonstrating acts of leadership, aligning to core values can earn bracelets</li> <li>○ To Do: Leadership Development Plan - Keisha <ul style="list-style-type: none"> <li>■ Building leadership into the curriculum</li> <li>■ Include Community Circle, Peer Mediation</li> <li>■ Observational data tracking on student leadership for quarterly updates?</li> <li>■ Restorative Justice board policy to support integration</li> </ul> </li> </ul> </li> <li>● <b>Goal 7 - Family Satisfaction</b> <ul style="list-style-type: none"> <li>○ Family University status <ul style="list-style-type: none"> <li>■ Curriculum evenings?</li> </ul> </li> <li>○ PTO <ul style="list-style-type: none"> <li>■ Meet the Board agenda item for 10/17?</li> <li>■ <a href="#">Share grants info?</a></li> </ul> </li> <li>○ Quarterly Newsletter - sent today</li> <li>○ Track family engagement in TLS, Fam U, curriculum evenings, PTO in monthly ED board report [can add to a sem-annual/annual board report to the community]</li> </ul> </li> <li>● <b>Goal 8 - Retention/Enrollment</b> <ul style="list-style-type: none"> <li>○ ECE enrollment referrals - tabled</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"><li>● <b>Goal 9 - Staff Satisfaction -</b><ul style="list-style-type: none"><li>○ Rubrics for Classified Staff Performance, other positions?</li><li>○ Track teacher engagement in TLS events, committees in monthly ED board report</li></ul></li></ul>
Grants Status	KS and Shala are working on a <a href="#">St. Louis Children's Fund</a> grant related to mental health. - Due end of October <a href="#">Consolidated grant info</a>

# Coversheet

## Governance Committee Report

<b>Section:</b>	IV. Committee Reports
<b>Item:</b>	D. Governance Committee Report
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	10.14.25 Governance Committee Notes.pdf Recommendations for 2025 - 2026 ED Evaluation.pdf Sunshine Law Policy.pdf



## Governance Committee Meeting Notes - 10/14/25

**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 \(ALL\)](#)

#### **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 2024 - 2025 Charter](#)

[Board Meetings 2025 - 2026](#)

[Means and Ends](#)

[TLS Board Bylaws](#)

**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 \(ALL\)](#)

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**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.

**Standing Meeting Dates for 2025 - 2026: Second Tuesday @ 4:30 PM**

**Join Zoom Meeting**

<https://us06web.zoom.us/j/87596248351?pwd=bRtDGns1sqzPSAU3Dotp1bWpAj5yBz.1>

<p><b>Date of this Meeting: 10.14.25</b></p>	<p><b>Present:</b> Becky, Courtney</p>
<p><b>Gov Comm Goal 1a, b:</b> Compliance with MCSPC Expectations</p> <p><u><a href="#">SQR Site Visit Preparation</a></u></p> <p><u><a href="#">SQR Documents Tracker</a></u></p>	<p><b>Update:</b></p> <ul style="list-style-type: none"> <li>● <u><a href="#">School Performance Accountability Model</a></u> Graphic                         <ul style="list-style-type: none"> <li>○ <u><a href="#">Strategic Goals &amp; Objectives Monitoring Plan (SMP)</a></u>: Are we ready to approve this framework?</li> <li>○ <u><a href="#">ED Monthly Slide Deck</a></u> updated to align with SMP/OHD</li> </ul> </li> <li>● Current status of questions and responses for:                         <ul style="list-style-type: none"> <li>○ <u><a href="#">Academic Oversight</a></u></li> <li>○ <u><a href="#">Financial Oversight</a></u></li> <li>○ <u><a href="#">Governance</a></u></li> <li>○ <u><a href="#">Strategic Vision and Long Term Planning</a></u></li> </ul> </li> <li>● Can we generate one-pagers for each domain this week, ETA 10/19?</li> </ul>



<p>Gov Comm Goal 1a, b: Compliance with MCSPC Expectations <b>Policy Review Cadence</b></p>	<p><u><b>Policies needing review annually, bi-ennially, and periodically</b></u></p> <ul style="list-style-type: none"> <li>● <b>Annually</b> <ul style="list-style-type: none"> <li>○ Sunshine Policy, Conflict of Interest (done), Board Conduct (done), Board Governance (self-evaluation), Board Member Development Policy, Personnel Evaluations Policy, Authorized Signatures Policy, Physical Restraint Procedures Policy, School Calendar Policy, Parental Involvement Policy (Title IA), FMLA/FERPA Rights Policy, Human Sexuality and Sexually Transmitted Diseases Instruction Policy (n/a), Students with Diabetes Individualized Plan, Organ/Eye/Tissue Donation Policy, Get the Lead out of Drinking Water Policy (Testing)</li> </ul> </li> <li>● <b>Bi-ennially</b> <ul style="list-style-type: none"> <li>○ Drug-Free Workplace Policy, Drug-Free Schools Policy, Will's Law Policy (Epilepsy and Seizure Disorder Care Training)</li> </ul> </li> <li>● <b>Periodic Review</b> <ul style="list-style-type: none"> <li>○ Board Member Orientation Manual; Title IX Sexual Harassment Policy</li> </ul> </li> </ul> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>● Determine best way to review annual and bi-ennial policies above with the board/TLS</li> <li>● <u>Review the MO Model Policies</u> from this past summer</li> <li>● Approval of <u>Board Handbook</u> / complete <u>Board Succession Plan</u></li> </ul>
<p><b>Governance Committee Goal 3:</b> <b>Evaluation Processes</b></p>	<p><b>Update:</b></p> <ul style="list-style-type: none"> <li>● ED Evaluation Work Team met on 9.22: <u>Notes</u> <ul style="list-style-type: none"> <li>○ Recommendations so far for both MOY and EOY evaluations: <ul style="list-style-type: none"> <li>■ Use Board on Track as the survey platform to assist with year-over-year comparisons</li> <li>■ 80% <u>performance metrics</u>: 20% survey data</li> <li>■ Stakeholders offering feedback: Board, CM, and CM's direct reports (4 staff - Managing Director, Principal, Director of Student Success, Director of Operations)</li> </ul> </li> </ul> </li> <li>● Will meet again on 10.20: <u>Agenda</u> <ul style="list-style-type: none"> <li>○ Need to <u>refine questions for EOY survey</u> based on BOT and TOT best fit with job description</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ <a href="#">Which metrics</a> (based on availability by Dec. 5) <ul style="list-style-type: none"> <li>■ <a href="#">Goals 2 &amp; 4: Progress monitoring from Nov</a></li> <li>■ <a href="#">Goal 5: Attendance from Nov</a></li> <li>■ <a href="#">Goal 6: Leadership? CM will create template for action plan</a></li> <li>■ <a href="#">Goal 7: Family Satisfaction Survey data</a></li> <li>■ <a href="#">Goal 8: Retention/enrollment data</a></li> <li>■ <a href="#">Goal 9: Staff Satisfaction Survey data</a></li> <li>■ <a href="#">Goal 11: Cash on hand</a></li> <li>■ <a href="#">Goal 12: Compliance in Reporting Stats from Nov</a></li> <li>■ <a href="#">CM's Personal Goals - how to track? CM will let us know</a> <ul style="list-style-type: none"> <li>● Health (work/home balance)</li> <li>● Staff Performance</li> <li>● Communication</li> </ul> </li> </ul> </li> <li>○ <a href="#">Possible MOY questions</a> - will these work?</li> </ul>
Gov Comm Goal 2: <a href="#">Lifecycle Plans</a>	Retreat <ul style="list-style-type: none"> <li>● Will move to a Saturday in January since Kent cannot facilitate Nov. 22</li> <li>● <a href="#">Draft agenda</a> <ul style="list-style-type: none"> <li>○ <a href="#">Feedback needed</a></li> </ul> </li> </ul>
Charter Goal 12: 90% of submissions to <a href="#">Report Well</a> are accurate and on time  Gov Comm Goal 1: Compliance/Monitor submissions to Report Well	Due 10/2: <ul style="list-style-type: none"> <li>● Fire Safety</li> <li>● Health Inspection</li> <li>● Food Vendor License</li> </ul> Due 10/8 : Discipline Data disaggregated  Due 10/15: <a href="#">Demographic Data</a> - Students, Staff, Board
<a href="#">Lifecycle Planning:</a> Board/ED Relationship	<a href="#">Board / ED Compact</a> - Tabled <ul style="list-style-type: none"> <li>● Recommended by Kent</li> <li>● <a href="#">Discussion needed</a></li> </ul>
<a href="#">Lifecycle Planning:</a> Succession Planning	Emergency <ul style="list-style-type: none"> <li>● Aaron and Tanisha are working on this</li> <li>● <a href="#">Need to set up a meeting with CM</a></li> </ul>

	<ul style="list-style-type: none"> <li>• <a href="#">ED Succession Planning docs</a></li> </ul> <p>Regular</p> <ul style="list-style-type: none"> <li>• On <a href="#">9.25.25 Becky talked with Consultant John Tarvin</a>, Principal Partner of EOS Transition Partners [Recommended by Whitney Young, Governance Committee Chair at Kairos Academy]</li> <li>• Contact Info: <a href="#">Eos Transition Partners jtarvin@eostransitions.com</a> 617.304.8436</li> <li>• Start in fall of 2026: John can meet with us to discuss search, recruitment, interviewing, arranging candidate travel to site, contract, post-placement support.</li> <li>• Fee: Based on school enrollment would be about \$45K inclusive.</li> </ul>
Upcoming	<p><a href="#">Board Handbook</a></p> <p>Board Self-Eval</p> <p><a href="#">Board Succession Planning</a></p> <p>Development of a Strategic Communications Plan</p> <ul style="list-style-type: none"> <li>• Board MOY and EOY Reports to the TLS Community</li> <li>• Quarterly coffees/evening gatherings between the Board/Community members</li> </ul>

## ED Evaluation Cycle: 2025 - 2026

### Governance Committee Recommendations:

1. Participants: Board members, the ED, the ED's direct reports (Managing Director, Director of Operations, Principal, Director of Student Success)
2. EOY Evaluation: Charter Goal Metrics = 80%; Survey data = 20%
3. Use of Board on Track as the survey platform to ease year-over-year comparisons.

	Midyear Check	End of Year Evaluation
<b>Survey Data</b>	<a href="#">MOY Questions</a> Open-ended	<a href="#">EOY Questions</a> Likert Scale
<a href="#">Revised Internal Charter Goals - Quick View</a>  <a href="#">Metrics Breakout for Year 4 and 5</a>	Goal 2 - Reading Growth Goal 4 - Math Growth Goal 5 - Attendance Goal 7 - Family Satisfaction (TLS fall survey data) Goal 9 - Staff Retention/Satisfaction (TLS fall survey data) Goal 11 - Cash on hand/Fund balance Goal 12 - Reporting	Goal 2 - Reading Growth Goal 3 - Achievement in Reading & Math Goal 4 - Math Growth Goal 5 - Attendance Goal 6 - Student Leadership Goal 7 - Family Satisfaction Goal 8 - Student Retention Goal 9 - Staff Retention/Satisfaction Goal 11 - Cash on hand/Fund balance Goal 12 - Reporting
<b>Timing of Data Collection</b>	Dec. 1 - 5 2025	April 27 - May 1
<b>Date of Committee Review</b>	Dec. 9, 2025	May 12, 2026
<b>Date of Board Review</b>	n/a	May 26, 2026
<b>Date of Board Review with ED</b>	Jan 6	June 30, 2026

◆ Sunshine Law Policy<sup>1</sup>

RESOLUTION

WHEREAS, Section 610.023.1, RSMo, provides that a public governmental body must appoint a custodian to maintain that body's records and the identity and location of the custodian is to be made available upon request; and

WHEREAS, Section 610.026, RSMo, sets forth that a public governmental body shall provide access to and, upon request, furnish copies of public records; and

WHEREAS, Section 610.028.2, RSMo, provides that a public governmental body shall provide a reasonable written policy in compliance with sections 610.010 to 610.030, RSMo, commonly referred to as the Sunshine Law, regarding the release of information on any meeting, record or vote.

NOW, THEREFORE, BE IT RESOLVED:

1. That **Denise Griffin Rawer** be and hereby is appointed custodian of the records of The Leadership School and that such custodian is located at **1785 Pennsylvania Ave., Pagedale, MO 63133**
2. That said custodian shall respond to all requests for access to or copies of a public record within the time period provided by statute except in those circumstances authorized by statute.
3. That the fees to be charged for access to or furnishing copies of records shall be as hereinafter provided: (Insert fee schedule. Note: Fees may not exceed 10 cents per page for paper copies 9 by 14 or smaller, plus an hourly fee for duplicating time not to exceed the average hourly rate of pay for clerical staff of the public governmental body. Research time may be billed at actual cost.)
4. That it is the policy of (insert name of public governmental body) that meetings, records, votes, actions and deliberations of this body shall be open to the public unless otherwise provided by law.
5. That (insert name of public governmental body) hereby closes all public records to the extent authorized by law.
6. That The Leadership School shall comply with sections 610.010 to 610.035, RSMo, the Sunshine Law, as now existing or hereafter amended.

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<sup>1</sup> BG, App. C.

# Coversheet

## Slide Deck

<b>Section:</b>	V. Executive Directors Monthly Report
<b>Item:</b>	A. Slide Deck
<b>Purpose:</b>	Discuss
<b>Submitted by:</b>	
<b>Related Material:</b>	ED October Monthly Report -10.28.25.pdf



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# Executive Director Monthly Board Report

**The Leadership School**  
**Board of Directors Meeting**  
**October 28, 2025**

# Revised Charter Goal 1: **MAP ELA**

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

	State	TLS
Grade 3	<b>19.7%</b>	<b>8.7%</b>
Grade 4	<b>19.5%</b>	<b>29.4%</b>



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# Revised Charter Goal 1: **MAP Math**

- By year Five, **35% of TLS students** will score Proficient or Advanced in **Math** on the **MAP** (Missouri Assessment Program)

	State	TLS 2024 - 2025
Grade 3	<b>17%</b>	<b>5.8%</b>
Grade 4	<b>17.6%</b>	<b>15.8%</b>



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# MAP Math - Progress Monitoring

- By year Five, **20% of TLS students** will score Proficient or Advanced in **Math** on the **MAP** (Missouri Assessment Program)

*Q1 Goal: 20% of students score proficient or advanced on bi-weekly data quizzes*

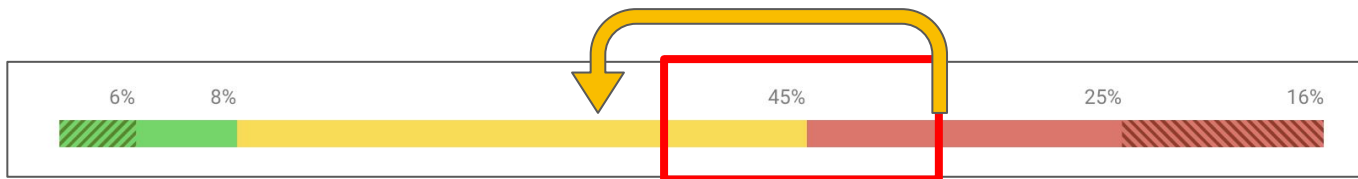
Grade	Quiz 1 Proficient or Advanced	Quiz 2 Proficient or Advanced	Quiz 3 Proficient or Advanced	Quiz 4 Proficient or Advanced
5th Grade	20%	14%	22%	32%
4th Grade	28%			
3rd Grade	35%	29%	37%	42%
2nd Grade	26%	50%		
1st Grade	62%	37%	49%	
KG	30%	68%	80%	

# Revised Charter Goal 2: *Reading Growth*

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

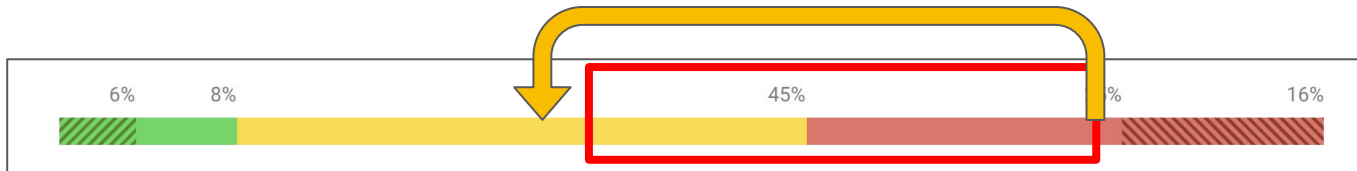
**MOY Goal:** - TLS will **decrease** the percent of students who are 2 or more grade-levels behind in reading and in math by **25%** from Fall 2025 (BOY) to Winter 2025 (MOY)

*Decrease from 41%  
two or more grades  
behind to 30%*



**EOY Goal:** - TLS will **decrease** the percent of students who are 2 or more grade-levels behind in reading and in math by **50%** from Fall 2025 (BOY) to Winter 2025 (EOY)

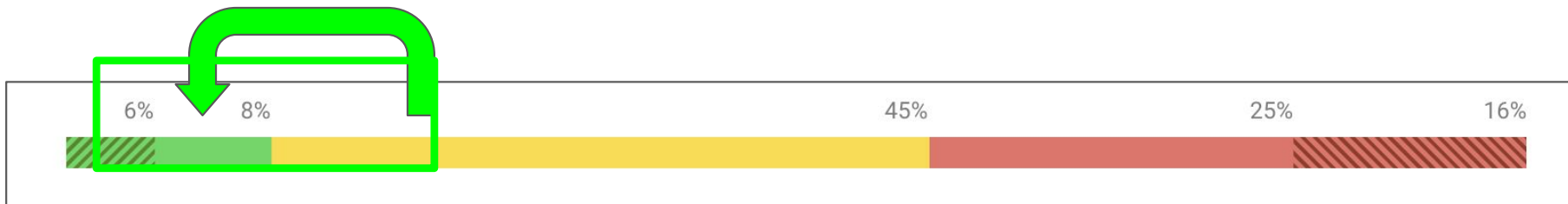
*Decrease from 41%  
two or more years  
behind to 20%*



# Revised Charter Goal 3 - *iReady Reading*

- 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.

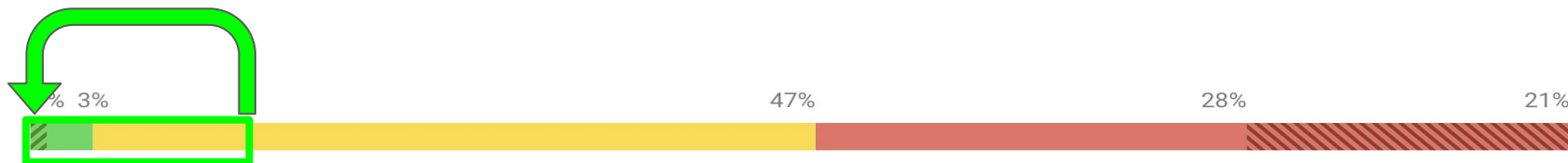
MOY: **Increase** proficiency by 12%, from 14% to 26%



# Revised Charter Goal 3 - *iReady Math*

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

**MOY Goal:** **Increase** the percent of students at or above grade-level *from 4% to 16%*

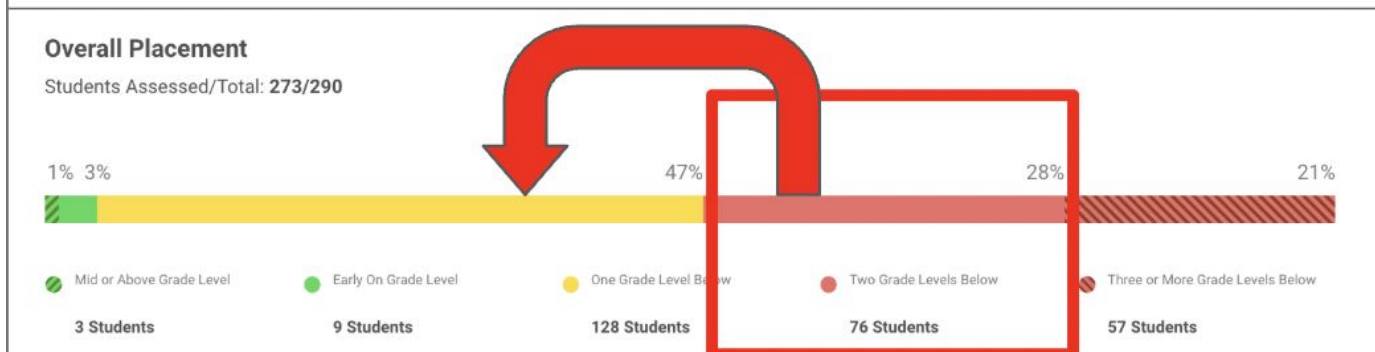


# Revised Charter Goal 4: *Math Growth*

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

**MOY Goal:** - TLS will **decrease** the percent of students who are 2 or more grade-levels behind in reading and in math by **18%** from Fall 2025 (BOY) to Winter 2025 (MOY)

Decrease from  
49% 2 or more  
years behind to  
31%



2 or more grade levels behind → 1 grade level behind

## **Current Enrollment:**

- 286 students (+ 4 new students enrolling this week)
-

# Revised Charter Goal 5: *Attendance*

- By year five, we will have at least a **90%** average daily **attendance** rate.
- Enrollment 286, with 3 new students enrolled and starting tomorrow.

<u>Total Enrollment</u>	
286	
Since beginning of year	▼ 3
Since last month	▼ 4

<u>YTD Attendance</u>	
89.9%	
Since beginning of year	▼ 1.7%
Since last month	▼ 1.53%





# Revised Charter Goal 6: *Student Leadership*

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

## Survey Data: Coming Soon

3rd Grade	4th Grade	5th Grade

Student Leaders	Staff Leaders
<ul style="list-style-type: none"><li>● Breakfast Crew</li><li>● Bus Monitors</li><li>● Repair Circles/Conversations</li><li>● Student Support Groups</li><li>● Accountability “How can I make it right?”</li></ul>	<ul style="list-style-type: none"><li>● Restorative Circle: Community Building</li><li>● Weekly Culture Walkthrough</li><li>● Wayfinder Lessons</li><li>● Reentry Family Meetings</li><li>● Community Circle</li></ul>



## First Semester Roll Out

### **Quarter 1: Facilitating Restorative Circles**

**Focus:** Community-Building, Problem-Solving, and Healing

### **Quarter 2: Trauma-Informed Restorative Practices**

**Focus:** Safe Spaces & De-escalation Techniques



# Charter 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.  
Survey Definition of “satisfied”

Survey Data Results: Survey Closes 11/14

Sense of Safety	Sense of Child Belonging	Family Communication	Family Satisfaction



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# Family Engagement Activities

**FAM U: About 50 families**

**Family Conferences: In Person & Virtual**

**Trunk R Treat: 60 TLS/ over 200 Community Wide**

**Casper Movie: 85 Movie Tickets**

**PTO: Rescheduled due to Site Accident**

**Volunteer Opportunities: Coming Soon**



# Charter Goal 8: *Student Retention*

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

[Insert table with monthly enrollment starting in September]

[Insert information about ECC enrollment pipeline once enrollment process is opened]



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## Revised Charter 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**.

[Insert table with Oct and March data and Dec? TOT survey data]

[Insert table with current staffing levels]

[Insert table in Nov, Feb, & Apr re; # of staff who have been evaluated since last reporting & # of times eval overall per staff]



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# Charter Goal 11: *Financial Sustainability*

- The Leadership School will maintain at least **60 days** of **cash on hand** at all times.
- For each year, the **annual audit** will have **no material findings** and **unqualified opinion**.

	July	Aug	September
Days of Cash ( <b>&lt; 60</b> )	76	86	71
Gross Margin ( <b>&gt; 5%</b> )	7%	10%	6%
% Fund Balance @ Year's End ( <b>&gt; 12%</b> )	21%	24%	20%



# Charter Goal 12: *Data and Reporting*

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

	July	August	Sept	October	November	December
Submitted	100%	100%	100%	100%		
Timeliness	0%	50%	65.4%	100%		
Completion	100%	97.5%	100%	100%		



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# Coversheet

## Pending Previous Discussion:

<b>Section:</b>	VII. Consent Agenda
<b>Item:</b>	A. Pending Previous Discussion:
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	AY 26 Q1 Check Register.pdf AY 26 Q1 Income Statement.pdf Board Conduct Policy - Rev. 9_30-1.pdf Sunshine Law Policy-10.28.25.pdf

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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
52024512	08/13/2025	X			REPUBLIC	Republic Services	0.00
52024513	08/11/2025	X			BAMBOOHR	Bamboo HR	379.11
52024514	08/05/2025	X			GSUITE	Google Suite	208.33
52024515	08/18/2025	X			NEXTIVA	Nextiva	832.41
52024516	08/01/2025	X			SCCHARTER	SC Charter - Rent	25,615.79
52024517	08/19/2025	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024518	08/25/2025	X			LEVEL3	Level 3 Communications, LLC	1,711.24
52024519	08/14/2025	X			CSD	CSD Insurance Trust	0.00
52024524	07/15/2025	X			DIVVY	DIVVY - BILL.COM	7,700.00
52024534	09/13/2025	X			REPUBLIC	Republic Services	0.00
52024535	09/10/2025	X			BAMBOOHR	Bamboo HR	391.73
52024536	09/05/2025	X			GSUITE	Google Suite	220.33
52024537	09/16/2025	X			NEXTIVA	Nextiva	805.03
52024538	09/02/2025	X			SCCHARTER	SC Charter - Rent	25,615.79
52024539	09/17/2025	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024540	09/23/2025	X			LEVEL3	Level 3 Communications, LLC	1,711.24
52024541	09/14/2025	X			CSD	CSD Insurance Trust	0.00
52024542	08/15/2025	X			DIVVY	DIVVY - BILL.COM	71,740.12
52024557	09/15/2025	X			DIVVY	DIVVY - BILL.COM	20,494.95
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1001	08/20/2025	X			FOEHJAM	James Foehner	560.00
1002	08/25/2025	X			FOEHJAM	James Foehner	420.00
1003	08/28/2025	X			FOEHJAM	James Foehner	720.00
1004	08/28/2025	X			PIPKJUS	Justin Pipkins	325.00
1005	09/16/2025	X			GILBTHO	Thomas Gilbert	300.00
10011	09/08/2025	X			FOEHJAM	James Foehner	180.00
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

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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
86236378	08/11/2025	X			WALTERKAY	Kayla Walter	43.60
86236379	08/11/2025	X			MANSMAR	Marquettea Mansion	43.50
86236380	08/11/2025	X			BEISPLUMB	Beis Plumbing LLC	898.00
86236381	08/11/2025	X			YERGLAU	Lauren Yergler	43.50
86236654	08/11/2025	X			CINTAS	Cintas Corp	149.52
86236655	08/11/2025	X			CINTAS	Cintas Corp	149.52
86237142	08/11/2025	X			CSD	CSD Insurance Trust	3.50
86237143	08/11/2025	X			INNOVATIVE	Innovative Options LLC	429.00
86237144	08/11/2025	X			HOPSKIP	HopSkipDrive, Inc.	15,868.27
86258981	08/14/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,050.00
86258982	08/14/2025	X			CULLIGAN	CULLIGAN	60.56
86258983	08/14/2025	X			BOARD	BoardOnTrack, Inc.	3,000.00
86259127	08/14/2025	X			CINTAS	Cintas Corp	149.52
86259193	08/14/2025	X			ROTTLER	Rottler Pest Solutions	107.00
86259407	08/14/2025	X			PAYPOOL	Paypool LLC	711.42
86259408	08/14/2025	X			THOMASENTE	Thomas Enterprise LLC	1,800.00
86259409	08/14/2025	X			EDOPS	EdOps	11,241.67
86417635	08/29/2025	X			PROPEL	Propel Kitchens	23,600.00
86422654	09/02/2025	X			CINTAS	Cintas Corp	1,068.58
86422655	09/02/2025	X			CINTAS	Cintas Corp	149.52
86422656	09/02/2025	X			CINTAS	Cintas Corp	149.52
86426823	09/04/2025	X			GLADDON	Donna Gladden	43.50
86426824	09/04/2025	X			REBELLAW	Rebel Law	489.00
86426825	09/04/2025	X			BAMBOOHR	Bamboo HR	379.11
86426826	09/04/2025	X			KENKLIS	Ken Klispie	225.00
86426827	09/04/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,738.63
86426828	09/04/2025	X			MINDSCAPE	Mindscape Education Consulting	13,500.00
86426829	09/04/2025	X			CROSSRHODE	Cross Rhodes	878.50
86426830	09/04/2025	X			BONDAND	Andrew Bond	43.50
86426831	09/04/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	101.25
86426832	09/04/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	107.50
86426833	09/04/2025	X			GREATMINDS	Great Minds PBC	7,800.00
86426834	09/04/2025	X			BEISPLUMB	Beis Plumbing LLC	429.00
86426835	09/04/2025	X			RIGMNIS	Ni'Sean Rigmaiden	43.50
86426836	09/04/2025	X			CITYBLUE	CityBlue Technologies, LLC	205.33
86426837	09/04/2025	X			TWOMEN	Two Men and a Junk Truck	1,500.00
86426838	09/04/2025	X			BRAMKEV	Kevin Bramlett	43.50
86426839	09/04/2025	X			HERDBRA	Brandon Herd	43.50
86427528	09/04/2025	X			ATHLETE	Athlete Interior Painting LLC	355.00
86427529	09/04/2025	X			MOCPSA	Missouri Charter Public School Association	3,360.00
86427530	09/04/2025	X			CSD	CSD Insurance Trust	13,600.91
86430287	09/05/2025	X			OPENUP	Open Up Resources	10,182.00
86452491	09/11/2025	X			PROPEL	Propel Kitchens	20,160.00
86470443	09/16/2025	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	521.25
86470444	09/16/2025	X			K12 ITC	k12 ITC	12,880.06
86470445	09/16/2025	X			BOOKJOH	Johnathan Book	43.50
86470446	09/16/2025	X			CITYBLUE	CityBlue Technologies, LLC	254.72
86470447	09/16/2025	X			KENKLIS	Ken Klispie	56.00

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86470695	09/16/2025	X			OPENUP	Open Up Resources	3,652.00
86470878	09/16/2025	X			THOMASENTE	Thomas Enterprise LLC	1,750.00
86567698	09/19/2025	X			AMERICANTR	American Trailer And Storage	3,350.00
86580367	09/22/2025	X			PROPEL	Propel Kitchens	11,200.00
86589880	09/24/2025	X			K12 ITC	k12 ITC	3,659.11
86589881	09/24/2025	X			BELLWETHER	Bellwether Education Partners, Inc.	22,500.00
86589882	09/24/2025	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	868.75
86590027	09/24/2025	X			CINTAS	Cintas Corp	1,009.29
86590084	09/24/2025	X			ROTTLER	Rottler Pest Solutions	107.00
86590259	09/24/2025	X			PAYPOOL	Paypool LLC	188.74
86590260	09/24/2025	X			CSD	CSD Insurance Trust	4,603.00
86590261	09/24/2025	X			EDOPS	EdOps	11,241.67
86598264	09/25/2025	X			CULLIGAN	CULLIGAN	11.00
86598265	09/25/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,050.00
86598266	09/25/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	107.50
86598267	09/25/2025	X			REBELLAW	Rebel Law	1,009.75
86598412	09/25/2025	X			CINTAS	Cintas Corp	388.30
86598487	09/25/2025	X			OFFICEESSE	Office Essentials	475.50
86603644	09/26/2025	X			MIDWESTEL	Midwest Electric Systems	657.85
86611467	09/30/2025	X			AMPLIFY	Amplify Education Inc.	1,040.64
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## Income Statement

### The Leadership School

July 2025 through September 2025

View:

Layout:

Summary



Quarterly and YTD



	Quarterly		
Income Statement	Actual	Budget	Variance
Revenue			
Local Revenue	86,645	87,051	(406)
State Revenue	650,136	737,567	(87,432)
Federal Revenue	137,138	256,229	(119,091)
Private Grants and Donations	73,334	78,032	(4,698)
Earned Fees	2,500	2,472	28
Total Revenue	949,753	1,161,351	(211,599)
Expenses			
Salaries	524,796	568,225	43,429
Benefits and Taxes	109,728	144,124	34,396
Staff-Related Costs	57,540	55,450	(2,089)
Rent	76,847	128,176	51,328
Occupancy Service	75,009	43,349	(31,660)
Student Expense, Direct	94,618	242,302	147,684
Student Expense, Food	59,040	35,624	(23,416)
Office & Business Expense	122,516	59,290	(63,226)
Transportation	24,795	34,300	9,505
Total Expenses	1,144,888	1,310,840	165,951
Net Income	(195,136)	(149,488)	(45,648)
Cash Flow Statement	Actual	Budget	Variance
Net Income	(195,136)	(149,488)	(45,648)
Cash Flow Adjustments			
Other Operating Activities	24,804	0	24,804
Facilities Project Adjustments	0	0	0
Total Cash Flow Adjustments	24,804	0	24,804
Change in Cash	(170,332)	(149,488)	(20,844)

## ◆ Board Conduct Policy<sup>1</sup> Rev. 9/30

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

### SECTION 1. Board Authority Over Individual Authority

SECTION 1.1. Authority of the board rests only with the board as a whole and not with any individual board member unless expressly provided for in the board's by-laws and/or through board resolution. As such, each member shall act accordingly.

SECTION 1.2. The board vests authority for management of the school in the Executive Director (the Director) (the School Leader) and in good faith, shall not undermine the authority of the Executive Director or intrude into responsibilities that appropriately belong in the scope of management, including, but not limited to such functions as hiring, transferring, or dismissing employees.

SECTION 1.3. The board shall make reasonable efforts to keep the Executive Director informed of concerns or specific recommendations that any member of the board may bring forth to the board as a whole or a committee of the board.

SECTION. 1.4. The board shall honor the established protocols and policies related to student, parent, or staff grievances.

### SECTION 2. Duties and Responsibilities

SECTION 2.1. Board members agree to communicate on board related correspondence in a timely manner. For the purposes of this policy, "timely manner" is defined ~~as 24 hours~~ **two business days**.

SECTION 2.2. Board members shall reflect through their actions that their first concern is for the welfare of the students served by the school.

SECTION 2.3. Each member shall work diligently to uphold the mission of the school, to be an ambassador in the community for the school, and support the appropriate and efficient use of resources, including financial and human capital.

SECTION 2.4. Each board member shall uphold and enforce laws, rules, regulations, and other mandates pertaining to public charter schools.

### SECTION 3.0. Accountability to Stakeholders and Community Relations

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<sup>1</sup> BG, App. H.

SECTION 3.1. Board members shall at all times maintain transparency in matters protected by law and shall endeavor to provide information in a timely, concise, and relevant manner to all stakeholders.

SECTION 3.2. Each board member shall be a positive ambassador for the school in the community and shall seek partnerships that enhance the school's programs, services, and resources.

SECTION 3.3. Board members shall regularly and systematically communicate information to stakeholders including, but not limited to academic achievement and fiscal health of the school.

SECTION 3.4. Board members shall, in a timely manner, communicate to the board or the Board Chair expressions of public reaction to board policies and school programs.

#### SECTION 4. Policy Development

SECTION 4.1. Board members shall regularly review and revise policies that improve the programs, services, safety, and practices of the school.

SECTION 4.2. Each board member shall make policy related decisions only after full discussion at publicly held board meetings following an established policy or procedure formally adopted by the board.

#### SECTION 5. Board Meetings

SECTION 5.1. To ensure proper execution of duties and active engagement in the work of the board, board members shall attend no less than ~~75%~~ 80% of all board meetings and functions sponsored by the board.

SECTION 5.2. To ensure proper execution of duties and active engagement in the work of the board, board members shall attend all meetings fully prepared to actively discuss and deliberate on matters requiring board attention or resolution. This extends to fully reviewing all documentation provided in advance of board meetings including meeting agendas, minutes, and attached documentations supporting board discussion or action.

SECTION 5.3. Board members shall work in a spirit of harmony and cooperation in spite of differences of opinion or philosophy that may arise during discussion and resolution of issues.

SECTION 5.4. Each member shall comply with the provisions of the Sunshine Law related to participating in executive/closed sessions.

SECTION 5.5. Board members shall maintain confidentiality of all discussions and other matters pertaining to board business during executive sessions of the board or related to matters or information protected by law.

SECTION 5.6. Each member shall in good faith make decisions to further the greater good as opposed to any particular segment or group.

SECTION 5.7. Each board member shall engage fully in discussion prior to casting a board vote and shall vote only on matters where the member has full understanding and adequate and appropriate information to make an informed decision.

SECTION 5.8. After casting a vote on any issue, each member agrees to abide by and support all majority decisions of the board **including those motions later amended or rescinded per *Roberts Rules of Order*.**

## SECTION 6. Personnel

Section 6.1. Board members shall only consider employment of personnel after receiving and fully considering the recommendation of the Executive Director.

SECTION 6.2. Consideration for employment of the Executive Director shall be made based on the needs and interests of the school. Decisions shall be made based on qualifications, experience, philosophy, verifiable performance, and fiscal feasibility related to compensation. All hiring decisions shall be made in accordance with the Equal Opportunity Employment Act and any policies of the board and shall not be made based upon race, gender or national origin or other factors prohibited by law.

SECTION 6.3. Board members shall ensure regular and impartial evaluations of all staff and the appropriate supervisor or supervising body shall provide timely, written feedback related to formal evaluations.

## SECTION 7. Financial Governance

SECTION 7.1. Board members shall refrain from and guard against use of any board member for personal or partisan gain or to benefit any person or entity over the interest of the school. Such gain refers to more than nominal or incidental amounts which would tend to impair or hinder independent judgment or action in the performance of official duties.

SECTION 7.2. Each board member shall be provided and regularly review financial information to ensure proper stewardship of public funds related to appropriate, efficient, and responsible use. In addition, each member shall carefully protect and monitor the fiscal health of the school and support actions that ensure sustainability of the school.

## SECTION 8. Board Member Conduct

SECTION 8.1. Each board member shall conduct him or herself publicly in a manner befitting a public official and shall remember that personal actions and behavior reflect upon the school.

SECTION 8.2. Members shall communicate with fellow board members, staff, parents, and community members in a respectful, professional manner at all times.

SECTION 8.3. Each member shall refrain from any private action that would compromise the integrity, honor, function, or reputation of the board or the school.



SECTION 8.4. Every member of the board shall annually file a written statement acknowledging that he or she is in compliance with this Code of Ethics and supports the responsibilities of board service.

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Signature

Date: \_\_\_\_\_

◆ Sunshine Law Policy<sup>1</sup>

RESOLUTION

WHEREAS, Section 610.023.1, RSMo, provides that a public governmental body must appoint a custodian to maintain that body's records and the identity and location of the custodian is to be made available upon request; and

WHEREAS, Section 610.026, RSMo, sets forth that a public governmental body shall provide access to and, upon request, furnish copies of public records; and

WHEREAS, Section 610.028.2, RSMo, provides that a public governmental body shall provide a reasonable written policy in compliance with sections 610.010 to 610.030, RSMo, commonly referred to as the Sunshine Law, regarding the release of information on any meeting, record or vote.

NOW, THEREFORE, BE IT RESOLVED:

1. That **Denise Griffin Rawer** be and hereby is appointed custodian of the records of The Leadership School and that such custodian is located at **1785 Pennsylvania Ave., Pagedale, MO 63133**
2. That said custodian shall respond to all requests for access to or copies of a public record within the time period provided by statute except in those circumstances authorized by statute.
3. That the fees to be charged for access to or furnishing copies of records shall be as hereinafter provided: (Insert fee schedule. Note: Fees may not exceed 10 cents per page for paper copies 9 by 14 or smaller, plus an hourly fee for duplicating time not to exceed the average hourly rate of pay for clerical staff of the public governmental body. Research time may be billed at actual cost.)
4. That it is the policy of **The Leadership School** that meetings, records, votes, actions and deliberations of this body shall be open to the public unless otherwise provided by law.
5. That **The Leadership School** hereby closes all public records to the extent authorized by law.
6. That **The Leadership School** shall comply with sections 610.010 to 610.035, RSMo, the Sunshine Law, as now existing or hereafter amended.

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<sup>1</sup> BG, App. C.