



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Monthly Board Meeting

Published on August 24, 2026 at 4:47 PM CDT

Amended on August 25, 2026 at 4:00 PM CDT

Date and Time

Tuesday August 25, 2026 at 6:30 PM CDT

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, February 24, 2026 · 6:00 – 8:00pm

Join Zoom Meeting

<https://us06web.zoom.us/j/87108735807?pwd=LCja057hzPsqfMUWZV2UYQtbII8pbb.1>

Meeting ID: 871 0873 5807

Passcode: 1Jm98i

One tap mobile

+13126266799,,87108735807#,,,,*845696# US (Chicago)

+16469313860,,87108735807#,,,,*845696# US

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:30 PM
A. Call the Meeting to Order		Stephanie Madlinger	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 Roll Call		Rebecca Langrall	1 m
C. Public Comment Section		Stephanie Madlinger	2 m
D. Approve 7.28.26 Board Meeting Minutes	Approve Minutes	Stephanie Madlinger	1 m
E. Approve 8.1.26 Board Meeting and Retreat Minutes	Approve Minutes	Stephanie Madlinger	1 m
II. Closed Meeting			6:37 PM
A. Motion to Close the Meeting: Executive Session	Vote	Stephanie Madlinger	25 m
Pursuant to Section 610.021.3 dealing with "Hiring, firing, disciplining, or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded" the Board will entertain a motion to close the meeting.			
III. Motion to Re-Open the Meeting			7:02 PM
A. Motion to Re-Open the Meeting	Vote	Stephanie Madlinger	1 m
Reopen the meeting to finish the open meeting agenda			

	Purpose	Presenter	Time
IV. Board Chair Report			7:03 PM
A. Updates	FYI	Stephanie Madlinger	20 m

Goal #10 Board Engagement

- **Board Meeting Attendance for AY 26: 71%**
- **Committee Meeting Attendance for July**
- **Finance & Facilities: 50%**
- **Governance: 80%**
- **School Performance: 50%**

Giving

- YTD: \$196

Events

- **8.25.26 Family U / Open House 5-7pm**
- **9.08.26 PTO Meeting at TLS 5-6pm**
- **09.20.26 TLS Back to School Night at STL City SC, 4-6pm**
- **09.22.26 Family U / Literacy Night 5-7pm**
- **10.08-09.26 MO Charter School Conference in KC (*SM & WP)**
- **11.10.26 PTO virtual Meeting 5-6pm**
- **11.17.26 Family U / STEM Night 5-7pm**
- **12.08.26 PTO virtual Meeting 5-6pm**

ACTION ITEMS

Review:

- [**TLS ED & Board Tracker Directory**](#)

Discuss:

- [**TLS Board Bio Guidelines & Examples**](#)
- [**TLS Board Doc: Google Workspace Management**](#)

	Purpose	Presenter	Time
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V. Committee Reports**7:23 PM**

Committee Notes and Action Items for this month's board meeting

A.	Approve 8.5.26 Governance Committee Meeting Minutes	Approve Minutes	Rebecca Langrall	1 m
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B.	Governance Committee ACTION ITEMS	Discuss	Rebecca Langrall	15 m
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Inform:

- 9/17 or 9/22 for Board Coffee to discuss Annual Report

Annual Policy Review:

- [Sunshine Laws](#) Policy
- [Sunshine Laws Infographic](#)

C.	Approve 8.12.26 School Performance Committee Meeting Minutes	Approve Minutes	Stephanie Madlinger	1 m
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D.	School Performance Committee	Discuss	Stephanie Madlinger	25 m
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ACTION ITEMS

Discussion:

- [Committee Charter 2026-27](#)
- [Restorative Justice Behavior Management Plan](#)

	Purpose	Presenter	Time
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• **Student Leadership Development Policy**

E.	Approve the Finance & Facilities August Committee Meeting	Approve Minutes	5 m
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F.	Finance & Facilities Committee	Discuss	Rebecca Langrall	15 m
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ACTION ITEMS

Recommend Approval of the [F & F 2026 - 2027 Committee Charter](#) (Consent Agenda)

Vote to Approve the August 20/24 F & F Committee Meeting Minutes

Review and Vote:

• **KPIs from July's financials (slides 3 & 4) Consent Agenda Item**

Status Update:

August CSP Spending

VI.	Executive Directors Monthly Report			8:25 PM
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A.	Slide Deck Presentation Monthly Report	Discuss	Courtney Moulder	25 m
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VII.	Consent Agenda			8:50 PM
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A.	Pending Previous Discussion: - Vote to Approve	Vote	Stephanie Madlinger	1 m
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• **Annual 2026 TLS Board Report**

• **ED Emergency & ED Regular Succession Plan**

• Approval of the July Financials

• Approval of the Governance Committee 2026 - 2027 Charter

• Approval of the Finance and Facilities Committee 2026 - 2027 Charter

	Purpose	Presenter	Time
VIII. Closing Items			8:51 PM
A. Board Member Meeting Reflection	Discuss	Stephanie Madlinger	5 m
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 ...			
* we upheld our fiduciary (compliance, legal) responsibilities by...			
* we honored the need to be strategic (long range planning) by...			
* we were generative (brainstorming, sharing new knowledge) when....			
B. Next Steps	FYI	Stephanie Madlinger	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			
C. Adjourn Meeting	Vote	Stephanie Madlinger	2 m

Coversheet

Approve 7.28.26 Board Meeting Minutes

Section:	I. Opening Items
Item:	D. Approve 7.28.26 Board Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Monthly Board Meeting on July 28, 2026

DRAFT



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Monthly Board Meeting

Date and Time

Tuesday July 28, 2026 at 6:00 PM

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, February 24, 2026 · 6:00 – 8:00pm

Join Zoom Meeting

<https://us06web.zoom.us/j/87108735807?pwd=LCja057hzPsqfMUWZV2UYQtbll8pbb.1>

Meeting ID: 871 0873 5807

Passcode: 1Jm98i

One tap mobile

+13126266799,,87108735807#,,,,*845696# US (Chicago)

+16469313860,,87108735807#,,,,*845696# US

Directors Present

R. Langrall (remote), S. Jones (remote), S. Madlinger (remote), W. Perry (remote)

Directors Absent

A. Williams, G. Stevenson, T. Curry

Guests Present

Jesse Dixon (remote), S. Lake (remote)

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting of the board of directors of The Leadership School to order on Tuesday Jul 28, 2026 at 6:01 PM.

B. Record Attendance

C. Public Comment Section

D. Approve 6.30.26 Board Meeting Minutes

S. Jones made a motion to approve the minutes from Monthly Board Meeting for The Leadership School on 06-30-26.

W. Perry seconded the motion.

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

E. Approve New Board Member

R. Langrall made a motion to approve Susie Lake to join the TLS Board as a full voting member.

S. Jones seconded the motion.

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

II. Closed Meeting

A. Motion to Close the Meeting: Executive Session

R. Langrall made a motion to close the meeting pursuant to.

W. Perry seconded the motion.

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

Roll Call

A. Williams Absent

S. Madlinger Aye

S. Jones Aye

R. Langrall Aye

G. Stevenson Absent

W. Perry Aye

Roll Call

T. Curry Absent

III. Motion to Re-Open the Meeting

A. Motion to Re-Open the Meeting

S. Madlinger made a motion to reopen the meeting.

R. Langrall seconded the motion.

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

Roll Call

W. Perry Aye

A. Williams Absent

R. Langrall Aye

T. Curry Absent

S. Jones Aye

S. Madlinger Aye

G. Stevenson Absent

IV. Board Chair Report

A. Updates

Discussed Board Engagement for AY 26. Check the TLS Family calendar on the website to know what events are happening.

Check the Weekly Memo for reminders of events.

Board Eval is 100% complete. Will share results at the Retreat.

Will have a table at two events at the school on Aug 13 and Aug 25 to meet families and share information about the Board Annual Report Executive Summary.

Will add new members' names to the Board Management Tracker.

Reminder of how we make things happen: Ideas come to a committee meeting, through Weekly Memos, a draft to comment on via google docs, back to the committee, then to the board for additional feedback, then additional revision before returning to the board for a full vote. Look for a doc at least twice in committees and board meetings.

B. Approval to Amend TLS Performance Contract

R. Langrall made a motion to approve Amendment 4 of the original charter contract.

S. Jones seconded the motion.

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

V. Committee Reports

A. Governance Committee

Annual Report - review to get an overview of the year. Executive Summary coming soon.

Discussed progress on completion of the ED Succession Plan. Need to define list of responsibilities for leadership team members.

Tech Risk Management will move to the retreat - We should sign off on an AUP and remember not to use any personal email/chat for board work.

Reviewed 3 policies: Human Sexuality & STDs Instruction Policy, Students with Diabetes Plan, and Title IX Sexual Harassment.

B. School Performance Committee

Discussion of the Teacher Development Rubric. Will add reviewing board comments on the rubric to the next SP Comm meeting.

Review the committee charter for the board retreat. There will be a quiz!

Restorative Justice Policy and Student Leadership Development Policy - will go back to the SP Comm for additional review on 8.12. SM will ask SL to review after SM edits.

C. Finance & Facilities Committee

Reviewed the KPIs. Not paying some bills from June altered our actual standing. A more accurate picture will emerge in July.

CSP

- Purchasing furniture for the new building will take a chunk
- DO and new EA will do time sheet analysis next year to help support the reimbursement process.
- Will revise the grant budget this summer to address some new positions that were not present in Spring 2024; edit furniture options. Believe that the full amount will be spent as there is now space to order furniture and a lot will be needed for the new building.
- Invoices have to come in. Proof of payment takes 30 days. Physical (non-staff) expenses should be concluded by February to handle the invoice/payment cycle time frame by end of April, when the grant ends.

- DO role is shifting over to finance. Need a month by month spenddown projection for AY 27 to ensure all funds are spent.
- Board is available to help decorate halls for Open House.

VI. Executive Directors Monthly Report

A. Slide Deck Presentation

Budget-based enrollment goal: 382 students

Internal Goal: 410 students

Currently at 405, with several applications coming in a day

Wait-listed in Grade 2, 3, and 6

Have found that it's about 5 students per grade level that leave in the first few weeks, so are planning for that. Overall, we are in a promising position.

Staffing:

100% of the leadership team staffed

1 science vacancy

Assessments

- Benchmark Data BOY - coming Week of August 31 for math and ELA
- Assessment Summary - Topic quizzes and summary quizzes in math and ELA, will add science. Can access the assessment tracker are used for progress monitoring.
- Formative assessments help with spiral review of MAP prep. Six times a year. Graded and tracked and used in data meetings.
- Assessment Windows: MOY - December; EOY - April
- Teacher goals aligned to iReady and MAP data.
- If we added Panorama, would do a separate table for student leadership and school culture as these are not achievement-related.

Attendance Goal is finalized at 90% at end of Year Five (ADA)

Out performed AY 25 in every month except January and October, coming in at end of AY 26 @ 89%. Dips in Oct, Feb. AP for Culture is working on plans to increase in enrollment.

Student Retention will be updated when students arrive

Ditto for Staff Retention - need to clarify what the YOY retention vs stays to end of year percentage looks like.

Referral Data

Need to determine average percent of students per month that are receiving receiving referrals. Real data, not skewed to make us look good. Need it to come up with effective responses. Wonder about comparative data.

ED Annual Report will arrive next week with data and narrative.

VII. Consent Agenda

A. Pending Previous Discussion:

S. Jones made a motion to approve the Consent Agenda items in July's board meeting.

R. Langrall seconded the motion.

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

VIII. Closing Items

A. Board Member Meeting Reflection

Engagement

- Everyone engaged and participated in the meeting by giving feedback, asking questions, and making motions.
- Covered a lot of material in a relatively short period of time.

B. Next Steps

Remember to give to the school through Give Butter to help us meet our financial engagement goal.

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:42 PM.

Respectfully Submitted,

R. Langrall

Documents used during the meeting

- 2026_06_30_board_meeting_minutes-1.pdf
- July 26, 2026 Board Chair & Committee Reports .pdf
- TLS_Contract_Amendment_4 (1).pdf
- 2026_07_22_governance_committee_monthly_meeting_minutes.pdf
- 2026_07_15_school_performance_committee_meeting_minutes.pdf

- 2026 06 - Invoice Listing - ALL.pdf
- 2026 06 Cash Receipts.pdf
- 2026 06 Divvy Invoice Listing.pdf
- 2026 06 Check Register.pdf
- 2026 06 Accounts Payable.pdf
- TLS - Monthly Presentation - June 2026.pdf
- TLS - Supplemental Report - June 2026.xlsx
- 2026_07_16_finance_and_facilities_committee_meeting_minutes.pdf
- July 26 ED Board Report.pdf

Coversheet

Approve 8.1.26 Board Meeting and Retreat Minutes

Section:	I. Opening Items
Item:	E. Approve 8.1.26 Board Meeting and Retreat Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for TLS Board Retreat on August 1, 2026

DRAFT



THE LEADERSHIP SCHOOL
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The Leadership School

Minutes

TLS Board Retreat

Date and Time

Saturday August 1, 2026 at 9:00 AM

Location

Delmar Divine, 5501 Delmar Blvd. St. Louis, MO 63112

Conference Room 17: Bldg 2, Floor 3 (on the same floor as the classroom)

Directors Present

G. Stevenson, R. Langrall, S. Jones, S. Lake, S. Madlinger, T. Curry, W. Perry

Directors Absent

None

Guests Present

C. Moulder

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting to order on Saturday Aug 1, 2026 at 10:00 AM.

B. Record Attendance

C. Recite the Mission

II. Who We Are ~ Foundational Identity

A.

Board Leadership Strengths Profile

We reviewed our strengths based on the Clifton Top Five assessment and determined that we are very strong in strategic action and have an opportunity to develop our influencing strengths.

III. Where Are We Now ~ Current Landscape

A. Review of Board Self-Evaluation Midyear & End of Year 2026

- Feedback from the five eligible board members to take the assessment indicated we are strongest in academic oversight and have an opportunity to grow in the areas of Finance, Development, and Board Savvy CEO.
- We reflected individually on the questions asked on the survey in these areas, then processed with a partner.
- Suggestions and ideas were shared and noted for how to move forward more intentionally in these areas in AY 27.

B. AY26 School Performance

- The Executive Director shared the achievement and growth data from AY 26. We showed strong growth over the first two years of the school's charter and this year especially strong growth in Grade 1 math and Grade 2 ELA.
- Courtney also shared the SMART language for Charter renewal Goal 1, which is to increase performance in ELA to achieve 45% proficiency on the MAP by Year Ten and 40% proficiency in math.

IV. Where Are We Going ~ Future Horizons

A. TLS Goals Review

We reviewed the three types of Goals: Charter, Performance Framework, and Internal and reviewed the proposed internal goals for AY 27.

S. Jones made a motion to adopt the proposed revisions to the TLS Internal Goals for AY 27.

R. Langrall seconded the motion.

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

B. Strategic Monitoring & Overview of Goal Types

Oriented new board members to the Strategic Monitoring Framework that was used last year to structure committee work to monitor progress on objectives to achieve the goals.

Will set up three work teams between Aug 11 and Aug 24 to revise the Framework to align with the newly approved internal goals:

Team A will collaborate with the ED to revise the AY 27 school objectives to support Goals 1 - 4
Team B.... Goals 5 - 8
Team C....Goals 9 - 12

C. Review Committee Charters 2026-27

- Used a Pop Quiz format to review the differences between Focus areas and Goals.
- Reviewed the proposed template for meetings and the Pulse Dashboard ideas to elicit quick feedback from TLS leaders ahead of the monthly committee meeting.
- Discussed the SPARK Playbook, which is a structure to support the preservation of institutional knowledge across changes in leadership, both Board and TLS.

V. How Are We Going To Get There ~ Ownership & Execution

A. Digital Resources ~ Reportwell, Board On Track, Google Workspace & Zoom

- Reviewed the purpose and structure of Reportwell along with the annual expectations associated with state reporting/compliance from both the board and the school
- Reviewed the TLS Board Shared Google Drive and engaged in a Scavenger Hunt to familiarize members to the file structure.
- Received homework associated with creating meetings and taking minutes in Board on Track. Will have three work sessions with different subgroups of board members to explore these tasks.
- Reviewed different conventions and options associated with Gmail and calendaring to assist with efficient communication and meetings.
- Discussed best practice re: Zoom meetings.

VI. What's Next ~ Momentum & Next Milestones

A. Professional Development Opportunities

- Provided an overview of resources from MCPSA and Board on Track, to support self-study to reach the annual expectations regarding board professional development
- Established the expectation that each month one member will present a short infographic, podcast, slides or bullets to the Board Chair and Committee slide deck to teach the rest of us about the featured topic.

VII. Closing Items

A. Feedback & Reflection

Survey will be sent requesting feedback on the effectiveness of the retreat for oriented new members and strengthening understand of existing members of where we have been, where we are and where we are going.

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:02 PM.

Respectfully Submitted,
R. Langrall

Coversheet

Updates

Section:	IV. Board Chair Report
Item:	A. Updates
Purpose:	FYI
Submitted by:	
Related Material:	August 25, 2026 Board Chair & Committee Reports -3.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Chair Report & Committee Action Items

The Leadership School
Board of Directors Meeting
Aug 25, 2026

Charter Goal 10: Board Engagement:

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

7/28	8/25	9/29	10/27	12/1	1/12	1/26	2/23	3/30	4/27	5/25	6/29	AVG
5/7 71%												

Board Composition Changes

Aaron Williams has resigned after serving for four years on the board.

Board Engagement:

Committee Meetings

July			August		
Gov	SP	F & F	Gov	SP	F & F
80% 4/5	100% 4/4	75% 3/4	80% 4/5	50% 2/4	50% 2/4

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	Jun
Contributors / Total Board	1/6	2/7										

Board Fundraising Year To Date: **\$196**

Goal 10: Board Engagement Tracker



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Powered by BoardOnTrack

Board Goal: Board Engagement

We will each attend one school event per quarter

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb.	Mar	Apr	May	Jun
Participants/ Total Board	2/7	4/7										

FOUR board members engaged in *pre-opening preparation* at TLS 8/13

TWO board members attended *Meet-the-Teacher Night* at TLS 8/13

TWO board members attended *Open House* at TLS 8/25

TLS Caregiver / Family Calendar and Staff Calendar

Board Goal: Board Engagement

Upcoming TLS Events - *need volunteers*

- 8.25.26 Family U / Open House 5-7pm
- 9.08.26 PTO Meeting at TLS 5-6pm
- 09.20.26 TLS Back to School Night at STL City SC, 4-6pm
- 09.22.26 Family U / Literacy Night 5-7pm
- 10.08-09.26 MO Charter School Conference in KC (*SM & WP)
- 11.10.26 PTO virtual Meeting 5-6pm
- 11.17.26 Family U / STEM Night 5-7pm
- 12.08.26 PTO virtual Meeting 5-6pm

Board PD: Whitney Perry Self Study Share

3.01 Performance Based Oversight

May 2026 Tier Designations

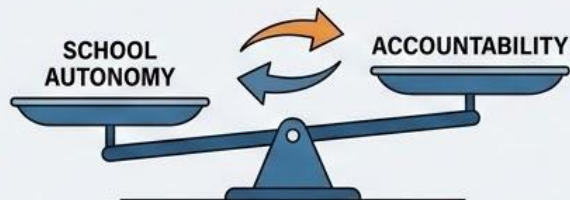
<https://mcpsc.mo.gov/media/pdf/may-2026-tier-designations>



Board Self-Study:

MCPSC Performance-Based Oversight Policy 3.01

1 OVERSIGHT MODEL OVERVIEW



Designed to balance school autonomy and accountability.

Schools receive oversight levels based on lifecycle and performance, resulting in placement into 1 of 4 oversight tiers.

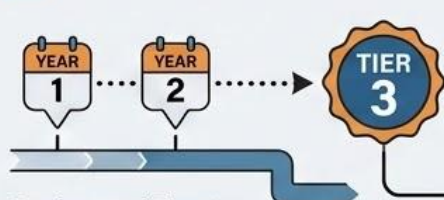


2 WHAT MCPSC MONITORS



Our board responsibility extends beyond academics to fiscal health, compliance, and governance.

3 TIER 3 DESIGNATION FOR THE LEADERSHIP SCHOOL



Designated Tier 3.

Under Policy 3.01, a school may be placed in Tier 3 if it is within years one or two of its first contract with the Commission, or based on its ratings across the five annual report categories.



MONITORING

- Standard monitoring plan
- Additional submissions/documentation
- Intervention plans
- Additional site visits for particular indicators



As a board, we must understand **what** indicators MCPSC is monitoring and **why**.

4 MY BOARD MEMBER TAKEAWAY & KEY QUESTION



OVERSIGHT SHOULD NOT BE SOMETHING WE ONLY THINK ABOUT WHEN THERE IS A PROBLEM.

Become intentional about connecting academic data, finances, governance decisions, operations, and school climate to the standards our authorizer is using for evaluation.



WHAT SPECIFICALLY WOULD THE LEADERSHIP SCHOOL NEED TO DEMONSTRATE TO MOVE FROM TIER 3 TO TIER 2, AND EVENTUALLY TIER 1?



Understanding this pathway can help us move from receiving monitoring information to using it proactively for governance and accountability.



Board Action Items

Vote:

- [ED Succession Plan](#)

FYI:

- [TLS ED & Board Tracker Directory](#)

Discuss:

- [TLS Board Bio Guidelines & Examples](#)
- [TLS Board Doc: Google Workspace Management](#)



Finance & Facilities Committee Action Items

Next meeting: 9/16/26 THIRD Wednesday @ 6 PM

Review and Vote:

- KPIs from July's financials (slides 3 & 4)

Status Update:

August CSP Spending

Governance Committee Action Items

Next meeting: **9/02/26** FIRST Wednesday @ 6pm

Review:

- **Sunshine Policy**

Discuss:

- **Board Report Coffee(s)**
 - **9/17 or 9/22**



Governance Committee: **Sunshine Law**



Public records do not include “any internal memorandum or letter received or prepared by or on behalf of a member of the public governmental body consisting of advice, opinions and recommendations in connection with the deliberative decision-making process of said body, unless records are retained by the public governmental body or presented at a public meeting.” §610.010, RSMo.



Governance Committee: **Sunshine Law**



Correspondence

The Sunshine Law requires that a member of a public governmental body who **sends an email to a majority of the board** relating to public business also send a **copy of that email to the custodian** of records to be retained as a public record.
§610.025, RSMo.



Governance Committee: **Sunshine Law**

Open Meetings



- A public meeting occurs when there is a majority or **quorum** of a public governmental body gather to discuss or vote on **public business**. *See Colombo v. Buford*, 935 S.W.2d 690 (Mo. App. 1996).
- The Sunshine Law will also apply to meetings with **less than a quorum if the public governmental body is attempting to evade the sunshine law**. *See Colombo v. Buford*, 935 S.W.2d 690 (Mo. App. 1996).

Governance Committee: **Sunshine Law**



Closed Meetings

- “Public governmental bodies **shall not discuss any business in a closed meeting**...which does not directly relate to the specific reason announced to justify the closed meeting...”
§ 610.022, RSMo.
- Allowed: **Personnel, legal, real estate/bids**



Governance Committee: **Sunshine Law**



Open Meeting Votes

- Yeas,” “nays,” and abstentions must be recorded **with the name** of the individual member of the public governmental body. §610.015, RSMo.
- Votes during closed meetings must be taken by **roll call** and recorded. §610.015, RSMo.



Governance Committee: **Sunshine Law**

Closed Meeting Votes



- Votes on certain matters may only be closed for a **limited period** of time.
- Example: “[A]ny vote on a final decision, when taken by a public governmental body, to hire, fire, promote or discipline an employee...**must be made available with a record of how each member voted to the public within seventy-two hours** of the close of the meeting where such action occurs...” § 610.021, RSMo.

School Performance Committee Action Items

Next meeting: **8/12/26** SECOND Wednesday @ 6 PM

Discussion

- SP Committee Charter 2026-27
- Restorative Justice Behavior Management Plan
- Systemic Leadership Development Policy



Coversheet

Approve 8.5.26 Governance Committee Meeting Minutes

Section:	V. Committee Reports
Item:	A. Approve 8.5.26 Governance Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Governance Committee Meeting on August 5, 2026

DRAFT



THE LEADERSHIP SCHOOL
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The Leadership School

Minutes

Governance Committee Meeting

Date and Time

Wednesday August 5, 2026 at 6:00 PM

Location

Virtual

Committee Members Present

S. Jones (remote), S. Lake (remote), S. Madlinger (remote), W. Perry (remote)

Committee Members Absent

G. Stevenson, R. Langrall

Guests Present

C. Moulder (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

S. Madlinger called a meeting of the Governance Committee of The Leadership School to order on Wednesday Aug 5, 2026 at 6:02 PM.

II. Governance Committee

A. Pulse Dashboard

Reviewed quick agenda items in these three categories: 1) Board Development; 2) ED +Board Partnership; 3) Policy and Compliance. All are on track.

B. Compliance & Reporting

Reviewed annual compliance tracker and reviewed what items need to be completed in the next few months. The Governance Committee will continue reviewing throughout the fall to meet deadlines and we are aware of items due on November 11 that require action before the end of September.

C. Strategic Deep Dive: Focus Area 1: Board Development

Reviewed Governance Committee Charter and accepted edits. It is ready for the consent agenda at the next full Board meeting. Reviewed SPARK Playbook, which ensures knowledge retention throughout cycles of Board leadership. Followed up on action items from onboarding new members and the Board retreat.

D. Strategic Deep Dive: Focus Area 3: Policy Compliance

Reviewed Strategic Monitoring Framework and started revisions on internal goals for the 2026-2027 school year. Reviewed ED succession plan and prepared it for the August consent agenda. Reviewed edits to staff and caregiver complaints and grievances policies. Will discuss final edits at next Governance Committee meeting. Discussed HR Training Policy and will discuss more at the next Governance Committee meeting.

E. Board Inquiry & Actions

Reviewed the Governance Committee's role and action items. Determined no policy changes are necessary.

F. Next Month: Accountability & Reports

Previewed that we will discuss the 2026-2027 Accountability Protocol next month.

III. 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 7:30 PM.

Respectfully Submitted,
S. Lake

Documents used during the meeting

None

Coversheet

Governance Committee

Section:	V. Committee Reports
Item:	B. Governance Committee
Purpose:	Discuss
Submitted by:	
Related Material:	Sunshine Policy Infographic.docx

Transparency in Action:

The Leadership School & Missouri's Sunshine Law

The Missouri Sunshine Law serves as the bedrock of governmental transparency, establishing that the business of public entities—including charter schools—must be conducted in the light of public scrutiny. The Leadership School adheres to these regulations, ensuring meetings, records, and voting processes remain accessible to the community.



THE CORE POLICY: COMMITMENT TO OPENNESS

- Meetings, Records, and Votes are Open**
 It is the public policy of Missouri that the actions and deliberations of public governmental bodies like The Leadership School be open to the public unless specifically exempt by law.
- Liberal Construction of the Law**
 The Sunshine Law (Sections §10.010 to §10.200, RSMo) is interpreted broadly to promote openness, while exceptions allowing for closed sessions are strictly and narrowly construed.



THE CUSTODIAN OF RECORDS

- Designated Official:
Jonathan Book**
 All formal records requests and inquiries regarding school documentation should be directed to the appointed Custodian of Records.
- Primary Location**
 1785 Pennsylvania Ave.,
 Pagedale, MO 63133.



RECORDS REQUEST PROCESS



3-Business-Day Response Time

The Custodian must respond to a request as soon as possible, with a hard deadline of three business days from the receipt of the request.



Transparent Fee Structure

Charges include up to 10 cents per page (8x14 or smaller), clerical duplication time at average hourly rates, and research time at actual cost.



Cost-Efficiency Requirement

The school is legally required to use the lowest-salaried employee capable of performing the necessary research and copying to minimize costs for the requester.



MEETING REQUIREMENTS

- 24-Hour Public Notice**
 Notice of all meetings must be provided at least 24 hours in advance and include the time, date, place, and a tentative agenda.
- Mandatory Minutes and Journals**
 A record of all meetings must be kept, documenting the date, time, place, members present, members absent, and a record of any votes taken.
- Physical and Public Accessibility**
 Meetings must be held in rooms of sufficient size to accommodate the public and must be reasonably accessible to individuals with disabilities.



PENALTIES FOR VIOLATIONS

Up to **\$1,000**
for Knowing Violations

If a body or member knowingly violates the law, they are subject to civil penalties and may be ordered to pay all costs and attorney fees.

Up to **\$5,000**
for Purposeful Violations

Purposeful violations carry significantly higher civil penalties and the risk of the court voiding any action taken in violation of the law.

Coversheet

Approve 8.12.26 School Performance Committee Meeting Minutes

Section:	V. Committee Reports
Item:	C. Approve 8.12.26 School Performance Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for School Performance Committee Meeting on August 12, 2026

DRAFT



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

School Performance Committee Meeting

Date and Time

Wednesday August 12, 2026 at 6:00 PM

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

Committee Members Present

R. Langrall (remote), S. Madlinger (remote)

Committee Members Absent

S. Jones, W. Perry

Guests Present

C. Moulder (remote), L. Moody Seymour (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

S. Madlinger called a meeting of the School Performance Committee of The Leadership School to order on Wednesday Aug 12, 2026 at 6:04 PM.

II. School Performance Committee

A. The Pulse: Dashboard Review

- **Academic Performance:** ELA classroom libraries are fully equipped thanks to the RedThread Literacy Program. Organizing and labeling of additional classroom libraries across genres and reading levels is complete. Digital Citizenship integration is moving forward, led by staff using resources like the Common Sense Media & Discovery Education.
- **Status:** All primary dashboard metrics are on track; the meeting proceeded directly to scheduled Deep Dive inquiries.

B. Compliance & Reporting

- * **Operational & Compliance:** Upcoming compliance reporting for Discipline Data (due 8/21) and Gifted Education (due 8/28) remains on track for timely submission via Reportwell. Additional administrative support is in place for building operations.
- * **Committee Charters & Playbook:** Review of updated committee charters and leadership retention documentation was postponed to September to allow further input from the Leadership Team.

C. Strategic Deep Dive: Focus Area One - Academic Excellence

Academic Excellence & Growth: Preliminary MAP achievement data was reviewed. Preparation of updated 5-year charter renewal goals (AY27-32) is underway, with a detailed proposal planned for December/January.

D. Strategic Deep Dive: Focus Area Three - Student Leadership

- * **Policy Alignment:** Active drafting and review continue for key governance policies, including Student Leadership Development, Restorative Practices/Justice, and Technology/Google Workspace Acceptable Use Policies.
- * **Student Leadership & School Culture:** Peer collaboration initiatives are being integrated into SEL/PE sessions, buddy classes, and grade-level Pride assemblies. Positive attendance incentive programs and cross-class challenges are launching to boost student engagement.
- * **Counseling & Wellness Outcomes:** Target outcomes for counseling services were reviewed, establishing a goal for at least 70% of participating students to demonstrate measurable growth in self-efficacy and social-emotional development over the school year.

E. Board Inquiry & Actions

- Several policies are being reviewed and drafted — focused on Student Leadership Development, Restorative Practices / Justice, Google Workspace/Technology Agreements
- The Board needs to clarify “Goal Keepers” as Committee Focus Areas, Committee Goals, and / or TLS Charter Goals.

F.

Next Month: Governance & Staffing

- **Staff Satisfaction Survey:** Exploring the addition of a new indicator to the Revised Internal Goals that captures data from the entire staff, not just instructional staff (evaluating Panorama or Kelvin surveys).
- **MAP Data Comparison:** Reviewing state comparative MAP data alongside TLS's 2026 performance results.
- **Enrollment & Retention Goals:** Verification of enrollment numbers as of September 1st (Goal 8) and teacher retention metrics to assess progress on Executive Director bonus metrics.
- **Strategic Framework Updates:** Establishing work teams or committee tasks to update the objectives for the Strategic Monitoring Framework Goals 1–9.

III. 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 7:18 PM.

Respectfully Submitted,
S. Madlinger

Coversheet

Approve the Finance & Facilities August Committee Meeting

Section:	V. Committee Reports
Item:	E. Approve the Finance & Facilities August Committee Meeting
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Finance and Facilities Committee Meeting on August 19, 2026

DRAFT



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Finance and Facilities Committee Meeting

Date and Time

Wednesday August 19, 2026 at 6:00 PM

Committee Members Present

C. Moulder (remote), J. Book (remote), R. Langrall (remote), S. Madlinger (remote)

Committee Members Absent

G. Stevenson, S. Jones, S. Lake, T. Curry

Guests Present

Paul Greenwood (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

R. Langrall called a meeting of the Finance and Facilities Committee of The Leadership School to order on Wednesday Aug 19, 2026 at 6:00 PM.

II. Finance and Facilities

A. The Pulse: Dashboard Review

Area 1: Financial Position

- Reviewed three items related to grants - all on track

Area 2: Financial Processes

- Reviewed seven items - five are on track; two are at risk: Monthly donations tracker for 26-27 and the Prepared by Client (PBC) list and locations in preparation for the Annual Audit. ED will follow up with the Director of Operations.

Area 3: Alignment with State Expectations

- Reviewed three items - two are on track, one is off-track: The Annual Compliance Tracker needs a protocol for completion and tasks for August, Sept and Oct should be indicated by the next Gov Comm meeting on 9/2.

B. Compliance & Reporting

As of 8.17.26 the school was at 85% complete; 76% on time. Needs to improve. Target is 100% complete, 95% on time.

Addition of new position (Executive Assistant to the Executive Director) as of 8.24. Will be able to assist the Director of Operations in ensuring protocols to address reporting needs are efficiently addressed.

C. Strategic Deep Dive - Board Accountability Committee Goal #1: Committee Governance Efficacy

Reviewed the [Finance and Facilities Committee Charter for 2026 - 2027](#).

Goals have been streamlined into focus areas (financial position, process, alignment, and facilities) and has a calendar of monthly tasks. It is aligned to the TLS Strategic Monitoring Framework (helping us oversee progress toward our 12 charter goals), TLS Policies and Bylaws, and the MCPSC Performance Framework.

The Committee recommends the Board adopt it.

D. Strategic Deep Dive: - Focus Area 1: Long-Term Financial Stability & Sustainability

Reviewed the Monthly Financials.

KPIs for July - 64 Days of Cash; 2.1% Gross Margin; 14.92% Fund Balance.

Reviewed major expenses, in line with start of school requirements.

Cash projection is pretty even with actuals.

Higher than expected enrollment this first week of school. Going to exceed our budgeted enrollment.

E. Strategic Deep Dive - Focus Area 2: Operational Efficiency and Resource Stewardship

Reviewed the objectives in the [Strategic Monitoring Framework](#) associated with Goals 10, 11, and 12 in line with new internal goal expectations.

The Executive Director will train her new Executive Assistant on the protocols for handling monthly documentation for our financial partner (EdOps) and for handling CSP drawdowns.

The board will continue to monitor timeliness of both and expect an update on the status of the drawdown as part of the Executive Director monthly report to the board.

Discussed the SOP for paying vendors on time (will shift from first class mail to ACH payments).

Will hold off on doing a 218 Agreement until we are a larger organization.

F. Board Inquiry & Actions

G. Next Month Focus

1. Audit Preparation

III. 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 7:30 PM.

Respectfully Submitted,
R. Langrall

Documents used during the meeting

- 2026 07 Invoice Listing - ALL.pdf
- 2026 07 TLS Check Register.pdf
- 2026 07 Cash Receipts.pdf
- 2026 07 31 Accounts Payable.pdf
- TLS - Monthly Presentation - July 2026.pdf
- TLS - Supplemental Report - July 2026.xlsx

Coversheet

Finance & Facilities Committee

Section:	V. Committee Reports
Item:	F. Finance & Facilities Committee
Purpose:	Discuss
Submitted by:	
Related Material:	2026 07 Cash Receipts.pdf 2026 07 TLS Check Register.pdf 2026 07 Invoice Listing - ALL.pdf 2026 07 31 Accounts Payable.pdf TLS - Supplemental Report - July 2026.xlsx TLS - Monthly Presentation - July 2026.pdf

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Cash Receipt Listing by Received From

07/2026

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User ID: SAS

<u>Receipt Number</u>	<u>Received From</u>	<u>Receipt Date</u>	<u>Cash Receipt Description</u>	<u>Chart of Account Number</u>	<u>Detail Description</u>	<u>Amount</u>
224		07/02/2026	Construction reimbursement	40 5661 0000 90001	Construction reimbursement	761,614.34
Total:						761,614.34

Summary Totals

Account Type

Subtotal Revenue 761,614.34

Subtotal Expense

Subtotal General Ledger

Account Total 761,614.34

Cash Accounts

40 1112

Total:

761,614.34

761,614.34

Receivable Accounts

The Leadership School

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Check Register by Type

07/2026

Page: 1

User ID: SAS

Payee Type:	Vendor	Check Type: Automatic Payment			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
88388284	07/07/2026	X			GSUITE	Google Suite	208.33
88388285	07/16/2026	X			NEXTIVA	Nextiva	0.00
88388286	07/20/2026	X			WELLSFARGO	Wells Fargo Vendor	3,611.75
88388287	07/03/2026	X			LEVEL3	Level 3 Communications, LLC	2,815.54
88388288	07/20/2026	X			FACEBOOK	Facebook	0.00
88388289	07/13/2026	X			BAMBOOHR	Bamboo HR	385.21
88388315	07/29/2026	X			AMEREN	Ameren	8,292.35
88388316	07/27/2026	X			SPIRE	Spire gas utility	64.34
88388317	07/15/2026	X			DIVVY	DIVVY - BILL.COM	11,832.83
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 27,210.35
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 27,210.35

Payee Type:	Vendor	Check Type: Check			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
1046	07/13/2026	X			LANORPAYNE	Lanor Payne	10,000.00
1048	07/14/2026	X			FORDHOTEL	Ford Hotel Supply	20,709.00
1049	07/28/2026	X			HARDMON	Marquita Hardmon	175.00
1050	07/28/2026	X			TURNER	Robert Turner	11,000.00
88614992	07/16/2026	X			AMAZON	Amazon	1,786.19
88649874	07/17/2026	X			GADELLNET	GadellNet Consulting Services, LLC.	208.40
88649875	07/17/2026	X			GADELLNET	GadellNet Consulting Services, LLC.	1,050.00
88649876	07/17/2026	X			REBELLAW	Rebel Law	82.00
88649877	07/17/2026	X			HKWARCHITE	hkw architects	26,155.50
88649878	07/17/2026	X			HKWARCHITE	hkw architects	12,024.80
88649879	07/17/2026	X			SCI	SCI Engineering, Inc.	740.00
88649880	07/17/2026	X			SCI	SCI Engineering, Inc.	1,930.00
88649881	07/17/2026	X			HKWARCHITE	hkw architects	7,993.79
88649882	07/17/2026	X			HKWARCHITE	hkw architects	12,240.00
88650065	07/17/2026	X			CINTAS	Cintas Corp	163.06
88650140	07/17/2026	X			AMAZON	Amazon	6,516.78
88650454	07/17/2026	X			HOPSKIP	HopSkipDrive, Inc.	167.58
88650455	07/17/2026	X			POWERSCHOO	PowerSchool	13,074.49
88650456	07/17/2026	X			CSD	CSD Insurance Trust	21,962.01
88650457	07/17/2026	X			FIRSTSTUDE	First Student Bus	136,665.05
88719782	07/29/2026	X			BEISPLUMB	Beis Plumbing LLC	1,198.00
88719783	07/29/2026	X			CULLIGAN	CULLIGAN	209.00
88719784	07/29/2026	X			PROJECTWAY	Project Wayfinder, Inc.	8,662.00
88719785	07/29/2026	X			RAPORTECH	Raptor Technologies, LLC	2,070.60
88719786	07/29/2026	X			RELAY	RELAY GRADUATE SCHOOL OF EDUCATION	33,000.00
88719787	07/29/2026	X			HKWARCHITE	hkw architects	5,160.00
88719788	07/29/2026	X			QPDLLC	QPD LLC	4,500.00
88719789	07/29/2026	X			BSI	BSI Constructors Inc.	663,118.00
88719790	07/29/2026	X			DBQCO	The DBQ Company	425.00
88719891	07/29/2026	X			CINTAS	Cintas Corp	163.06
88719985	07/29/2026	X			AMPLIFY	Amplify Education Inc.	5,157.20
88719986	07/29/2026	X			EDUPLUS	Education Plus	99.00
88719987	07/29/2026	X			ROTTLER	Rottler Pest Solutions	116.00
88720179	07/29/2026	X			PAYPOOL	Paypool LLC	430.80
88720180	07/29/2026	X			THOMASENTE	Thomas Enterprise LLC	1,040.00
88720181	07/29/2026	X			EDOPS	EdOps	13,000.33
88720182	07/29/2026	X			HOPSKIP	HopSkipDrive, Inc.	12,213.54
88720183	07/29/2026	X			CSD	CSD Insurance Trust	23,364.09
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 1,058,570.27
Check Type Total: Check					Void Total:	0.00	Total without Voids: 1,058,570.27
Payee Type Total: Vendor					Void Total:	0.00	Total without Voids: 1,085,780.62
Grand Total:					Void Total:	0.00	Total without Voids: 1,085,780.62

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Invoice Listing - Summary

07/2026

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>
AMAZON	Amazon	1119-D7GR-QGXV	General Supplies	03/24/2026	07/16/2026	1	88614992		25.00
AMAZON	Amazon	113G-R4YN-Y3HK	General Supplies	02/17/2026	07/16/2026	1	88614992		56.97
AMAZON	Amazon	11HC-LVGW-HYXP	General Supplies	04/14/2026	07/16/2026	1	88614992		67.91
AMAZON	Amazon	11JX-1WC1-V44V	General Supplies	05/14/2026	07/16/2026	1	88614992		57.74
AMAZON	Amazon	11LW-FPRJ-WNFM	General Supplies	05/11/2026	07/16/2026	1	88614992		5.98
AMAZON	Amazon	136P-3M74-KYVC	General Supplies	02/04/2026	07/16/2026	1	88614992		105.20
AMAZON	Amazon	13C7-FDJX-9K97	General Supplies	05/20/2026	07/16/2026	1	88614992		12.59
AMAZON	Amazon	13FN-R617-TR93	General Supplies	01/23/2026	07/16/2026	1	88614992		63.99
AMAZON	Amazon	13KQ-NY64-CRN4	General Supplies	03/09/2026	07/16/2026	1	88614992		26.99
AMAZON	Amazon	13N9-7X1X-9WDH	General Supplies	03/30/2026	07/16/2026	1	88614992		399.99
AMAZON	Amazon	143F-1PYP-FQLQ	General Supplies	03/10/2026	07/16/2026	1	88614992		11.99
AMAZON	Amazon	1619-TXYQ-QG4J	General Supplies	02/18/2026	07/16/2026	1	88614992		109.90
AMAZON	Amazon	16FP-QWRG-KRGR	General Supplies	04/21/2026	07/16/2026	1	88614992		20.33
AMAZON	Amazon	16QN-QGXT-JDK3	General Supplies	03/28/2026	07/16/2026	1	88614992		25.00
AMAZON	Amazon	16QP-L6TQ-NXMR	General Supplies	02/12/2026	07/16/2026	1	88614992		14.99
AMAZON	Amazon	16WK-DHCL-JCVP	General Supplies	05/13/2026	07/16/2026	1	88614992		35.93
AMAZON	Amazon	17G7-PCNJ-9NTW	General Supplies	05/05/2026	07/16/2026	1	88614992		91.41
AMAZON	Amazon	17G7-PCNJ-V7WW	General Supplies	05/06/2026	07/16/2026	1	88614992		40.99
AMAZON	Amazon	17QD-R7DP-1RCW	Technology Supplies	04/07/2026	07/16/2026	1	88614992		89.99
AMAZON	Amazon	197X-WGQX-FYLC	General Supplies	02/23/2026	07/16/2026	1	88614992		14.99
AMAZON	Amazon	19CN-7LDM-JKL4	General Supplies	03/07/2026	07/16/2026	1	88614992		27.99
AMAZON	Amazon	19P3-GX63-4XXJ	General Supplies	03/23/2026	07/16/2026	1	88614992		29.96
AMAZON	Amazon	19R7-VWXQ-R6JF	General Supplies	02/17/2026	07/16/2026	1	88614992		105.17
AMAZON	Amazon	19VC-CH4K-PJLD	General Supplies	02/12/2026	07/16/2026	1	88614992		111.44
AMAZON	Amazon	1C4G-JLQ1-RDDW	General Supplies	04/04/2026	07/16/2026	1	88614992		51.54
AMAZON	Amazon	1C7J-TY3C-DP9G	General Supplies	05/07/2026	07/16/2026	1	88614992		100.00
AMAZON	Amazon	1CL3-RKCK-F99C	General Supplies	04/07/2026	07/16/2026	1	88614992		18.04
AMAZON	Amazon	1CYQ-4Q1G-9PHX	General Supplies	02/03/2026	07/16/2026	1	88614992		20.81
AMAZON	Amazon	1DN7-HTJL-HQWV	General Supplies	02/05/2026	07/16/2026	1	88614992		14.36
AMAZON	Amazon	1DQG-3GMJ-H6W1	General Supplies	05/18/2026	07/17/2026	1	88650140		95.98
AMAZON	Amazon	1DXL-MGC4-4WNT	General Supplies	05/19/2026	07/17/2026	1	88650140		95.98
AMAZON	Amazon	1FKM-RHQ1-7XWM	General Supplies	03/30/2026	07/17/2026	1	88650140		54.64
AMAZON	Amazon	1FVT-NKGX-6X96	General Supplies	05/12/2026	07/17/2026	1	88650140		307.15
AMAZON	Amazon	1GTR-L991-C3FD	General Supplies	05/11/2026	07/17/2026	1	88650140		19.95
AMAZON	Amazon	1GXH-X4KM-FQGN	General Supplies	04/20/2026	07/17/2026	1	88650140		10.56
AMAZON	Amazon	1H1T-R4CC-FNRM	General Supplies	05/18/2026	07/17/2026	1	88650140		59.95
AMAZON	Amazon	1HCJ-WHN7-4GDV	General Supplies	03/06/2026	07/17/2026	1	88650140		379.50

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Invoice Listing - Summary

07/2026

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User ID: SAS

Vendor ID	Vendor Name	Invoice Number	Description	Invoice Date	Check Date	Checking Account ID	Check Number	CC:	Invoice Amount
AMAZON	Amazon	1HJW-F49Q-RJCH	General Supplies	02/17/2026	07/17/2026	1	88650140		17.95
AMAZON	Amazon	1J9C-LTGL-9DX4	General Supplies	02/03/2026	07/17/2026	1	88650140		9.99
AMAZON	Amazon	1JH3-VHDY-4DQ4	General Supplies	05/27/2026	07/17/2026	1	88650140		473.17
AMAZON	Amazon	1JVN-L4YF-VXGF	General Supplies	02/06/2026	07/17/2026	1	88650140		111.08
AMAZON	Amazon	1JVN-L4YF-WFXQ	General Supplies	02/06/2026	07/17/2026	1	88650140		25.00
AMAZON	Amazon	1JXM-V1LC-W3TL	Technology Supplies	04/19/2026	07/17/2026	1	88650140		29.99
AMAZON	Amazon	1K39-PX6L-C4XP	General Supplies	04/22/2026	07/17/2026	1	88650140		17.99
AMAZON	Amazon	1K7X-JFCV-M1DW	General Supplies	05/29/2026	07/17/2026	1	88650140		44.04
AMAZON	Amazon	1KD4-QXXC-WMKX	General Supplies	02/12/2026	07/17/2026	1	88650140		87.12
AMAZON	Amazon	1KQN-PFH4-DPWR	General Supplies	04/28/2026	07/17/2026	1	88650140		18.97
AMAZON	Amazon	1KTF-JHDJ-D1TY	General Supplies	03/09/2026	07/17/2026	1	88650140		142.88
AMAZON	Amazon	1L1M-7QWY-914K	General Supplies	03/03/2026	07/17/2026	1	88650140		19.96
AMAZON	Amazon	1L9G-JHMK-71WK	General Supplies	02/02/2026	07/17/2026	1	88650140		14.95
AMAZON	Amazon	1LJ4-JWPR-D63R	General Supplies	05/07/2026	07/17/2026	1	88650140		285.05
AMAZON	Amazon	1LKL-QM9R-K9YJ	General Supplies	05/19/2026	07/17/2026	1	88650140		88.32
AMAZON	Amazon	1LQ7-QDTN-D3VK	General Supplies	03/09/2026	07/17/2026	1	88650140		15.98
AMAZON	Amazon	1LRM-1D41-F7PP	General Supplies	04/21/2026	07/17/2026	1	88650140		51.98
AMAZON	Amazon	1M17-L9HQ-7GJR	General Supplies	03/19/2026	07/17/2026	1	88650140		26.69
AMAZON	Amazon	1MY4-GVRG-9LKW	Technology Supplies	04/09/2026	07/17/2026	1	88650140		152.26
AMAZON	Amazon	1N3V-46K1-CP9L	General Supplies	05/05/2026	07/17/2026	1	88650140		13.78
AMAZON	Amazon	1NQT-KRLW-VQ1X	General Supplies	02/17/2026	07/17/2026	1	88650140		19.89
AMAZON	Amazon	1P4J-PTDL-GKY9	General Supplies	04/13/2026	07/17/2026	1	88650140		34.91
AMAZON	Amazon	1Q1L-CT6N-QJYQ	General Supplies	02/19/2026	07/17/2026	1	88650140		147.14
AMAZON	Amazon	1QK6-GVH1-JT3X	General Supplies	02/04/2026	07/17/2026	1	88650140		39.90
AMAZON	Amazon	1QMK-XH1W-DFN9	General Supplies	03/09/2026	07/17/2026	1	88650140		19.98
AMAZON	Amazon	1QVJ-JFKY-QVLJ	General Supplies	05/14/2026	07/17/2026	1	88650140		29.92
AMAZON	Amazon	1QVV-KMHN-CKWW	General Supplies	02/03/2026	07/17/2026	1	88650140		110.05
AMAZON	Amazon	1QYQ-4NYW-3JN7	General Supplies	02/02/2026	07/16/2026	1	88614992		29.00
AMAZON	Amazon	1R4J-XCC7-9D6W	General Supplies	04/30/2026	07/17/2026	1	88650140		19.99
AMAZON	Amazon	1RJN-TG9M-91FN	General Supplies	03/31/2026	07/17/2026	1	88650140		98.91
AMAZON	Amazon	1RQ7-9Q3J-DN6K	General Supplies	04/23/2026	07/17/2026	1	88650140		65.69
AMAZON	Amazon	1RQT-K1HJ-CDPK	General Supplies	05/11/2026	07/17/2026	1	88650140		95.97
AMAZON	Amazon	1RYH-Y9Q3-JFPM	General Supplies	04/13/2026	07/17/2026	1	88650140		38.84
AMAZON	Amazon	1TCH-RPLL-WWCC	General Supplies	05/14/2026	07/17/2026	1	88650140		190.59
AMAZON	Amazon	1TJ1-1LPM-C716	General Supplies	02/03/2026	07/17/2026	1	88650140		8.93
AMAZON	Amazon	1TJQ-G9PH-DF9K	General Supplies	02/24/2026	07/17/2026	1	88650140		28.32
AMAZON	Amazon	1TRW-PWXQ-CLW6	General Supplies	05/13/2026	07/17/2026	1	88650140		9.99

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Vendor ID	Vendor Name	Invoice Number	Description	Invoice Date	Check Date	Checking Account ID	Check Number	CC:	Invoice Amount
AMAZON	Amazon	1VH6-GU16-DDTG	General Supplies	05/12/2026	07/17/2026	1	88650140		14.99
AMAZON	Amazon	1VM6-MH1Q-KF16	General Supplies	04/14/2026	07/17/2026	1	88650140		182.17
AMAZON	Amazon	1VP3-9N9K-NVHV	General Supplies	04/01/2026	07/17/2026	1	88650140		1,003.52
AMAZON	Amazon	1W4N-XW1L-13QL	General Supplies	02/11/2026	07/17/2026	1	88650140		23.97
AMAZON	Amazon	1W4N-XW1L-MPY9	General Supplies	02/12/2026	07/17/2026	1	88650140		66.95
AMAZON	Amazon	1W7Y-GWRF-NKTX	General Supplies	02/12/2026	07/17/2026	1	88650140		59.69
AMAZON	Amazon	1WTV-JMTJ-YC3T	General Supplies	02/12/2026	07/17/2026	1	88650140		461.63
AMAZON	Amazon	1XFD-1T6N-DP9T	General Supplies	05/12/2026	07/17/2026	1	88650140		6.99
AMAZON	Amazon	1XL3-7V4H-31VG	General Supplies	04/17/2026	07/17/2026	1	88650140		74.99
AMAZON	Amazon	1XTV-DHC9-DF3X	General Supplies	04/22/2026	07/17/2026	1	88650140		146.75
AMAZON	Amazon	1Y9L-NLMT-1XXJ	General Supplies	03/24/2026	07/17/2026	1	88650140		147.59
AMAZON	Amazon	1YCJ-91WC-9QN9	General Supplies	04/08/2026	07/17/2026	1	88650140		37.20
AMAZON	Amazon	1YJK-WKCJ-RFN9	General Supplies	02/18/2026	07/17/2026	1	88650140		18.95
AMAZON	Amazon	1YJW-XFQF-7TFJ	General Supplies	05/05/2026	07/17/2026	1	88650140		451.13
AMAZON	Amazon	1YRC-F6QL-9GWW	General Supplies	02/03/2026	07/17/2026	1	88650140		39.52
AMAZON	Amazon	1YVJ-3YWN-1T99	General Supplies	02/06/2026	07/17/2026	1	88650140		150.86
AMAZON	Amazon	2026 07 Divvy	FY27 Classroom supplies	07/14/2026	07/15/2026	1	88388317	X	2,617.85
AMEREN	Ameren	20260804	Ameren Utilities	07/24/2026	07/29/2026	1	88388315		4,292.35
AMEREN	Ameren	20260804-0001	Ameren Utilities	07/29/2026	07/29/2026	1	88388315		4,000.00
AMPLIFY	Amplify Education Inc.	INV-469752	Curriculum and Instructional Resources	06/23/2026	07/29/2026	1	88719985		5,157.20
BAMBOOHR	Bamboo HR	2026 07-0001	Bamboo 2026 07	07/13/2026	07/13/2026	1	88388289		385.21
BEISPLUMB	Beis Plumbing LLC	39390	Repairs and Maintenance	06/23/2026	07/29/2026	1	88719782		1,198.00
BSI	BSI Constructors Inc.	20260615-663118.00	Buildings	06/15/2026	07/29/2026	1	88719789		663,118.00
STLOUISPAR	cc - City of St. Louis Parking	2026 07 Divvy	ED meeting Parking	07/04/2026	07/15/2026	1	88388317	X	3.00
COGNITOPRO	cc - Cognito-Pro	2026 07 Divvy	Recruitment/Enrollment	07/01/2026	07/15/2026	1	88388317	X	19.00
DELCANTINA	cc - Del Cantina Laredo	2026 07 Divvy	Team meal	06/24/2026	07/15/2026	1	88388317	X	90.32
INSTACART	CC - Instacart	2026 07 Divvy	New Family Orientation	06/18/2026	07/15/2026	1	88388317	X	119.06
INTERCON	cc - Intercontinental	2026 07 Divvy	Meals during PD travel	06/28/2026	07/15/2026	1	88388317	X	75.90
JIMMYJOHNS	CC - JIMMY JOHN'S PIZZA	2026 07 Divvy	TLS Day at the Zoo family	06/22/2026	07/15/2026	1	88388317	X	175.64
LAMBERT	CC - Lambert Alrport	2026 07 Divvy	Airport parking	06/30/2026	07/15/2026	1	88388317	X	145.00
LUKEREST	cc - Luke Restaurant	2026 07 Divvy	Meal during Principal Sup	06/25/2026	07/15/2026	1	88388317	X	63.05
OPENAI	CC - Open AI Chat GPT	2026 07 Divvy	Chat Subscription	06/29/2026	07/15/2026	1	88388317	X	20.00
PODS	cc - Pods	2026 07 Divvy	Additional storage	06/24/2026	07/15/2026	1	88388317	X	455.76
SOUTHWEST	CC - Southwest Airlines	2026 07 Divvy	Travel - Rebecca Maldonad	06/18/2026	07/15/2026	1	88388317	X	844.40
STAPLES	CC - STAPLS7651570902000001	2026 07 Divvy	Annual Subscription Fee	06/18/2026	07/15/2026	1	88388317	X	190.33
STLEL	CC - Stiel Element St	2026 07 Divvy	Summer team building	07/03/2026	07/15/2026	1	88388317	X	832.60
TEACHERS	CC - TEACHERS PAY TEACHERS	2026 07 Divvy	Summer Academic Supplies	06/17/2026	07/15/2026	1	88388317	X	14.89

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Vendor ID	Vendor Name	Invoice Number	Description	Invoice Date	Check Date	Checking Account ID	Check Number	CC:	Invoice Amount
TEGESCAPE	cc - Teg The Escape	2026 07 Divvy	Staff Party Escape Rooms	06/26/2026	07/15/2026	1	88388317	X	602.84
BOULIGNY	cc - The Bouligny Tavern	2026 07 Divvy	Meals during Relay	06/27/2026	07/15/2026	1	88388317	X	109.14
NOBLECROWN	cc - The Noble Crown	2026 07 Divvy	PD Lunch	06/21/2026	07/15/2026	1	88388317	X	118.91
RITZCARL	cc - The Ritz-Carlton	2026 07 Divvy	Team meal	06/24/2026	07/15/2026	1	88388317	X	118.79
TRENASSE	cc - Trenasse	2026 07 Divvy	Meal during travel	06/27/2026	07/15/2026	1	88388317	X	100.69
TSA	CC - TSA Confirmed Fee	2026 07 Divvy	PD Travel - Uber	06/22/2026	07/15/2026	1	88388317	X	45.00
UBER	CC - UBER	2026 07 Divvy	PD Travel - Uber	06/22/2026	07/15/2026	1	88388317	X	397.95
UBEREATS	cc - UBER EATS	2026 07 Divvy	Food for staff during meeting.	07/12/2026	07/15/2026	1	88388317	X	46.42
WALGREENS	CC - Walgreens	2026 07 Divvy	Gift card for New Family	06/18/2026	07/15/2026	1	88388317	X	55.95
WALMART	CC - Walmart	2026 07 Divvy	Supplies for tabling	06/28/2026	07/15/2026	1	88388317	X	129.96
CINTAS	Cintas Corp	4271643388	General Supplies	06/04/2026	07/17/2026	1	88650065		163.06
CINTAS	Cintas Corp	4274673159	General Supplies	07/02/2026	07/29/2026	1	88719891		163.06
COSTCO	Costco Wholesale	2026 07 Divvy	Candy for TLS Recruitment	06/27/2026	07/15/2026	1	88388317	X	125.02
CSD	CSD Insurance Trust	20260601-21952.11	Employee Benefits - Medical Insurance	06/01/2026	07/17/2026	1	88650456		21,952.11
CSD	CSD Insurance Trust	20260706-23364.09	Employee Benefits - Medical Insurance	07/06/2026	07/29/2026	1	88720183		23,364.09
CSD	CSD Insurance Trust	LS-2026-06	Purchased Services	06/15/2026	07/17/2026	1	88650456		9.90
CULLIGAN	CULLIGAN	20260630-209.00	General Supplies	06/30/2026	07/29/2026	1	88719783		209.00
DBQCO	DBQ Company, The	4187	Technology Supplies	06/17/2026	07/29/2026	1	88719790		425.00
DIVVY	DIVVY - BILL.COM	2026 07 Divvy	DIVVY late payment fee	06/15/2026	07/15/2026	1	88388317	X	487.58
DOMINOS	Dominos Pizza	2026 07 Divvy	Pizza for Family Info	06/18/2026	07/15/2026	1	88388317	X	161.76
EDOPS	EdOps	109608	Purchased Services	07/01/2026	07/29/2026	1	88720181		13,000.33
EDUPLUS	Education Plus	INV57751	Curriculum and Instructional Resources	07/01/2026	07/29/2026	1	88719986		99.00
FACEBOOK	Facebook	2026 07-0001	Facebook ads	07/20/2026	07/20/2026	1	88388288		0.00
FIRSTSTUDE	First Student Bus	12112837	Home-to-School	03/30/2026	07/17/2026	1	88650457		30,280.87
FIRSTSTUDE	First Student Bus	12114617	Home-to-School	04/06/2026	07/17/2026	1	88650457		32,791.98
FIRSTSTUDE	First Student Bus	12124833	Home-to-School	04/30/2026	07/17/2026	1	88650457		39,375.39
FIRSTSTUDE	First Student Bus	12133204	Home-to-School	06/09/2026	07/17/2026	1	88650457		31,347.73
FIRSTSTUDE	First Student Bus	SF-572641	Non Route	06/03/2026	07/17/2026	1	88650457		1,877.01
FIRSTSTUDE	First Student Bus	SF-572948	Non Route	06/03/2026	07/17/2026	1	88650457		189.81
FIRSTSTUDE	First Student Bus	SF-573440	Non Route	06/04/2026	07/17/2026	1	88650457		542.43
FIRSTSTUDE	First Student Bus	SF-573597	Non Route	06/04/2026	07/17/2026	1	88650457		259.83
FORDHOTEL	Ford Hotel Supply	1048	Kitchen equipment for new building	07/14/2026	07/14/2026	1	1048		20,709.00
GADELLNET	GadellNet Consulting Services, LLC.	CW196353	Data Processing Services	05/29/2026	07/17/2026	1	88649874		208.40
GADELLNET	GadellNet Consulting Services, LLC.	CW197229	Data Processing Services	06/01/2026	07/17/2026	1	88649875		1,050.00
GSUITE	Google Suite	2026 07-0001	Google Suite 07/2026	07/07/2026	07/07/2026	1	88388284		208.33
HKWARCHITE	hkw architects	5973	Buildings	12/09/2025	07/17/2026	1	88649877		26,155.50
HKWARCHITE	hkw architects	6087	Buildings	05/18/2026	07/17/2026	1	88649882		12,240.00

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Vendor ID	Vendor Name	Invoice Number	Description	Invoice Date	Check Date	Checking Account ID	Check Number	CC:	Invoice Amount
HKWARCHITE	hkw architects	6089	Buildings	05/18/2026	07/17/2026	1	88649881		7,993.79
HKWARCHITE	hkw architects	6121	Buildings	06/10/2026	07/17/2026	1	88649878		12,024.80
HKWARCHITE	hkw architects	6122	Buildings	06/10/2026	07/29/2026	1	88719787		5,160.00
HOPSKIP	HopSkipDrive, Inc.	01759_0526_A	Home-to-School	05/31/2026	07/29/2026	1	88720182		11,821.97
HOPSKIP	HopSkipDrive, Inc.	620306_LF_260529	Non Route	05/29/2026	07/17/2026	1	88650454		167.58
HOPSKIP	HopSkipDrive, Inc.	620306_LF_260630	Home-to-School	06/30/2026	07/29/2026	1	88720182		391.57
LEVEL3	Level 3 Communications, LLC	2026 07-0001	Telecommunications Contract 07/2026	07/03/2026	07/03/2026	1	88388287		2,815.54
HARDMON	Marquita Hardmond	1049	Face painting-K6 Roundup	07/28/2026	07/28/2026	1	1049		175.00
NEXTIVA	Nextiva	2026 07 Divvy	Phone lines in building A	06/15/2026	07/15/2026	1	88388317	X	950.56
NEXTIVA	Nextiva	2026 07-0001	2026 07 Phones	07/16/2026	07/16/2026	1	88388285		0.00
LANORPAYNE	Payne, Lanor	1046	Consulting-Canvassing, Enrollment, etc.	07/13/2026	07/13/2026	1	1046		10,000.00
PAYPOOL	Paypool LLC	9055661	Purchased Services	07/01/2026	07/29/2026	1	88720179		430.80
PHILLIPS	Phillips 66	2026 07 Divvy	Ice for cooler	06/28/2026	07/15/2026	1	88388317	X	6.55
POWERSCHO O	PowerSchool	INV491982	Technology Supplies	05/06/2026	07/17/2026	1	88650455		13,074.49
PROJECTWAY	Project Wayfinder, Inc.	6788	Technology Supplies	07/01/2026	07/29/2026	1	88719784		8,662.00
QPDLLC	QPD LLC	9	Buildings	06/10/2026	07/29/2026	1	88719788		4,500.00
RAPORTECH	Raptor Technologies, LLC	INV268148	Technology Supplies	07/01/2026	07/29/2026	1	88719785		2,070.60
REBELLAW	Rebel Law	296	Legal Services	06/09/2026	07/17/2026	1	88649876		82.00
RELAY	RELAY GRADUATE SCHOOL OF EDUCATION	SO00553	Travel/Offsite PD	05/29/2026	07/29/2026	1	88719786		33,000.00
REPUBLIC	Republic Services	2026 07 Divvy	Trash Service	07/11/2026	07/15/2026	1	88388317	X	2,029.58
TURNER	Robert Turner	1050	Walkway and Bench Install	07/28/2026	07/28/2026	1	1050		11,000.00
ROTTLER	Rottler Pest Solutions	4733395	Other Property Services	06/15/2026	07/29/2026	1	88719987		116.00
SAMSCLUB	Sams Club	2026 07 Divvy	Snacks for TLS Day	06/20/2026	07/15/2026	1	88388317	X	54.92
SCI	SCI Engineering, Inc.	221950	Buildings	05/15/2026	07/17/2026	1	88649880		1,930.00
SCI	SCI Engineering, Inc.	222286	Buildings	05/27/2026	07/17/2026	1	88649879		740.00
SPIRE	Spire gas utility	20260804	Gas utility for new building	07/27/2026	07/27/2026	1	88388316		64.34
TARGET	Target	2026 07 Divvy	Gift for staff member	07/09/2026	07/15/2026	1	88388317	X	624.41
THOMASENTE	Thomas Enterprise LLC	INV0120	Other Property Services	06/19/2026	07/29/2026	1	88720180		1,040.00
WELLSFARGO	Wells Fargo Vendor	2026 07-0001	Copier Rental 07/2026	07/20/2026	07/20/2026	1	88388286		3,611.75
Report Total:									1,085,780.62



Accounts Payable

As of 7/31/2026

The Leadership School

PAYEE: ALL			STATUS: -- All --				REPORT DATE: 8/11/2026 1:28:22 PM ET			
GL CODE: ALL										
Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Split Amount	Memo	Total Amount
2599	5/1/2026	10/21/2025	Awaiting Payment Authorization			PERRY PROMOTIONAL PRODUCTS LLC The Leadership School	10 1421 6411 6905 3 00000 000	\$145.00	Student jerseys	\$145.00
1003	7/1/2026	3/24/2026	Awaiting Payment Authorization			Black Men Read The Leadership School	10 1111 6319 6905 3 25001 000	\$97,000.00	Blackmen Reads 03/24/26	\$97,000.00
222112	6/1/2026	5/20/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$1,865.00	New construction of new Pagedale building 5/20/26	\$1,865.00
620306_LF_26052 9	7/1/2026	5/29/2026	Awaiting Payment Authorization			HopSkipDrive, Inc. The Leadership School	10 2329 6319 6905 3 00000 000	\$167.58	Late Fee May 2026	\$167.58
222570	6/5/2026	6/5/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$1,150.00	New construction of new Pagedale building 6/5/2026	\$1,150.00
222725	6/11/2026	6/11/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$615.00	New construction of new Pagedale building 06/11/2026	\$615.00
222872	7/1/2026	6/18/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$475.00	New construction of new Pagedale building 6/18/2026	\$475.00
223134	7/1/2026	6/25/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$2,300.00	New construction of new Pagedale building 6/25/2026	\$2,300.00

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
LVGINV3659	7/1/2026	6/25/2026	Awaiting Payment Authorization			Lavinia Group, LLC The Leadership School	10 1111 6431 6905 4 40001 000	\$30,000.00	Classroom curriculum 6/25/26	\$30,000.00
132925	7/1/2026	6/30/2026	Awaiting Payment Authorization			Marr and Company PC 06061	10 2311 6315 6905 3 00000 000	\$2,280.00	Audit services for FY25	\$2,280.00
223349	7/1/2026	7/1/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$900.00	New construction of new Pagedale building 7/1/2026	\$900.00
CW199143	7/1/2026	7/1/2026	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,102.50	Tech Services 07/2026	\$1,102.50
INV56203	7/1/2026	7/1/2026	Awaiting Payment Authorization			EducationPlus The Leadership School	10 1111 6431 6905 3 00000 000	\$834.48	FY27 EducationPlus Dues 07/01/26	\$834.48
2623	7/6/2026	7/6/2026	Awaiting Payment Authorization			Mindscape Education Consulting The Leadership School	10 2644 6319 6905 4 04970 000	\$5,000.00	LEADERSHIP SUPPORT 07/06/26 Invoice 9 & 10 of 10.	\$10,000.00
							10 2213 6319 6905 4 04970 000	\$5,000.00	LEADERSHIP SUPPORT 07/06/26 Invoice 9 & 10 of 10.	
320	7/7/2026	7/7/2026	Awaiting Payment Authorization			Rebel Law The Leadership School	10 2311 6317 6905 3 00000 000	\$143.50	Legal services 07/07/26	\$143.50
2026-30836	7/9/2026	7/9/2026	Awaiting Payment Authorization			BoardOnTrack, Inc. The Leadership School	10 2321 6371 6905 3 00000 000	\$3,120.00	Board on track membership 7/26-6/27	\$3,120.00
6144	7/10/2026	7/10/2026	Awaiting Payment Authorization			hkw architects The Leadership School	40 4031 6521 6905 1 90001 000	\$11,900.00	Architect design fees for new Pagedale building 06/2026	\$11,900.00
10	7/13/2026	7/13/2026	Awaiting Payment Authorization			QPD LLC The Leadership School	40 4051 6521 6905 1 90001 000	\$4,500.00	Construction Mngt - 06/2026	\$4,500.00

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63185-1	7/13/2026	7/13/2026	Awaiting Payment Authorization			QuaverEd, Inc. THE LEADERSHIP SCHOOL	10 1111 6412 6905 4 40001 000	\$1,800.00	FY27 PE Curriculum 1 year license 7/14/26	\$1,800.00
LS-2026-07	7/14/2026	7/14/2026	Awaiting Payment Authorization			CSD Insurance Trust Leadership School District	10 2329 6319 6905 3 00000 000	\$13.20	DCA Service Fee 07/2026	\$13.20
WO-998161-1	7/14/2026	7/14/2026	Awaiting Payment Authorization			Office Essentials 9990990	10 2511 6411 6905 3 00000 000	\$405.12	Supplies - Copy Paper 07/14/26	\$405.12
109627	7/15/2026	7/15/2026	Awaiting Payment Authorization			EdOps The Leadership School	10 2125 6319 6905 4 04970 000	\$447.30	Data Services 30% CSP 07/2026 (Addendum)	\$1,491.00
							10 2125 6319 6905 3 00000 000	\$1,043.70	EdOps Data: 07/2026 (Addendum)	
223750	7/16/2026	7/16/2026	Awaiting Payment Authorization			SCI ENGINEERING, INC. The Leadership School	40 4051 6521 6905 1 90001 000	\$900.00	New construction of new Pagedale building 7/16/2026	\$900.00
4769055	7/17/2026	7/17/2026	Awaiting Payment Authorization			Rottler Pest Solutions The Leadership School	10 2543 6339 6905 3 00000 000	\$116.00	Pest Control Services 07/2026	\$116.00
INV290194	7/17/2026	7/17/2026	Awaiting Payment Authorization			Great Minds PBC C-0340599	10 1111 6431 6905 3 00000 000	\$13,579.64	FY27 curriculum 07/17/26	\$13,579.64
INV0121	7/21/2026	7/21/2026	Awaiting Payment Authorization			Thomas Enterprise LLC The Leadership School	10 2543 6339 6905 3 00000 000	\$1,040.00	lawn service 06/28/26 - 07/21/26	\$1,040.00
INV505015	7/24/2026	7/24/2026	Awaiting Payment Authorization			PowerSchool 10027556	10 2114 6412 6905 3 00000 000	\$2,862.25	PowerSchool FY27 7/24/26	\$2,862.25
#2026-228	7/27/2026	7/27/2026	Awaiting Payment Authorization			Innovative Options, LLC The Leadership School	10 2529 6319 6905 3 00000 000	\$674.00	SDAC Consulting Q1 2026	\$674.00
211161836	7/28/2026	7/28/2026	Awaiting Payment Authorization			ULINE 22143827	10 2542 6411 6905 3 00000 000	\$2,748.35	Cleaning Supplies 07/28/26	\$2,748.35

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
20260729-941757.00	7/29/2026	7/29/2026	Awaiting Payment Authorization			BSI Constructors Inc The Leadership School	40 4051 6521 6905 3 00000 000	\$941,757.00	New construction of new Pagedale building	\$941,757.00
									Total:	\$1,135,884.62

GL Code Summary

10 1111 6319 6905 3 25001 000	\$97,000.00
10 1111 6412 6905 4 40001 000	\$1,800.00
10 1111 6431 6905 3 00000 000	\$14,414.12
10 1111 6431 6905 4 40001 000	\$30,000.00
10 1421 6411 6905 3 00000 000	\$145.00
10 2114 6412 6905 3 00000 000	\$2,862.25
10 2125 6319 6905 3 00000 000	\$1,043.70
10 2125 6319 6905 4 04970 000	\$447.30
10 2213 6319 6905 4 04970 000	\$5,000.00
10 2311 6315 6905 3 00000 000	\$2,280.00
10 2311 6317 6905 3 00000 000	\$143.50
10 2321 6371 6905 3 00000 000	\$3,120.00
10 2329 6319 6905 3 00000 000	\$180.78
10 2331 6316 6905 3 00000 000	\$1,102.50
10 2511 6411 6905 3 00000 000	\$405.12
10 2529 6319 6905 3 00000 000	\$674.00
10 2542 6411 6905 3 00000 000	\$2,748.35
10 2543 6339 6905 3 00000 000	\$1,156.00
10 2644 6319 6905 4 04970 000	\$5,000.00
40 4031 6521 6905 1 90001 000	\$11,900.00
40 4051 6521 6905 1 90001 000	\$12,705.00
40 4051 6521 6905 3 00000 000	\$941,757.00

\$1,135,884.62

Notice

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

TLS - Supplemental Report - July 2026.xlsx



July 2026 Financials

PREPARED **AUG'26** BY



- **Executive Summary**
- **Key Performance Indicators**
- **Cash Forecast**
- **Appendix**

Executive Summary

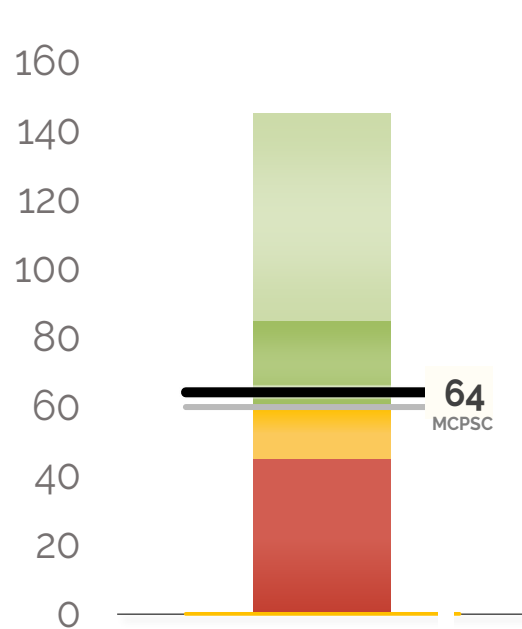


- As discussed last month, the school's FY26 ending cash balance was higher than forecasted at time of board approved budget due primarily to FY26 anticipated expenses not being invoiced until FY27. These first set of financials reflect this as transportation, student expense direct, and food service revenue forecasts have been updated accordingly.
- In next month's financials, we will update forecast for state revenue based on the school's opening day enrollment.
- The key risks to FY27 budget performance remain consistent with what has been discussed previously: enrollment, csp grant management, unbudgeted expenses.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

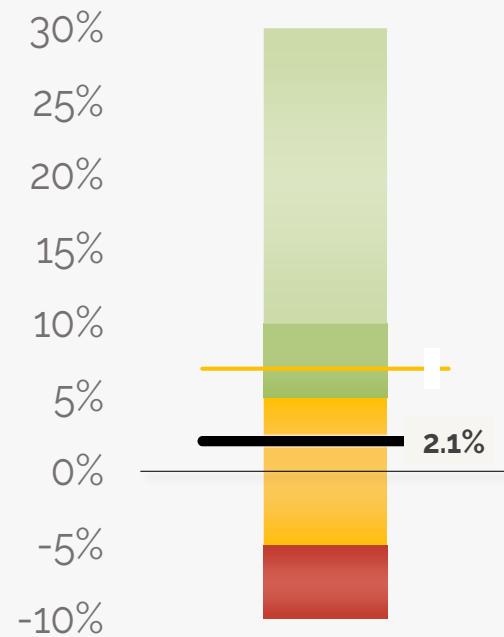


64 DAYS OF CASH AT YEAR'S END

The school will end the year with 64 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

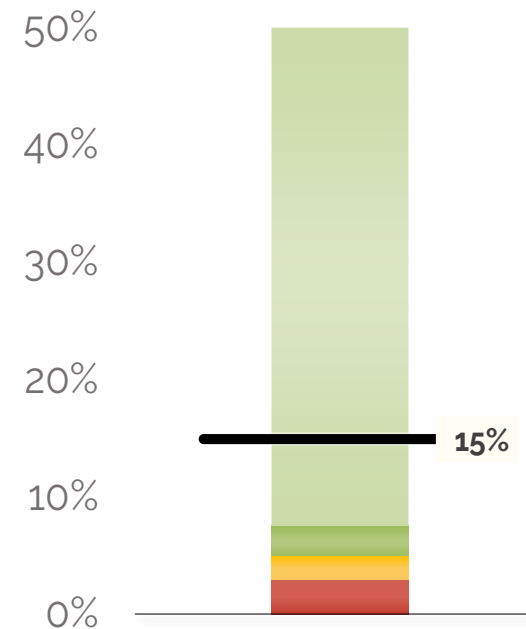


2.1% GROSS MARGIN

The forecasted net income is \$158k, which is \$321k below the budget. It yields a 2.1% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



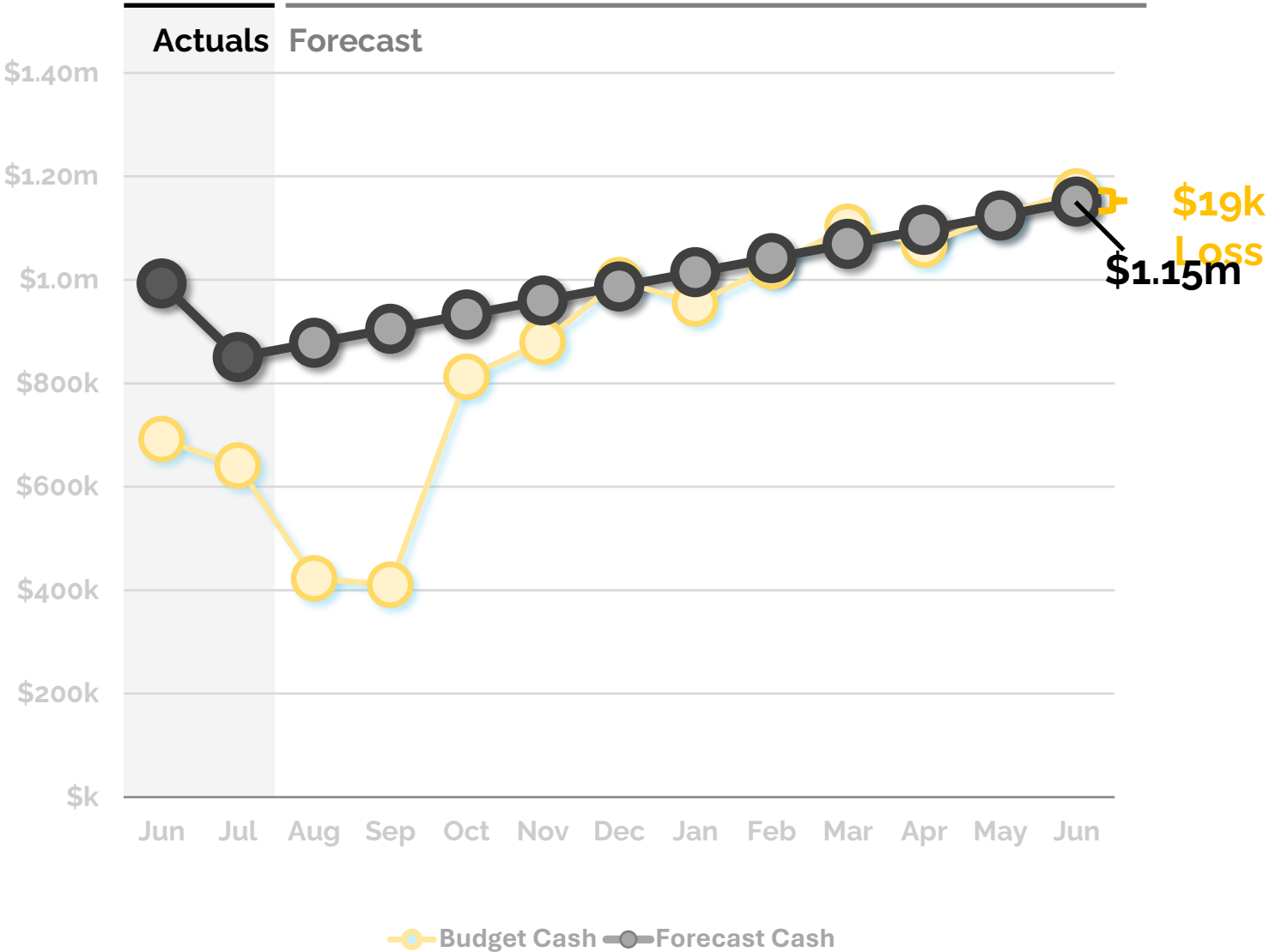
14.92% AT YEAR'S END

The school is projected to end the year with a fund balance of \$1,126,209. Last year's fund balance was \$968,117.

64 Days of Cash at year s end

We forecast the school s year ending cash balance as **\$1.2m**, **\$19k** below budget.

The school's financial performance targets remain unchanged from board approved budget at this time.



	<i>Actual</i>	<i>Budget</i>	<i>Variance</i>	<i>Forecast</i>	<i>Budget</i>	<i>Variance</i>	<i>Remaining</i>	<i>Rem %</i>
Revenue								
Local Revenue	39,879	31,099	8,781	436,705	435,638	1,067	396,826	91%
State Revenue	272,373	253,663	18,710	4,243,375	4,243,374	0	3,971,002	94%
Federal Revenue	52,296	26,455	25,841	2,013,250	1,962,527	50,724	1,960,954	97%
Private Grants and Donations	-	64,051	(64,051)	250,000	250,000	0	250,000	100%
Earned Fees	765,191	3,457	761,735	765,191	3,500	761,691	(0)	0%
Total Revenue	1,129,739	378,724	751,015	7,708,521	6,895,039	813,482	6,578,782	
Expenses								
Salaries	164,955	217,759	52,804	2,617,676	2,613,108	(4,568)	2,452,721	94%
Benefits and Taxes	41,698	56,680	14,982	684,358	683,161	(1,197)	642,660	94%
Staff-Related Costs	35,275	19,908	(15,367)	309,000	309,000	0	273,725	89%
Occupancy Service	21,791	38,796	17,005	343,569	336,498	(7,071)	321,778	94%
Student Expense, Direct	27,012	53,510	26,497	973,430	774,697	(198,733)	946,418	97%
Student Expense, Food	-	-	-	487,316	487,316	0	487,316	100%
Office & Business Expense	42,143	22,535	(19,608)	483,509	475,834	(7,675)	441,366	91%
Transportation	148,879	-	(148,879)	642,000	492,439	(149,561)	493,121	77%
Total Ordinary Expenses	481,753	409,187	(72,566)	6,540,858	6,172,053	(368,805)	6,059,104	93%
Interest	-	20,333	20,333	244,000	244,000	0	244,000	100%
Total Extraordinary Expenses	765,571	20,333	(745,238)	1,009,571	244,000	(765,571)	244,000	24%
Total Expenses	1,247,325	429,520	(817,804)	7,550,429	6,416,053	(1,134,376)	6,303,104	
Net Income	(117,585)	(50,796)	(66,789)	158,092	478,986	(320,894)	275,677	
Cash Flow Adjustments	(24,867)	-	(24,867)	0	-	0	24,867	
Change in Cash	(142,453)	(50,796)	(91,656)	158,092	478,986	(320,894)	300,545	

The Leadership School - Monthly Board Meeting - Agenda - Tuesday August 25, 2026 at 6:30 PM													
	Actual	Forecast											
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	39,879	36,075	36,075	36,075	36,075	36,075	36,075	36,075	36,075	36,075	36,075	36,075	436,705
State Revenue	272,373	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	4,243,375
Federal Revenue	52,296	178,269	178,269	178,269	178,269	178,269	178,269	178,269	178,269	178,269	178,269	178,269	2,013,250
Private Grants and Donations	0	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	22,727	250,000
Earned Fees	765,191	0	0	0	0	0	0	0	0	0	0	0	765,191
Total Revenue	1,129,739	598,071	598,071	598,071	598,071	598,071	598,071	598,071	598,071	598,071	598,071	598,071	7,708,521
Expenses													
Salaries	164,955	222,975	222,975	222,975	222,975	222,975	222,975	222,975	222,975	222,975	222,975	222,975	2,617,676
Benefits and Taxes	41,698	58,424	58,424	58,424	58,424	58,424	58,424	58,424	58,424	58,424	58,424	58,424	684,358
Staff-Related Costs	35,275	24,884	24,884	24,884	24,884	24,884	24,884	24,884	24,884	24,884	24,884	24,884	309,000
Occupancy Service	21,791	29,253	29,253	29,253	29,253	29,253	29,253	29,253	29,253	29,253	29,253	29,253	343,569
Student Expense, Direct	27,012	86,038	86,038	86,038	86,038	86,038	86,038	86,038	86,038	86,038	86,038	86,038	973,430
Student Expense, Food	0	44,301	44,301	44,301	44,301	44,301	44,301	44,301	44,301	44,301	44,301	44,301	487,316
Office & Business Expense	42,143	40,124	40,124	40,124	40,124	40,124	40,124	40,124	40,124	40,124	40,124	40,124	483,509
Transportation	148,879	44,829	44,829	44,829	44,829	44,829	44,829	44,829	44,829	44,829	44,829	44,829	642,000
Total Ordinary Expenses	481,753	550,828	550,828	550,828	550,828	550,828	550,828	550,828	550,828	550,828	550,828	550,828	6,540,858
Operating Income	647,986	47,243	47,243	47,243	47,243	47,243	47,243	47,243	47,243	47,243	47,243	47,243	1,167,663
Extraordinary Expenses													
Interest	0	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	244,000
Facility Improvements	765,571	0	0	0	0	0	0	0	0	0	0	0	765,571
Total Extraordinary Expenses	765,571	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	22,182	1,009,571
Total Expenses	1,247,325	573,009	573,009	573,009	573,009	573,009	573,009	573,009	573,009	573,009	573,009	573,009	7,550,429
Net Income	-117,585	25,062	25,062	25,062	25,062	25,062	25,062	25,062	25,062	25,062	25,062	25,062	158,092
Cash Flow Adjustments	-24,867	2,261	2,261	2,261	2,261	2,261	2,261	2,261	2,261	2,261	2,261	2,261	0
Change in Cash	-142,453	27,322	27,322	27,322	27,322	27,322	27,322	27,322	27,322	27,322	27,322	27,322	158,092
Ending Cash	850,651	877,974	905,296	932,618	959,940	987,263	1,014,585	1,041,907	1,069,229	1,096,552	1,123,874	1,151,196	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	993,104	850,651	1,151,196
Accounts Receivable	18,895	18,695	18,895
Total Current Assets	1,011,999	869,346	1,170,091
Total Assets	1,011,999	869,346	1,170,091
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	43,882	18,815	43,882
Total Current Liabilities	43,882	18,815	43,882
Total Long-Term Liabilities	0	0	
Total Liabilities	43,882	18,815	43,882
Equity			
Unrestricted Net Assets	968,117	968,117	968,117
Net Income	0	-117,585	158,092
Total Equity	968,117	850,532	1,126,209
Total Liabilities and Equity	1,011,999	869,346	1,170,091



QUESTIONS?

Please contact your EdOps Finance Team:

Anne Schaffa

anne@ed-ops.com

816.945.2918

EdOps 2017-2027

Coversheet

Slide Deck Presentation

Section:	VI. Executive Directors Monthly Report
Item:	A. Slide Deck Presentation
Purpose:	Discuss
Submitted by:	
Related Material:	2. August 25 ED Board Report - 1.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Executive Director Board Report

The Leadership School
Board of Directors Meeting
August 25, 2026

Student Enrollment

Budgeted Enrollment Goal: 382 Students

Internal Enrollment Goal: 410 Students

Current Enrollment: 401 Students

KG: 60 Students Enrolled - 3 Waitlisted

1st Grade: 69 Students Enrolled - 2 Waitlisted

2nd Grade: 56 Students Enrolled - 6 Waitlisted

3rd Grade: 59 Students Enrolled - 3 Waitlisted

4th Grade: 51 Students Enrolled - 2 Waitlisted

5th Grade: 51 Students Enrolled - 1 Waitlisted

6th Grade: 55 Students Enrolled - 0 Waitlisted

Total Enrollment: 401 Students **Total Waitlisted:** 14 Students



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Powered by BoardOnTrack

Staffing 2026-2027

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



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Powered by BoardOnTrack

Benchmark Assessments 2026-2027

ELA & MATH BOY Benchmark: Week of August 31

BOY iReady benchmark results will be available early
September



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Powered by BoardOnTrack

Assessments 2026-2027

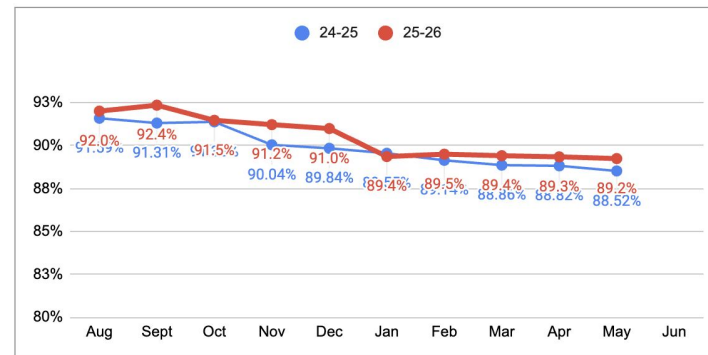
Assessment	Assessment Type	Frequency	Graded?	Accountability
Topic Quizzes & Fluency Quizzes	Formative – Used to plan reteaches	At Least Every 2 Weeks	Graded	Tracked in Assessment Tracker Results Used in Data Meetings
End of Unit/ Module Assessments	Formative – Used to plan spiraled review and MAP prep	4-6 Times/Year – Every 4-8 Weeks	Graded	Tracked in Assessment Tracker Results Used in Data Meetings
iReady Benchmark Assessments	Formative (BOY and MOY) Summative (EOY)	3 Times/ Year BOY- August MOY - <u>December</u> EOY - April	Not Graded	Teacher & Leader Goals Aligned to iReady Results
MAP Assessment	Summative	1 Time/Year May	Not Graded	Teacher & Leader Goals Aligned to MAP Results

Revised Charter Goal 5: *Attendance*

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

YTD Attendance	
89.2%	
Since beginning of year	▼ 2.8%
Since last month	▼ .1%

YTD Attendance Comparison vs. Previous Year



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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.

Month	# of Discipline Referrals 26-27	# of Discipline Referrals 25-26
August		

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.

Grade-Level	Returning/Total Students	Re-Enrollment Rate
1st Grade	47/50 Returning Students	94% Return Rate
2nd Grade	46/50 Returning Students	92% Return Rate
3rd Grade	46/50 Returning Students	92% Return Rate
4th Grade	40/44 Returning Students	91% Return Rate
5th Grade	40/46 Returning Students	87% Return Rate
6th Grade	45/50 Returning Students	90% Return Rate

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**.

Non-Teaching Staff Return Rate	Teacher Return Rate
8/8 = 100%	17/19 = 89%



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Powered by BoardOnTrack

Charter Goal 11: *Financial Sustainability*

- Reimbursement applications for CSP grant funding will occur **at least quarterly** and **98%** of CSP funds will be expended by the first week in May, 2027.

Month	Amount Applied for	Amount Remaining
Sept		Approx \$1,000,000
Oct		
Nov		
Dec		
Jan		



Coversheet

Pending Previous Discussion: - Vote to Approve

Section:	VII. Consent Agenda
Item:	A. Pending Previous Discussion: - Vote to Approve
Purpose:	Vote
Submitted by:	
Related Material:	TLS Governance Committee Charter 2026 - 2027.pdf F & F Committee Charter 2026 - 2027.pdf TLS Board Annual Repott - July 2026.pdf TLS ED Succession Plan - for Adoption-2.pdf

Governance Committee Charter 2026 - 2027

Board 2025 - 2027 Strategic Monitoring Plan

Committee Members:

Chair	Rebecca Langrall, Vice-Chair, Board of Directors
Board Members	- Stephanie Madlinger, Chair, Board of Directors - Whitni Perry, Director - Shinita Jones Simpson, Director - Gary Stevenson, Treasurer, Board of Directors
TLS Staff	Courtney Moulder, Executive Director, non-voting member

Expectations & Accountability

1. Board Member Code of Conduct & Expectations:

- Demonstrate the organization's work and values, acting as an ambassador.
- Serve on at least one Committee.
- Attend at least 80% of regular board and committee meetings.
- Financially contribute to one or more fundraising activities annually.
- Disclose any personal or professional conflicts of interest immediately.
- Maintain confidentiality of private information regarding the school, staff, and clients.
- Notify the board chair if unable to fulfill responsibilities.

2. Removal and Termination Procedures:

- Failure to adhere to these criteria may result in termination.
- Termination must be proposed through a motion by a TLS board member during a closed-session.
- The member in question must be allowed an opportunity to address the motion during the closed-session.
- A 2/3 affirmative vote of present board members is required to terminate.

Responsibilities of the Committee

Perform the duties of the Committee as set forth in this charter.

- **Recruit, Onboard, Educate:** Identify individuals qualified to become Board members, recommend nominees, and develop board members' understanding of their roles and responsibilities
- **Compliance and Committee Oversight:** Ensure school leaders and Board members comply with all statutory and regulatory requirements, review/determine board committee size and function, and ensure committees operate effectively by attending meetings, reviewing

agendas/minutes and adhere to the TLS/Board Compact, Conflict of Interest policy, and the Board Member Agreement.

- **Assessment and Evaluation:** Oversee and approve the process and guidelines for the annual evaluation of the performance of The Leadership School Executive Director, The Leadership School Board of Directors and its committees, and monitor/promote Board engagement in school events.
- **Policy Stewardship:** Review relevant sections of TLS Charter documents, policies, and bylaws at Board meetings to ensure mission alignment, revise existing policies, and generate new policies in response to emergent needs.

Meeting Schedule:

- First Wednesday of every month, 6pm - 7:30pm, virtual

General Purpose of the Committee

The Governance Committee serves as the strategic governance body responsible for ensuring the long-term viability, organizational health, and mission-alignment of The Leadership School through effective Executive Director oversight, board recruitment, evaluation, and both ED and board leadership succession.

Core Strategic Pillars

1. **Governance Capacity & Sustainability (Board Self-Management):** Manage the board lifecycle through proactive recruitment, vetting, and onboarding of new talent, self management, and self development to support the Year 6–10 Sustainability. Define and maintain metrics for board engagement, including attendance, financial contribution, and school/event participation. Develop systems to support the work of committees, including record keeping, reporting, task management, calendaring, and communication protocols.
2. **Executive Oversight (Executive Director Management and Supervision):** Lead the Executive Director (ED) succession plan; negotiate the ED employment contract; develop and deploy semi-annual job description- and strategic plan-aligned ED evaluations; oversee all ED job-aligned [responsibilities](#) including communication protocols, professional development, coaching, and corrective action.
3. **Legal Literacy & Strategic Communication (Policy, Compliance, Reporting):** Cultivate board-wide legal literacy to ensure rigorous oversight of the 2027–2032 charter renewal, interpret and execute on the connection between Charter Contract, Board bylaws and policies, annual state and authorizer compliance expectations and the board’s legal responsibilities. Revise existing policies and develop new policies in response to emergent needs. Compile all goal metrics, compose and disseminate biannual board reports to stakeholders. Use personal

connections, professional networks, and board reporting to court donors and promote the school.

Committee Values

As a TLS Board Committee focused on Governance, our philosophy is built on the distinction between **Executive Responsibility** (the 'Means') and **Board Oversight** (the 'Ends').

- **Strategic & Sustainable Stewardship:** We treat the board's collective talent as a primary resource, prioritizing succession planning that fortifies the school for future charter terms.
- **Generative Oversight & Partnership:** We partner with the Executive Director to refine the school's strategic plan and ensure clear boundaries between board governance and [staff execution](#).
- **Evidence-Based Inquiry:** We utilize self-assessments and data-driven tools such as the [Board Engagement Tracker](#), [Board Task Management Tracker](#), [Leadership Professional Development Tracker](#), using the [Tracker Directory](#) to manage data-driven oversight efficiently. In addition, we use qualitative and quantitative metrics to evaluate [Board](#) and [Executive Director](#) performance and growth.
- **Inclusive & Transparent Governance:** We commit to building a board that reflects the community and maintains transparent and effective [communication protocols](#).

Board Self-Evaluation & Strategic Development Plan

- **Board/ED Delineation:** Biannual (Jan & June) review and sign-off on the [Board/ED Compact](#) to clarify collaboration vs. autonomy.
- **Meeting Efficiency:** Adherence to the 'Pulse Dashboard' protocol; committee meetings that emphasize strategic 'Deep Dives' over operational updates.
- **Governance Literacy:** Establish an annual 'Legal Literacy' training module for all board members to ensure consistent understanding of charter renewal and fiduciary obligations and metrics.

Governance Roadmap: Years 6-10 Sustainability

- **Shift from Operational to Generative Governance:** Committee Sustainability's focus from foundational systems development (start-up) to strategic oversight and pipeline/board management (maturity).
- **SPARK Playbook:** Prioritize the completion and maintenance of this playbook as the central repository for 'How We Lead' (e.g., audit simulations, strategic inquiry protocols, institutional knowledge capture).
- **Long-Term Succession Pipeline:** Develop a formal 3-year rolling recruitment cycle to ensure deep talent benches for future leadership positions.

Committee Goals - Board Accountability (Self-Evaluation)

1. Committee Governance Efficacy

- **Measure:** 90% or more of committee members report they agree or strongly agree that the Governance Committee functioned as a high-performing body.
 - **Evidence:** Adherence to the 'Ends vs. Means' framework; utilization of the Pulse Dashboard; consistent prioritization of strategic 'Deep Dives' over operational status; use of [Committee-Based Resources for Professional Learning](#) and other professional learning sources, leading to continual updating of the [Board Professional Development Tracker](#).
2. **Board Engagement (TLS Internal School Goal #10)**
- **Measure:** 80% or higher attendance at Board and Committee meetings by all members; 100% financial contribution; and participation in at least four school-based events per year.
 - **Evidence:** [Board Engagement Tracker](#) data.
3. **Governance Continuity**
- **Measure:** Finalization of a 'Year 6-10 Governance Roadmap' and completed [SPARK Playbook \(SP\)](#) by June 2027.
 - **Evidence:** SPARK, mapping Year 5 outcomes to the 2027-2032 charter vision.
4. **Strategic Maturity (Years 6-10)**
- By June 2027, the committee will have delivered a Sustainability report documenting the alignment of AY 26-27 governance structures with the 2027-2032 charter [performance framework](#) and performance metrics.

Focus Areas

Focus Area 1: Board Development - Recruitment, Onboarding, and Succession

Note: Connection to Original Charter Goal 10 (Board Engagement)

- **Impact Statement:** We ensure the board has the expertise and diversity required to lead the school through its mature charter phase.
- **Connection to Strategic Monitoring Framework:** Supports [MCPSC Performance Goal #11](#): Reporting and Governance Sustainability, and [TLS Internal School Goal #10](#): Board Engagement.
- **Measurement:** 100% of board members engage in semi-annual self-assessment identified leadership pipeline for 2027-2032 officers.
- **Executive Responsibility (Staff):** Maintain board recruitment document and facilitate orientation logistics (Strengths codes, badges, cards, background checks).
- **Board Oversight (Committee):** Vet candidates, conduct board skill-gap analysis, and manage the orientation and participation process.
- **Sustainability to Years 6-10:** This year serves as a pilot for the recruitment playbook to ensure the board is fully seated for the renewal term.

Focus Area 2: Executive Oversight & Board/Executive Director Partnership

Note: Connection to Original Charter Goal 9 (Staff Satisfaction)

- **Impact Statement:** We foster a professional, accountable partnership with the Executive Director that prioritizes respect for our respective roles and responsibilities: Board holds the ED accountable to the mission, charter/legal expectations, job description, and school goals (ENDS); the ED has autonomy in how to meet them (MEANS).
- **Connection to Strategic Monitoring Framework:** Directly aligns with TLS Internal School Goal #9: Staff Satisfaction.
- **Measurement:** Bi-monthly Board/ED check-ins consistently maintained; ED adherence to the two-business-day response policy.
- **Executive Responsibility (Staff):** Adhere to the Board/ED Compact and provide regular performance updates.
- **Board Oversight (Committee):** Support the ED in refining the strategic plan; monitor adherence to [Board Agreement](#), [Board Conduct Policy](#), and [Board/TLS Compact](#) for Board-to-Staff interactions. Manage the ED, including the semi-annual ED Evaluation.
- **Sustainability to Years 6-10:** Establishing the "Process Layer" of governance to ensure stability during leadership cycles.

Focus Area 3: Policy Maintenance: Compliance, and Rolling Review

Note: Connection to Original Charter Goal 12 (Compliance & Reporting)

- **Impact Statement:** We uphold the school's legal and ethical standards through rigorous policy review and compliance monitoring. We will utilize a rolling audit cycle to ensure all policies are reviewed on a set frequency (annually/bi-annually/periodically), preventing backlog and ensuring operational alignment.
- **Connection to Strategic Monitoring Framework:** Aligns with Performance Framework Goal #11: Reporting, and Internal School Goal #12: Compliance/Reporting.
- **Measurement:** Verified 100% completion of [Annual Policy Compliance](#); Zero material audit findings.
- **Executive Responsibility (Staff):** Verify report ownership in Reportwell/Epicenter; maintain the Ops File Structure.
- **Board Oversight (Committee):** Annual review of Bylaws and Board Sustainability; oversight of the Annual Fiduciary Hygiene checklist (to be built).

26 - 27 Governance & Monitoring Calendar

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
July	FA 2, 3 (ISG #9 #12)	Board/ED Compact Review; Annual Policy Compliance Sync	Signed Compact; Annual Compliance Calendar

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
August	FA 1, 2 (ISG #9 #10)	8.1 Board Retreat; Charter Renewal Plan	Strategic Plan Draft; Policy Review (Grievance/ Professionalism)
September	FA 3 (ISG#12)	Charter Update; Bylaws Review; ED Eval Cycle; Rolling Policy Audit (2-3 items)	Bylaws Review Status; Annual Policy Compliance Tracker ; ED Eval Cycle Overview (goals;dates) approval
October	FA 1 (ISG #10)	Sustainability Playbook (TP) Development/Revision; Skill-Gap Analysis; Recruitment; Rolling Policy Audit (2-3 items)	Recruitment Targets; Member-led Policy Literacy Reports; Annual Policy Compliance Tracker
November	FA 2 (ISG #9)	MOY/EOY Board/ED Professional Performance Process; TP Progress; Rolling Policy Audit (2-3 items)	ED/Board Evaluation Rubric/Criteria; Annual Policy Compliance Tracker
December	FA 1 (ISG #10)	Board Self-Assessment & ED MOY Eval Deployment; Rolling Policy Audit (2-3 items); AY 26-27 Charter Draft	AY 26-27 Charter Draft; Board Self-Eval and ED Eval Surveys Live; Compliance Status Check (Reportwell); Annual Policy Compliance Tracker
January	FA 1, 3 (ISG #10 #12)	5-Year Strategy; Succession; Rolling Policy Audit (2-3 items)	Year 6-10 Roadmap; Mid-Year Self and ED-Eval Synthesis/Review; Annual Policy Compliance Tracker
February	FA 1 (ISG #10)	New Member Vetting; TP Review; Staff Survey	Candidate Recommendations; Revised SP; Caregiver / Family & Staff Satisfaction Data Pulse;

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
		Review; Rolling Policy Audit (2-3 items)	Annual Policy Compliance Tracker
March	FA 2 (ISG #9)	Strategic Goal Review; Rolling Policy Audit (2-3 items)	Strategic Goal Updates; Annual Policy Compliance Tracker
April	FA 1 (ISG #10)	Board/CEO Performance Review; Onboarding Design; Rolling Policy Audit (2-3 items)	EOY ED Evaluation Data Collection Apr/May; Orientation Materials; Succession Planning Docs; Annual Policy Compliance Tracker
May	FA 3 (ISG #12)	Final Policy Compliance Audit; Rolling Policy Audit (2-3 items)	ED Evaluation Memo; Compliance Sign-off; Annual Policy Compliance Tracker
June	All Goals	EOY Self-Assessment Analysis	Update Sustainability Playbook; EOY Governance Efficacy Report

Board Self-Evaluation & Development Prompts (examples)

- **Shared Vision:** Do the board and the CEO have a written, shared definition of "Governance Excellence"?
- **Ends vs. Means:** Did we spend more time this meeting on "The Results" (Ends) or "The Execution" (Means)?
- **Succession Readiness:** If a key board leader left tomorrow, is there a documented process for their replacement in the [SPARK Playbook?](#) See Bylaws, Article 3 (Directors). Section 6. [Vacancies](#) & Article 5 (Officers). Section 6. [Vacancies](#). [Nutshell:](#) If something were to happen, with a majority vote anyone can fill a role until the next Annual Meeting. See also the [Draft 25 - 26 Emergency Board Succession Plan](#).

Focus: Status & Meeting Template

Pulse Dashboard (Monthly Report)

Part 1: The Status Check

Metric Category	On Track	Off Track	At Risk	Note (context, optional)
Board Management	☐	☐	☐	
ED Management	☐	☐	☐	
Policy/Compliance/Reporting	☐	☐	☐	

Part 2: Strategic Alert (Staff Responsibility)

- **Primary Blocker:** (e.g., systemic blockers, staffing vacancies, or data delays)
- **Requested Board Action/Advice:** (e.g., policy clarification or advocacy needs)

Part 3: The "5-Minute" Pulse

- ☐ Proceed to Deep Dive (All systems green)
- ☐ Request Operational Review (Need 10 mins to discuss blocker)

Governance Committee: Monthly Agenda Template (use for both internal and external)

Time	Agenda Item	Description / Purpose
6:00 – 6:10	The Pulse Dashboard Review	Quick Review using the "Pulse Dashboard" form above. Notetaker completes Qs on the Gov Comm Mtg google form (creates an archive for the year). If all Green, skip operational details. If Red/Yellow, spend 5 minutes clarifying blocker.
6:10 – 6:20	Compliance & Reporting	Executive Responsibility. Verify high-level compliance (e.g., Reportwell). If there are no issues, move to deep dive.
6:20 – 6:30	Policy Pulse (Rolling Review)	Ongoing review of policy backlog. Conduct rolling audits of 2-3 specific policy items per cycle.
6:30 – 7:15	Strategic Deep Dive	Board Oversight. The core of the meeting. Focused on monthly Focus Area(s).
7:15 – 7:25	Board Inquiry & Actions	Governance. Determine need for policy change, resource reallocation, or affirmation of strategy.

Time	Agenda Item	Description / Purpose
7:25 – 7:30	Meeting Wrap-Up	Closure. Confirm action items and "Goal Steward" for next month.

Strategic Deep Dive Questions

1. **1. So What, Now What? (Strategic Inquiry):** How does data impact the 2027-2032 charter term trajectory?
2. **2. Peer View, Local & Global Connections (Comparative Context):** Are we an outlier compared to peer schools?
3. **3. Strategy Check, Oops or Ops (Policy Alignment):** Is the current 'Means' the best way to reach our 'Ends' results?

Governance Committee Briefing Sheet (2026-2027) ~ based on committee charter

The Leadership School (TLS) *Our Core Philosophy: Ends vs. Means*

The Governance Committee is the strategic engine of the Board. Our primary philosophy is the distinction between **Executive Responsibility** (the "Means"—the *how* of day-to-day operations) and **Board Oversight** (the "Ends"—the *what* of mission impact). We partner with the Executive Director to ensure the school is effectively led, while maintaining clear boundaries to support operational autonomy.

Our Three Strategic Pillars

1. **Board Pipeline (Recruitment & Succession):** We manage the board lifecycle, ensuring we have the talent, diversity, and skill sets required to navigate the 2027–2032 charter renewal.
2. **Executive Partnership (Oversight):** We foster a professional, accountable partnership with the Executive Director, monitoring performance through a strategic lens rather than getting lost in daily details.
3. **Fiduciary Hygiene (Policy & Compliance):** We uphold the school's legal and ethical standards through a "Rolling Policy Audit," ensuring compliance is a continuous process, not an end-of-year rush.

How We Work (The Cadence)

- **Meeting Schedule:** First Wednesday of every month, 6:00 PM – 7:30 PM (Virtual).
- **The "Pulse" Protocol:** We start every meeting with a "Dashboard Pulse" to quickly clear operational questions. If the dashboard is "Green," we skip the details and move immediately to our **Strategic Deep Dive**.
- **Goal Stewards:** Every monthly meeting assigns a "Goal Steward" to lead the inquiry into specific strategic goals. This ensures accountability for the Board's 12 internal charter goals.

- Committee Members: Becky Langrall (Committee Chair / VC), Stephanie Madlinger (Chair), Gary Stevenson (Treasurer), Susie Lake, Whitney Perry, Courtney Moulder (ED)

Governance Scorecard Alignment (Year 5 Focus)

As we approach the charter renewal, our committee owns the "Primary Oversight" for specific goals from the 12 internal charter targets:

Focus Area	Core Goals Managed
FA 1: Board Development	Goal 10: Board Engagement & Capacity
FA 2: Executive Oversight	Goal 9: Staff Satisfaction & ED Leadership Efficacy
FA 3: Policy, Compliance, & Reporting	Goal 12: Compliance/Reporting & Bylaws Maintenance

Note: We also provide secondary oversight for Academic & Fiscal goals (1-8 & 11) by monitoring ED leadership efficacy.

Strategic Imperative: The Year 6-10 Roadmap

This is Year 5 for The Leadership School. Everything we do this year is designed to sustain us from "Foundational/Operational Governance" (start-up) to "Generative Governance" (maturity). Our ultimate deliverable by June 2027 is the [SPARK Playbook \(SP\)](#), an institutional "Playbook" that ensures the school is resilient through leadership cycles and charter renewals.

TLS Finance and Facilities Committee Charter 2026 - 2027

Connection to [Board 2025 - 2027 Strategic Monitoring Plan](#)

Committee Members:

Co-Chairs	Gary Stevenson (Treasurer) and Rebecca Langrall (Board Vice Chair)
Board Members	- Stephanie Madlinger (Board Chair) - Terrence Curry, Director
TLS Staff	- Courtney Moulder, Executive Director, non-voting member - Johnathan Book, TLS Director of Operations, non-voting member - Paul Greenwood, EdOps Advisor, non-voting member

Meeting Schedule:

- Third Wednesday of every month, 6pm - 7:30pm, virtual

General Purpose of the Committee

The Finance and Facilities Committee serves as the strategic governance body responsible for upholding the financial stability, operational viability, and facility readiness of The Leadership School.

- Strategic Oversight of "Ends" (Fiscal Health & Resource Alignment):** Define and maintain quantifiable metrics for financial success that ensure the school's long-term sustainability and ability to meet its mission.
- Data Literacy & Strategic Inquiry (Audit & Compliance Knowledge):** Cultivate board-wide financial literacy to ensure members can interpret complex fiscal indicators (e.g., DSCR, days of cash) and provide rigorous oversight of annual audits and state reporting.
- Governance Capacity & Sustainability (Facility Stewardship):** Manage the committee's lifecycle and long-term facility planning, ensuring that TLS physical resources are leveraged to support the 2027–2032 charter term and beyond.

Committee Values

As a TLS Board Committee, our philosophy is built on the distinction between **Board Oversight** (the 'Ends' by which the Board ensures mission alignment) and **Executive Responsibility** (the 'Means' by which staff achieve outcomes).

- **Generative Oversight & Partnership:** We respect the distinction between strategic governance and operational execution, partnering with leadership to provide rigorous, proactive fiscal inquiry. [*TLS values: Development, Authenticity*]
- **Strategic & Sustainable Stewardship:** We view financial and physical assets as levers to ensure long-term sustainability, prioritizing decisions that fortify our school for future charter terms. [*TLS value: Empowerment*]
- **Evidence-Based Inquiry:** We interrogate performance metrics to understand the drivers of financial health, ensuring our voice is guided by data, not assumption. [*TLS value: Development*]
- **Inclusive & Transparent Governance:** We commit to transparency in our financial processes, acting as a bridge between school operations and the broader TLS community. [*TLS values: Love, Empowerment*]

Committee Goals - Board Accountability (Self-Evaluation)

The committee holds itself accountable to the Board through annual self-assessment, measuring both the efficacy of our governance processes and our impact on the school's long-term financial and physical viability.

- 1. (Committee Governance Efficacy)** On end-of-year self-assessments, 90% or more of committee members report they agree or strongly agree that the Finance and Facilities Committee functioned effectively as a high-performing governance body.
 - Evidence: Identify, recruit, and mentor committee members to ensure consistent, high-performing governance; adherence to the 'Executive Responsibility vs. Board Oversight' framework; utilization of the Dashboard Pulse; consistent prioritization of strategic 'Deep Dives' over operational status updates. At least 80% of meetings conclude with a 'Governance Check' (Did we spend more time on 'Ends' vs. 'Means'?).
- 2. (Strategic Fiscal Literacy)** On end-of-year self-assessments, 90% or more of TLS Board members report they possess a high comprehension of monthly KPIs, debt service ratios, and Finance/Facilities Bylaws.
 - Evidence: Board members demonstrate the ability to interrogate financial statements and operational data; effective use of the 'Strategic Inquiry' prompts during committee deep dives. Every board member has led at least one 'Metric Spotlight' during a deep dive, demonstrating command of a key fiscal indicator.
- 3. (Generative Oversight & Fiduciary Stewardship)** On end-of-year self-assessments, 80% or more of Board members report they agree that the committee provided effective oversight, resulting in no material audit findings and sustained 60+ days of cash.
 - Evidence: Verification that internal controls and CSP grant drawdowns are managed with fidelity; successful navigation of annual audit cycles; evidence of proactive, long-term capital planning. 100% of 'Risk Log' items were addressed or mitigated within one meeting cycle; zero material audit findings.

4. (Governance Continuity) The committee maintains a governance continuity handbook ([SPARK Playbook](#)) including up-to-date SOPs for donations, grant drawdowns, and loan compliance to ensure leadership succession readiness.

- Evidence: A formalized, living repository of committee policies and procedures, reviewed and updated annually for incoming members, reflecting ongoing innovations in practice. The handbook is audited and signed off by the Chair in June, with 100% of 'Next-Year' transition items documented.

5. (Strategic Facility & Development Growth) The committee provides rigorous oversight of long-term capital expansion and development milestones, ensuring that facility maturity and revenue diversification keep pace with the school's enrollment growth.

- Evidence: Monthly tracking of the 'Facility Roadmap' milestones; biannual collaborative meetings with the Development Committee to align grant/donor pipelines with capital needs.

Focus Area 1: Long-Term Financial Stability & Sustainability

Note: Connect to original Charter Goal #11: Fiscal Responsibility (Maintaining cash/fund balance)

- **Impact Statement:** We ensure the school's financial foundation is resilient enough to support academic excellence and growth and operational viability throughout the charter term.
- **Connection to Strategic Monitoring Framework:** Directly supports the [MCPSC Performance Framework Goal #2](#): Near-Term Financial Measures.
- **Measurement:**
 - Maintain a fund balance of over 12% at year-end.
 - Maintain at least 60 days of cash on hand at all times.
 - Achieve a Debt Service Coverage Ratio (DSCR) of 1.1 or higher (Targeting 1.4–1.5 for optimal sustainability).
- **Executive Responsibility (Staff):**
 - Monitor school financial progress and trends monthly.
 - Coordinate with financial partners (EdOps) to provide timely and accurate monthly statements.
- **Board Oversight (Committee):**
 - Review monthly financial statements to monitor progress and partner in problem solving as required.
 - Monitor financial KPIs to support the school's future growth.
- **Board Accountability:** Provide a short presentation on key performance indicators (KPI) and relevant context at each board meeting.

- Transition to Years 6-10: In alignment with the upcoming charter term, this year's committee actions serve as a pilot/baseline for long-term fiscal modeling and debt service management, ensuring our financial resilience and forecasting methods are ready for the 2027-2032 renewal.

Focus Area 2: Operational Efficiency & Resource Stewardship

Note: Connect to original Charter Goal #11: Fiscal Responsibility (Resource management) & Charter Goal #12: Compliance/Reporting

- **Impact Statement:** We optimize the use of public and private funds through efficient internal systems and proactive grant management.
- **Connection to Strategic Monitoring Framework:** Aligns with "Stewardship of Resources" and "Efficient Management".
- **Measurement:**
 - Quarterly submission of CSP grant-related expense reimbursements.
 - 100% of staff credit card receipts submitted by the last Friday of each month.
 - 0% delays reported by financial partners (EdOps) due to internal school inputs.
- **Executive Responsibility (Staff):**
 - Consistently execute internal systems to allow financial partners to complete monthly tracking efficiently.
 - Manage non-staff spending plans (technology, furniture, PD) in alignment with grant criteria.
- **Board Oversight (Committee):**
 - Monitor donations and grant activity monthly, including CSP drawdown status.
 - Review internal systems and staff capacity for managing fiscal documentation (e.g., Divvy receipts).
- **Board Accountability:** Standardize the monthly report to include a "CSP Grant Progress" dashboard mapping original forecasts against actual drawdowns.
- Transition to Years 6-10: In alignment with the upcoming charter term, this year's committee actions serve as a pilot/baseline for internal control systems and resource management, ensuring our operational frameworks are robust and ready for the 2027-2032 renewal.

Focus Area 3: Fiscal Transparency & Fiduciary Compliance

Note: Connect to original Charter Goal #11: Fiscal Responsibility (Audit integrity) and Charter Goal #12: Compliance/Reporting

- **Impact Statement:** We uphold the highest standards of integrity and transparency through rigorous audits and on-time compliance reporting.
- **Connection to Strategic Monitoring Framework:** Aligns with [MCPSC Performance Framework \(PFG\) Goal #2: Financial Reporting & Compliance](#) and [PFG #11: Reporting](#).
- **Measurement:**
 - 100% of state data and financial compliance expectations met via Reportwell.
 - 95% on-time submission rate for all authorizer and state reports.

- Annual audit results in an unqualified opinion with no material findings.
- **Executive Responsibility (Staff):**
 - Partner with the Board to conduct a needs assessment each February (staff, programming, facilities) as the basis for collaborating with our financial partner, EdOps, to prepare and recommend an annual budget for board approval.
 - Complete the "Provided by Client" (PBC) list for auditors by the established fall deadline.
- **Board Oversight (Committee):**
 - Recommend the selection of an auditor and meet with them prior to board approval.
 - Inquire about financial controls and policy exceptions via a quarterly questionnaire.
- **Board Accountability:** Deliver at least one formal Board education session per year focused on state reporting oversight and financial literacy.
- Transition to Years 6-10: In alignment with the upcoming charter term, this year's committee actions serve as a pilot/baseline for our audit readiness and state reporting infrastructure, ensuring our compliance frameworks are ready for the 2027-2032 renewal.

Focus Area 4: Strategic Facility Management & Growth

Note: Connect to original Charter Goal #11: Fiscal Responsibility (Capital/Debt planning) & #7: School Culture (Safety/Environment)

- **Impact Statement:** We provide safe, equitable, and inspiring learning environments that scale with our student population, supported by strategic fundraising and capital planning.
- **Connection to Strategic Monitoring Framework:** Supports [MCPSC Performance Framework Goal #3](#): Learning Environment (Facilities & Transportation).
- **Measurement:**
 - 100% compliance with Americans with Disabilities Act, fire inspections, and health/safety requirements.
 - Consistent execution of loan repayments as scheduled for facility expansion.
 - Annual audit of instructional technology usage indicates 90% utilization of key software.
- **Executive Responsibility (Staff):**
 - Manage facilities expansion projects, including loan compliance and construction oversight.
 - Ensure all disaster preparation, active shooter training, and all safety drill requirements are met and documented.
- **Board Oversight (Committee):**
 - Engage in long-term facility planning that aligns with programmatic needs and financial capabilities.
 - Review equity of access to technology resources and facility quality across all grade levels.

- Bridge the gap between facility needs and fundraising pipeline by coordinating with other committees and / or stakeholders to identify and track capital-specific grants and donor opportunities.(Ex: PTO, ToT, MCPSA, MCPSC, local non-profits, philanthropies)
- **Board Accountability:** Finalize a 'Year 6-10 Governance Roadmap' for facility maturity and debt refinancing by year-end.
- Transition to Years 6-10: In alignment with the upcoming charter term, this year's committee actions serve as a pilot/baseline for facility expansion oversight and loan compliance, ensuring our long-term capital planning is ready for the 2027-2032 renewal.

Governance & Monitoring Framework

This Governance & Monitoring Framework serves as the committee's operational blueprint for the 2026-2027 academic year. It aligns our monthly meeting cadence with the strategic imperatives of fiscal health, compliance, and facility stewardship. By adhering to this roadmap, the committee ensures that its oversight activities are systematic, transparent, and directly contributory to the Board's fiduciary responsibilities, while facilitating proactive, data-informed responses to emerging operational challenges.

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
July	FA 1 & 2 (ISG #11, #12)	Annual budget review; Committee calendar sync; Pivot Plan Dashboard Setup	All dates set; Budget PD; Unified Dashboard live * Annual Policy Compliance Tracker
August	FA 3 (ISG #12)	Audit prep: PBC list review; CSP Grant status	4th Q review; Audit readiness assessment; PBC List signed off * Annual Policy Compliance Tracker ; 4th Q report posted
September	FA 1 & 2 (ISG #11, #12)	Committee Charter finalization; Strategic Monitoring alignment; Annual Capital Review: Facilities Master Plan vs. Enrollment	AY 26-27 Committee Charter submitted * Annual Policy Compliance Tracker

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
October	FA 4 (ISG #7, #11)	Quarterly Financial review (Internal Controls Q); Facility/Loan check; Task Tracker check	1st Qtr statement posted in BOT portal; Verified Task Tracker locked * Annual Policy Compliance Tracker
November	FA 3 (ISG #12)	Annual Audit draft review; Single Audit (CSP) testing status; Development Pipeline Sync: Facility-related fundraising	Draft audit presented to Committee * Annual Policy Compliance Tracker
December	FA 1 & 3 (ISG #11, #12)	Final Audit approval; Mid-year budget forecast update	Audit uploaded to Reportwell * Annual Policy Compliance Tracker
January	FA 1 & 4 (ISG #11)	Mid-year KPI check; Long-term budget roadmap	Board Retreat: 5-year budget presentation* Annual Policy Compliance Tracker 2nd Q review; post report on BOT portal.
February	FA 1 & 2 (ISG #11, #12)	Budget Needs Assessment; Enrollment/Staffing targets; Debt Capacity & Expansion Check; Debt service analysis for growth	Preliminary staffing/enrollment projections * Annual Policy Compliance Tracker

Month	Core Focal Goals	Primary Meeting Agenda Topics	Key Deliverables & Action Items
March	FA 3 (ISG #12)	Internal Controls Questionnaire; Vendor/Invoicing audit; Self-Eval Prep 1	Audit policy exceptions; Governance Efficacy check * Annual Policy Compliance Tracker
April	FA 1 (ISG #11)	AY 27-28 Budget Draft; Debt service analysis; Self-Eval Prep 2; Pre-Development Audit: Reviewing cost estimates for upcoming phases	Draft budget submitted; Fiscal Literacy check * Annual Policy Compliance Tracker 3rd Q review; post report in BOT portal.
May	FA 1 & 2 (ISG #11, #12)	Final Budget recommendation; Audit Simulation; Self-Eval Prep 3	Final budget recommendation; selection of Auditor; Stewardship/Risk check * Annual Policy Compliance Tracker
June	All Goals	EOY KPI analysis; Self-assessment; Continuity Handbook Review	Board survey collected; Handover doc finalized * Annual Policy Compliance Tracker

F&F Committee: Monthly Agenda Template

Time	Agenda Item	Description / Purpose
0-5 min	Pivot Plan Status	Quick status check (Green/Yellow/Red) on Pivot Plan deliverables.
5-15 min	The Pulse Dashboard Review	Quick review. Use the "Dashboard Pulse" form. If Green, do not review operational details. If Red/Yellow, spend 5 min clarifying.

Time	Agenda Item	Description / Purpose
20-30 min	Compliance & Reporting	Executive Responsibility. Verify high-level compliance (e.g., audit prep). Growth & Development Sync Strategic alignment between facility expansion needs and fundraising/grant pipelines.
30-85 min	Strategic Deep Dive	Board Oversight. Focused on the monthly Focus Area. Use the "Strategic Inquiry" checklist.
85-93 min	Board Inquiry & Actions	Governance. Did the deep dive reveal a need for policy change? Record recommendations.
93-95 min	Meeting Wrap-Up	Governance Check: Did we spend more time on 'Ends' vs. 'Means'? Confirm next steps.

Chair's Strategic Deep Dive (Strategic Inquiry Checklist):

1. **So What, Now What?** How does the data we just reviewed impact our long-term trajectory for the 2027-2032 charter term? Are the corrective actions aligned with our strategy?
2. **Comparative Context:** How does this fiscal or operational outcome compare to peer charter schools? Are we an outlier in our spending or facility utilization?
3. **Strategy Check (Ops vs. Ends):** Is the current operational approach (the 'Means') still the best way to get to our desired result (the 'Ends'), or should we ask staff to explore a different lever?

Something to think about... see below in reference to mentions above

Transition Playbook (Strategic Growth Tools)

To ensure long-term stability, the committee maintains the following strategic tools within the Handbook:

- Facility Decision Matrix: A framework for triggers that initiate expansion (e.g., enrollment milestones).
- Donor-Capital Mapping: A repository of successful fundraising strategies and donor relationships specific to capital projects.
- Annual Fiduciary Hygiene: An annual market rate check on top 3 recurring vendors and an internal control 'stress test' to ensure system integrity.

Proposal: The Governance Continuity Handbook

This proposal outlines the implementation of a **Governance Continuity Handbook**, framed as an **institutional insurance policy**. It protects the school from knowledge loss during leadership cycles and ensures every committee operates at the same high level of efficacy. This handbook is not meant to replace Bylaws but acts as the **"Process Layer"** that sits on top of current documentation.

Document Layer	Role	Content Nature
Bylaws	The Constitution	Defines the "Rules of the Game." (e.g., How officers are elected, what constitutes a quorum). It is legalistic and static.
Board Handbook	The Orientation Guide	Defines "Who We Are & Where We Are." (e.g., Mission, staff directory, board member contact list, basic logistics).
Governance Continuity Handbook	The Playbook	Define "How We Lead." (e.g., How we interpret the Bylaws, how we run a "Strategic Inquiry," how we do an audit simulation).
Meeting Notes	The Evidence	The tactical record of "What We Did." These are the logs that prove you followed the process.

NEW IDEA - ONE PAGE COMMITTEE BRIEFING added 7/25/26 ~ see below

Finance & Facilities Committee Briefing Sheet (2026-2027) - based on committee charter

The Leadership School (TLS) Our Core Philosophy: Ends vs. Means

The Finance & Facilities Committee is the fiduciary engine of the Board. Our primary philosophy is the distinction between **Executive Responsibility** (the "Means"—the operational methods staff use to manage budget, facilities, and grants) and **Board Oversight** (the "Ends"—the fiscal health, compliance, and asset sustainability we require). We partner with school leadership by providing rigorous, objective inquiry to ensure

our resources are always aligned with the TLS mission.

Our Four Strategic Pillars

1. **Long-Term Financial Stability (FA 1):** We ensure the school's financial foundation is resilient, prioritizing cash reserves, fund balance targets, and sustainable debt coverage to weather the charter term.
2. **Operational Efficiency & Stewardship (FA 2):** We optimize public and private funds, ensuring internal systems (receipts, grants, reimbursements) operate with high fidelity and zero material delay.
3. **Fiscal Transparency & Fiduciary Compliance (FA 3):** We uphold the highest standards of integrity through proactive audit readiness and consistent, on-time compliance reporting (Reportwell).
4. **Strategic Facility Management (FA 4):** We scale our physical environment to match our enrollment growth, balancing current safety/compliance needs with long-term capital planning.

How We Work (The Cadence)

- **Meeting Schedule:** Third Wednesday of every month, 6:00 PM – 7:30 PM (Virtual).
- **The "Pulse" Protocol:** We start every meeting with a "Dashboard Pulse." If fiscal KPIs are "Green," we skip the operational minutiae and move immediately to our **Strategic Deep Dive**.
- **Goal Stewards:** Every meeting assigns a "Goal Steward" to lead the inquiry into specific strategic goals. This ensures clear accountability for the Board's fiduciary health.

Strategic Scorecard Alignment (Year 5 Focus)

As we approach charter renewal, our committee owns the "Primary Oversight" for these mission-critical goals:

Focus Area	Core Goals Managed
FA 1: Stability	Goal 11: Fiscal Responsibility (Fund balance, Cash flow)
FA 2: Stewardship	Goal 8: Retention/Enrollment (Budget Alignment)
FA 3: Compliance	Goal 12: Compliance/Reporting (Audit & Reportwell)
FA 4: Facilities	Goal 7: School Culture (Safety/Environment) & Goal 11

Note: We also provide secondary oversight for academic goals, as financial health is the fuel for instructional excellence.

Strategic Imperative: The Year 6-10 Roadmap

This is Year 5 for The Leadership School. Everything we do this year serves as a **pilot/baseline** for our renewal application. Our work is focused on refining the internal controls, facility expansion playbooks, and state-reporting infrastructure that will demonstrate to our authorizers that TLS is a mature, sustainable institution ready for the 2027–2032 charter term.



THE LEADERSHIP SCHOOL

EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School Annual Board Report – July 2026

Executive Summary

This Annual Board Report provides an overview of The Leadership School's progress during Year Four of its charter. Key highlights include significant gains in student academic growth, strong progress toward strategic goals, continued financial stability, and robust compliance across reporting standards. Overall performance demonstrates positive momentum as the school prepares to expand into Grade 6 and continue advancing its mission.

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Introduction

At the end of Year Four of a five-year charter with the Missouri Public Charter School Commission (MCPSC), The Leadership School Board of Directors is pleased to provide an account of The Leadership School's progress toward its mission and vision:

School Mission

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

School Vision

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

In Year Three, Co-Executive Directors, Courtney Moulder and Keisha Seymour, and TLS Staff added the following equity statement:

Equity Vision Statement

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

In alignment with the School's Mission, Vision, and Equity Vision statement, and after careful review of school data and comparative data from neighboring schools (both public and public charter), school leaders and board members proposed the adoption of a set of **Revised Charter Goals** that are both rigorous and attainable, [viewable here](#), along with rationales for revisions.

Accordingly, the board is holding the school accountable to the Revised Charter Goals knowing that these will ensure the school *exceeds comparable local schools on similar metrics*. Based on this revised goal framework we offer our stakeholders the following end of year report.

Accountability Monitoring

This past year, the three TLS Board of Director committees ([Finance & Facilities](#), [Governance](#) and [School Performance](#)) together with TLS leadership used the [TLS Board - 2027 Strategic Goals & Objectives Monitoring Framework](#) to monitor progress toward our revised charter goals. The framework was used to help drive decisions about how to differentiate instruction to support individual student needs as well as the teacher coaching needed to ensure effective curriculum delivery.

Each month, Executive Director, Courtney Moulder, consolidated goal data and related planning to share at board and committee meetings. These reports can be found within the board meeting minutes on the TLS website at the Board on Track portal ([Board of Directors > Governance > Documents](#)). The School Accountability Model below illustrates how these systems worked together in AY 26 to drive data collection, analysis, strategic decision-making, and reporting.

Figure 1

School Accountability Model



School Performance Goals 1 - 4

The [TLS Board School Performance committee](#) is responsible for monitoring the first four revised goals. You can see this monitoring in action by reviewing the monthly committee meeting minutes included in the board meeting packet in the school's [Board on Track portal](#) on the [TLS website](#).

Goal 1 (MAP Proficiency) | Status: On Track

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)

The most public of school metrics, Goal 1 relates to school performance on the state test known as the Missouri Assessment Program or MAP. As Goal 1 is based on performance in Year Five of the Charter (2026 - 2027) and the school is currently in Year Four, the School Performance committee is looking for evidence that the school is *on track* to meet this goal by Spring of 2027.

At the midyear, [we shared the progress students had made toward this goal in Years Two and Three](#), respectively. We are awaiting the public release of the Spring 2026 MAP results and will review them in our 2026 - 2027 Midyear Board Report.

Goal 2 - Reading Growth | Status: Needs Improvement

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

From Fall of 2025 to Spring of 2026, TLS saw a significant decrease in students in Grades 1 - 5 scoring two or more years below grade level *in reading* as measured by the iReady assessment. As seen in Table 1 below, students met the goal of 50% reduction in half of the grades and came very close in the others. As students rise through the grades, this goal is harder to reach as there are potentially more years to catch up for some students.

Table 1

*Percentage Reduction of Students Reading Two or More Years Below Grade Level from Fall 2025
- Spring 2026*

#	G	Reading: Fall to Spring	Growth Goal Met/Not Met
39/44	K	From 33 (82%) students at 1 year below to 12 (31%). Goal: 17 (41% or less)	Met
44/48	1	From 9 students (20%) 2+ years below to 1 (2%) below. Goal: 5 (10% or less)	Met
42/47	2	From 18 students (43%) at 2+ years below to 9 (21%) below. Goal: 9 students (21%)	Met
40/42	3	From 26 students (64%) at 2+ years below to 15 (36%). Goal: 13 (32%)	Not met
38/41	4	From 19 students (50%) at 2+ years below to 12 (31%). Goal: 10 (23%)	Not met
45/49	5	From 23 students (51%) at 2+ years below to 19 (42%). Goal: 12 (26%)	Not met
TLS	Total	Minus Kindergarten (by definition cannot be 2+ years below): 95 students 2+ years below in the fall to 56 = 41% reduction	Close

It is easier for earlier grade levels to “catch up” as older students can fall further than two years behind, making the “distance” longer to reach the goal. Subtracting the data for students in kindergarten, who by definition, cannot be reading two or more years below grade level, teachers reduced the number of students reading two or more years below grade level by 41%, rather than the target of 50%, so were close, but ***fell 9 pts short of meeting the goal. Families and caregivers can support students’ growth in this area by obtaining a library card and checking out books each week (Cabanne Library Branch, 1106 Union Blvd, Saint Louis, MO 63113), reading out loud to their children on a daily basis, and encouraging them to read high interest books and articles daily on their own. Free online resource sites include: [Reading is Fundamental](#), [The Barbara Bush Foundation](#), and [National Center on Improving Literacy](#).***

Goal 3 - Achievement (iReady) | Status (Reading): On Track | Status (Math): Met

By the end of Year Five, 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 Five, 25% of TLS

students will score at or above grade level in **Mathematics** according to the iReady assessment.

Below we see the rate of growth of students in reading proficiency for Grades K - 5 from fall to spring.

Table 2

Fall to Spring Growth Rates in Reading in Grades K - 5

#	Grade	Reading		#	Math	
		Fall % Early on, Mid, or Above Grade Level	Spring % Early on, Mid, or Above Grade Level		Fall % Early on, Mid, or Above Grade Level	Spring % Early on, Mid, or Above Grade Level
39/44	K	19%	70%	30/44	6%	24%
44/48	1	20%	52%	44/48	7%	48%
42/47	2	25%	54%	39/47	0%	36%
41/42	3	12%	29%	40/42	0%	20%
38/41	4	16%	34%	37/41	8%	25%
45/49	5	18%	38%	46/49	11%	37%
Avg		18.3%	46%	Avg.	5.3%	32%

Reading: Table 2 above shows that Kindergarten reading showed enormous growth with 70% of students showing grade-level proficiency by the end of the year. Students scoring proficient in reading for Grades 1 through 5 more than doubled during the year with an overall school average of **46%** proficient by year's end. The school is **on track** to meet Goal 3 of 50% proficiency by the end of Year Five. *Again, families and caregivers can support students' growth in this area by obtaining a library card and checking out books each week, reading out*

loud to their children on a daily basis, and encouraging them to read high interest books and articles daily on their own. Next year the school will be adopting a new knowledge-building curriculum for English Language Arts (ELA) called [Redthread](#), which parents can learn more about [here](#).

Math: For math we see solid growth in every grade level with almost half of students in Grade 1 showing proficiency in math. The adoption of the new *Eureka Squared* curriculum, intensive teacher coaching, and student intervention contributed significantly to these outcomes. The school has **already met Goal 3 in math** by achieving **32%** proficiency by the end of Year Four. *Families and caregivers can support students' growth in math by attending school events where training in math coaching is offered, learning more about the [Eureka Squared math curriculum](#), and using online resources for math such as through [Free Math Resources for Parents](#), [Free Math Resources](#), and [Center for Family Math](#).*

Goal 4 - Math Growth | Status: Needs Improvement

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

Similar to Goal 2 but for math, this goal aims to reduce the number of students two or more years behind in math from fall to spring by **50%**. Table 3 below shows the progress made on this goal for this year.

Table 3

Percentage Reduction of Students at Two or More Years Below Grade Level in Math from Fall to Spring

#	Grade	Math: Fall to Spring	Growth Goal Met/Not Met
30/4 4	K	From 30 (100%) students at 1 year below to 23 (77%) below. Target: 15 (50% or less)	Not met
44/4 8	1	From 10 students (23%) at 2 years below to 2 (5%) below. Target: 5 (12% or less)	Met
39/4 7	2	From 20 students (51%) at 2+years below to 5 (13%) below. Target: 10 (26% or less)	Met
41/4 2	3	From 25 students (63%) at 2+ years below to 16 (41%) below. Target: 13 students (32% or less)	Not met

		less)	
37/41	4	From 25 students (67%) at 2+ years below to 17 (46%) Target: 13 students (34% or less)	Not met
46/49	5	From 30 students (66%) at 2+ years below to 19 (41%). Target: 15 (33% or less).	Not met
TLS	Total	Minus Kindergarten (by definition cannot be 2+ years below): Reduce 110 students to 55. Actual = 59 or 46%	Close

Overall, TLS **came very close to meeting** this goal, with a 46% reduction in the number of students performing 2+ years below grade level in math rather than the target of 50% reduction. Again, these outcomes can be attributed to the careful progress monitoring and intensive intervention to support students who were the furthest behind.

Culture and Community Goals 5 - 9

The [School Performance](#) Committee also monitors these goals.

Goal 5 - Student Attendance | Status: Met

By Year Five, we will have at least a 90% average daily attendance rate or 77% proportional attendance rate.

The State of Missouri measures attendance in two ways: Average Daily Attendance (ADA) and Proportional Attendance (PA). The State of Missouri asks schools to track ADA each day to help communicate with families about the critical importance of students attending consistently to *ensure maximum school achievement (academic, social/ emotional)*. Table 4 below shows the ADA for TLS students in AY26.

Table 4

Average Daily Attendance of TLS Students in 2025 - 2026 By Month

August	September	October	November	December
91.6%	91.8%	90.6%	90.3%	90.1%
January	February	March	April	May

88.8%	88.7%	88.4%	88.5%	89.6%
2026 Academic Year Average: 89.84%				

With an ADA of **89.84%** TLS is **currently meeting** Goal 5, which it attributes in part to an incentive program introduced this fall called “Level Up” that awards wrist bands to students who attend regularly, along with recognition at monthly Pride meetings, weekly acknowledgement in *The Weekly Roar* newsletter principal Rebecca Maldonado sends to teachers, and students’ pictures posted in the hall. For those students who struggle with attendance, TLS has met with families to address barriers and sent out encouraging messages when improvements are seen. We can see that students’ attendance drops in the winter, so keeping students healthy and safely transported to and from school during these months is key.

The State of Missouri also uses a different attendance metric called “proportional attendance” **to allocate state funding**. Proportional attendance is based on *90% of students attending for 90% of the day*. This number is determined on two “count days,” once in September and again in January, so it is especially important that students attend on these days **to ensure the maximum funding** for which the school is eligible.

The state publishes the proportional attendance rate for every school in Missouri, which is calculated, in part, **by assigning every student an attendance percentage. Any student with an attendance rate below 85% earns 0 points for the school, 85 to 87.49 earns .25, 87.5 to 89.9 earns .5, and anything above 90 earns a full point.** (The remainder of the calculation is based on [factors detailed here](#).) The main message the Board would like to convey here is that **students earning less than 85% attendance really impact the school’s performance rating with the state, which translates to fewer dollars of support allocated to the school.**

Table 5 below shows the Proportional Attendance (PA) rate for TLS and local elementary schools in Academic Years 2024 and 2025, the most recent years for which comparative data are publically available.

Table 5

Comparison of Proportional Attendance at TLS and Normandy Elementary Schools in AY 2024 and AY 2025

School	Proportional Attendance in ‘23 - ‘24	Proportional Attendance in ‘24 - ‘25

TLS	71.8%	51.4%
Barack Obama Elementary	48.2%	50.2%
Bel Nor Elementary	51%	90.7%
Jefferson Elementary	49.3%	57%

TLS shows a **decline in Proportional Attendance from AY2024 to AY2025**. (Note: PA data are reported yearly in November). ***It is essential that students attend consistently both for the school's economic benefit and for the students to thrive academically and socially.***

Goal 6 - Student Leadership | Status: Partially Met

By the end of the year, the average score of students in 3rd grade and above will be a 4 or higher on a 5-point scale that they agree or strongly agree that they are developing the following leadership skills: Understanding their emotions (self-awareness), making good choices (agency), and working well with others (collaboration) as measured by pre-post Wayfinder SEL assessment data. (Rev. 2.28.26)

In December, Managing Director of Student Support Keisha Seymour, presented the board with a plan to support student leadership development through student wellness. The Plan is based on the TLS Core values of Love, Authenticity, Empowerment, and Development (LEAD) as well as the WSCC (Whole School, Whole Community, Whole Child) framework, the Missouri Model for Trauma-Informed Schools, Restorative Practices (IIRP), CASEL (Collaborative for Academic, Social, and Emotional Learning) Competencies, and a Multi-Tiered System of Support (MTSS). In Year Five (AY 27), all students K - 6 will receive lessons from the social-emotional learning curriculum called *Wayfinder*. In addition, teachers will receive training in restorative practices, trauma informed practices, and peer-led initiatives to strengthen community and equip students with skills for lifelong leadership.

To establish a baseline for the metric in Goal 6, this December TLS administered the *Wayfinder* Social Emotional Learning (SEL) survey to students following the *Wayfinder* curriculum in Grades 3 - 5. Three of the six traits measured capture key elements related to leadership development: Self-Awareness, Agency (belief in one's ability to achieve goals), and Collaboration. Table 6 below shows the average responses for students in the winter and spring indicating whether they agreed or strongly agreed with statements linked to each area, with Strongly Agree = 5 points and Strongly Disagree = 1 point.

Table 6

Average Points of Students in Grades 3 - 5 who Agreed or Strongly Agreed with Statements About Themselves in the Categories Listed

	Average Points Winter	Average Points Spring
Self Awareness	3.9	4.1
Agency	4.1	4
Collaboration	3.9	3.9

Students **met the target on two of the three criteria** for this goal, with students showing the most growth in the area of Self Awareness (understanding their emotions). For AY 27 a greater emphasis on naming and honoring when collaborating is happening, not just within lessons, but outside class such as on the playground or as part of activities associated with the new student council will become a priority, along with teaching these skills explicitly. This will be helped next year, when the *Wayfinder* curriculum is administered twice a week to students K - 6 and emphasizes all six pillars: Self-Awareness, Adaptability, Empathy, Collaboration, Agency, and Purpose. In addition, staff are working on ways to implement a school-wide approach to leadership development that becomes more deeply embedded in every aspect of school life. Look for more on this from school leaders in the coming months.

Goal 7 - Family Satisfaction | Status: Met

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.

Ensuring families are satisfied with the support The Leadership School offers their children's academic, social/emotional and physical development is important. Information in this area is gathered in several ways. First is through a survey administered in the winter and spring that uses three indicators to represent family satisfaction: The sense families have of their *child's safety* at school, their sense of their child *feeling they belong* at school, and quality of *family communication*. Table 7 below shows the average responses of the families that responded to the survey who agreed or disagreed with statements in the indicated areas, with Strongly Agree = 5 points and Strongly Disagree = 1 point.

Table 7

Average Responses of Families Who Agreed or Strongly Agreed with Statements in the Indicated Areas from Winter to Spring 2026

2026	Sense of Safety	Sense of Child Belonging	Family Communication	Family Satisfaction Total
Winter # = 46	84.8%	Emotional support: 76.1% Sch is welcoming: 95.7% Avg. 85.9%	Can approach staff with concerns: 87%	85.9%
Spring # = 62	82.3%	Emotional support: 78.7% Sch. is welcoming: 90% Avg. 84.4%	Can approach staff with concerns: 87%	84.6%

Data from this survey indicate the goal was **met this year** but more attention will be needed to ensure improvements are made to meet the 90% target in Year Five. The board will continue to monitor the school's efforts in the areas of student safety and family communication to encourage continued growth, by requiring discipline referrals be reported at monthly board meetings, families know how and when to connect with the school if there is a concern, and family-facing newsletters are posted on the school's website and shared with the Board monthly.

A second way that the TLS Board is monitoring family satisfaction is through family participation rates in all-school events. Table 8 below shows this information for AY26.

Table 8

Student and Family Participation in Fall 2025 Whole School Events

Date	Event	Number of Participants
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August 2025	Open House	175+ families
September 2025	Family University	51 participants
September 2025	Trivia Night	55 participants
October 2025	Halloween Extravaganza	25 families & K - 5th Graders
November 2025	Grand-Friends Breakfast	105 participants
December 2025	Christmas in the Kitchen	21 participants
December 2025	PTO	3 participants, + 3 staff & 1 board member
December 2025	Winter Solstice	45 families & 120 students
December 2025	Donuts with Dudes	63 participants
January 2026		
February 2026		
March 2026		
April 2026		
May 2026		
June 2026		

Goal 8 - **Student Retention** | Status: Met

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.

On September 30, TLS had 193 students enrolled. Over the course of the year, 27 left TLS, 14 of whom left due to moving out of the enrollment zone (12) or for unknown reasons (2) for a total of 5%. Thirteen students (4%) left for other reasons (e.g., dissatisfaction). We looked at the number of students who planned to return in the spring as a percent of the adjusted base (=original enrollment - 5%). See Table 9 below for a summary.

Table 9

TLS Student Retention Rates in AY26

# Enrolled on Sept. 30 → # Adjusted by 5%	Adjusted Base → # Enrolled on June 17 →	Adjusted Base % who plan to re-enroll
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	# Planning to Re-Enroll	
293 → 279	279 → 266 → 257	92%

Thanks to the hard work of the recruitment and enrollment team, **particularly the efforts of Ms. Carmen Ward, Director of Family and Community Engagement**, the school achieved a **92%** intent to re-enroll. While the actual number of students re-enrolling will only be confirmed after the start of school, there is a strong likelihood that this *goal has been met*.

Goal 9 - Staff Satisfaction | Status: Needs Improvement

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

The TNTP is a nationally normed assessment that asks teachers to respond to questions in 17 areas using a six-point Likert scale, indicating whether they “Strongly Agree” all the way to “Strongly Disagree” with statements in each of the assessed domains. The TNTP survey averages the ratings, then places the averages on a 1 - 10 scale with the national average a 5. In Table 10 we see the ratings of teachers at TLS collected in December compared to national averages.

Table 10

Teacher Ratings of Statements Related to Instructional Culture Compared with National Averages

# = 15/17	Domain	TLS	National Average
1	School operations	3.1	Lower than national average
2	Peer collaboration	4.5	Slightly lower than national average
3	Family and community engagement	4.9	Close to the average
4	Academic opportunity	4.9	Close to the average
5	Career progression	5.0	Meets national average
6	Leadership	5.0	Meets national average

7	Staff evaluation	5.2	<i>Slightly exceeds national average</i>
8	Academic expectations	5.8	<i>Slightly exceeds national average</i>
9	Supportive environment	5.7	<i>Slightly exceeds national average</i>
10	Instructional planning for student growth	5.8	<i>Slightly exceeds national average</i>
11	Belonging	5.9	<i>Slightly exceeds national average</i>
12	Professional development	5.9	<i>Slightly exceeds national average</i>
13	Hiring process	6.1	<i>Exceeds national average</i>
14	Learning environment	6.1	<i>Exceeds national average</i>
15	Teacher compensation	6.5	<i>Exceeds national average</i>
16	Observation and feedback	6.6	<i>Exceeds national average</i>
17	Manageable Work load	7.1	<i>Exceeds national average</i>

To evaluate whether 90% of teachers felt “positively about the overall instructional culture” the Board selected 12 of the 17 domains: 2, 4, 6, 7, 8, 9, 10, 11, 12, 14, 16 and 17 to evaluate. Comparison with national averages showed 2/12 = below; 7/12 = at or slightly above; 3/12 above. In total 10/12 or **83% of responses** were at or above the national average.

Another indicator the Board and TLS Leadership used to track teacher satisfaction was the percentage of staff (teachers, leaders, and non-instructional staff) who were asked back and chose to return. Table 11 shows the retention rate for AY 26, with **90%** of staff and **96%** of teachers who were asked back choosing to return.

Table 11

Retention Rate of TLS Staff and Teachers in AY 26

Total Staff in August	Staff Retention Rate	Teacher Retention Rate
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41 Staff Members	37/41 = 90%	23/24 = 96%
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Teachers who indicated their intent to remain at the school for three or more years on the TNTP survey offered a variety of reasons for their decision, as reflected in Table 12 below.

Table 12

Reasons Given by Teachers who Indicated Their Intent to Stay Three or More Years

Reason	Number of Teachers
I like the work schedule at my school	3
Ability to have a positive impact on student outcomes	2
Relationships with students and families	2
I feel safe and supported bringing my authentic self to work	1
Recognition and respect	1
Retirement benefits	1
Staff collegiality and collaboration/relationships with staff	1

Taken together, the Board determined that this goal was **close to being met**. We see that there is room for growth particularly in the area of school operations, peer collaboration, family and community communication, and academic opportunity, but that teachers and staff show a clear commitment to remaining at the school. This continuity strengthens the foundation to conduct an effective school.

Governance, Finance, and Operations Goals 10 - 12

The final three Charter Goals are monitored most closely by the [Governance](#) and [Finance & Facilities](#) committees.

Goal 10 - Board Engagement | Status: Met

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

For each fiscal year, **100%** of board members will **contribute financially** to fundraising goals.

As seen in Table 13 below, the board averaged **81%** attendance at board meetings, *meeting the first part* of this goal

Table 13

TLS Board Member Attendance at AY 2026 Board Meetings

7/22	8/26	9/30	10/28	12/10	1/27	2/24	3/31	4/28	5/26	AVG
5/8 63%	5/8 63%	7/7 100%	6/6 100%	4/6 75%	7/7 100%	5/7 71%	5/7 71%	5/7 71%	7/7 100%	81%

Additionally, all board members contributed financially to the school each month, raising a total of **\$35,837** for the year *meeting the second part of this goal*.

Table 14

Rates of Board Giving by Month

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb.	Mar	Apr	May	June
Contributors/ Total Board	3/8	2/8	7/8	6/6	2/6	2/6	1/6	1/6	1/6	1/6	1/6	2/6

Other sources of funding, in addition to donations, state and federal funds, that the school has benefited from this year included a 2 million dollar grant from the Charter School Program (CSP) awarded in the spring of 2024, which runs through the end of the 2026 - 2027 school year and is aimed at supporting the school's expansion from K - 2 to K - 8 during the first five years of operation.

In addition to these funding sources, TLS PTO and staff contributed to fundraising through programs like Double Good Popcorn sales and Skating for Change events, as well as soliciting/coordinating donations from community partners like Midwest Bank Centre and Christmas in the Kitchen. In total, donations to the school from these sources totalled close to **\$9,800**.

The Board honors the hard work of the TLS staff and PTO to organize and hold these fund-raising events. The Board encourages families to attend PTO meetings to show their support, learn how to become involved, and more about the school's work. For parents and caregivers who cannot attend in person, the school is pursuing a way to make meetings hybrid to include more families.

Finally, the Board set an internal goal for each board member to participate in at least one school event per quarter. During the year, board members were involved in events every month of the year as seen in Table 15.

Table 15

Board Engagement in School Events by Month

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Participants/ Total Board	1/8	0/8	2/6	1/6	1/6	1/6	3/6	1/6	2/6	4/7	3/7

Goal 11 - Fiscal Responsibility | Status: Met

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**.

The school ended the year having met Goal 11 as seen in Table 16 below.

Table 16

Key Financial Performance Indicators for AY26

	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Days of Cash (< 45)	76	86	71	71	73	72	61	82	82	64	59	75
Gross Margin (> 5%)	7%	10%	6%	7%	7%	7%	5%	9%	9%	4%	2%	5.6%

% Fund Balance @ Year's End (> 12%)	21%	24%	20%	20%	21%	20%	18%	22.3%	22%	17%	14%	18%
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The school is projected to end the year with a fund balance of \$968,117. Last year's fund balance was \$648,551.

The school **annual audit** raised no concerns. [link when available]

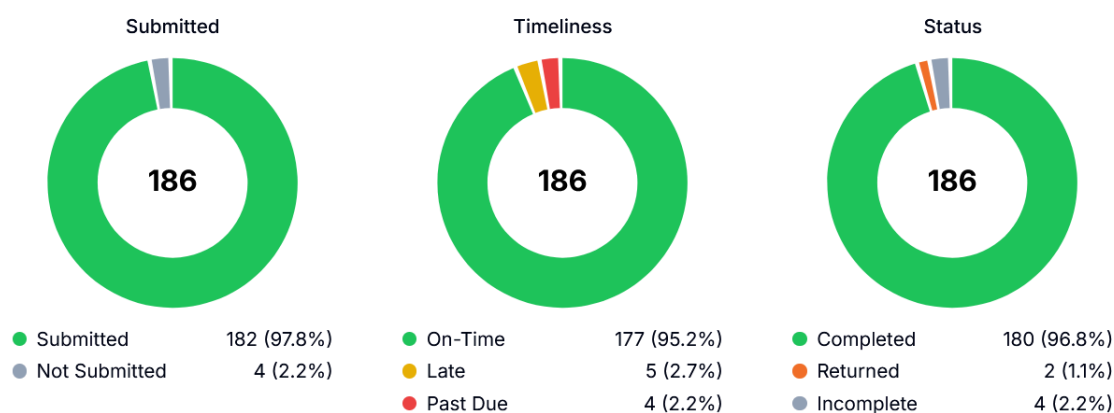
Goal 12 - **Compliance/Reporting** | Status: Exceeded

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

Each year TLS is responsible for submitting close to 200 reports to our authorizer, the Missouri Public Charter School Commission (MCPSC) and the Department of Elementary and Secondary Education (DESE) to ensure we are in compliance with all state and charter requirements. Figure 2 shows the submissions, timeliness, and completion of these reports as of June 30, 2026.

Figure 2

Submissions, Timeliness and Completion for Reports July 2025 - June 2026



Overall, The Leadership School has **exceeded the 90% set for this goal**, with **97%** of the required reports completed and **95%** of them on time.

Policy Work

In addition to monitoring progress toward the twelve charter goals, the Board actively engages in policy work to ensure operational compliance, foster a healthy school culture, and provide clear strategic guideposts. The Board systematically addresses policies through scheduled annual, biennial, and periodic reviews, as well as developing new policies in response to emergent needs.

Policy Review & Alignment

To ensure ongoing compliance and organizational integrity, the Board conducted reviews of several foundational operational and legal policies:

- [Sunshine Policy](#): Reviewed to maintain public transparency and meet state open meeting standards.
- [Professional Development Opportunities Policy](#): Evaluated to support continuous instructional improvement and staff growth.
- **Get the Lead Out of Drinking Water & Seclusion, Restraint, & Corporal Punishment Policies**: Reviewed to uphold essential student health, safety, and well-being standards.
- **Parental Involvement (Title IA) & FMLA/FERPA Rights Policies**: Assessed to safeguard family engagement rights and statutory privacy protections.
- **School Calendar & Diabetes Individualized Plan Policies**: Reviewed to streamline operational schedules and specialized student health supports.
- **Organ, Eye, Tissue Donation, Drug-Free Workplace, and Will's Law Policies**: Maintained in alignment with state statutory health and workplace requirements.
- [School Closure Policy](#): Reviewed to ensure clear protocols and financial escrow compliance during emergency situations.
- [Student Fees & Solicitations Policies](#): Examined to regulate fundraising practices and maintain equitable access to school activities.
- [Capital Assets Accounting Policy](#): Reviewed to mandate physical inventory management every two years.

Policy Revisions

Key operational frameworks were updated to align with evolving administrative needs and DESE standards:

- **Annual Performance Report Information Policy**: Updated to reflect state reporting metrics and strengthen data governance.
- [Personnel Evaluations Policy](#): Revised to establish structured, performance-aligned evaluation standards across leadership and instructional staff.

New Adoptions

The Board formally adopted several state-mandated model policies to meet statutory compliance requirements:

- **[Electronic Communications and Device Policy](#)**: Adopted to guide digital safety and appropriate technology use across the school community.
- **Special Education Records & Records Retention Model Policies**: Instituted to guarantee legal compliance with record-keeping and student data privacy legislation.
- **Bus Driver Background Check Policy**: Established to enforce rigorous transportation safety and vetting protocols.
- **CROWN Act Policy**: Implemented to prevent discrimination based on hair texture and protective hairstyles, supporting an inclusive cultural environment.

Strategic Development

To proactively address emerging governance priorities and school mission alignment, the Board developed custom local policies:

- **[Employee Professionalism Policy](#)**: Created to establish explicit workplace standards, ethical expectations, and professional conduct guidelines.
- **[Public Comment Policy](#)**: Formulated to structure community participation and provide transparent public dialogue channels during board meetings.

The [complete set of TLS Bylaws and Policies](#) can be viewed online.

Conclusion

As The Leadership School enters Year Five of its charter, the strong academic growth and momentum achieved across our key performance metrics demonstrate clear progress toward our long-term vision. The upcoming physical expansions including the addition of Grade 6, a new gymnasium, a dedicated playground, and an in-house commercial kitchen will serve as vital catalysts for student leadership, wellness, and comprehensive community growth. These enhancements will provide our young leaders with enriched opportunities to collaborate, build character, and thrive in an environment designed to support the whole child.

This meaningful progress is a direct result of the relentless passion, dedication, and expertise of the TLS staff and leadership team. As we look ahead, we invite all families, partners, and community members to actively engage with us in shaping the school's next chapter. We encourage stakeholders to join us at our upcoming August coffees and gatherings—offered both virtually and in person—to share ideas, ask questions, and collaborate on our continued journey.

It remains our highest honor to serve the students and families of The Leadership School. Together, we stay deeply committed to advancing our mission: cultivating an academically rigorous, culturally relevant, and supportive environment where every student is empowered to lead, achieve, and make a lasting positive impact on their community and the world.

Dr. Rebecca Langrall, Board Chair (rlangrall@tlsstl.org)
Gary Stevenson, Board Treasurer (gstevenson@tlsstl.org)
Terrence Curry, Director (tcurrey@tlsstl.org)
Shinita Jones, Director (sjones@tlsstl.org)
Dr. Stephanie Madlinger, Director (smadlinger@tlsstl.org)
Tanisha Montgomery, Director (tmontgomer@tlsstl.org)
Aaron Williams, Director (awilliams@tlsstl.org)

Executive Director Succession Plan

The Leadership School Charter School

Normandy, Missouri

Adopted by the Board of Directors: [Date]

Effective Date: [Date]

Next Scheduled Review: [Date, one year from the adoption date]

I. Purpose of This Plan

The purpose of this Succession Plan is to ensure leadership continuity, operational stability, and fidelity to The Leadership School's mission in the event of either a **planned or unplanned transition** of the Executive Director (ED).

This plan:

- Establishes **clear interim leadership authority**.
- Defines **emergency response protocols**.
- Provides a **structured, transparent process** for planned leadership transitions.
- Clarifies the **role of the Board versus the outgoing Executive Director**.
- Protects the integrity of the hiring and selection process.

II. Guiding Principles

1. Leadership continuity is essential to student success and organizational health.
2. The Board of Directors bears ultimate responsibility for Executive Director succession.
3. Emergency transitions require **speed, clarity, and decisiveness**.
4. Planned transitions require **intentional timelines, transparency, and overlap**.
5. The outgoing Executive Director shall **not participate in candidate selection or evaluation** to preserve fairness and independence.

III. Key Roles Covered by This Plan

- Executive Director (Primary focus) (CM)
- Lead Principal (RM)
- Director of Student Support / Culture (KS)
- Director of Operations (JB)

This plan focuses primarily on the Executive Director role, with interim authority cascading to other senior leaders as outlined below.

IV. Emergency Succession Plan (Unplanned or Immediate Departure)

A. Definition of Emergency Succession

An emergency succession occurs when the Executive Director is unable to fulfill their duties due to:

- Sudden resignation
- Medical emergency
- Termination

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- Death or incapacity
- Any unexpected absence exceeding **ten (10) consecutive school days**, or any absence that the Board determines, by majority vote, significantly disrupts the educational program or financial operations of the school. In addition to the 10-day threshold, an emergency is triggered by any event that prevents the ED from fulfilling their core operational duties (e.g., financial oversight, board reporting, or legal compliance) as defined in the current ED Job Description.

B. Interim Executive Director Designation

Upon confirmation of an emergency transition, the Board shall immediately appoint an **Interim Executive Director Team** including a combination of:

- **Director of Operations (JB)**
 - Assumes interim authority if available and in good standing
 - Oversees operations
- **Lead Principal (RM)**
 - Assumes interim authority if the Director of Student Support is unavailable
 - Focuses on instructional leadership and daily school operations
- **Managing Director of Student Support (KS)**
 - Assumes student and family/caregiver culture
 - Focus and oversees all student and family facing matters
- **Board Chair, Vice Chair, Treasurer or an appointed Board member**
 - Identified annually by the Board as a contingency option

The Board may bypass the order of succession if circumstances warrant and must record justification in meeting minutes. A team of leaders may be appointed with a designated primary point of contact of the Board Selected designee.

Any Interim ED appointed by the Board shall be provided with a modified Performance Action Plan relevant to the Interim period, ensuring continuity of the school's primary goals (Charter renewal and operational stability).

C. Authority of Interim Executive Director

The Interim Executive Director shall:

- Exercise full operational authority of the charter school
- Maintain continuity of academic programming
- Serve as the primary liaison to the Board
- Initiate Family & Staff Communications
- Execute existing strategic priorities without initiating major new initiatives unless approved by the Board
- The Interim ED's authority is subject to the specific performance metrics and growth areas defined in their Performance Action Plan (as referenced in their Employment Agreement), ensuring the Interim period is used for both stability and necessary organizational improvements.

The Interim ED **may not**:

- Make permanent staffing changes at the senior leadership level
- Enter into long-term contracts without Board approval

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D. Immediate Board Actions (Within 48 Hours)

1. Convene an emergency Board meeting
2. Formally appoint the Interim Executive Director and / or team of senior leaders
3. Approve internal and external communications
4. Notify the school's authorizer and key partners
5. Establish a Succession Search Committee

E. Communication Protocol

- **Staff** notified first (same or next business day)
 - Email and / or in-person meeting
- **Families and community** notified within two business days
 - Email, Robo call, Infinite Campus, DoJo
- **Authorizer** Notified within required timeframe
 - Email and / or phone call / virtual meeting

F. Emergency Financial Authority

To ensure operational continuity, the Board Chair, Vice Chair, and Treasurer shall maintain verified signatory authority on all school financial accounts at all times. In the event of an emergency ED departure, these Board Officers are authorized to initiate necessary financial disbursements until such time as the Interim ED's own signatory authority is processed by the financial institution.

G. Legal & Regulatory Point of Contact

During any leadership transition, the Board Chair (or designee) shall serve as the exclusive point of contact for legal counsel and the school's charter authorizer. The Interim ED is directed to refer all such inquiries to the Board Chair to ensure consistency, protect privilege, and maintain regulatory compliance.

V. Planned Succession Plan for an Anticipated Departure**A. Notice Period Expectations**

The Executive Director is strongly encouraged to provide **at least 6 months' written notice** for a planned transition.

B. Succession Timeline Overview

Timeline	Action
9 -12 months prior	ED notifies Board Chair in writing
9 -11 months	Board reviews strategic priorities and leadership profile; Search Committee(s) formed; Input Phase; Candidate recruitment and screening / Phase One
7 - 9 months	Second screening / Phase Two
6 -8 months	Finalist interviews / Phase Three; Board selection and contract approval
3 - 6 months	Leadership overlap, mentor / coaching and transition

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C. Stakeholder Input

1. Input Phase: the Search Committee may conduct an optional, non-binding "Listening Tour" with senior staff, including current Executive Director, and community representatives to understand operational needs. This phase may not include candidate vetting or ranking.
2. Phase One interviews (9-11 months) may include virtual or phone, and / or resume & questionnaire review.
3. Phase Two interviews (7-9 months) may include virtual and / or in-person tours of school buildings.
4. Phase Three interviews (6-8 months) are in-person and include attending a full Board meeting; final interview conducted in Closed Session with the Board only.

D. Search Committee Composition

The Board shall appoint a Search Committee consisting of:

- Board members
- Optional external consultant and / or authorizer
- Current school employees
- Outgoing Executive Director

All Search Committee members serve as agents of the Board. In accordance with TLS Board policy, they are indemnified for actions taken in good faith during the recruitment and screening process. All members must adhere to the Board's Conflict of Interest policy and certify the absence of personal or professional conflicts with applicants as a condition of serving on the committee.

VI. Role of the Outgoing Executive Director

A. Permitted Responsibilities

The outgoing Executive Director may:

- Prepare organizational documentation and transition materials
- Develop or suggest interview questions
- Provide written institutional knowledge summaries
- Support onboarding during and after final selection of candidate by the Board
- Participate in a limited overlap period focused on knowledge transfer

B. Explicit Exclusions

The outgoing Executive Director **shall not**:

- Participate in candidate screening or interviews
- Evaluate or rank candidates
- Advocate for or against any candidate
- Communicate with candidates regarding selection
- Serve on or advise the Search Committee

This separation is intentional and mandatory to ensure:

- Objectivity
- Equity
- Governance integrity
- Candidate confidence

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VII. Interview & Selection Process

A. Interview Structure & Phases

The Board shall utilize a multi-phase assessment process to ensure candidates possess both the leadership vision and the operational rigor required to sustain The Leadership School.

1. Phase One: Initial Screening & Competency Review

- **Objective:** To validate minimum qualifications and assess basic alignment with the school's mission and operational culture.
- **Participants:** Search Committee.
- **Key Activities:**
 - Structured review of resumes and cover letters against the established leadership profile.
 - Virtual "screening" interviews (30-45 minutes).
 - Standardized scoring rubric to determine which candidates advance to Phase Two.

2. Phase Two: Strategic Assessment & Operational Work Sample

- **Objective:** To test the candidate's ability to handle real-world challenges specific to TLS (e.g., fiscal oversight, staff management, compliance).
- **Participants:** Search Committee.
- **Key Activities:**
 - Behavioral interview focusing on historical performance.
 - **Work Sample Requirement:** Candidates will deliver a 15-minute presentation addressing a strategic scenario provided by the Board (e.g., developing a plan to address an audit finding or responding to a critical incident).
 - Evaluation of the candidate's ability to communicate clearly, analyze data, and propose actionable solutions.

3. Phase Three: Final Board Vetting & Selection

- **Objective:** To assess governance alignment, cultural fit, and fiduciary readiness.
- **Participants:** Full Board of Directors.
- **Key Activities:**
 - Full Board panel interview.
 - Formal discussion and alignment on the candidate's readiness to uphold the Board/ED Compact.
 - Final selection via formal Board vote (recorded in meeting minutes).
 - Completion of background checks and reference verification.

B. Candidate Engagement with the School

- **Permitted:** Candidates may participate in guided tours, observe school culture (if during school hours), and meet with Board-designated representatives.
- **Prohibited:** Candidates may not meet privately with the outgoing Executive Director, nor may they receive "insider" coaching or insight beyond publicly available information. This ensures an equitable and unbiased selection process.

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VIII. Overlap & Transition Period

A. Duration

If feasible, a **30–60 day overlap period** will occur between the outgoing and incoming Executive Director.

B. Focus of Overlap

- Financial systems and reporting, including banking privileges, credit card use, etc
- Authorizer relationships
- Strategic priorities
- Staff structure and culture
- Key partnerships
- Comprehensive Asset & Access Handoff: Administrative access to Reportwell/Epicenter, ownership of the Board Task Management Tracker, Audit Readiness (PBC) list, all digital credentials for operational file structures, and a mandatory review of the Board Annual Task Calendar.
- Security and Crisis processes
- Cybersecurity Protocol: The Board shall maintain a secure "Master Credentials" repository (e.g., a digital vault or secure physical file), accessible only by the Board Chair, Vice Chair, and Treasurer in the event of an emergency. This repository shall contain access to all essential operational systems and be audited annually for "fiduciary hygiene" to ensure credentials remain current.

The outgoing ED shall act strictly as a **transition advisor**, not a decision-maker.

IX. Internal Leadership Development

The Executive Director shall maintain and annually update:

- A list of potential internal leaders
- Professional development plans for senior staff
- Emergency delegation protocols

[ED to complete annually by October 1st and submit to Board]

X. Plan Review & Approval

This Succession Plan shall be:

- Reviewed annually by the Board. **This review must be scheduled on the Board Annual Task Calendar every August.**
- Updated as leadership structure evolves
- Stored securely and accessible to Board leadership

XI. Dispute Resolution

Disputes arising regarding the interpretation or activation of this Succession Plan shall be addressed via the dispute resolution procedures established in the sitting Executive Director's Employment Agreement.

XII. Compliance & Integration Framework

To ensure full alignment with TLS governing documents, this succession plan must be interpreted in conjunction with the following framework:

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Policy/Document	Succession Plan Integration Point
TLS Board Bylaws	Foundational authority for interim appointments (Section IV)
Board/ED Compact	Defines operational/relationship boundaries for new leaders (Section IV, VII)
Conflict of Interest Policy	Mandatory vetting for Search Committee integrity (Section V)
Board Annual Task Calendar	Required review item during transition overlap (Section VIII)
Board Member Agreement	Search Committee members must be in 'good standing' (Section V)

Signatures**Board Chair:** _____**Executive Director:** _____**Date:** _____

Sample Communication for Staff:**Subject:** Leadership Update and Continuity Plan

Dear Team,

We are writing to inform you of a leadership update at The Leadership School.

Effective immediately, [Name], our [Title], has been appointed by the Board of Directors to serve as Interim Executive Director following the unexpected departure of [Former ED Name].

The Board has activated its Emergency Succession Plan to ensure continuity, stability, and uninterrupted support for our students and staff. Day-to-day operations will continue as scheduled, and our academic program, school culture, and strategic priorities remain unchanged.

We want to emphasize that our commitment to the school's **strategic roadmap remains steadfast**. Our **established operational workflows and reporting rhythms** will continue without interruption. Our daily focus remains exactly where it should be: on our students and their continued success

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The Interim Executive Director has full authority to lead school operations during this transition and will work closely with the Board to maintain clarity and consistency. No immediate changes to staffing, roles, or expectations are planned.

We recognize that leadership transitions can raise questions. We are committed to keeping staff informed and will share additional updates as appropriate. For specific inquiries regarding the leadership transition, please reach out to **[Name/Role]**, who will be serving as our primary point of contact for the Board. For all daily operational or instructional questions, please continue to coordinate with your current supervisors

Thank you for your professionalism, dedication, and continued focus on our students.

With appreciation,

[Name]

[Title – Board Chair or Interim Executive Director]

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Sample Communication for Families:

Subject: Important School Leadership Update

Dear The Leadership School Families,

We want to share an important update regarding school leadership.

The Board of Directors has appointed [Name] as Interim Executive Director, effective immediately, following the unexpected departure of [Former ED Name]. This action was taken in accordance with the school's Emergency Succession Plan to ensure continuity and stability.

Please be assured that:

- Your child's daily experience remains our top priority, and classroom routines are unchanged.
- Our instructional staff and student support teams are fully operational and focused on your child's learning.
- **TLS Board of Directors is fully engaged** to ensure we maintain the high standards, stability, and supportive environment you expect.

Our focus remains on delivering a safe, supportive, and high-quality educational experience for all students. We appreciate your trust and partnership and will communicate further updates as needed.

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If you have questions, please reach out to our transition support team at **[designated email or office]**. All future updates regarding this leadership transition will be communicated through our **[Official School Website/Newsletter/Portal]**

Thank you for your continued support of The Leadership School.

Sincerely,

[Name]

[Title – Board Chair or Interim Executive Director]

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Resources Used to outline this document:

Succession Planning Principles

The Board adopts the following core principles:

- Leadership transitions are **inevitable** and should be prepared for proactively. (mocharterschools.org)
- Continuity of leadership maintains academic quality and community trust. ([IndySchool Consultancy](#))
- Succession planning is a **shared responsibility** between the Board and the Executive Director. ([BoardSource](#))
- Plans should be **reviewed annually** and updated as needed.

Board Bylaws - suggestions to adapt

- **Emergency Interim Leadership Appointment:**
In the event of a sudden vacancy, incapacity, or unexpected absence of the Executive Director exceeding ten (10) consecutive school days, the Board of Directors shall have immediate authority to convene and appoint an Interim Executive Director or Interim Executive Director Team to execute full operational management of the school.
- **Emergency Financial Signatory Authority:**
The Board Chair, Vice Chair, and Treasurer shall maintain verified signatory authority on all financial accounts of the school to ensure uninterrupted fiscal operations during any leadership transition prior to the processing of new administrative signatories.
- **Search Committee Governance & Conflicts:**
The Board may establish a Search Committee for Executive Director selection. All committee members must adhere to the Board's Conflict of Interest policy and certify the absence of personal or professional conflicts with candidates.

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