



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Monthly Board Meeting for The Leadership School

Published on December 8, 2025 at 7:10 AM CST

Amended on December 10, 2025 at 2:47 PM CST

Date and Time

Wednesday December 10, 2025 at 6:00 PM CST

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

The Leadership School Board Meeting (In Person)

Tuesday, April 29, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, July 22, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

Join Zoom Meeting

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

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Call the Meeting to Order		Rebecca Langrall	2 m
Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.			
B. Record Attendance		Lakeisha Moody Seymour	1 m
Roll Call Vote			
C. Public Comment Section		Rebecca Langrall	4 m
II. Approval of Nov. 4 Special Board Meeting Minutes			6:07 PM
A. Nov. 4 Special Meeting Minutes	Approve Minutes	Rebecca Langrall	1 m
III. 2025 Annual Audit Report			6:08 PM
Marr & Co Auditors Clark Hanner and Ben Gruenke			
A. Approval of Draft 2025 Annual Audit	Vote	Rebecca Langrall	20 m
IV. Board Chair Report			6:28 PM
A. Updates	FYI	Rebecca Langrall	8 m
Status: Goal #10 - Board Engagement			
<ul style="list-style-type: none"> Average meeting attendance YTD: 83% Giving YTD: \$2206 			
ACTION ITEMS			
Mid-Year Board Report			
<ul style="list-style-type: none"> Goal: Dec. 31, 2025 - draft completed, input needed 			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Early/mid-January distribution to stakeholders • Discuss at late January Board/Community coffee 			
Attend			
<ul style="list-style-type: none"> • PTO on 12/16 • Dudes with Donuts (12/19) • Board/Community Coffee - January 			
Volunteer to bring snacks to Jan 7 Board Meeting			
Winter Retreat			
<ul style="list-style-type: none"> • Jan 24 with Greenhouse E3 facilitator: Foundation Building for Charter Renewal. Please RSVP if you haven't yet. • Jan 31 with Kent Peterson: Strategic Plan Development for Charter Renewal. Please RSVP if you haven't yet. • Both sessions at TLS from 9 - 4 PM 			
B. Board Action Items for December	Discuss	Rebecca Langrall	5 m
<ul style="list-style-type: none"> • Welcome prospective board members Stacey Myton and Shinita Jones. • Fulfill commitment to Giving Tuesday, if not already done. • RSVP to 1/24/25 Retreat: Gary, Tanisha • RSVP to 1/31/25 Retreat: Aaron, TC, Gary, Tanisha • Sign Board Conduct Policy: Gary, TC, Tanisha • Contribute to Mid-Year Board Report • Who would like to bring snacks for January 7? 			
V. Committee Reports			6:41 PM
Committees Report on Monthly Activity			
A. Development Committee Report	FYI	Rebecca Langrall	5 m
School-Based Fundraising			
<ul style="list-style-type: none"> • Reviewed status of planning for Skating for Change (11/29) • Aaron will check-in with Marilyn McCarthy re: flyers for Christmas in the Kitchen (12/9) and generating support at the SFC event. 			

	Purpose	Presenter	Time
Capital Campaign for Naturescape/Outdoor Classroom			
<ul style="list-style-type: none"> • Courtney will work on this in earnest starting in January • Let the Board know how to support 			
November TLS Events / Opportunities for Board Engagement			
<ul style="list-style-type: none"> • Coffee with Grandfriends (11/11) • Family University (11/18) 			
Grants			
<ul style="list-style-type: none"> • Keisha submitted a grant application for \$3.5M from the St. Louis Children's Fund to start a community Wellness Center at TLS and fund wellness programming for students and staff. • Awards will be announced in the spring. 			
ACTION ITEMS			
<ul style="list-style-type: none"> • Attend PTO 12/16 Meeting (all) • Attend Dudes with Donuts (just the men) (12/19) • Attend Mid-Year Board / Community Coffee - late January • Attend Skating for Change - Jan 24 			
B.	Finance & Facilities Committee Report	Discuss	Gary Stevenson
			20 m
Monthly Financials			
<ul style="list-style-type: none"> • KPIs: 71% Days of Cash; 7% Gross Margin; 20% Fund Balance • Revenue: \$49K under forecast for Oct. due to not adjusting for enrollment and summer school enrollment • Expenses: Reduced due to elimination of one position and coverage of one position with stipends to two current teachers; reduction in cost of contracted subs (now covered with permanent in-house subs) 			
Financial Operations			
<ul style="list-style-type: none"> • Have set up protocols for tagging deposits and credit card expenditures • Need to tag items in Divvy when a CSP expense • Keisha will complete the Title IIA application; then those funds will be available when reimbursements are made. 			
Policy			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Discussed possible revisions to the Signature Policy. • Action Item: Board review of recommended changes. 			
Annual Audit			
<ul style="list-style-type: none"> • One flag: We were late last year publishing the audit in the local paper • Still reviewing CSP expenditures; believe everything is in order • Marr & Co present a draft of the Annual Audit Report at the December board meeting 			
Prep for Next Year's Audit			
<ul style="list-style-type: none"> • Need greater clarity on who owns which pieces of the Provided by Client (PBC) list to ensure timely processing/review. • By end of May, list of items, where located, point person for the item, e.g., who owns the Cashapp? • Need a solid process for managing income: Deposits, fund-raising amounts, gifts-in-kind, donations in check form • Need an end-of-year check-list: Last date by which transactions in Anybill are authorized; invoices re: transportation. 			
Facilities			
<ul style="list-style-type: none"> • Discussed facilities expansion planning timeline 			
ACTION ITEMS			
<ul style="list-style-type: none"> • Discuss monthly financials • Review Authorized Signature Policy 			
C. School Performance Committee Report	Discuss	Rebecca Langrall	20 m
Committee Governance			
<ul style="list-style-type: none"> • Members reviewed the draft SP committee charter to make any additional updates • Approval of the Charter will be needed at the Dec board meeting 			
Reporting			
<ul style="list-style-type: none"> • Summaries and analyses of internal assessments (iReady, Eureka Squared, Wayfarer SEL data) are due to ReportWell on 11/29/25. 			

	Purpose	Presenter	Time
	<ul style="list-style-type: none">Reviewed the Quarterly Review Slide Deck template for ED reporting on SP goal-related initiatives.		
Goal 1 - MAP Achievement			
	<ul style="list-style-type: none">Noah Divine (MSCPA) has released the 2025 Annual Performance Report (APR) data for regional charter schools.TLS has made significant growth over the preceding year in MAP achievement which has raised its APR.Courtney is working on a visual to add to the report; then will share with the board.		
Goals 2 & 4 (Progress Monitoring/Growth)			
	<ul style="list-style-type: none">Reviewed the ELA progress monitoring data for Gr. 3 - 5 based on the EL curriculum.Next month Rebecca will share data for Gr. K - 2 based on the CKLA Skills curriculum.		
Goal 5 - Attendance			
	<ul style="list-style-type: none">Discussed the benefits of sending written "Good News" notices in addition to positive calls home and reports from within Class Dojo.		
Goal 6 - Student Leadership:			
	<ul style="list-style-type: none">Keisha presented three draft documents re: Student Leadership Development: Student Wellness, Restorative Practices Rollout Plan and the TLS15-minute Restorative Circle: Community Building Plan.Committee will provide additional feedback by Nov. 21.Keisha will integrate the feedback and present the completed plan at the Dec. board meeting.		
Goal 7 - Family Satisfaction			
	<ul style="list-style-type: none">Fall Family survey engagement/satisfaction) data will be shared at the Dec board meeting		
Goal 9 - Staff Satisfaction			
	<ul style="list-style-type: none">Culture of Learning domain on the Teacher Development rubric now contains content related to Restorative Practices; teachers are being asked to ID two areas where they could easily integrate RP now.		

	Purpose	Presenter	Time
	<ul style="list-style-type: none">• Fall TNTP Instructional Insight survey data will be shared at the Dec board meeting		
ACTION ITEM			
	<ul style="list-style-type: none">• Review Goal 6 - Student Leadership Development Plan - Keisha		
D. Governance Committee Report	Discuss	Rebecca Langrall	25 m
New Policy Adoptions & Required Revisions of Existing Policies			
	<ul style="list-style-type: none">• Two policies need editing based on the state required Model Policy release in July: Get the Lead out of School Drinking Water Policy and Active Shooter and Other Emergency Training and Drills Policy.• Eight (8) new policies need to be adopted: Comprehensive Emergency Operations Plan, Cardiac Emergency Response Policy, Stop the Bleed Act Policy, School Safety Coordinator Policy, Anti-Intruder Lock Policy, Student Enrollment and Behavioral Threat Assessment and Personal Safety Plan Policy, Zero Tolerance Disciplinary Policy, Activity and Participation of Non-Students Policy• Courtney and Keisha will review with staff; oversee updating of Handbooks and websites.• Courtney will present the revised new policies-aligned Comprehensive School Safety plan to the board in December.		
Annual Existing Policy Review			
	<ul style="list-style-type: none">• Discussed cadence for when to review which policies• This meeting: Responsibility for board self evaluation (Article III. Directors "Evaluate itself annually and develop itself through orientation, ongoing education, and leadership succession planning," p. 25); Get the Lead out of School Drinking Water Policy (p. 304), Authorized Signatures Policy (p. 90).		
Board Self Evaluation			
	<ul style="list-style-type: none">• Revised questions to reflect this year's Board Engagement goals• MOY and EOY surveys to run concurrent with the ED Evaluation cycle (12/1 - 12/5 and 4/27 - 5/1, respectively)• Results to be reviewed at the 12.9.25 Gov Comm meeting and shared with the Board on 1.6.26		
Board Retreat			
	<ul style="list-style-type: none">• 2 board members still need to RSVP for Jan 24		

	Purpose	Presenter	Time
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- 4 board members still need to RSVP for Jan 31

Exit Interviews

- Stephanie is working on questions for board members when they leave the board.

ACTION ITEMS:

- Review Get the Lead out of Drinking Water Policy
- Roberts Rules Lesson: Handling Discussions

VI. Executive Directors Monthly Report 7:51 PM

A.	Slide Deck	Discuss	Courtney Moulder and Lakeisha Seymour	35 m
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Reports on:

Goal 1 - APR Report

Goals 2, 3, 4 - Data will be shared in January

Goal 5 - Attendance, tardies, discipline data

Goal 6 - Student Leadership MOY Survey data

Goal 7 - Family Satisfaction - MOY Survey data

Goal 8 - Student Enrollment status

Goal 9 - Staff Satisfaction MOY Survey - Data will be shared in January

Goal 11 - KPIs for November

Goal 12 - Compliance in Reporting status for November

VII. Consent Agenda 8:26 PM

A.	Pending Previous Discussion:	Vote	Rebecca Langrall	1 m
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[1. October Financials](#)

[2. November Development Committee Meeting Notes](#)

[3. November Governance Committee Meeting Notes](#)

[4. November School Performance Committee Meeting Notes](#)

[5. School Performance Committee Charter 2025 - 2026](#)

[6. ED Evaluation Cycle 2025 - 2026](#)

[7. July 2025 Required Model Policy Additions/Revisions](#)

	Purpose	Presenter	Time
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VIII. Closed Session**8:27 PM**

- | | | | | |
|-----------|----------------|------|---------------------------------------|------|
| A. | Roll Call Vote | Vote | Lindsey Richards,
Courtney Moulder | 20 m |
|-----------|----------------|------|---------------------------------------|------|

Motion needed: "I move that this meeting be closed, and that all records and votes, to the extent permitted by law, pertaining to and/or resulting from this closed meeting be closed under Section 610.021.2 "Leasing, purchase or sale of real estate by a public governmental body where knowledge of the transaction might adversely affect the legal consideration therefor."

IX. Closing Items**8:47 PM**

- | | | | | |
|-----------|---------------------------------|---------|--|-----|
| A. | Board Member Meeting Reflection | Discuss | | 5 m |
|-----------|---------------------------------|---------|--|-----|

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

The TLS Board furthered our school mission tonight by ...

* spent ____ of our time in the here & now, and ____ planning for the future by...

* was engaged and stayed on track by ...

* participated in the meeting by ...

* demonstrated examples of strength during our meeting by ...

* demonstrated opportunities for growth during our meeting by ...

- | | | | | |
|-----------|------------|-----|------------------|-----|
| B. | Next Steps | FYI | Rebecca Langrall | 3 m |
|-----------|------------|-----|------------------|-----|

1. If not already done, please consider making a [monthly donation to TLS via GiveButter](#).

2. To promote enrollment and fundraising, if you haven't yet, please post this [TLS promotional flyer](#) on your social media and share within your personal networks.

3. TLS Board Professional Development:

- [Professional Development Opportunities for Board Committees](#)
- [Professional Development Tracker for TLS ED & Board Members](#)

	Purpose	Presenter	Time
Upcoming Board Meetings:			
Tuesday, Nov. 4, 2025 - *Special Online Meeting			
Tuesday, December 2, 2025 - Regular Board Meeting			
C. Adjourn Meeting	Vote	Rebecca Langrall	2 m

Coversheet

Nov. 4 Special Meeting Minutes

Section:	II. Approval of Nov. 4 Special Board Meeting Minutes
Item:	A. Nov. 4 Special Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	2025_11_04_board_meeting_minutes.pdf

DRAFT



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

Special Board Meeting

Date and Time

Tuesday November 4, 2025 at 6:00 PM

Location

Virtual

Join Zoom Meeting

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

Directors Present

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

Directors Absent

T. Montgomery

Guests Present

C. Moulder (remote)

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 Nov 4, 2025 at 6:06 PM.

B. Record Attendance

C. Public Comment Section

II. Review Minutes

A. Vote to approve October 28 Meeting Minutes

R. Langrall made a motion to approve the minutes from Monthly Board Meeting for The Leadership School on 10-28-25.

T. Curry seconded the motion.

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

III. Review/Approve Loans

A. Loan #1: From 22 Beacon for \$5,150,194.

Discussed that this loan would allow us to purchase our current buildings, resulting in a cost savings in rent of \$70k.

- The loan would be for two months as it would be rolled into a consolidated loan with a silent partner to allow for the next phase of facilities expansion
- 6.25% interest
- Close on Dec. 15, 2025

R. Langrall made a motion to approve a loan for \$5,150,194 from 22 Beacon to purchase our current buildings.

T. Curry seconded the motion.

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

B. Loan #2: From 22 Beacon for \$455,000

Discussed the purpose of the loan: Pre-development costs associated with the next phase of facilities expansion:

- Pay for HKW Architects to continue design work, consulting fees, approvals, reports, and other deliverables associated with the expansion plans
- 7% interest
- loan to be rolled into a larger consolidated loan in two months to cover cost of the next phase of facilities expansion.

R. Langrall made a motion to approve a loan from 22 Beacon for \$455,000 to cover pre-development costs associated with the next phase of facilities expansion for TLS.

T. Curry seconded the motion.

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

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:24 PM.

Respectfully Submitted,
S. Madlinger

Coversheet

Board Action Items for December

Section:	IV. Board Chair Report
Item:	B. Board Action Items for December
Purpose:	Discuss
Submitted by:	
Related Material:	Dec. 10, 2025 Board Chair & Committee Reports .pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Chair Report & Committee Action Items

The Leadership School
Board of Directors
Meeting
Dec. 10 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	10/28	11/4*	AVG
5/8 63%	8/8 100%	6/8 75%	7/7 100%	6/6 100%	5/6 83%	82%



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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	1/6							

Board Contributions (direct and indirect) Year To Date: \$2206
(Giving Tuesday donations will be reflected in December reporting on 1/7)

TLS Whole School Events Calendar



Board Action Items

Welcome Prospective Board Members

- Stacey Myton, Ed.D
- Shinita Jones, Ed.S

Giving Tuesday - 2 contributions

RSVP to Retreat

- 1/24: Gary, Tanisha
- 1/30: Aaron, TC, Gary, & Tanisha

Sign Board Conduct Policy

- Gary, TC, Tanisha

Contribute to Mid-Year Board Report

Snacks in January



Development Committee Action Items

Skating for Change - 1/24

PTO Meeting -1/16 @ 5:30 PM

- Agenda
- Meet the Board

Board/Community Coffee - January

- Discuss Mid-Year Board Report & Open Topics



Next meeting: 1/3/25



Finance & Facilities Committee Action Items

- Review Monthly Financials
- Review recommended revisions to Authorized Signatures Policy

Next meeting: 12/18/25 @ 3:30 PM



School Performance Committee Action Items

- Review Goal 6 - Student Leadership Development Plan - Keisha Seymour
 - Restorative Practices Rollout Plan
 - Student Wellness Plan
 - 15-Minute Restorative Circle Community Building

Next meeting; 1/17/25 @ 4:00 PM



Governance Committee Action Items

- Annual Policy Review
 - Get the Lead out of Drinking Water (Testing) Policy
- Robert's Rules Lesson
 - Handling Discussions



Next meeting is 1/13/25 @ 4:30 PM



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Governance Committee Action Items

- **Get the Lead out of Drinking Water (Testing) Policy**
 - **Not a new policy; but it needs updating because of clarifications made this summer**
 - **On or before 1/1/2024 an inventory of all outlets was needed. Do we know if this occurred?**
 - **Inventory plan needs to be made and posted on the website along with test results.**
 - **Water needs to be *tested annually* if test reveals greater than 5 parts per billion (5 ppb)**
 - **Every five (5) years when results show a lesser lead content.**

Next meeting is 1/13/25 @ 4:30 PM



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Governance Committee Action Items

- **Robert's Rules Lesson: Handling Discussion (p. 31)**
 - Under standard rule, discussions are conducted in the context of a motion.
 - Those not leading to a motion “imply an unusual circumstance” and require the permission of the assembly and “firm enforcement.”
 - Unauthorized (off agenda topics) can only be entertained at the discretion of the Chair, or until a member makes a “point of order” which entails the chair requiring that a motion be made or the discussion stops.

Next meeting is 1/13/25 @ 4:30 PM



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Coversheet

Development Committee Report

Section:	V. Committee Reports
Item:	A. Development Committee Report
Purpose:	FYI
Submitted by:	
Related Material:	11.3.25 Dev Comm Meeting Notes.pdf



Development Committee Meeting Notes - 11.3.25

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

Strategic Monitoring Framework

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.**

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

[2025 - 2026 Committee Charter](#)

[Strategic Monitoring Framework](#)

[Board Engagement Tracker](#)

Date of this Meeting: 11/3/2025 @ 4:30 PM

<https://us06web.zoom.us/j/82332496109?pwd=rNtO6w15HSbp8dN>

Present: Courtney, Keisha, Becky, Aaron

[1ffF1DG4xUaytat.1](#)

<p>TLS Events</p> <p>TLS Events Calendar</p>	<ul style="list-style-type: none"> ● Skating for Change - Playground Fundraiser <ul style="list-style-type: none"> ○ Flyer ○ Courtney made a new flyer for the newsletter ○ Status of ticket sales? <ul style="list-style-type: none"> ■ Could be > \$1500 (150 tickets sold) ■ Just made another order for 150 tickets ○ Aaron will get in touch with Marilyn about Christmas in the Kitchen to see if we can sell tickets at the Skating Event and to obtain a poster? ○ Aaron will work through Carmen to get what we need to support KiC. ● Upcoming Events - <ul style="list-style-type: none"> ○ 11/11/25: Grandfriends breakfast - 8:30 AM - 9:30 AM - a good one for the board to attend. Keisha will talk to Desiree. ○ 11/18/25: Fam U - Keisha and Grace will work on the topic. Keisha will let us know the topic to share with the board and confirm time: 5:30 - 6:30 PM 						
<p>Long -Term Planning; Capital Campaign</p>	<p>Capital Campaign Status: CM will take a deeper look in January.</p> <ul style="list-style-type: none"> ● Courtney will make a one-pager with two sections, one for the Playground, Naturescape and Outdoor Classroom/Community Garden, delineating content and costs ● Reach out to Dana Godfrey in January re: matching funds for the playground. ● Add reminder to Dec Dev Comm meeting <table border="1" data-bbox="850 987 1743 1214"> <thead> <tr> <th>Area</th><th>Grant Category</th></tr> </thead> <tbody> <tr> <td>Naturescape</td><td>Social Emotional, Wellness, Nutrition</td></tr> <tr> <td>Outdoor Classroom//Community Garden</td><td>STEM</td></tr> </tbody> </table> <ul style="list-style-type: none"> ● Grants Docs <ol style="list-style-type: none"> TLS Grant Applications Folder Grant Readiness Documents Spreadsheet to capture 2025 - 2026 Grant Opportunities to 	Area	Grant Category	Naturescape	Social Emotional, Wellness, Nutrition	Outdoor Classroom//Community Garden	STEM
Area	Grant Category						
Naturescape	Social Emotional, Wellness, Nutrition						
Outdoor Classroom//Community Garden	STEM						

	<p style="text-align: center;">support the playground campaign - Share with PTO</p> <ul style="list-style-type: none">● Keisha submitted the St. Louis County Children’s Fund grant for \$3.5 M for three years.<ul style="list-style-type: none">a. Will know whether and how much we were funded in May.b. The Fund allocated \$150M during last 3-year cycle; \$550M is their lifetime funding allocation.c. A rough draft of the TLS budget will be due in March. Could have a line item for some of the work involved with the grant.
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<p>Board Engagement with the Community</p> <p>Strategic Monitoring Framework</p> <p>Board Engagement - Goal 10 Tracker</p>	<p>Quarterly Community/Board Get-Together:</p> <ul style="list-style-type: none"> ● Dec. 13 (Saturday) 9:0 AM - coffee and donuts, introductions and listening; open-ended topics <ul style="list-style-type: none"> ○ Becky will work with Denise to pre-order using a credit card, based on number of RSVPs ○ Will use a Google form attached to the announcement to go into Class Dojo and email. Becky will work with Rebecca on this. ○ Becky and Aaron will meet at the school at 8:00 AM. Access to the school will be needed ● Fam U on January 27 - Courtney will present mid-year data. <ul style="list-style-type: none"> ○ CM will talk to CW to line this up. ○ Becky will promote the event with the board. ● Event with Prospective Donors <ul style="list-style-type: none"> ○ An evening event with the ED; in the spring? ○ They would want to see the data and that what we are doing is working. ● Semi-Annual Report <ul style="list-style-type: none"> ○ Becky will work on this with CM. ○ Use graphics from the ED slide deck: <ul style="list-style-type: none"> ■ Achievement data ■ Facilities Expansion Plans ■ Events info ■ Financials ■ Board business (retreat?) ■ Charter renewal process ● Promote getting board members to bring their contacts to the school: <ul style="list-style-type: none"> ○ Need to bring at least one person to do a tour before Christmas. ○ Bring a friend to a school event ○ April 15 - have introduced three people. ● How can we promote Giving Tuesday? ● How can we encourage board members to come to Skating for Change? ● How can we encourage board members to attend the PTO meeting on Thursday, Nov. 13
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	@ 5:30 PM?
Speaker Symposium as a Fundraiser: Mental Health Awareness as a launch topic	<ul style="list-style-type: none">• Aaron will connect Keisha with Dominique (Kindness Coordinator for Normandy Nursing)<ul style="list-style-type: none">○ Speaker symposium as a fundraiser. - Tickets ready at each event for the next event.○ Keisha may also do talks re: mental health....○ Mental Health Awareness month (March?)

Coversheet

Finance & Facilities Committee Report

Section:	V. Committee Reports
Item:	B. Finance & Facilities Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	11.20.25 F & F Comm Notes.pdf



Finance and Facilities Committee Meeting Notes - 11.20.25

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

[2025 - 2026 Finance & Facilities Committee Charter](#)

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

<p>Meeting Dates: The Third Thursday before Board Meetings</p> <p>Date of this meeting: 11/20/25 @ 3:30 PM</p> <p>Join Zoom Meeting https://us06web.zoom.us/j/83650102774?pwd=ETac4PU9azZ8mdtgnXSTNt4Xz4Jya.1</p> <p>Meeting ID: 836 5010 2774 Passcode: H6Qkw8</p>	<p>Attendees: Courtney Moulder, Anne Schaffa (EdOps), Becky Langrall, Ben Greunke (Marr & Co), Clark Hanner (Marr & Co), Gary Stevenson, Tanisha Montgomery</p>
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TLS 2024 - 2025 KPIs

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

<p>Charter Goal 11 - No material findings in annual audit report</p> <p>F & F Comm Goal #1: Monitor school financial progress and trends monthly</p> <p>F & F Comm Goal #2: Financial Policies Followed & Fund Balance over 12%</p> <ul style="list-style-type: none"> ● EdOps Hub 	<p>Anne Shaffa will present:</p> <ul style="list-style-type: none"> ■ Supplemental Report for October <ul style="list-style-type: none"> ● Income: Net income is \$49K under what is forecast. <ul style="list-style-type: none"> ○ Decrease in state aid \$48K due to not adjusting enrollment and summer school enrollment. ○ Going to decrease expected attendance percentage; attendance is currently 90.3% but going to change to 90% which lowers projected support, which helps with forecasting. ● Expenses: <ul style="list-style-type: none"> ○ Two positions removed: One staff departure and one not filled ○ Insurance deductible of \$25K associated with the car accident that impacted the HVAC ○ Reviewed third-party expenses (subs, curriculum, nurse) = \$64K in savings ○ \$13K increase in PowerSchool. ● Against annual: \$112K above the board-approved budget on state aid because of enrollment and new WAM/WADA formula ○ Check Register for October <ul style="list-style-type: none"> ● Have set up protocols for deposits, for tagging credit card expenditures. ● Resend quarterly internal controls survey to collect info on the new systems. - Becky ■ Divvy Invoice Listing <ul style="list-style-type: none"> ● Need to clarify for people putting items in DIVVY if from a restricted source; let Kristin at EdOps what should be tagged as CSP expenses. ● Discussion of access to particular views of expenses to help with checks and balances (better detail). Courtney/Denise ■ Board Presentation for October <ul style="list-style-type: none"> ● AIM days due to the HVAC accident have been corrected from 60s% to 88% in Oct. ● This year we will need to slow down and check carefully before requesting Title funds. Last year overdrew on title funds. ● Title fund schoolwide pool is done cumulatively. Still not yet approved.
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	<ul style="list-style-type: none"> • Keisha needs to update the Title IIA budget application. Will work on this 11/21/25. • Once approved, funds will be available if expenses are uploaded. • Take care not to have CSP expenses included to avoid double dipping. • Need to do a correction with TOT for what happened last year. What we might need to do re: amount and route (with TOT or with DESE). Anne will follow up with Kristin. <ul style="list-style-type: none"> ■ Authorized Signature Policy/Responsible Fiscal Oversight <ul style="list-style-type: none"> • Need to set up Treasurer in Anybill and Divvy as a second approver of amounts over \$15K for the purchase of goods and products (pre-purchase). • What is an efficient way to obtain approval for these amounts so as not to interrupt school operations but ensure responsible fiscal oversight? <ul style="list-style-type: none"> ○ 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.
<p>2025 Audit Update</p> <ul style="list-style-type: none"> • 2025 TLS Audit Folder • Audit Tracker (scroll right) • Documentation of Tasks Assigned to the Board • Templates for Audit Completion 	<p>Annual Audit Update - Ben</p> <ul style="list-style-type: none"> • Attendance and Transp looked great; no findings • 12 - 13 questions related to school finance <ul style="list-style-type: none"> ○ Have to publish the audit report within 30 days in a local paper ○ We were a bit late last year, which generated a flag ○ Rest of the audit in terms of financials, have not had any adjustments • Working on the single audit (new this year) - if you expend over \$750K fed awards, you test the significant program/s <ul style="list-style-type: none"> ○ Have one program in this category: <ul style="list-style-type: none"> ■ The CSP - initial variance on amounts coded for reimbursement ■ Believe that they are correct (some formula errors; location issue); finishing up that

	<ul style="list-style-type: none"> reconciliation <ul style="list-style-type: none"> ■ Can see what additional support needed to test ○ Goal is to get a draft before Thanksgiving to the school. Could present to the Board on Dec. 10. The Annual Audit draft needs to be approved before Dec. 31. Both Ben and Clark will attend the meeting. Becky will send the link. ● Changes for next year's audit: Need to improve school inputs: <ul style="list-style-type: none"> ○ Two late pieces from the Provided by Client (PBC) list were the result of lack of clarity re: who owns what pieces. <ul style="list-style-type: none"> ■ Need pro-active planning using sampling questions, e.g., documentation for expenses, revenues, who owns the information. In the spring review who is best positioned to provide that info. ■ By end of May, need a list of items and where they are naturally located as part of a routine part of planning for next year's audit, e.g., donation-related substantiation/ who owns CashApp? ■ Create a solid doc for income coming in: Deposits; fund-raising amounts, gifts-in-kind; review the PBC list. ○ Use a standard end-of-year checklist to address any issues with carry-overs, e.g. last date by which transactions are in AnyBill and authorized. ○ Transportation - Keisha and Tammy Lane in contact; confirm what Denise needs and timeline/compliance.
<p>F & F Committee Goal #4: Long Term Financial Planning</p> <p>Paul at EDops is working on the long term budget</p>	<p>Facilities Expansion Update - Courtney</p> <ul style="list-style-type: none"> ● Discussion of use of portable bathrooms during construction. ● Need to look into health code related to this; use of temporary plumbing options. <p>Resource: Making Major Fiscal and Facilities Decisions - MCPSA</p>
<p>SMP Oversight of Charter Goal 11 F & F Committee Goal #2: Financial Policies are followed 100% of the time</p>	<p>Quarter 3 Financial Controls Questionnaire Status Update - Gary</p>

<div>Previous business/Upcoming</div>	<div><ul style="list-style-type: none">● Did the payment from Synchrony’s Deeds Platform come through on the TLS side?● 218 Agreement - February 2026<div>Oversight of Goal 11</div><ul style="list-style-type: none">● SOP for Vendor Relations - Denise<ul style="list-style-type: none">○ Should there be a 60 or 90 day expectation for receipt of invoices?</div>																											
<div>Monthly Action Items</div>	<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><tr><td><input type="checkbox"/> 7</td><td>Secretary lines up a committee member to take notes if unable to attend</td><td>2 - 3 days before meeting</td></tr><tr><td><input type="checkbox"/> 8</td><td>Comm Sec edits notes, sends notes link to committee members including ED</td><td>2 - 3 days after meeting</td></tr><tr><td><input type="checkbox"/> 9</td><td>Makes sure notes are clearly and consistently labeled & housed in the right meeting folder on Google Drive</td><td>2 - 3 days after meeting</td></tr><tr><td><input type="checkbox"/> 10</td><td>Downloads a PDF of the notes to send to the Director of Operations to upload to ReportWell</td><td>2 - 3 days after meeting</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	<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
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	<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)

Coversheet

School Performance Committee Report

Section:	V. Committee Reports
Item:	C. School Performance Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	11.12.25 School Performance Committee Meeting Notes.pdf



School Performance Committee Meeting Notes - 11.12.25

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 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.

TLA Culture Goals for 2025 - 2027

Goal 5: By year five, we will have at least a **90%** average daily attendance rate or 77% proportional attendance rate.

Goal 6: 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: Understanding their emotions (self-awareness), making good choices (responsible decision-making), and working well with others (collaboration) as measured by pre-post Wayfinder SEL assessments.

Goal 7: **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.

Goal 8: 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.

<p>Goal 9: 90% of staff members will agree or strongly agree on the TNTP Instructional Insight survey that they feel positively about the overall instruction</p>	
<p>Proposed 2025 - 2026 School Performance Committee Goals</p> <ol style="list-style-type: none"> 1. (Committee Operations) On end-of-year self-assessments, 90% or more of TLS Board members report that they agree or strongly agree that the School Performance Committee functioned effectively. 2. (Board Education) On End-of-year self-assessments, 80% or more of TLS Board members report they agree or strongly agree that they received effective ongoing education and training on proper academic oversight. 3. (Data-Driven) On end-of-year self-assessments, 90% or more of TLS Board members agree or strongly agree that School Performance Committee members were effective in using performance indicators to monitor academic and school climate-related decision-making and provide state reporting oversight. 	
<p>Meetings 2025 - 2026: Second Wednesday @ 4:00 PM TLS 2025 - 2026 School Calendar 2025 - 2026 Committee Charter (DRAFT) Revised Internal Goals Quick View</p> <p>Join Zoom Meeting https://us06web.zoom.us/j/8514945326?pwd=LHbCYDFmBX45TwgyzmZbKSu6fnkiY.1</p> <p>Meeting ID: 851 494 5326 Passcode: 0Ej48i</p>	
<p>Date of this Meeting: 11/11/25 4:00 PM Monthly Board Calendar</p>	<p>Present: Keisha, Rebecca, Courtney, Stephanie, Becky</p>
<p>Committee Governance TLS Core Values</p>	<p>Discussion of 2025 - 2026 Committee Charter linked to draft Strategic Monitoring Framework - Stephanie</p> <ul style="list-style-type: none"> • Keisha, Courtney, Rebecca will review the committee charter and supply comments for edits by Friday, 11/21. • The school would like to be known for its commitment to teacher development as a major part of its model.

<p>Compliance Oversight:</p> <p>Report Well</p> <p>iReady</p> <p>BOY August 27-September 5</p> <p>MOY December 16-19</p> <p>EOY May 12-15</p> <p>MAP</p> <p>May 5-12</p>			<p>Summaries and Analysis of Internal Assessments Report - due 11/29/25</p> <ul style="list-style-type: none">• Name of assessment<ul style="list-style-type: none">○ iReady proficiency data for reading and math○ Progress monitoring Eureka Squared quizzes and iReady ELA Standards Mastery assessment data.○ Wayfinder SEL data• Aggregate data for each assessment to submit to Report Well.<ul style="list-style-type: none">○ Denise will connect with Laurel Bounds re: which assessments and upload data gathered by Courtney, Keisha, and Rebecca.
<p>Strategic Monitoring Framework</p> <p>Oversight:</p>			<p>Quarterly ED Report to the Board for use in Jan/April/July/October</p> <ul style="list-style-type: none">• Discussion of proposed template for Quarterly Reporting<ul style="list-style-type: none">○ AY 26 Second Quarter report (Oct - Dec) will be due in January (1/7/26) - Courtney
<p>Strategic Monitoring Framework</p> <p>Oversight and aligned with</p> <p>Organizational Health Dashboard (OHD)</p>			<ul style="list-style-type: none">• Presentation of Draft Goal 6 - Student Leadership plan - Keisha<ul style="list-style-type: none">○ Will present the completed plan to the Board on 12/2.<ul style="list-style-type: none">■ Visuals would help convey big ideas clearly.■ Stephanie and Becky will offer comments and feedback by Friday, 11/21.• The SEL Team has shifted the goal to be more inclusive of Restorative Practices, SEL, Trauma Informed.<ul style="list-style-type: none">• Student Wellness Plan• Restorative Practices Rollout Plan• TLS15-minute Restorative Circle: Community Building
TLS Values	Original focus: 7 Habits	Current: Wayfinder	
Love	4. Think win-win 5. Seek first to understand , then be	Works well with others (collaboration)	
<div>Student Wellness Plan Summary</div>			

	understood 6. Synergize	
Empowerment	1. Be proactive 2. Begin with the end in mind	Makes good choices (agency)
Authenticity	3. Put first things first	Understanding emotions (self-awareness)
Development	7. Renewal, continuous improvement	

[Teacher Development/Evaluation Rubric](#)
[Principal Development/Evaluation Rubric](#)

[Schedule for Teacher, Leader & Staff Coaching and Evaluation](#)

Initiative	When	Assessment
Weekly SEL lessons (Gr. 3 - 5)	Started when?	Obs. rubric data, quarterly survey data; student portfolios; monthly anecdotal T notes
Peer Mediators	Mid - Q3 (early Feb)	Behavioral data analysis; reduction in referrals; T and S feedback (how?)
Circle Leaders & Peer Mentoring (3 - 5)	Early Jan	Obs rubric data; T and S feedback; reduction in classroom issues; S reflections (how?)
Digital Citizenship via Student Digital Leaders Team	When?	Peer survey feedback; reduction in misuse; teacher documentation of participation rates/student-led initiatives (collected how?)
Reflection, Recognition, Growth	May?	Annual (student leadership through wellness?) growth report

- We have an opportunity to redefine the goals in the charter renewal process. Should Goal 6 be renamed something along the lines of "Leadership Through Wellness" or "Leadership through L.E.A.D.? - Board and TLS Leadership & Staff

Restorative Practices Rollout Summary			
When	Initiative	Purpose	Assessment
Q 1	Facilitating Restorative	Community building Problem solving	80% of teachers facilitate one circle a

		Circles	Healing	week as measured through: Self-report; admin walk-throughs; behavioral referral data Surveys Suggest also a discussion participation rubric
	Q2	Trauma-Informed Restorative Practices	Create Safe Spaces Use De-escalation Techniques	Referral data Intervention data Teacher survey Culture Walk Data
	Q3	Restorative Responses to Conflict and Harm	Accountability Repairing Relationships	50% ↓ in repeat discipline incidents 100% participation in re-entry circles Staff survey feedback post-training
	Q4	Peer Mediation	Peer Educators (mid-Q3) SEL Buddies (Jan)	Students successfully mediate 75% of minor-conflicts 85% of all (?) students feel comfortable using RPs based on annual survey and focus group data ?% of families report greater understanding of RPs.

	<ul style="list-style-type: none"> ● Goals 1 - 4 (Academic) - Updates <ul style="list-style-type: none"> ○ <u>ELA Progress Monitoring</u> <ul style="list-style-type: none"> ■ Using the iReady Standards Mastery assessment ■ Mirrors the format and expectations of the MAP; offers 'cold reads' as the MAP does. ■ Students have two quizzes per standard, so can teach into aspects within a standard presenting difficulty for students and reteach, then retest. ■ Working on consistent use, as this was just rolled out at the start of November. ■ In December Rebecca will review the K - 2 data based on the CKLA progress monitoring. ■ Rebecca will share the link to the tracker with the SP Committee by Friday, 11/21. ○ <u>Instructional Coaching</u> - Tabled ○ Classroom libraries - Tabled ○ Independent reading program (incentivizing activity) - Tabled ○ Morphology/Vocabulary development (second semester?) - tabled ○ MAP APR Data - Spring 2025- Courtney is working on a visual comparing TLS data with those of other schools; & showing TLS's growth compared with last year's data. <ul style="list-style-type: none"> ■ School MAP data needs to be posted on the school website per the Annual Performance Report Information Policy, which reads: "The School shall display the following information on its website: The School's annual performance rating and ranking percentage; and a list of the bottom five percent of scores for all schools and all local educational agencies. ■ Courtney will look at what other schools are doing and take care of this by 12/2/25.
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	<ul style="list-style-type: none"> ● Goal 5 - Attendance - Updates <ul style="list-style-type: none"> ○ Incentive Plan data <ul style="list-style-type: none"> ■ Students are wearing the wrist bands and excited about them ■ Teachers are making positive calls home (reinforcement) ■ Discussed “Good News” notices for students to bring home in addition to messaging through Class Dojo. Keisha & Rebecca will follow up with Desiree, Dallis? ● Goal 7 - Family Satisfaction - Updates <ul style="list-style-type: none"> ○ Grandfriends Coffee - 11/11/25 (Close to 100 people attended) ○ PTO - 11/13/25 ○ Family Engagement Survey data. KS or CM will report on this at Dec. 2 board meeting. Keisha will encourage families to respond. ● Goal 8 - Retention/Enrollment/Recruitment - TABLED <ul style="list-style-type: none"> ○ ECE enrollment referrals? ○ Other updates? Goal 9 - Staff Satisfaction - Updates <ul style="list-style-type: none"> ○ Discussed how Keisha, Desiree, and Dallis have built on the Culture of Learning portion of the Teacher Development rubric to create an observation rubric based on restorative classrooms. <ul style="list-style-type: none"> ■ Are asking teachers to identify two practices they could easily change in alignment with Restorative Practices to work on now. ○ Staff Satisfaction Survey data: Keisha is collecting this month and KS or CM will report on it at Dec. 2 board meeting. ○ Grade 4 Vacancy Exit interview? Denise talked about sending a virtual survey - Tabled ○ Rubrics for Classified Staff Performance, other positions status - Tabled ○ Track teacher engagement in TLS events (Halloween/PTO),
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	<p>committees in monthly ED board report. - Tabled</p> <ul style="list-style-type: none"> ○ Use of grievance procedure? - Tabled
Field Trips/Meet Ups?	<ul style="list-style-type: none"> ● High growth elementary schools near us for Math: <ul style="list-style-type: none"> ○ Washington Elementary - Normandy ○ Momentum TGE - St. Louis ○ KIPP Inspire - St. Louis ● High growth elementary schools near us for ELA: <ul style="list-style-type: none"> ○ KIPP Triumph ○ KIPP Inspire ○ Momentum TGS - St. Louis

Coversheet

Governance Committee Report

Section:	V. Committee Reports
Item:	D. Governance Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	11.11.25 Governance Committee Meeting Notes.pdf



Governance Committee Meeting Notes - 11/11/25

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.

2025 - 2026 Governance Committee Goals

1. 100% compliance with TLS Charter and Missouri Public School Expectations.

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

2. 90% or higher satisfaction by TLS Leaders with the lifecycle plans for school board members as reported on end-of-year self-report evaluations.

- a. Action: Develop structured onboarding, goal-setting, continuous development, and efficient functioning.

3. 90% or higher satisfaction by TLS Leaders (EDs, Board) with assessment and evaluation processes

- a. Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

[Governance Committee 2025 - 2026 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>

Date of this Meeting: 11.11.25	Present: Keisha, Stephanie, Becky		
Introductions	Stacey Myton - tabled <ul style="list-style-type: none"> • Vita • Strengths Finder 		
Comm Goal 1b - Compliance: New Policy Adoptions All TLS Policies	MCPSA July Model Policies - Required Updates to TLS Policies:		
	Adopted	Need Editing	Need be reviewed with staff and adopted by the Board
	Electronic Communication Device, p. 15 (8/26/25)	Get the Lead out of School Drinking Water Policy, p.1	Comprehensive Emergency Operations Plan, p. 4
		Active Shooter and Other Emergency Training and	Cardiac Emergency Response Policy, p. 5

		Drills Policy, p. 19	
			Stop the Bleed Act Policy, p. 11
			School Safety Coordinator Policy, p. 12
			Anti-Intruder Lock Policy, p. 13
			Student Enrollment and Behavioral Threat Assessment and Personal Safety Plan Policy, p. 17
			Zero Tolerance Disciplinary Policy, p. 18
			Activity and Participation of Non-Students Policy, p. 21
	<ul style="list-style-type: none"> • Courtney, Keisha, and Denise will review the new policies with the leadership team and staff. • They will update the website and relevant Handbooks as outlined in policy or as needed. • Courtney will present the comprehensive safety plan to the Board on 12/2. 		
<p>Gov Comm Goal 1a, b: Existing Policy Review</p> <p><u>Policies needing review annually, bi-ennially, and periodically</u></p>	<ul style="list-style-type: none"> • Annual (suggest featuring the highlighted ones below on 12/2) <ul style="list-style-type: none"> ○ Board Governance (self-evaluation) ○ Authorized Signatures Policy <ul style="list-style-type: none"> ■ How is the approval process for large expenditures handled efficiently by other schools? - Becky will follow up on this ○ Physical Restraint Procedures Policy - Jan 28? ○ School Calendar Policy - Jan 28? ○ Parental Involvement Policy (Title IA) - Jan 7? ○ FMLA/FERPA Rights Policy - Jan 7? ○ Students with Diabetes Individualized Plan - Jan 7? ○ Organ/Eye/Tissue Donation Policy - Jan 28? ○ Get the Lead out of Drinking Water Policy (Testing) 		

	<ul style="list-style-type: none"> ● Bi-ennial <ul style="list-style-type: none"> ○ Drug-Free Workplace Policy - Feb 26? ○ Drug-Free Schools Policy - Feb. 26? ○ Will's Law Policy (Epilepsy and Seizure Disorder Care Training) - Feb. 26? ● Make a policy review tracker spreadsheet? - Add date of review and revisions at bottom of relevant policy.
<p>Gov Comm Goal 3: Assessment & Evaluation Processes - Board</p> <p>Charter School Best Practices</p>	<p>Board Self-Evaluation:</p> <ul style="list-style-type: none"> ● Last year's data <ul style="list-style-type: none"> ○ Have we made progress? ● Form for 2025 - 2026, if we stay with the same questions <ul style="list-style-type: none"> ○ Stephanie will clean up the questions and share with Becky to push out in the Weekly Memo for 11/16/25 ○ Solicit feedback on whether there are any holes in the Qs. ● Timeline for Mid and Final Board Self-Evaluations? <ul style="list-style-type: none"> ○ Dec. 1 and 5 for MOY ○ Apr 27 - May 2 for EOY ○ Results summarized for Dec. Gov Comm meeting and discussed at the retreat. ● Use Board on Track's platform - Becky will upload Qs
<p>Governance Committee Goal 3: Assessment & Evaluation Processes - ED</p> <ul style="list-style-type: none"> ● Summary 	<p>Status:</p> <ul style="list-style-type: none"> ● Performance metrics <ul style="list-style-type: none"> ○ Simple view ○ Any more feedback on the ED eval? ● Goal 6: Leadership (SEL) Development Plan Status <ul style="list-style-type: none"> ○ Keisha will present the plan at the SP Comm meeting on 11/12 ○ Keisha will check Stephanie's additions to the SMF <ul style="list-style-type: none"> ■ Determine which digital and tech objectives belong in SEL and which in academic areas

	<ul style="list-style-type: none"> CM's Personal Goals - Measurable indicators - Tabled <ul style="list-style-type: none"> Health (work/home balance) Staff Performance Communication
<p>Gov Comm Goal 2: Lifecycle Plans Board PD</p> <ul style="list-style-type: none"> Approval of Board Handbook (after retreat #1 on 1/27) Board Succession Plan (after retreat #2 on 1/27) 	<p>Retreats:</p> <ul style="list-style-type: none"> RSVPs for Jan 24 with Veronica (Becky, Stephanie, TC, so far) - Send reminders, BL <ul style="list-style-type: none"> Meet with V to plan when? <ul style="list-style-type: none"> Agenda: Board Norms, Self-Evaluation data, Team Building, Board / ED Compact, Board Handbook, Board Succession Plan, Committee structure, Beginning Strategic Planning RSVPs for Jan 31 with Kent (Becky, Stephanie so far) - Send reminders, BL <ul style="list-style-type: none"> Draft agenda Kent and Veronica meet when?
<p>Lifecycle Planning: Succession Planning</p> <ul style="list-style-type: none"> 9.25.25 convo with Consultant John Tarvin 	<p>Emergency - tabled</p> <ul style="list-style-type: none"> Aaron and Tanisha - status? ED Succession Planning folder Board Succession Planning doc <p>Regular - tabled until Fall 2025</p> <ul style="list-style-type: none"> Contact Info: Eos Transition Partners jtarvin@eostransitions.com (617.304.8436) Start in fall of 2026: John can meet with us to discuss search, recruitment, interviewing, arranging candidate travel to site, contract, post-placement support. Fee: Based on school enrollment would be about \$45K inclusive.
<p>Upcoming</p>	<p>Development of a Strategic Communications Plan</p> <ul style="list-style-type: none"> Two reports; four meet-ups with community members Board MOY and EOY Reports to the TLS Community <ul style="list-style-type: none"> Becky will start a google doc for the mid-year report Quarterly coffees/evening gatherings between the Board/Community members <ul style="list-style-type: none"> December coffee at school (Saturday)

	<ul style="list-style-type: none"> ○ RSVP to assist with planning ○ Foci: Mid-year report/open topics
Other	<p>Exit interviews for departing staff and board members</p> <ul style="list-style-type: none"> ● SM can create a set of questions for the board exit interview. <ul style="list-style-type: none"> ○ Will inquire re: what other boards do ○ Possible areas: <ul style="list-style-type: none"> ■ Onboarding (meet and discuss certain documents) ■ Time commitment/management ■ Three suggestions for a future board member ○ Keisha will reach out to Courtney for exit interview questions at TLS to share with Stephanie ● Condense meetings? <ul style="list-style-type: none"> ○ State expects four committees ○ Each committee has a different charge ○ Bring up at retreat?

Coversheet

Slide Deck

Section:	VI. Executive Directors Monthly Report
Item:	A. Slide Deck
Purpose:	Discuss
Submitted by:	
Related Material:	Dec 10, 2025 ED Monthly Report.pdf



THE LEADERSHIP SCHOOL
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Executive Director Monthly Board Report

The Leadership School
Board of Directors Meeting
Dec. 10, 2025

2025 Annual Performance Report Summary

The Highlights

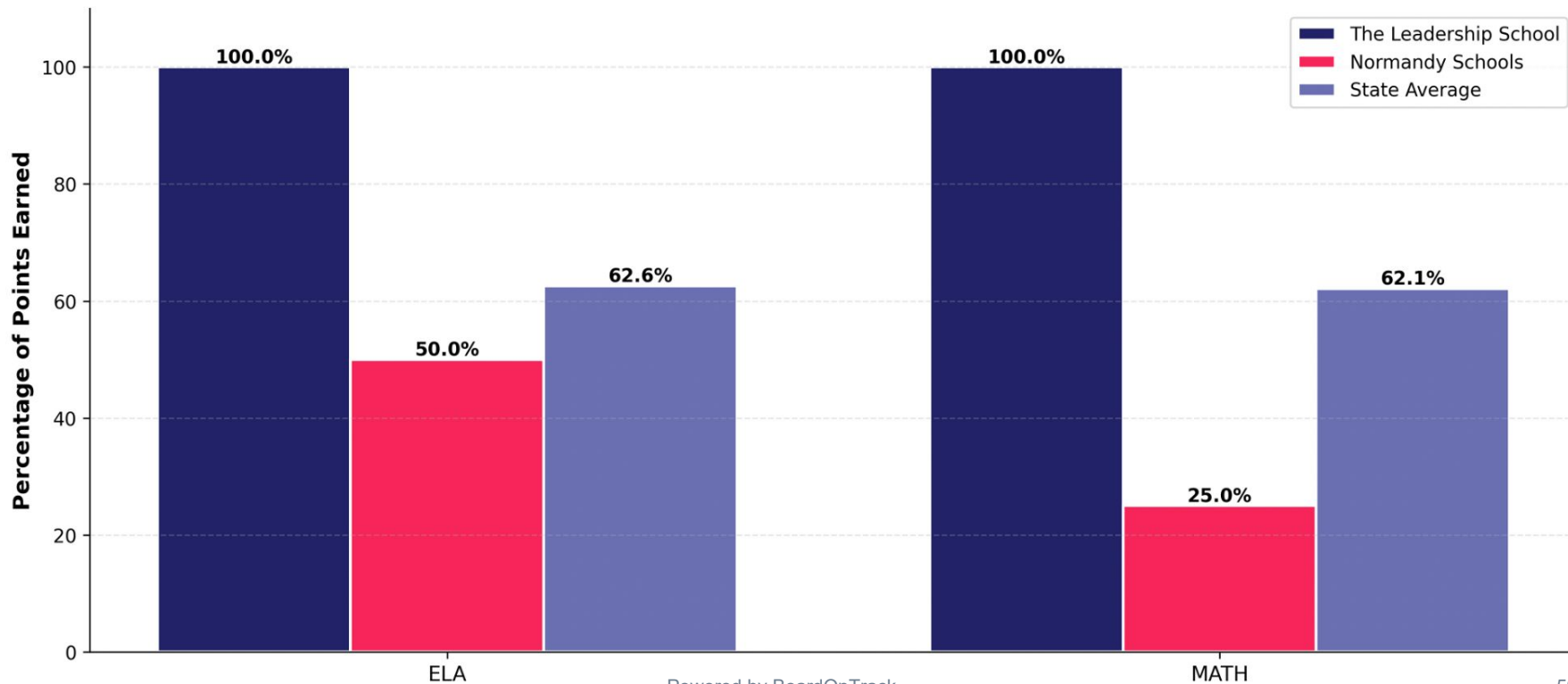
Perfect Academic Growth Scores: 100% in both ELA and Math growth for all students and student groups, earning every available growth point.

Dramatic Advantage in Student Growth: Leadership outperformed Normandy Schools by 50-75 percentage points in growth metrics and exceeded state averages by 37-38 percentage points.

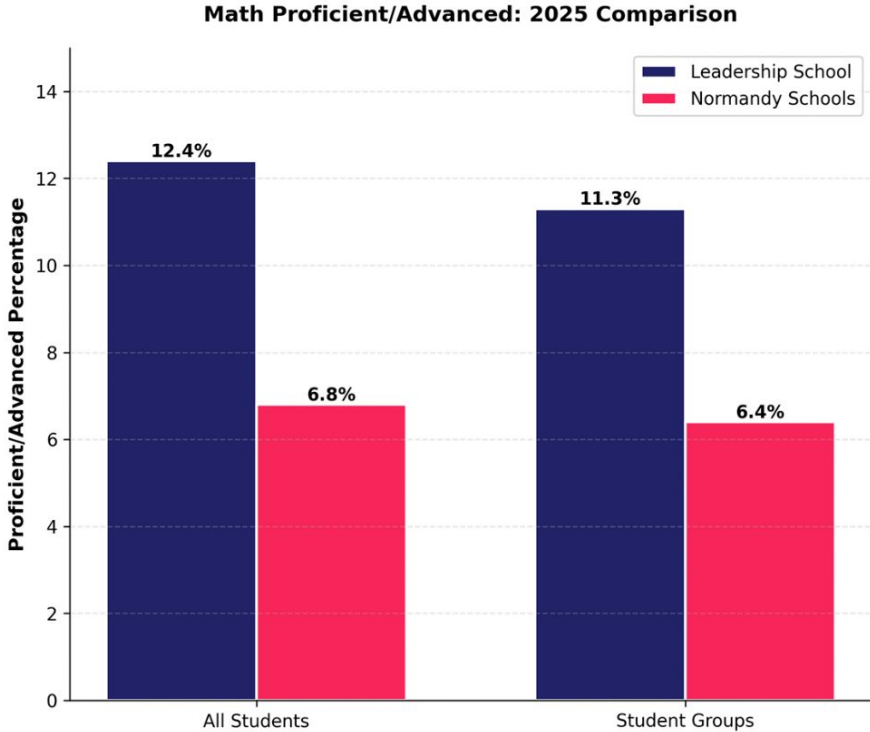
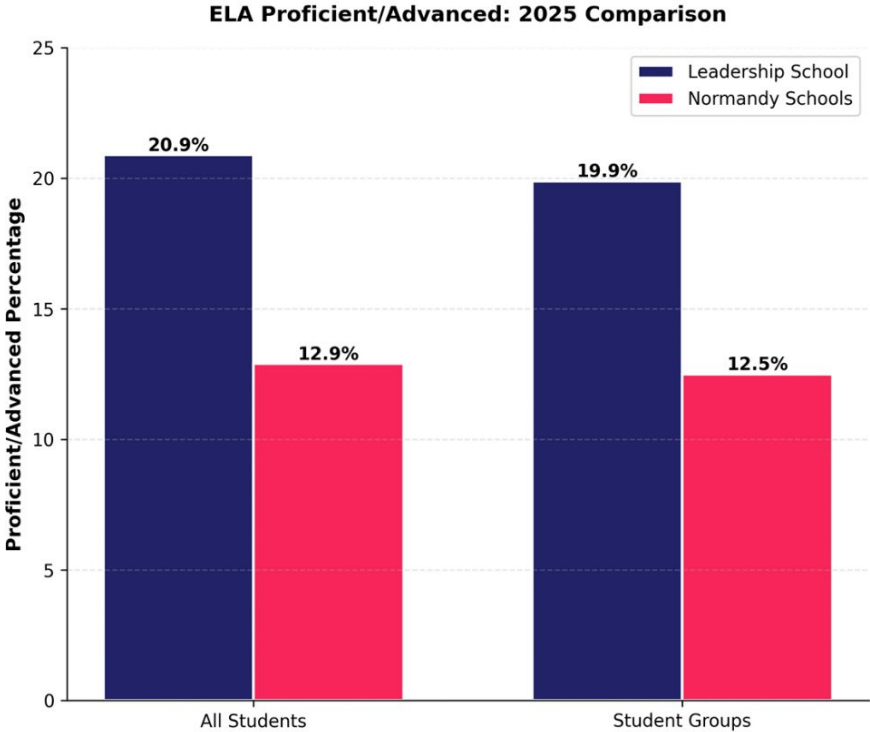
Strong Year-over-Year Gains: Total APR score increased 29.4 percentage points, Performance score increased 41.6 percentage points, and Math Student Groups Status increased 50 percentage points from 2024 to 2025.

2025 Annual Performance Report - Growth Comparison

Academic Growth Performance 2025: All Students ELA and Math



2025 Annual Performance Report- Proficiency Comparison

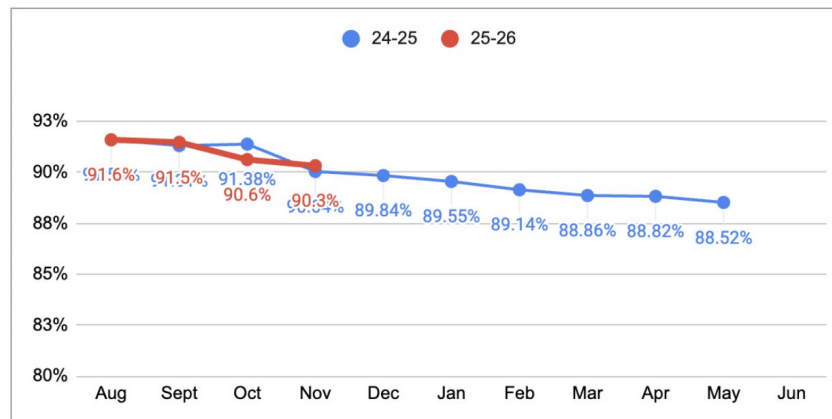


Revised Charter Goal 5: *Attendance*

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

YTD Attendance	
90.3%	
Since beginning of year	▼ 1.3%
Since last month	▼ .3%

YTD Attendance Comparison vs. Previous Year



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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

	3rd-5th Grade
Self-awareness	3.9
Agency	4.1
Collaboration	3.9

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

Sense of Safety	Sense of Child Belonging	Family Communication	Family Satisfaction
89.1%	97.3%	86.5%	90.9%



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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.

<u>Total Enrollment</u>	
282	
Since beginning of year	▼ 7
Since last month	▲ 4



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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**.

Total Staff in August	Staff Retention Rate	Teacher Retention Rate
41 Staff Members	$39/41 = 95\%$	$23/24 = 96\%$



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	October
Days of Cash (< 60)	76	86	71	71
Gross Margin ($> 5\%$)	7%	10%	6%	7%
% Fund Balance @ Year's End ($> 12\%$)	21%	24%	20%	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
Submitted	100%	100%	100%	100%	92%
Timeliness	0%	50%	65.4%	100%	92%
Completion	100%	97.5%	100%	100%	92%



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