



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Monthly Board Meeting

Published on September 28, 2026 at 4:29 PM CDT

Amended on October 24, 2026 at 4:48 PM CDT

Date and Time

Tuesday September 29, 2026 at 6:00 PM CDT

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, February 24, 2026 · 6:00 – 8:30pm

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			6:00 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	2 m
C. Public Comment Section		Stephanie Madlinger	20 m
Ten staff members would like to share updates regarding school transformation and their experiences at The Leadership School. Each will be provided two minutes to speak.			
D. Board Meeting Minutes — August 25, 2026	Approve Minutes	Stephanie Madlinger	1 m
https://app2.boardontrack.com/minutes/show/93968			
II. Executive Directors Monthly Report			6:25 PM
A. ED Monthly Report	Discuss	Courtney Moulder	30 m
III. Board Chair and Committees Reports			6:55 PM
A. Updates	FYI	Stephanie Madlinger	20 m

Goal #10 Board Engagement

- Board Meeting Attendance avg for AY 27: 67%
- Committee Meeting Attendance for September:

- Finance & Facilities: 75%

	Purpose	Presenter	Time
- Governance: 80%			
- School Performance: 100%			

Giving

- YTD: \$241

Upcoming Events

- 10.5.26 State of TLS, 5:30-6:30pm **new**
- 10.08 & 10.09 MO Charter School Conference in KC
- 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:

- Charter Renewal Updates
- Updates to Board Communication Protocol
- Board Norms

Awareness:

- Charter Management Organization

Self Study

- Shinita Simpson, Board Director PD

IV. Committee Reports

7:15 PM

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

A.	Approve 9.2.26 Governance Committee Meeting Minutes	Approve Minutes	Rebecca Langrall	2 m
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	Purpose	Presenter	Time
B. Governance Committee	Discuss	Rebecca Langrall	15 m

ACTION ITEMS

Annual Policy Review:

- [Title 1a Parent Involvement Policy](#) and [Infographic](#)
- [Seclusion, Restraint, and Corporal Punishment Policy](#) and [Podcast](#)

New

- [Antisemitism Policy](#)

Info

- AY 27 ED Evaluation Work Team update

C. Approve 8.12.26 School Performance Committee Meeting Minutes	Approve Minutes	Stephanie Madlinger	2 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](#)
- [Student Leadership Development Policy](#)

Awareness:

- [Goals Alignment Crosswalk](#)

	Purpose	Presenter	Time
• <u>Local Educational Agency Title I.A.</u>			
E. Approve 9.9.26 School Performance Committee Meeting Minutes	Approve Minutes	Stephanie Madlinger	2 m
F. Approve the Finance & Facilities August Committee Meeting	Approve Minutes	Gary Stevenson	2 m
G. Finance & Facilities Committee	Discuss	Rebecca Langrall	20 m
ACTION ITEMS			

Vote: Approve the September 16 F & F Committee Meeting Minutes

Review and Vote:

- KPIs from August's financials (slides 3 & 4) Consent Agenda Item

V. Consent Agenda 8:23 PM

A. Pending Previous Discussion: - Vote to Approve	Vote	Stephanie Madlinger	2 m
• 9.2.26 Governance Committee Meeting Minutes • 9.9.26 School Performance Committee Meeting Minutes • 9.16.26 Finance and Facilities Committee Meeting Minutes • AY 27 School Performance Committee Charter • Student Agency, Initiative, and Leadership Policy • HR Policy Additions & Revisions ◦ Whistleblower & Anonymous Reporting Protocol ◦ ADA section in EEOC Policy ◦ Consensual Relationship Disclosure Policy ◦ Personnel Action Form Work Flow Policy ◦ Restorative Practices Policy • <u>Amended ED Succession Plan</u> - see items in red			

	Purpose	Presenter	Time
VI. Closed Meeting			8:25 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.			
VII. Motion to Re-Open the Meeting			8:50 PM
A. Motion to Re-Open the Meeting	Vote	Stephanie Madlinger	1 m
Reopen the meeting to finish the open meeting agenda			
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 .			

	Purpose	Presenter	Time
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	1 m

Coversheet

Board Meeting Minutes — August 25, 2026

Section:	I. Opening Items
Item:	D. Board Meeting Minutes — August 25, 2026
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Monthly Board Meeting on August 25, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Monthly Board Meeting

Date and Time

Tuesday August 25, 2026 at 6:30 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, S. Madlinger, S. Simpson (remote), W. Perry (remote)

Directors Absent

G. Stevenson, S. Lake, T. Curry

Guests Present

C. Moulder (remote), Jesse Dixon (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 Aug 25, 2026 at 6:37 PM.

B. Record Attendance

C. Public Comment Section

No public comments

D. Approve 7.28.26 Board Meeting Minutes

S. Simpson made a motion to approve the minutes from Monthly Board Meeting on 07-28-26.

W. Perry seconded the motion.

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

E. Approve 8.1.26 Board Meeting and Retreat Minutes

R. Langrall made a motion to approve the minutes from TLS Board Retreat on 08-01-26.

S. Simpson 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 RSMo § 610.021(3) Hiring, firing, disciplining or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded.

S. Simpson seconded the motion.

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

Roll Call

R. Langrall Aye

T. Curry Absent

W. Perry Aye

Roll Call

S. Simpson Aye
S. Madlinger Aye
S. Lake Absent
G. Stevenson Absent

III. Motion to Re-Open the Meeting

A. Motion to Re-Open the Meeting

S. Simpson made a motion to reopen the meeting.
R. Langrall seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

S. Madlinger Aye
T. Curry Absent
G. Stevenson Absent
S. Simpson Aye
W. Perry Aye
R. Langrall Aye
S. Lake Absent

IV. Board Chair Report

A. Updates

• Chair Report

Board Engagement

- Board will move from 7 to 6 members at the end of this month
- Committee attendance for Governance was strong last month. Need to maintain commitment for School Performance (50%) and Finance (50%)
- Encouragement to document giving of all kinds - can be supplies, money, donate in other ways
- Reviewed tabs in the Board Engagement tracker.
- Encouraged attendance at PTO - next meeting on 9.20.26
- Encouraged attendance at Family U in September and November

Board Professional Development - Presentation on MCPSC Performance Based Policy 3.01 by Whitney Perry

- Has a model to balance school autonomy vs accountability
- Schools are placed on different Tiers of oversight depending on school age and performance.

- Evaluations include Academics, Finance, Learning Environment, Operations, Governance
- TLS is on Tier 3 - a standard operating plan in addition to further documentation.
- Need to ensure we understand the indicators we are being reported on. Need to think about how do we get to a Tier 2.
- Need to be more intentional about to proactively monitoring areas that will allow this to happen.
- Our areas for improvement: Academic achievement and some of our school-specific goals:

Discussion

Google Workspace

- Aligned with the Sunshine Law. Use G-suite tools. Use the platform for work documents to allow easy access to foster collaboration and respond to Sunshine Laws.
- Make sure to report lost devices immediately.
- Relates to the Board Records Retention Policy

Board Bio Guidelines

- Created consistency with photos and bios to update the Governance page on the TLS website.
- Still need these from one board member

Tracker Directory - Can be found at top of every committee work doc and on the splash page of the TLS Board drive

Emergency/Regular ED Succession Plan - reviewed updates based on feedback.

- Suggested revision: "Upon confirmation of an emergency executive transition, the Board shall appoint one individual to serve as Interim Executive Director. The Board may also establish an Interim Executive Leadership Team to support the Interim Executive Director. The Interim Executive Director shall hold final operational decision-making authority and serve as the primary liaison to the Board."
- Discussed adding clarifying language in Part B and Part E.
- Will hold on approving this until next month and bring back to the Governance Committee for further review on 9.2.26.

V. Committee Reports

A. Approve 8.5.26 Governance Committee Meeting Minutes

R. Langrall made a motion to approve the minutes from Governance Committee Meeting on 08-05-26.

S. Simpson seconded the motion.

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

Roll Call

S. Lake	Absent
S. Madlinger	Aye
S. Simpson	Aye
W. Perry	Aye
R. Langrall	Aye
T. Curry	Absent
G. Stevenson	Absent

B. Governance Committee

Reviewed Sunshine Laws

C. Approve 8.12.26 School Performance Committee Meeting Minutes

R. Langrall made a motion to approve the minutes from School Performance Committee Meeting on 08-12-26.

W. Perry seconded the motion.

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

Roll Call

G. Stevenson	Absent
S. Simpson	Aye
W. Perry	Aye
S. Lake	Absent
R. Langrall	Aye
T. Curry	Absent
S. Madlinger	Aye

D. School Performance Committee

Reviewed the School Performance Committee charter

- Added specific references to board policy.
- Feedback requested on the month-to-month calendar at the next meeting on 9.9.26.

Reviewed the Restorative Justice Policy

- Information about manifestation and expulsions/discipline hearings training is requested. (Timelines are critical in this area).
- Question about the use of the word "justice."

Student Leadership Policy (Student Agency Inquiry and Leadership - SAIL)

- Aligns with ED job description
- Progress on this will become a standing agenda item in SP Comms and ED monthly report
- Goals are K - 8 (eventually)
- Discussed evaluation criteria and rec of a pilot in AY 27
- Recommend a need for a specific staff person to lead this.
- Consider ways to support leadership development among staff, families, not just how to train students and train teachers to support students' leadership development..

E. Approve the Finance & Facilities August Committee Meeting

R. Langrall made a motion to approve the minutes from Finance and Facilities Committee Meeting on 08-19-26.

S. Madlinger seconded the motion.

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

F. Finance & Facilities Committee

Reviewed the KPIs. School is in a stable position financially.

EA will take over CSP spend down activity. Began in her role yesterday.

VI. Executive Directors Monthly Report

A. Slide Deck Presentation

ED shared

Student Enrollment

- Will be removing students who were enrolled but did not show up and move in Wait List students
- 60 Kinder, 69 in Gr. 1, 56 in Gr. 2, 59 Gr. 4, 51 in Gr. 5, and 55 in Gr. 6 = 401 and 14 WL students

Fully Staffed

Goals 5 & 6 Baseline data on discipline and attendance will be available for the next SP Comm meeting

Goal 8 - Student Retention data for next month. Need to check re-enrollment rates.

Goal 9 - Teaching staff return rate 89%; non-teaching 100%.

Goal 11 - CSP spend down will be reported on at the end of September.

VII. Consent Agenda

A. Pending Previous Discussion: - Vote to Approve

R. Langrall made a motion to Remove the Succession Plan from the Consent Agenda and approve the remaining Consent Agenda items.

S. Madlinger seconded the motion.

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

Roll Call

S. Simpson	Aye
S. Lake	Absent
W. Perry	Aye
T. Curry	Absent
R. Langrall	Aye
S. Madlinger	Aye
G. Stevenson	Absent

VIII. Closing Items

A. Board Member Meeting Reflection

Honored the need to be strategic by reviewing the Succession Plan, the Leadership Policy, and the Restorative Justice policy for alignment to our values and vision.

Accomplished a lot and learned new knowledge thanks to WP sharing information about how our Tier status with the Commission was produced.

Thinking intentionally about the areas we need to address so that we can move to Tier 2 showed that we were thinking strategically.

B. Next Steps

Consider making a donation.

All learned from WP tonight. Can add this session to the Board PD tracker.

S. Madlinger made a motion to adjourn.

R. Langrall seconded the motion.

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

Roll Call

T. Curry	Absent
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Roll Call

R. Langrall	Aye
S. Madlinger	Aye
W. Perry	Aye
S. Simpson	Aye
G. Stevenson	Absent
S. Lake	Absent

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:03 PM.

Respectfully Submitted,
R. Langrall

Documents used during the meeting

- August 25, 2026 Board Chair & Committee Reports -3.pdf
- Sunshine Policy Infographic.docx
- 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
- 2. August 25 ED Board Report - 1.pdf
- TLS Governance Committee Charter 2026 - 2027.pdf
- F & F Committee Charter 2026 - 2027.pdf
- TLS Board Annual Repott - July 2026.pdf

Coversheet

ED Monthly Report

Section:	II. Executive Directors Monthly Report
Item:	A. ED Monthly Report
Purpose:	Discuss
Submitted by:	
Related Material:	09.29.26 Board + ED Monthly Board Reports.pdf



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Board of Directors Monthly Meeting

September 29, 2026

TLS Staff Share / Meeting Guests

- Lauren Martin, 3rd Grade ELA
- Treece Timmons, 2nd ELA





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Executive Director Report

*Board of Directors
Monthly Meeting
September 29, 2026*

ED Announcements

- **Keisha Seymour & Courtney Moulder Achievement**
- **TLS Facilities Expansion / Operations = Building A, B & C**
(parking, playground, traffic flow, transportation...)



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Revised Charter Goal 1: **MAP**

ISG 1 (Internal School Goal)

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).

30 % of students in Grade Five will score proficient in Science on the MAP.



Revised Charter Goal 2: *Reading Growth*

Annually,

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

BOY Benchmark Data
ELA AY27



ISG 2 (Internal School Goal)



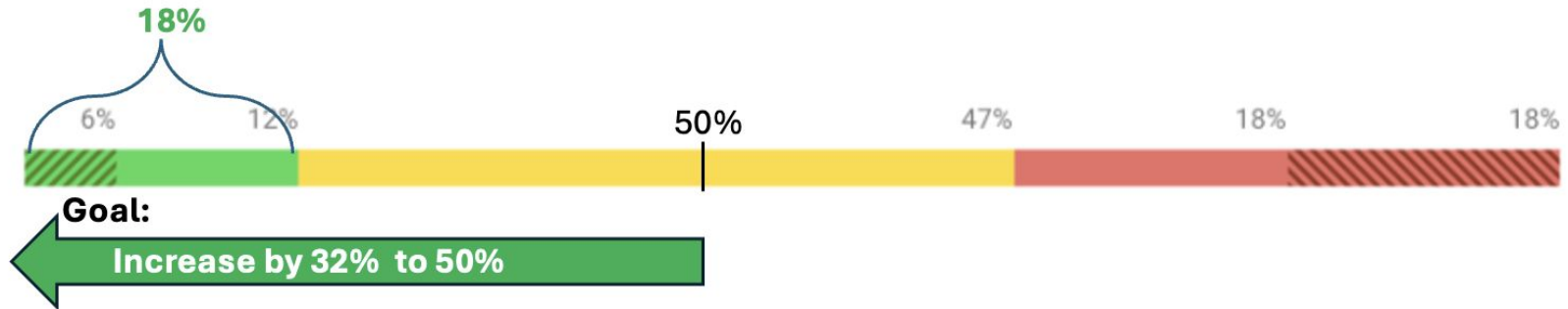
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Revised Charter Goal 3 - *iReady Reading*

ISG 3 (Internal School Goal)

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

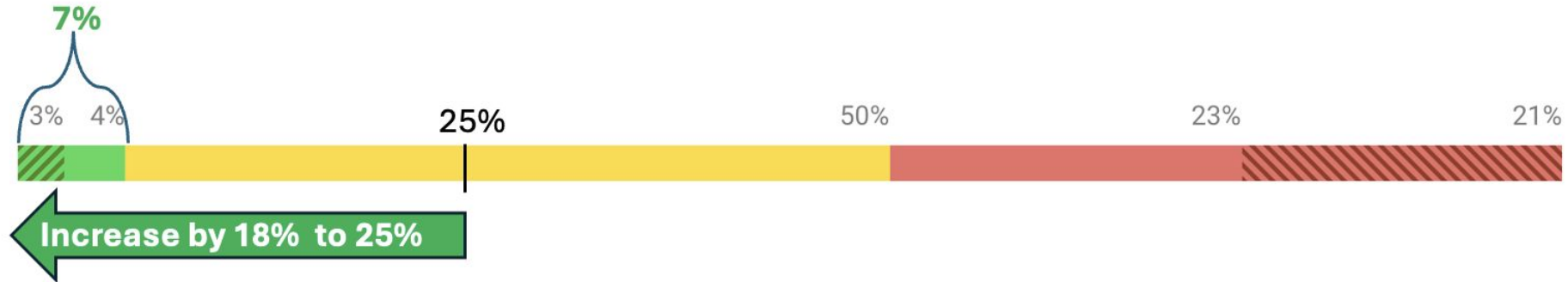
BOY Benchmark Data ELA AY27



Revised Charter Goal 3 - *iReady Math*

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

BOY Benchmark Data Math AY27



ISG 3 (Internal School Goal)



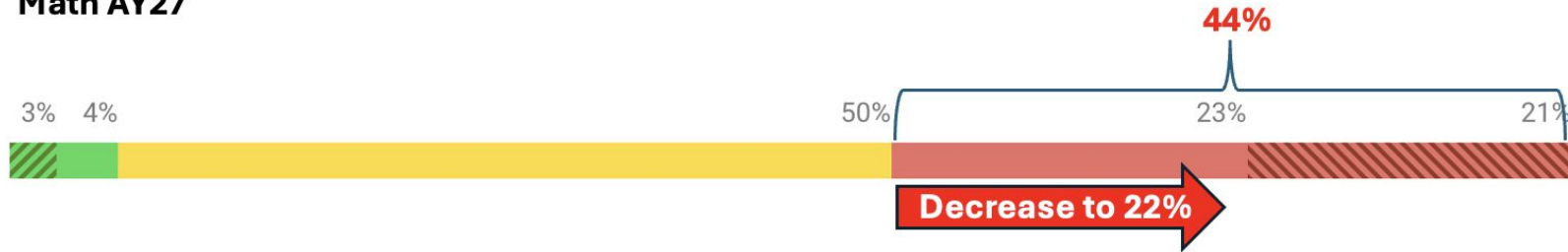
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Revised Charter Goal 4: *Math Growth*

ISG 4 (Internal School Goal)

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

BOY Benchmark Data Math AY27

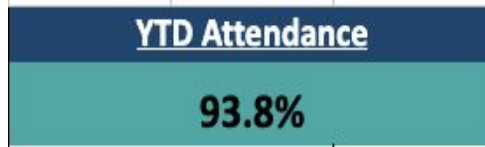


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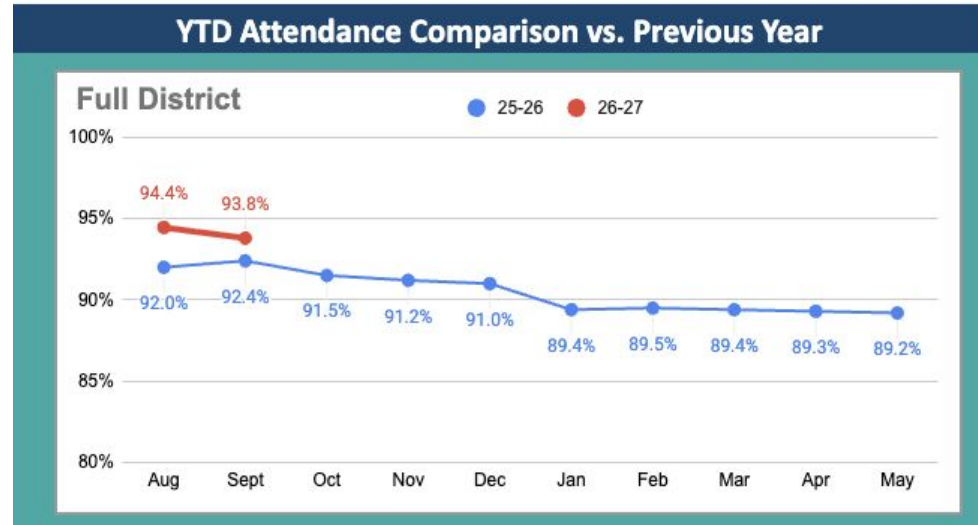
Revised Charter Goal 5: *Attendance*

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

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
94.4%	93.8%								



ISG 5 (Internal School Goal)



Revised Charter Goal 6: *Student Leadership*

The **ratio** of students with **discipline referrals** to the student population as a whole will average **10% or less** per year.

August Student Behavior and Culture Data

KG Referrals	1st Referrals	2nd Referrals	3rd Referrals	4th Referrals	5th Referrals	6th Referrals	Total Referrals
17	9	3	12	2	10	16	69
KG OSS	1st OSS	2nd OSS	3rd OSS	4th OSS	5th OSS	6th OSS	Total OSS
0	0	0	2	0	3	5	10

3% of TLS students were suspended in August
 % of TLS students received referrals in August



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Charter Goal 8: *Student Retention*

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

Month	Aug	Sept	Dec	Mar	Jun
Enrollment	376				

[Student Retention Tracker](#) 6% of students enrolled on October 1 2025 left TLS b/c they were dissatisfied. 85% of students enrolled on Oct 1 2025 are still enrolled at TLS. 41% of the students who are no longer enrolled left because they moved out of the enrollment zone



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Revised Charter Goal 9:

Staff Satisfaction - Retention

- 90% of staff members who are asked to return, do.
 - 85% of staff and 95% of instructional who we want to stay stay the full year
-
- 19/20 - 95% of instructional staff stayed the entire 2025 -2025 school year.
 - 33/36 - 92% of staff stayed the entire 2025 - 2026 school year.
 - 26/28 - 93% of the staff that was asked to return for the 2026 -2027 school year did so.



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Charter Goal 11: *Financial Sustainability*

The Leadership School will maintain at least 60 days of cash on hand at all times.

For each year, the annual audit will have no material findings and unqualified opinion.

	Jul	Aug	Sept	Oct	Nov	Dec	jan	Feb	Mar	Apr	May	June
Days of Cash (60+)		54										
Gross Margin (> 5%)		0%										
Fund Balance @ Year's End (> 12%)		14%										

Charter Goal 11: *Financial Sustainability*

95% of monthly documentation will be provided to our financial partner **on time** to meet internal deadlines in the *EdOps Hub*.

Docs	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Due	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul
%	80%											

\$10,000/\$50,000 in amazon receipts were submitted late. JB asked EdOps for an extension bc of an exorbitant amount of amazon receipts from the start of the school year.



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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 end of May, 2027.

Total Reimbursements						
Month	October	November	January	March	May	Total
Projected	\$120,000	\$211,000	\$276,000	\$195,000	192,000	\$994,000
Actual	TBD	TBD	TBD	TBD	TBD	TBD



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Charter Goal 12: *Data and Reporting*

Annually, **100%** of state data, reporting, and compliance expectations are **met**, with **95%** on time [**aligns with MCPSC Performance Framework**].

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Submitted	28										
Timeliness	92.9%										
Completed	100%										



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Board Report

The Leadership School
Board of Directors Meeting

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
5/8 63%	5/8 63%											63%

TWO board of directors are not engaged in meetings and communications

Charter Goal 10: *Board Engagement*

Board members will *participate* in *at least one* committee

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Gov	80% 4/5	80% 4/5	80% 4/5									
SP	100% 4/4	50% 2/4	100% 4/4									
F&F	75% 3/4	50% 2/4	75% 3/4									

TWO board of directors are not engaged in **meetings** and communications

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	1/7									

Board Fundraising Year To Date: **\$241**

Goal 10: Board Engagement Tracker

Charter Goal 10: *Board Engagement*

Board members will each attend one *school event* per quarter or four per year

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

ONE board member presented the Board Annual Report to *PTO* on 9/08

TWO board members engaged in a *community tour* at TLS 9/14

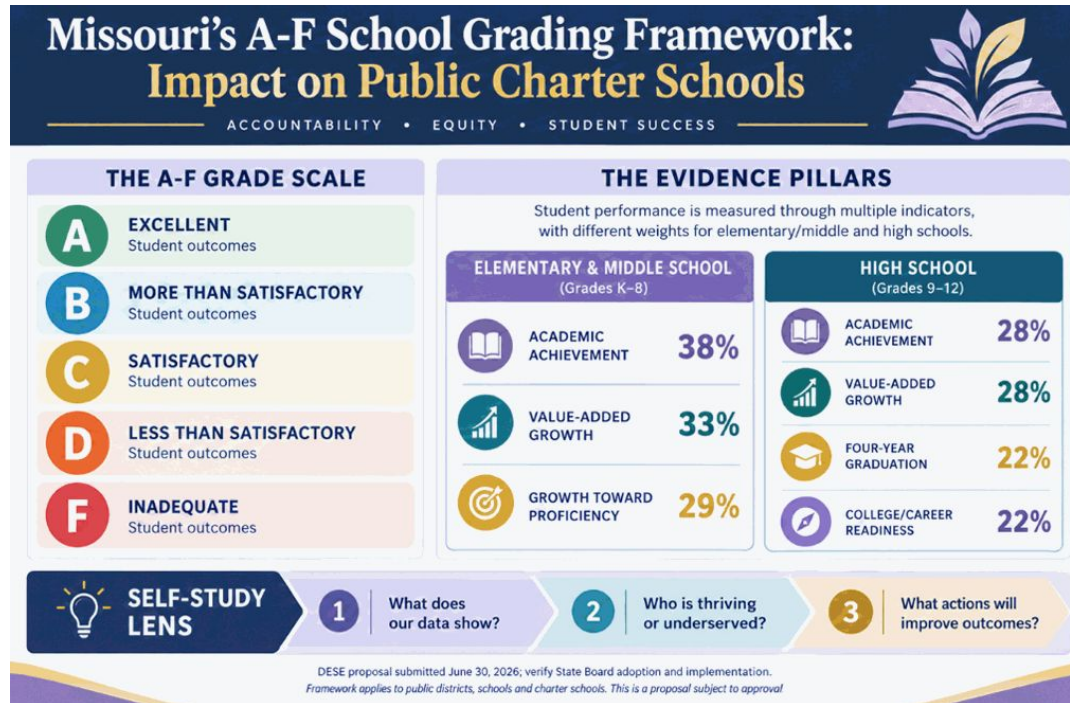
TLS Caregiver / Family Calendar and Staff Calendar

Charter Goal 10: *Board Engagement*

Upcoming TLS Events - *need volunteers*

- 10.05.26 State of TLS by ED, Courtney Moulder
- 10.08-10.09 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: *Shinita Simpson* Self Study Share



Board *Action* Items

- Status of Charter Renewal (Year 6-10)
- Review updates to [Board Communication Protocol](#)
- Review [Board Norms](#)
- Review Charter Management Organization (CMO):
[Pro/Con/Neutral](#)



Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)



- [Podcast](#)

- [Parental Involvement Policy \(Title I, Part A\)](#)
Infographic on next slide



Empowering Partnerships: Title I Parent & Family Engagement

[Link](#)

LEA-LEVEL PLANNING & RESOURCES



Joint Policy Development

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School-Parent Compacts

Compacts outline shared responsibilities for academic achievement between parents, students, and school staff.



Empowering Parents

Schools must provide parents with literacy training, materials, and assistance to support student learning.



Educating School Staff

Teachers and school leaders must be trained on how to effectively communicate and partner with parents.

SCHOOL-LEVEL ACTION & SUPPORT

Powered by BoardOnTrack

Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Questions:

1. When does the Annual Title 1 meeting occur and how is the meeting communicated?
2. Is there a TLS Title 1 Compact?
3. Is 1% of the Title 1 budget allocated for Title 1 training?
4. Do parents have a say in how Title 1 resources are spent?
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Governance Committee Action Items

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Review/Approve:

- [Antisemitism Policy](#)



Info:

- AY 27 ED Evaluation Work Team Update



School Performance Committee Action Items

Next meeting: **10/14/26** SECOND Wednesday @ 6 PM

Discussion

- SP Committee Charter 2026-27
- Restorative Practice Behavior Management Plan
- Student Agency Inquiry & Leadership (SAIL)

Awareness

- Goals Alignment Crosswalk
- Local Educational Agency Title I.A.

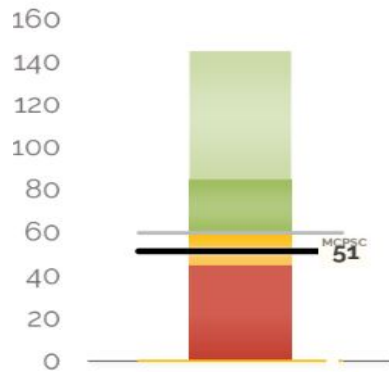
Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Review and Vote: KPIs from [August financials](#)

Days of Cash

Cash balance at year-end divided by average daily expenses

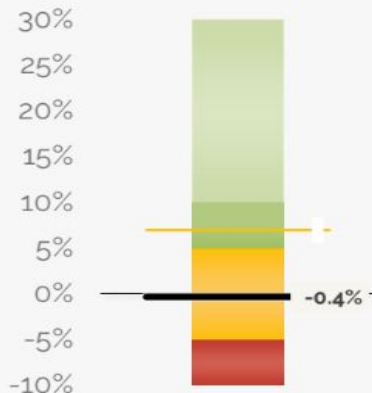


51 DAYS OF CASH AT YEAR'S END

The school will end the year with 51 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

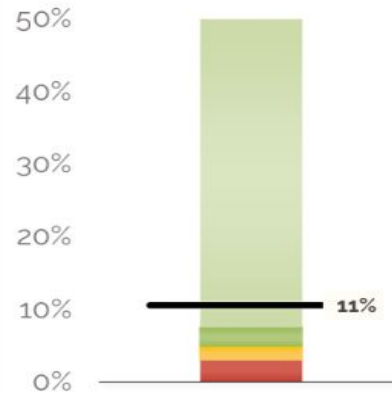


-0.4% GROSS MARGIN

The forecasted net income is -\$31k, which is \$510k below the budget. It yields a -0.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



10.57% AT YEAR'S END

The school is projected to end the year with a fund balance of \$921,983. Last year's fund balance was \$953,196.

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Finance & Facilities Committee Action Items

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Proposal to add the Board Chair as a
Signatory on the TLS Bank Account
per the adopted ED Succession Plan
& align related Bylaws accordingly.

Finance & Facilities Committee Action Items

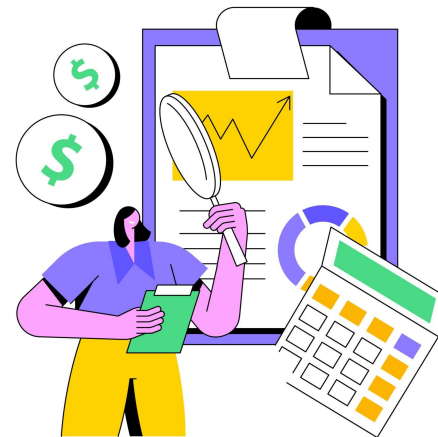
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First Quarter Internal Controls

Questionnaire is scheduled to be released on 10.01.26



Consent Agenda

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- 9.9.26 School Performance Committee Meeting Minutes
- 9.16.26 Finance and Facilities Committee Meeting Minutes
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- Systemic SAIL (Student Agency, Inquiry, & Leadership) Policy
- HR Policy Additions & Revisions
 - Whistleblower & Anonymous Reporting Protocol
 - ADA section in EEOC Policy
 - Consensual Relationship Disclosure Policy
 - Personnel Action Form Workflow Policy
 - Restorative Practices Policy

Coversheet

Updates

Section:	III. Board Chair and Committees Reports
Item:	A. Updates
Purpose:	FYI
Submitted by:	
Related Material:	09.29.26 Board + ED Monthly Board Reports.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board of Directors Monthly Meeting

September 29, 2026

TLS Staff Share / Meeting Guests

- Lauren Martin, 3rd Grade ELA
- Treece Timmons, 2nd ELA





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ED Announcements

- **Keisha Seymour & Courtney Moulder Achievement**
- **TLS Facilities Expansion / Operations = Building A, B & C
(parking, playground, traffic flow, transportation...)**



Revised Charter Goal 1: **MAP**

ISG 1 (Internal School Goal)

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).

30 % of students in Grade Five will score proficient in Science on the MAP.



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Revised Charter Goal 2: *Reading Growth*

Annually,

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

BOY Benchmark Data
ELA AY27



ISG 2 (Internal School Goal)



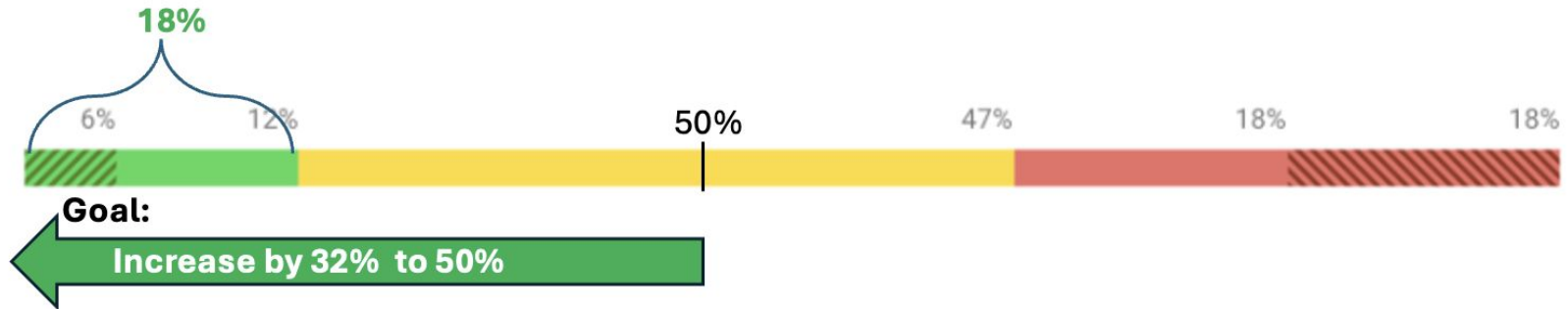
THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Revised Charter Goal 3 - *iReady Reading*

ISG 3 (Internal School Goal)

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

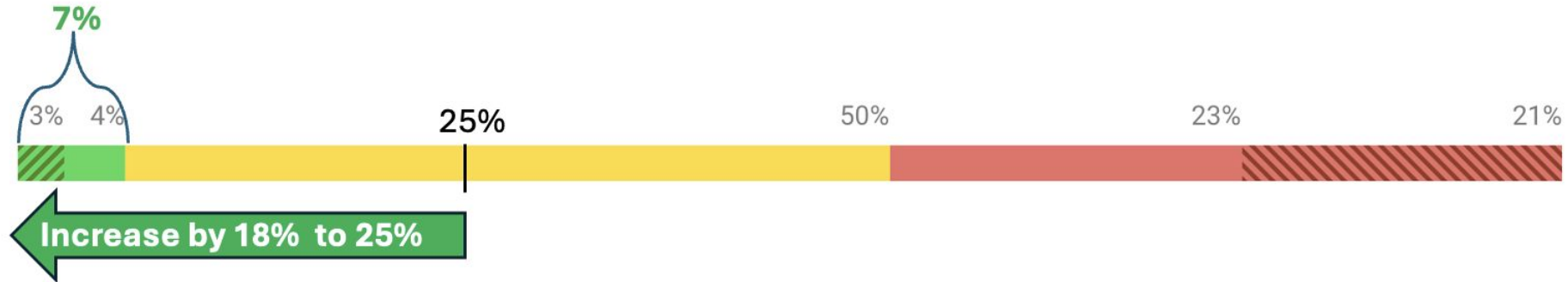
**BOY Benchmark Data
ELA AY27**



Revised Charter Goal 3 - *iReady Math*

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

BOY Benchmark Data Math AY27



ISG 3 (Internal School Goal)



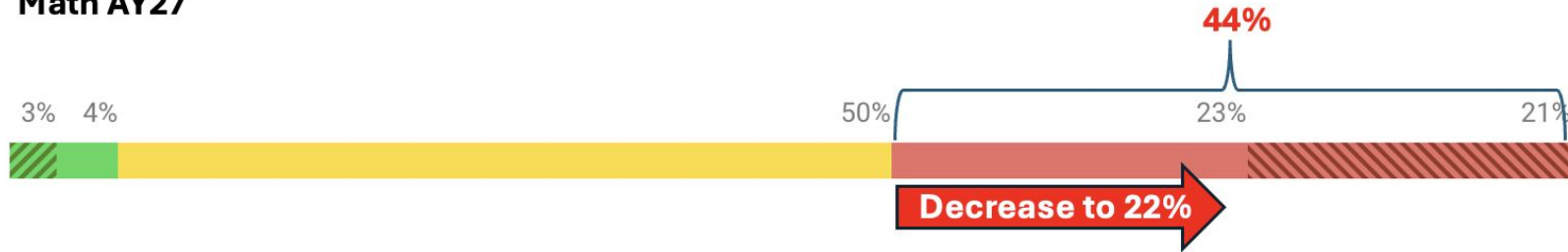
THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Revised Charter Goal 4: *Math Growth*

ISG 4 (Internal School Goal)

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

BOY Benchmark Data Math AY27

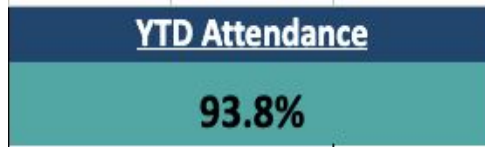


THE LEADERSHIP SCHOOL
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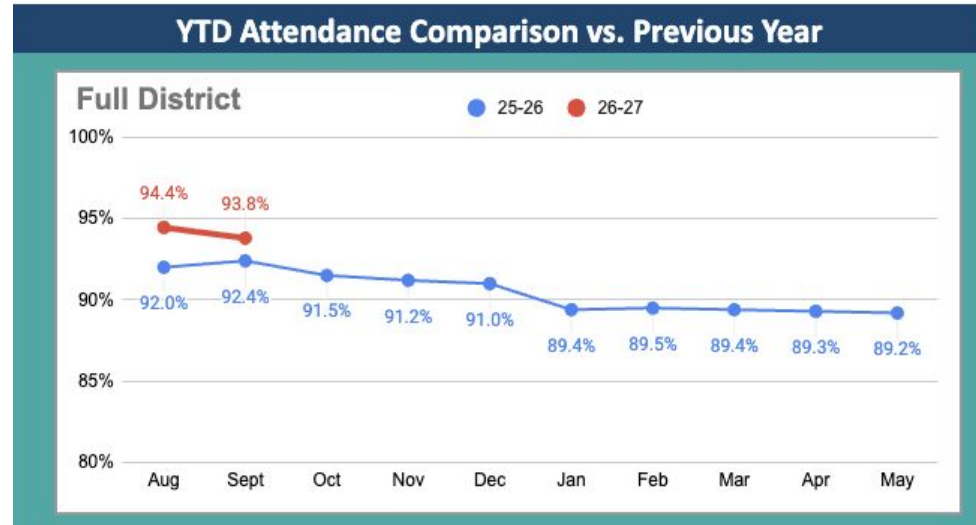
Revised Charter Goal 5: *Attendance*

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

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
94.4%	93.8%								



ISG 5 (Internal School Goal)



Revised Charter Goal 6: *Student Leadership*

The **ratio** of students with **discipline referrals** to the student population as a whole will average **10% or less** per year.

August Student Behavior and Culture Data

KG Referrals	1st Referrals	2nd Referrals	3rd Referrals	4th Referrals	5th Referrals	6th Referrals	Total Referrals
17	9	3	12	2	10	16	69
KG OSS	1st OSS	2nd OSS	3rd OSS	4th OSS	5th OSS	6th OSS	Total OSS
0	0	0	2	0	3	5	10

3% of TLS students were suspended in August
 % of TLS students received referrals in August



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 EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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.

Month	Aug	Sept	Dec	Mar	Jun
Enrollment	376				

[Student Retention Tracker](#) 6% of students enrolled on October 1 2025 left TLS b/c they were dissatisfied. 85% of students enrolled on Oct 1 2025 are still enrolled at TLS. 41% of the students who are no longer enrolled left because they moved out of the enrollment zone



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Revised Charter Goal 9:

Staff Satisfaction - Retention

- 90% of staff members who are asked to return, do.
 - 85% of staff and 95% of instructional who we want to stay stay the full year
-
- 19/20 - 95% of instructional staff stayed the entire 2025 -2025 school year.
 - 33/36 - 92% of staff stayed the entire 2025 - 2026 school year.
 - 26/28 - 93% of the staff that was asked to return for the 2026 -2027 school year did so.



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Charter Goal 11: *Financial Sustainability*

The Leadership School will maintain at least 60 days of cash on hand at all times.

For each year, the annual audit will have no material findings and unqualified opinion.

	Jul	Aug	Sept	Oct	Nov	Dec	jan	Feb	Mar	Apr	May	June
Days of Cash (60+)		54										
Gross Margin (> 5%)		0%										
Fund Balance @ Year's End (> 12%)		14%										

Charter Goal 11: *Financial Sustainability*

95% of monthly documentation will be provided to our financial partner **on time** to meet internal deadlines in the *EdOps Hub*.

Docs	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Due	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul
%	80%											

\$10,000/\$50,000 in amazon receipts were submitted late. JB asked EdOps for an extension bc of an exorbitant amount of amazon receipts from the start of the school year.



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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 end of May, 2027.

Total Reimbursements						
Month	October	November	January	March	May	Total
Projected	\$120,000	\$211,000	\$276,000	\$195,000	192,000	\$994,000
Actual	TBD	TBD	TBD	TBD	TBD	TBD



THE LEADERSHIP SCHOOL
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Powered by BoardOnTrack

Charter Goal 12: *Data and Reporting*

Annually, 100% of state data, reporting, and compliance expectations are met, with 95% on time [aligns with MCPSC Performance Framework].

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Submitted	28										
Timeliness	92.9%										
Completed	100%										





THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Report

The Leadership School
Board of Directors Meeting

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
5/8 63%	5/8 63%											63%

TWO board of directors are not engaged in meetings and communications

Charter Goal 10: *Board Engagement*

Board members will *participate* in *at least one* committee

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Gov	80% 4/5	80% 4/5	80% 4/5									
SP	100% 4/4	50% 2/4	100% 4/4									
F&F	75% 3/4	50% 2/4	75% 3/4									

TWO board of directors are not engaged in **meetings** and communications



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	1/7									

Board Fundraising Year To Date: **\$241**

Goal 10: Board Engagement Tracker



THE LEADERSHIP SCHOOL
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Charter Goal 10: *Board Engagement*

Board members will each attend one *school event* per quarter or four per year

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

ONE board member presented the Board Annual Report to *PTO* on 9/08

TWO board members engaged in a *community tour* at TLS 9/14

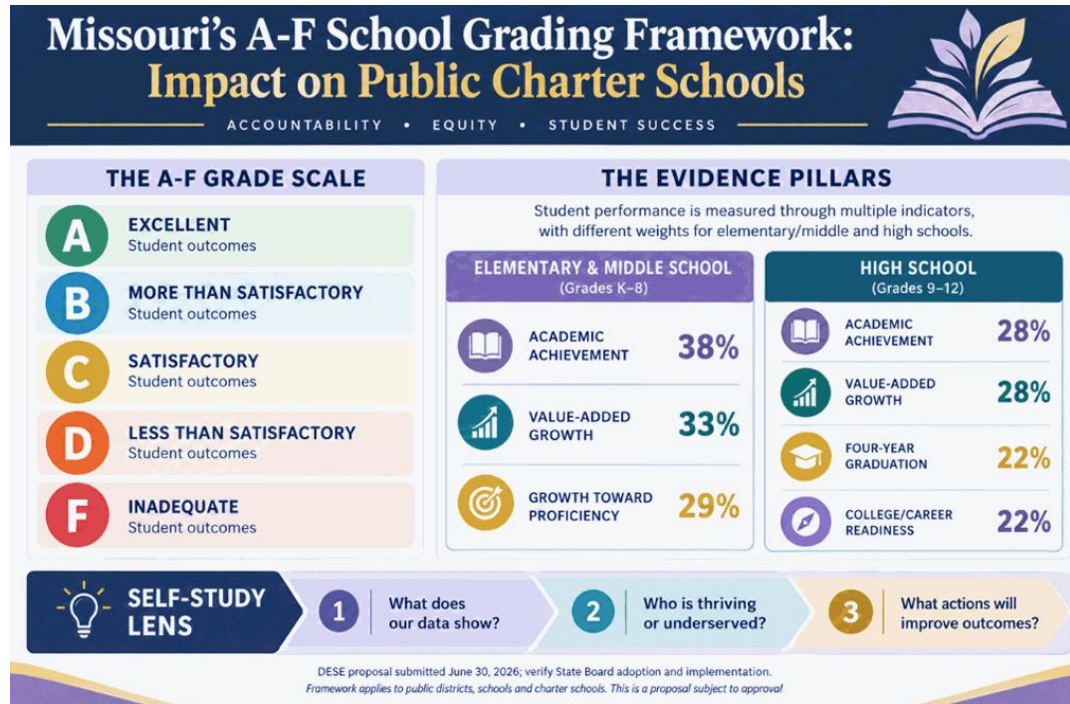
TLS Caregiver / Family Calendar and Staff Calendar

Charter Goal 10: *Board Engagement*

Upcoming TLS Events - *need volunteers*

- 10.05.26 State of TLS by ED, Courtney Moulder
- 10.08-10.09 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: *Shinita Simpson* Self Study Share



Board *Action* Items

- Status of Charter Renewal (Year 6-10)
- Review updates to [Board Communication Protocol](#)
- Review [Board Norms](#)
- Review Charter Management Organization (CMO):
[Pro/Con/Neutral](#)



Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)



- [Podcast](#)

- [Parental Involvement Policy \(Title I, Part A\)](#)
Infographic on next slide



Empowering Partnerships: Title I Parent & Family Engagement

[Link](#)

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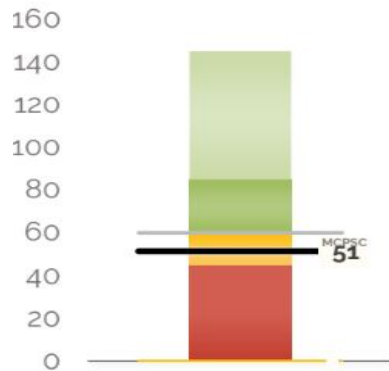
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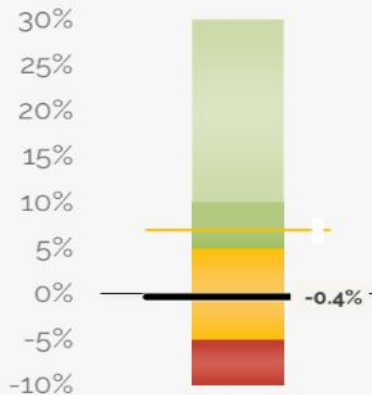


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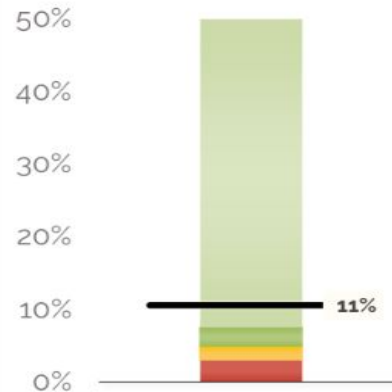


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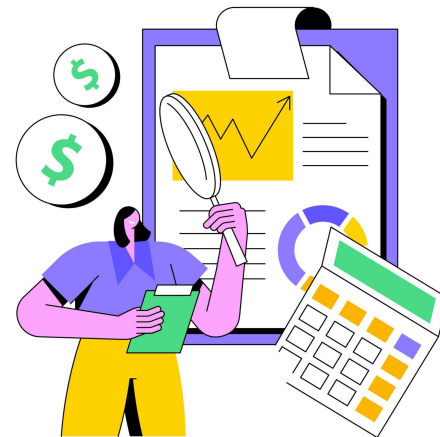
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Coversheet

Approve 9.2.26 Governance Committee Meeting Minutes

Section:	IV. Committee Reports
Item:	A. Approve 9.2.26 Governance Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Governance Committee Meeting on September 2, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Governance Committee Meeting

Date and Time

Wednesday September 2, 2026 at 6:00 PM

Location

Virtual

Committee Members Present

G. Stevenson (remote), R. Langrall (remote), S. Madlinger (remote), S. Simpson (remote), W. Perry (remote)

Committee Members Absent

S. Lake

Guests Present

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

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

R. Langrall called a meeting of the Governance Committee of The Leadership School to order on Wednesday Sep 2, 2026 at 6:02 PM.

II. Gov. Comm Goal #1: 100% compliance with TLS Charter and Missouri Public School Expectations.

A.

Pulse Dashboard Review

Reviewed 15 items in the Pulse Dashboard in the following three areas:

Focus Area 1 Board Development: 1 item - on track

Focus Area 2 ED Management/ ED and Board Partnership: 4 items - all on track

Focus Area 3 Policy & Compliance: 6 items on track; 2 off-track (dates set for safety drills and assignment of owners in Reportwell. Will circle back at the ED Check-In on 9.10.

B. Focus Area 1: Board Development

1. TLS will register interested Board members and TLS Staff for the 9.26.26 ResearchED conference in Maplewood, MO.
2. Coffee with TLS Community to discuss the Annual Board Report - looks like 9.17 is the preferred morning based on the survey.
3. Board will have a table on 9.22 for Fam U to share the report as well.
4. We will continue work on the [SPARK Playbook](#) to assist with board transition planning.

C. Focus Area 2: Executive Oversight/ ED and Board Partnership

1. Reviewed suggested language additions to the [Board Communication](#) protocol approved in August of 2025 to strengthen shared understandings of the status of ongoing work.
2. The Board will review the ED contract at the 9.29.26 Board meeting.
3. The first work team meeting related to the ED Evaluation for 2026 - 2027 will take place this month.
4. Discussion of Charter Renewal timeline and how to organize the board tasks.

D. Focus Area 3 - Compliance

1. To be reviewed at the 9/29/26 Board meeting per annual policy compliance review:
 - [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)
 - [Parental Involvement Policy \(Title I, Part A\)](#)
2. Reviewed and revised the Objectives associated with [Goal 10 - Board Engagement](#) in the Strategic Monitoring Framework.
3. Reviewed recommended updates to the proposed [ED Succession Plan](#).
 - The Committee recommends its adoption via the Consent Agenda for 9.29

4. Reviewed proposed updates to the Bylaws in the areas of Article III. Directors, Article V. Officers, and Article VI. Executive Director.

- Agreed on language change to Article III. Need to add content to Articles V and VI.

5. Staff and Family Grievances and Complaints Protocols - tabled

- Will work on aligning timelines with school-based documents

6. P/T HR person

- Discussed the feasibility of hiring a P/T HR consultant
- Discussed obtaining support from an HR Consultant to support the Board
- Reviewed the plans for HR Overview by two board members for the rest of the Board and TLS staff who supervise others.

7. [Proposed HR Policy](#) additions - Tabled

8. Reviewed progress on aligning Staff, Caregiver and Culture Handbooks with TLS Board Policy.

- Board members will collaborate with TLS Staff on completing the alignment next week.

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 7:43 PM.

Respectfully Submitted,
R. Langrall

Coversheet

Governance Committee

Section:	IV. Committee Reports
Item:	B. Governance Committee
Purpose:	Discuss
Submitted by:	
Related Material:	09.29.26 Board + ED Monthly Board Reports.pdf



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*Board of Directors
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September 29, 2026*

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(parking, playground, traffic flow, transportation...)



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ELA AY27



ISG 2 (Internal School Goal)



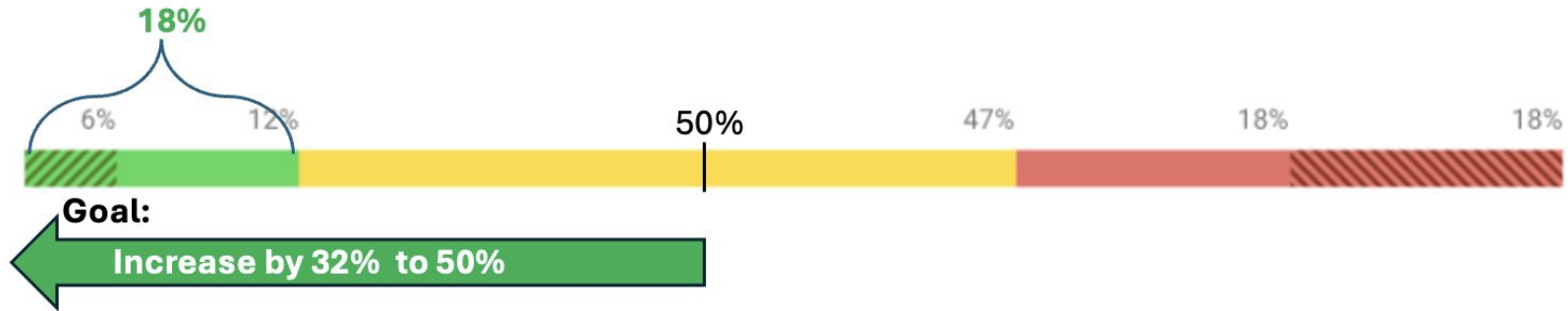
THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Revised Charter Goal 3 - *iReady Reading*

ISG 3 (Internal School Goal)

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

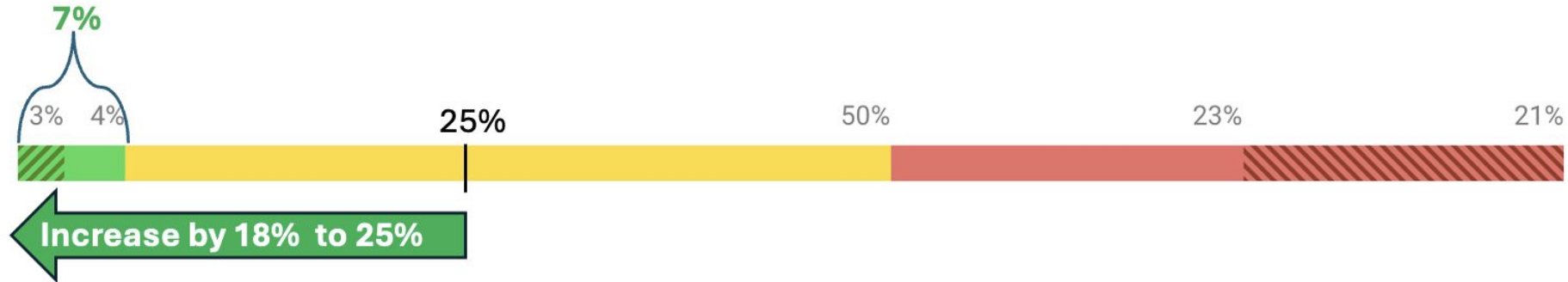
**BOY Benchmark Data
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Revised Charter Goal 3 - *iReady Math*

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

BOY Benchmark Data Math AY27



ISG 3 (Internal School Goal)



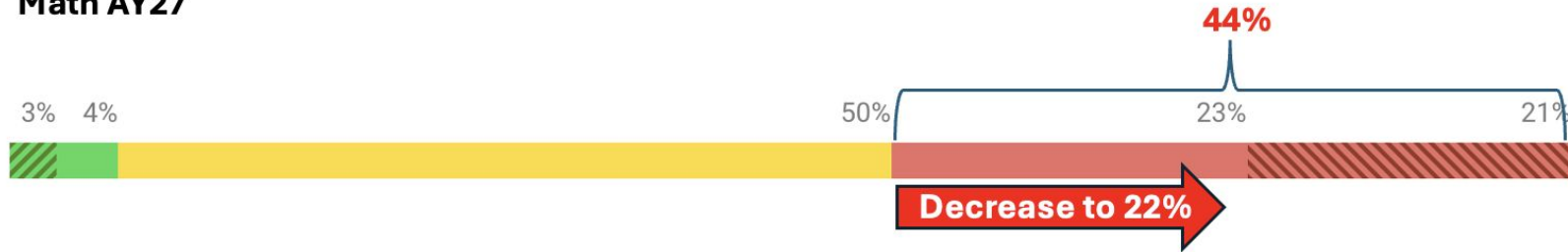
THE LEADERSHIP SCHOOL
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Revised Charter Goal 4: *Math Growth*

ISG 4 (Internal School Goal)

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

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THE LEADERSHIP SCHOOL
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Revised Charter Goal 5: *Attendance*

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

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
94.4%	93.8%								

YTD Attendance

93.8%

ISG 5 (Internal School Goal)



YTD Attendance Comparison vs. Previous Year

Full District



Revised Charter Goal 6: *Student Leadership*

The **ratio** of students with **discipline referrals** to the student population as a whole will average **10% or less** per year.

August Student Behavior and Culture Data

KG Referrals	1st Referrals	2nd Referrals	3rd Referrals	4th Referrals	5th Referrals	6th Referrals	Total Referrals
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3% of TLS students were suspended in August
 % of TLS students received referrals in August



THE LEADERSHIP SCHOOL
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Charter Goal 8: *Student Retention*

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[Student Retention Tracker](#) 6% of students enrolled on October 1 2025 left TLS b/c they were dissatisfied. 85% of students enrolled on Oct 1 2025 are still enrolled at TLS. 41% of the students who are no longer enrolled left because they moved out of the enrollment zone



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- 90% of staff members who are asked to return, do.
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For each year, the annual audit will have no material findings and unqualified opinion.

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95% of monthly documentation will be provided to our financial partner **on time** to meet internal deadlines in the *EdOps Hub*.

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\$10,000/\$50,000 in amazon receipts were submitted late. JB asked EdOps for an extension bc of an exorbitant amount of amazon receipts from the start of the school year.



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will occur **at least quarterly**
and

98% of CSP funds will be expended by the end of May, 2027.

Total Reimbursements						
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Actual	TBD	TBD	TBD	TBD	TBD	TBD



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THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Report

The Leadership School
Board of Directors Meeting

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
5/8 63%	5/8 63%											63%

TWO board of directors are not engaged in meetings and communications

Charter Goal 10: *Board Engagement*

Board members will *participate* in *at least one* committee

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Gov	80% 4/5	80% 4/5	80% 4/5									
SP	100% 4/4	50% 2/4	100% 4/4									
F&F	75% 3/4	50% 2/4	75% 3/4									

TWO board of directors are not engaged in **meetings** and communications



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	1/7									

Board Fundraising Year To Date: **\$241**

Goal 10: Board Engagement Tracker



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Powered by BoardOnTrack

Charter Goal 10: *Board Engagement*

Board members will each attend one *school event* per quarter or four per year

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

ONE board member presented the Board Annual Report to *PTO* on 9/08

TWO board members engaged in a *community tour* at TLS 9/14

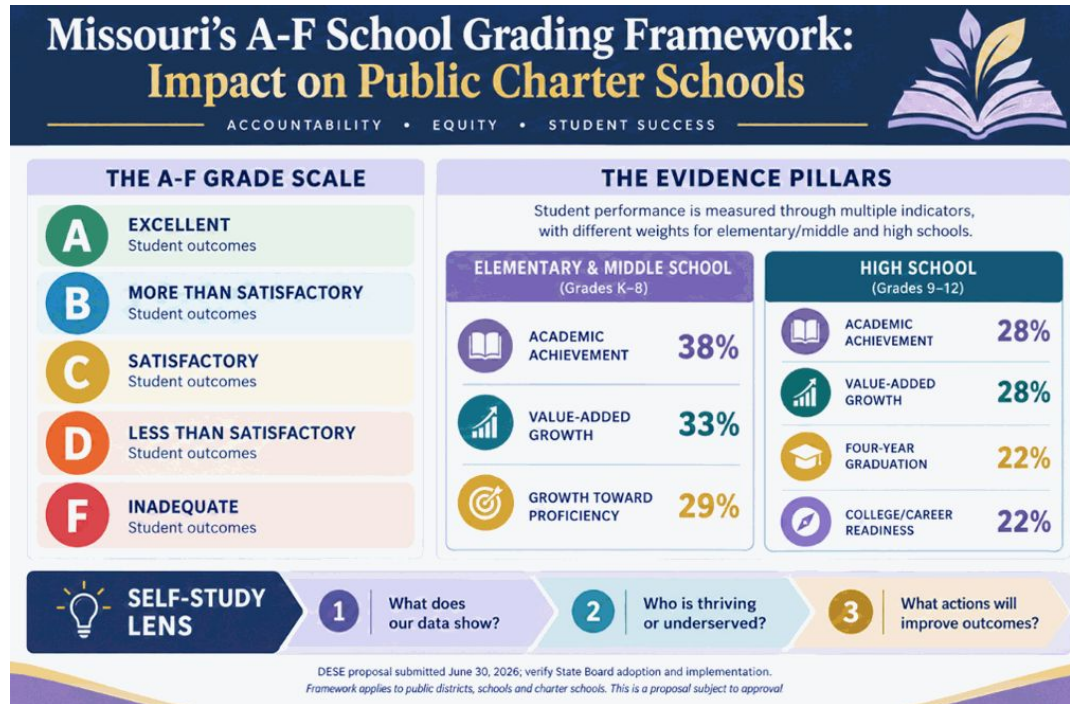
TLS Caregiver / Family Calendar and Staff Calendar

Charter Goal 10: *Board Engagement*

Upcoming TLS Events - *need volunteers*

- 10.05.26 State of TLS by ED, Courtney Moulder
- 10.08-10.09 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: *Shinita Simpson* Self Study Share



Board *Action* Items

- Status of Charter Renewal (Year 6-10)
- Review updates to [Board Communication Protocol](#)
- Review [Board Norms](#)
- Review Charter Management Organization (CMO):
[Pro/Con/Neutral](#)



Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)



- [Podcast](#)

- [Parental Involvement Policy \(Title I, Part A\)](#)
Infographic on next slide



Empowering Partnerships: Title I Parent & Family Engagement

[Link](#)

LEA-LEVEL PLANNING & RESOURCES



Joint Policy Development

LEAs must jointly develop and distribute a written family engagement policy with participating parents.



1% Reservation of Funds

LEAs must reserve at least 1% of Title I funds specifically for parental involvement activities.



Parent-Led Allotments

Parents of participating children must be involved in deciding how the reserved funds are allotted.



School-Parent Compacts

Compacts outline shared responsibilities for academic achievement between parents, students, and school staff.



Empowering Parents

Schools must provide parents with literacy training, materials, and assistance to support student learning.



Educating School Staff

Teachers and school leaders must be trained on how to effectively communicate and partner with parents.

SCHOOL-LEVEL ACTION & SUPPORT

Powered by BoardOnTrack

Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Questions:

1. When does the Annual Title 1 meeting occur and how is the meeting communicated?
2. Is there a TLS Title 1 Compact?
3. Is 1% of the Title 1 budget allocated for Title 1 training?
4. Do parents have a say in how Title 1 resources are spent?
5. What supports do we provide parents to partner with the school to develop students' literacy?



Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Review/Approve:

- [Antisemitism Policy](#)



Info:

- AY 27 ED Evaluation Work Team Update



School Performance Committee Action Items

Next meeting: **10/14/26** SECOND Wednesday @ 6 PM

Discussion

- SP Committee Charter 2026-27
- Restorative Practice Behavior Management Plan
- Student Agency Inquiry & Leadership (SAIL)

Awareness

- Goals Alignment Crosswalk
- Local Educational Agency Title I.A.

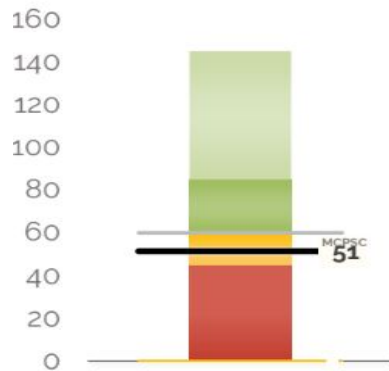
Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Review and Vote: KPIs from [August financials](#)

Days of Cash

Cash balance at year-end divided by average daily expenses

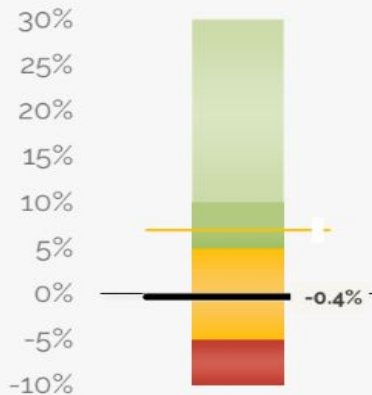


51 DAYS OF CASH AT YEAR'S END

The school will end the year with 51 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

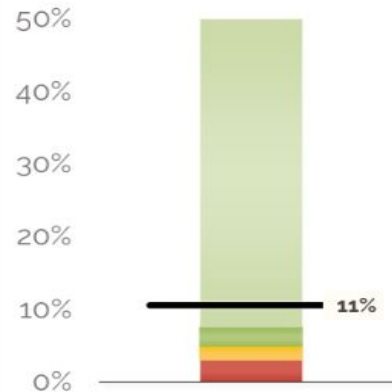


-0.4% GROSS MARGIN

The forecasted net income is -\$31k, which is \$510k below the budget. It yields a -0.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



10.57% AT YEAR'S END

The school is projected to end the year with a fund balance of \$921,983. Last year's fund balance was \$953,196.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

- As of August 31, 2026, TLS is expected to end the fiscal year with 947k in cash, the equivalent of 51 days, and a 14% fund balance (operational costs only excluding facility work).
- Focus this month was to tie out salary projections to current staffing. Staff costs are now 200k higher than budget due to higher salaries than budgeted for new staff and a few unbudgeted positions.
- In September, we will update state revenue projection based on September membership count (enrollment)
- CSP planning continues to be a critical area of focus, as the budget performance depends on the school's ability to fully draw all budgeted funds (1.13M). It is essential for school leadership and board to be aligned on CSP budget plan.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

Proposal to Revise

the Annual Operating Budget Policy as follows;

SECTION 1.3. Each year before the annual operating budget is drafted the Executive Director or their designee shall ensure that a needs assessment of The Leadership School, is drafted and finalized by a budget committee consisting of the CFO, the School Leadership Team, and other individuals as designated by the board—such as **members of the Finance and Facilities Committee**. The needs assessment shall inform the drafting of the annual budget.

Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Proposal to add the Board Chair as a
Signatory on the TLS Bank Account
per the adopted ED Succession Plan
& align related Bylaws accordingly.

Finance & Facilities Committee Action Items

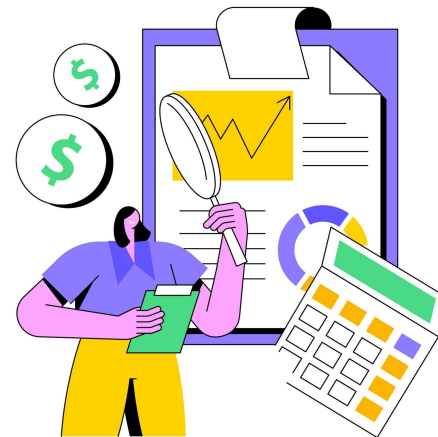
Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Status Update / Awareness:

- AY 26 Audit

First Quarter Internal Controls

Questionnaire is scheduled to be released on 10.01.26



Consent Agenda

- 9.2.26 Governance Committee Meeting Minutes
- 9.9.26 School Performance Committee Meeting Minutes
- 9.16.26 Finance and Facilities Committee Meeting Minutes
- AY 27 School Performance Committee Charter
- Systemic SAIL (Student Agency, Inquiry, & Leadership) Policy
- HR Policy Additions & Revisions
 - Whistleblower & Anonymous Reporting Protocol
 - ADA section in EEOC Policy
 - Consensual Relationship Disclosure Policy
 - Personnel Action Form Workflow Policy
 - Restorative Practices Policy

Coversheet

Approve 8.12.26 School Performance Committee Meeting Minutes

Section: IV. 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 September 9, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

School Performance Committee Meeting

Date and Time

Wednesday September 9, 2026 at 6:00 PM

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

Committee Members Present

C. Moulder (remote), L. Moody Seymour (remote), R. Langrall (remote), S. Madlinger (remote), S. Simpson (remote)

Committee Members Absent

J. Book, S. Lake, W. Perry

Guests Present

rmaldonado@tlssstl.org (remote)

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting of the School Performance Committee of The Leadership School to order on Wednesday Sep 9, 2026 at 6:04 PM.

B. Record Attendance

II. School Performance Committee

A.

The Pulse: Dashboard Review

- **Academic Performance:** Reviewed updates on staff evaluations, digital citizenship integration, and upcoming reports for the Executive Director check-in.
- **Operational & Financial:** Discussed the finalized Restorative Practices Policy draft and draft charter renewal goals for AY 28–32.
- **Compliance & Reporting:** Confirmed upcoming Reportwell submissions (Pledge of Allegiance, Curriculum, Enrollment) and literacy resource updates on TLS website.

B. Compliance & Reporting

Verified high-level compliance and tracking systems, ensuring all authorizer deadlines and Reportwell requirements are monitored by assigned owners.

C. Strategic Deep Dive: Focus Area One

- **Focus Area One: Academic Excellence**
 - Reviewed MAP and iReady achievement and growth data, comparative state data, and proposed charter renewal goals (Goals 1–4) focusing on ELA and Math proficiency targets and language realignment.
 - Discussion of hierarchy of goals (current charter goals, internal (revised charter) school goals, proposed renewal charter goals)

D. Strategic Deep Dive: Focus Area Two

- **Focus Area Two: Accountability & Continuous Improvement**
 - Discussed the Draft Restorative Practices Policy (slated for adoption on September 29), teacher/staff evaluation schedules, rubrics for new positions, and indicators for Goal 9 (Staff Satisfaction and Retention).

E. Strategic Deep Dive: Focus Area Three

- **Focus Area Three: Student Attendance & Leadership**
 - Examined attendance intervention plans, student leadership development policies (SAIL), and counseling program outcomes focusing on student self-efficacy and social-emotional learning (SEL) growth.

F. Strategic Deep Dive: Focus Area Four

- **Focus Area Four: Communication, Stewardship, and Engagement**
 - Reviewed caregiver and student satisfaction/retention data collection ideas, Title I requirements, PTO / parent or caregiver involvement meetings, and community event participation tracking.

G. Strategic Deep Dive: Focus Area Five

- **Focus Area Five: Digital Literacy & Technology**

- Discussed digital literacy / citizenship integration plans across morning meetings and Pride assemblies using the Common Sense Media framework, Discovery Education, WayFinder and other digital resources available to TLS.
- Discussed professional learning options for staff to learn Google Workspace platform

H. Board Inquiry & Actions

- Evaluated governance needs, policy changes, and resource allocations stemming from the deep dives.
- Confirmed action items and assigned action items for upcoming reviews.

I. Next Month

Focus Area 1, Goal 1

Focus Area 2, Goal 9

Focus Area 4, Goal 1 & 7

Charter Goals

Rubrics

Satisfaction Surveys

SAIL deliverables

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 7:38 PM.

Respectfully Submitted,

S. Madlinger

Coversheet

School Performance Committee

Section:	IV. Committee Reports
Item:	D. School Performance Committee
Purpose:	Discuss
Submitted by:	
Related Material:	09.29.26 Board + ED Monthly Board Reports.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board of Directors Monthly Meeting

September 29, 2026

TLS Staff Share / Meeting Guests

- Lauren Martin, 3rd Grade ELA
- Treece Timmons, 2nd ELA





THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Executive Director Report

*Board of Directors
Monthly Meeting
September 29, 2026*

ED Announcements

- **Keisha Seymour & Courtney Moulder Achievement**
- **TLS Facilities Expansion / Operations = Building A, B & C
(parking, playground, traffic flow, transportation...)**



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Revised Charter Goal 1: **MAP**

ISG 1 (Internal School Goal)

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).

30 % of students in Grade Five will score proficient in Science on the MAP.



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Revised Charter Goal 2: *Reading Growth*

Annually,

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

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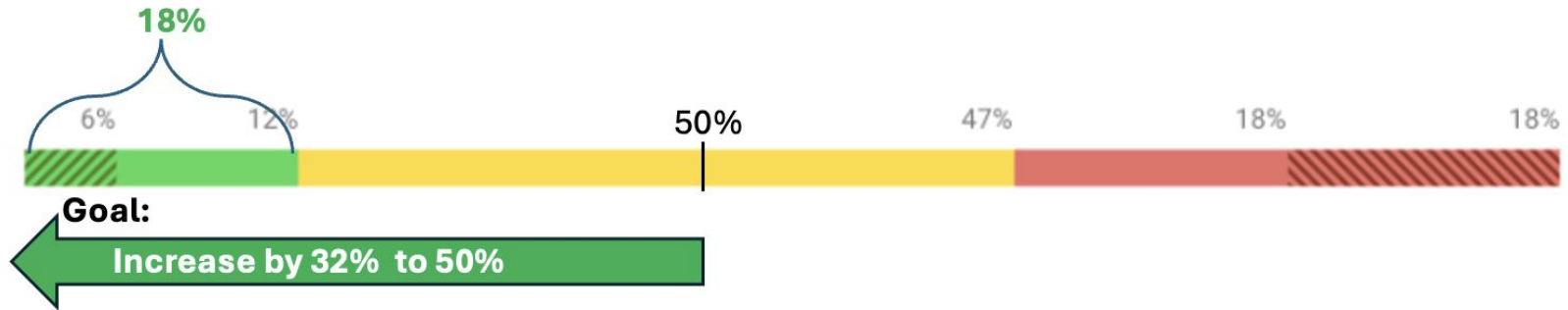
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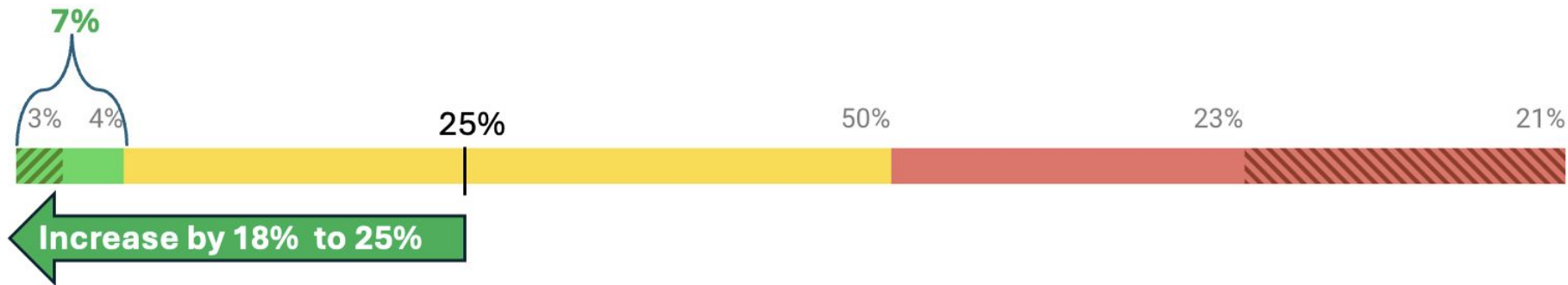
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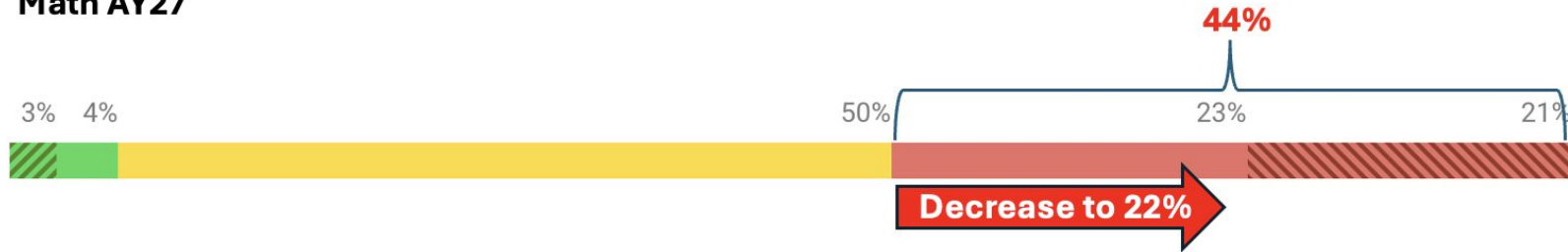
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	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Gov	80% 4/5	80% 4/5	80% 4/5									
SP	100% 4/4	50% 2/4	100% 4/4									
F&F	75% 3/4	50% 2/4	75% 3/4									

TWO board of directors are not engaged in **meetings** and communications

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	1/7									

Board Fundraising Year To Date: **\$241**

Goal 10: Board Engagement Tracker

Charter Goal 10: *Board Engagement*

Board members will each attend one *school event* per quarter or four per year

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

ONE board member presented the Board Annual Report to *PTO* on 9/08

TWO board members engaged in a *community tour* at TLS 9/14

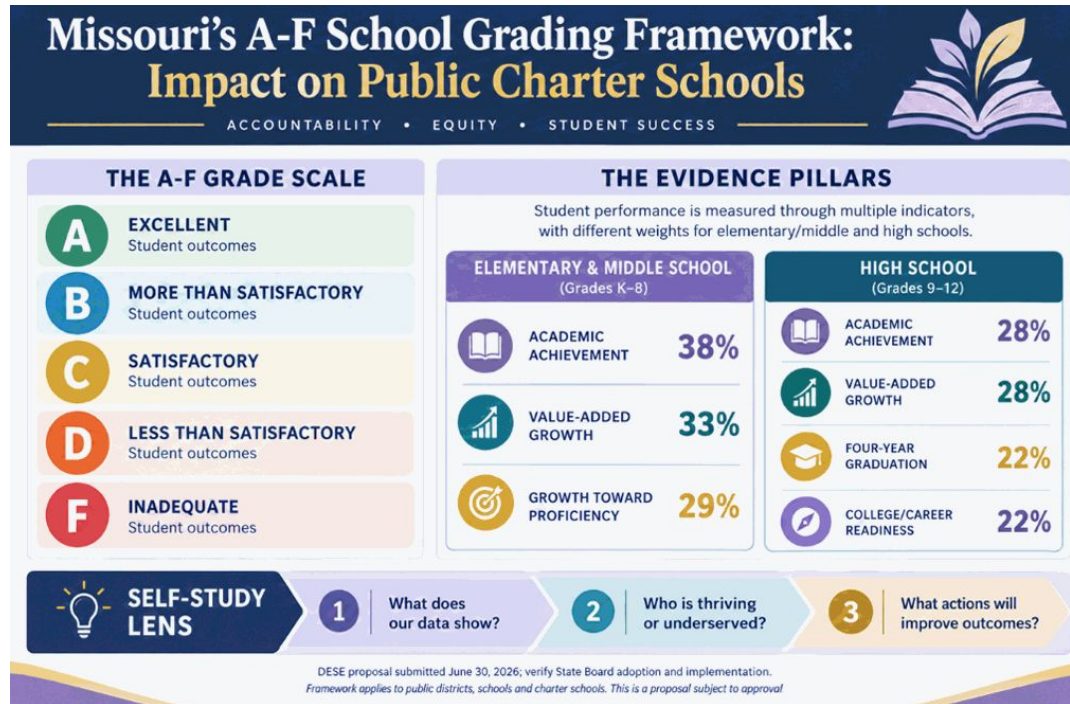
TLS Caregiver / Family Calendar and Staff Calendar

Charter Goal 10: *Board Engagement*

Upcoming TLS Events - *need volunteers*

- 10.05.26 State of TLS by ED, Courtney Moulder
- 10.08-10.09 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: *Shinita Simpson* Self Study Share



Board *Action* Items

- Status of Charter Renewal (Year 6-10)
- Review updates to [Board Communication Protocol](#)
- Review [Board Norms](#)
- Review Charter Management Organization (CMO):
[Pro/Con/Neutral](#)



Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)



- [Podcast](#)

- [Parental Involvement Policy \(Title I, Part A\)](#)
Infographic on next slide



Empowering Partnerships: Title I Parent & Family Engagement

[Link](#)

LEA-LEVEL PLANNING & RESOURCES



Joint Policy Development

LEAs must jointly develop and distribute a written family engagement policy with participating parents.



1% Reservation of Funds

LEAs must reserve at least 1% of Title I funds specifically for parental involvement activities.



Parent-Led Allotments

Parents of participating children must be involved in deciding how the reserved funds are allotted.



School-Parent Compacts

Compacts outline shared responsibilities for academic achievement between parents, students, and school staff.



Empowering Parents

Schools must provide parents with literacy training, materials, and assistance to support student learning.



Educating School Staff

Teachers and school leaders must be trained on how to effectively communicate and partner with parents.

SCHOOL-LEVEL ACTION & SUPPORT

Powered by BoardOnTrack

Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Questions:

1. When does the Annual Title 1 meeting occur and how is the meeting communicated?
2. Is there a TLS Title 1 Compact?
3. Is 1% of the Title 1 budget allocated for Title 1 training?
4. Do parents have a say in how Title 1 resources are spent?
5. What supports do we provide parents to partner with the school to develop students' literacy?



Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Review/Approve:

- [Antisemitism Policy](#)



Info:

- AY 27 ED Evaluation Work Team Update



School Performance Committee Action Items

Next meeting: **10/14/26** SECOND Wednesday @ 6 PM

Discussion

- [SP Committee Charter 2026-27](#)
- [Restorative Practice Behavior Management Plan](#)
- [Student Agency Inquiry & Leadership \(SAIL\)](#)

Awareness

- [Goals Alignment Crosswalk](#)
- [Local Educational Agency Title I.A.](#)

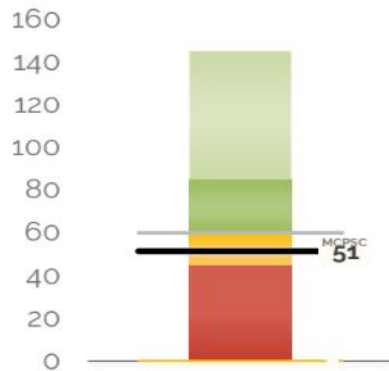
Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Review and Vote: KPIs from [August financials](#)

Days of Cash

Cash balance at year-end divided by average daily expenses

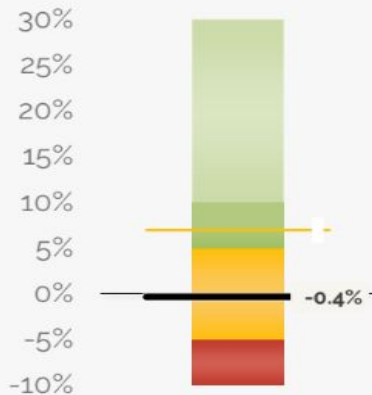


51 DAYS OF CASH AT YEAR'S END

The school will end the year with 51 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

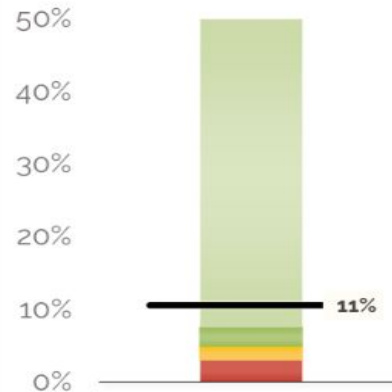


-0.4% GROSS MARGIN

The forecasted net income is -\$31k, which is \$510k below the budget. It yields a -0.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



10.57% AT YEAR'S END

The school is projected to end the year with a fund balance of \$921,983. Last year's fund balance was \$953,196.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

- As of August 31, 2026, TLS is expected to end the fiscal year with 947k in cash, the equivalent of 51 days, and a 14% fund balance (operational costs only excluding facility work).
- Focus this month was to tie out salary projections to current staffing. Staff costs are now 200k higher than budget due to higher salaries than budgeted for new staff and a few unbudgeted positions.
- In September, we will update state revenue projection based on September membership count (enrollment)
- CSP planning continues to be a critical area of focus, as the budget performance depends on the school's ability to fully draw all budgeted funds (1.13M). It is essential for school leadership and board to be aligned on CSP budget plan.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

Proposal to Revise

the Annual Operating Budget Policy as follows;

SECTION 1.3. Each year before the annual operating budget is drafted the Executive Director or their designee shall ensure that a needs assessment of The Leadership School, is drafted and finalized by a budget committee consisting of the CFO, the School Leadership Team, and other individuals as designated by the board—such as **members of the Finance and Facilities Committee.** The needs assessment shall inform the drafting of the annual budget.

Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Proposal to add the Board Chair as a
Signatory on the TLS Bank Account
per the adopted ED Succession Plan
& align related Bylaws accordingly.

Finance & Facilities Committee Action Items

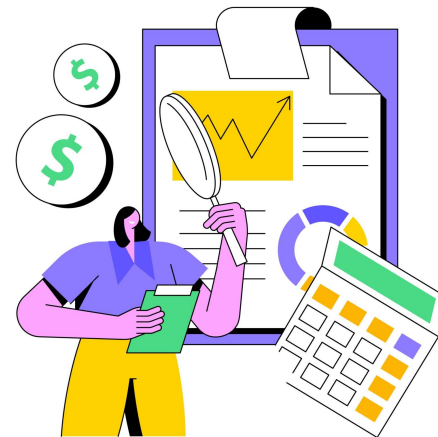
Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Status Update / Awareness:

- AY 26 Audit

First Quarter Internal Controls

Questionnaire is scheduled to be released on 10.01.26



Consent Agenda

- 9.2.26 Governance Committee Meeting Minutes
- 9.9.26 School Performance Committee Meeting Minutes
- 9.16.26 Finance and Facilities Committee Meeting Minutes
- AY 27 School Performance Committee Charter
- Systemic SAIL (Student Agency, Inquiry, & Leadership) Policy
- HR Policy Additions & Revisions
 - Whistleblower & Anonymous Reporting Protocol
 - ADA section in EEOC Policy
 - Consensual Relationship Disclosure Policy
 - Personnel Action Form Workflow Policy
 - Restorative Practices Policy

Coversheet

Approve 9.9.26 School Performance Committee Meeting Minutes

Section: IV. Committee Reports
Item: E. Approve 9.9.26 School Performance Committee Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for School Performance Committee Meeting on September 9, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

School Performance Committee Meeting

Date and Time

Wednesday September 9, 2026 at 6:00 PM

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

Committee Members Present

C. Moulder (remote), L. Moody Seymour (remote), R. Langrall (remote), S. Madlinger (remote), S. Simpson (remote)

Committee Members Absent

J. Book, S. Lake, W. Perry

Guests Present

rmaldonado@tlssstl.org (remote)

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting of the School Performance Committee of The Leadership School to order on Wednesday Sep 9, 2026 at 6:04 PM.

B. Record Attendance

II. School Performance Committee

A.

The Pulse: Dashboard Review

- **Academic Performance:** Reviewed updates on staff evaluations, digital citizenship integration, and upcoming reports for the Executive Director check-in.
- **Operational & Financial:** Discussed the finalized Restorative Practices Policy draft and draft charter renewal goals for AY 28–32.
- **Compliance & Reporting:** Confirmed upcoming Reportwell submissions (Pledge of Allegiance, Curriculum, Enrollment) and literacy resource updates on TLS website.

B. Compliance & Reporting

Verified high-level compliance and tracking systems, ensuring all authorizer deadlines and Reportwell requirements are monitored by assigned owners.

C. Strategic Deep Dive: Focus Area One

- **Focus Area One: Academic Excellence**
 - Reviewed MAP and iReady achievement and growth data, comparative state data, and proposed charter renewal goals (Goals 1–4) focusing on ELA and Math proficiency targets and language realignment.
 - Discussion of hierarchy of goals (current charter goals, internal (revised charter) school goals, proposed renewal charter goals)

D. Strategic Deep Dive: Focus Area Two

- **Focus Area Two: Accountability & Continuous Improvement**
 - Discussed the Draft Restorative Practices Policy (slated for adoption on September 29), teacher/staff evaluation schedules, rubrics for new positions, and indicators for Goal 9 (Staff Satisfaction and Retention).

E. Strategic Deep Dive: Focus Area Three

- **Focus Area Three: Student Attendance & Leadership**
 - Examined attendance intervention plans, student leadership development policies (SAIL), and counseling program outcomes focusing on student self-efficacy and social-emotional learning (SEL) growth.

F. Strategic Deep Dive: Focus Area Four

- **Focus Area Four: Communication, Stewardship, and Engagement**
 - Reviewed caregiver and student satisfaction/retention data collection ideas, Title I requirements, PTO / parent or caregiver involvement meetings, and community event participation tracking.

G. Strategic Deep Dive: Focus Area Five

- **Focus Area Five: Digital Literacy & Technology**

- Discussed digital literacy / citizenship integration plans across morning meetings and Pride assemblies using the Common Sense Media framework, Discovery Education, WayFinder and other digital resources available to TLS.
- Discussed professional learning options for staff to learn Google Workspace platform

H. Board Inquiry & Actions

- Evaluated governance needs, policy changes, and resource allocations stemming from the deep dives.
- Confirmed action items and assigned action items for upcoming reviews.

I. Next Month

Focus Area 1, Goal 1

Focus Area 2, Goal 9

Focus Area 4, Goal 1 & 7

Charter Goals

Rubrics

Satisfaction Surveys

SAIL deliverables

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 7:38 PM.

Respectfully Submitted,

S. Madlinger

Coversheet

Approve the Finance & Facilities August Committee Meeting

Section: IV. Committee Reports
Item: F. Approve the Finance & Facilities August Committee Meeting
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Finance and Facilities Committee Meeting on September 16, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Finance and Facilities Committee Meeting

Date and Time

Wednesday September 16, 2026 at 6:00 PM

Committee Members Present

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

Committee Members Absent

T. Curry

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 Sep 16, 2026 at 6:16 PM.

II. Finance and Facilities

A. The Pulse: Dashboard Review

Focus Area 1: Financial Position - 4 tasks reviewed

- Two are on track, 1 is off-track (annual student retention percentage needed), 1 is at-risk (month-by-month spend down plan for CSP grant),

Focus Area 2: Financial Process - 9 tasks reviewed

- Six are on track, 3 are off-track (AY 27 Budget modeling - 2 tabs need updating; granting our financial partner access to Give; and consolidating donations tracking)

Focus Area 3: Compliance - 3 tasks reviewed

- Two are on track, 1 is off-track (ensure the Annual Policy Compliance Tracker is updated monthly)

Focus Area 4: Facilities - 3 tasks reviewed

- All are on track.

B. Compliance & Reporting

Reportwell reporting is 100% complete and 95% on time as of 9.16.

Board conducted a gap analysis between current policy and the TLS Comprehensive Safety Guide. Found several areas in the plan that need updating to align with policy. Revisions to be completed and shared with relevant staff by 10.21

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

Emergency Succession Planning

- Discussed the need to add the Board Chair to the TLS bank account to ensure the continued functioning of day to day operations during an emergency.
- Discussed the need for a cyber-security plan that included a list of master passwords to be stored in a secure area.

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

[2026 08 Cash Receipt Listing.pdf](#)

[2026 08 TLS Check Register.pdf](#)

[2026 08 Credit Card InvoiceListing-1.pdf](#)

[2026 08 Donation Report-1.csv](#)

[2026 08 Invoice Listing.pdf](#)

[TLS - Supplemental Report - August 2026.xlsx](#)

[TLS - Monthly Presentation - August 2026.pdf](#)

August KPIs:

- Days of Cash: 51
- Gross Margin: .4%
- Fund Balance: 11%

- All KPIs are depressed because we have had two months of spending against a revenue stream pegged to last year's enrollment numbers. Enrollment is 100 students higher this year. The State will determine an accurate count in September and adjust our revenue stream accordingly. October's financials should show improvement.

Donations: Need to align donation tracking at the school level with donation tracking completed by EdOps.

CSP:

- For the 10.21 Finance Committee meeting, Courtney will supply a month-by-month projection for the remaining seven months.
- Starting in September, ED Monthly reports to the board will include a CSP dashboard indicating how much has been applied for reimbursement each month against the total available.

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

[Financial Controls Questionnaire](#)

Oct. 1 - Quarter 1 Questionnaire will go out to the ED and Director of Operations

Oct. 15 - Surveys due to the Finance Committee

Oct 21 - Committee review

Oct. 28 - Treasurer Report to the Board

Proposed revision to the Annual Operating Budget

SECTION 1.3. Each year before the annual operating budget is drafted the Executive Director or their designee shall ensure that a needs assessment of The Leadership School, is drafted and finalized by a budget committee consisting of the **CFO/DO**, the School Leader, and **other individuals as designated by the board members of the Finance and Facilities Committee**. The needs assessment shall inform the drafting of the annual budget.

F. Board Inquiry & Actions

Obtain additional information about August monthly reports.

G. Next Month Focus

- Review Q1 Report
- Status of first payment of TOT grants arriving at the end of Sept/early Oct. for Ignite, Red Thread, and Relay Program.
- Status of Annual Audit
- Q1 Internal Controls Questionnaire data analysis

- SOP for building the budget, including anticipated needs assessment discussed with TLS personnel and committee/board members.
- Board and ED monthly activity to attract donors.
- CSP Dashboard review in prep for 10.27.26 Board Meeting ED Report

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 7:43 PM.

Respectfully Submitted,
R. Langrall

Documents used during the meeting

None

Coversheet

Finance & Facilities Committee

Section:	IV. Committee Reports
Item:	G. Finance & Facilities Committee
Purpose:	Discuss
Submitted by:	
Related Material:	09.29.26 Board + ED Monthly Board Reports.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board of Directors Monthly Meeting

September 29, 2026

TLS Staff Share / Meeting Guests

- Lauren Martin, 3rd Grade ELA
- Treece Timmons, 2nd ELA





THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Executive Director Report

*Board of Directors
Monthly Meeting
September 29, 2026*

ED Announcements

- **Keisha Seymour & Courtney Moulder Achievement**
- **TLS Facilities Expansion / Operations = Building A, B & C
(parking, playground, traffic flow, transportation...)**



Revised Charter Goal 1: **MAP**

ISG 1 (Internal School Goal)

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).

30 % of students in Grade Five will score proficient in Science on the MAP.



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Revised Charter Goal 2: *Reading Growth*

Annually,

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

BOY Benchmark Data
ELA AY27



ISG 2 (Internal School Goal)



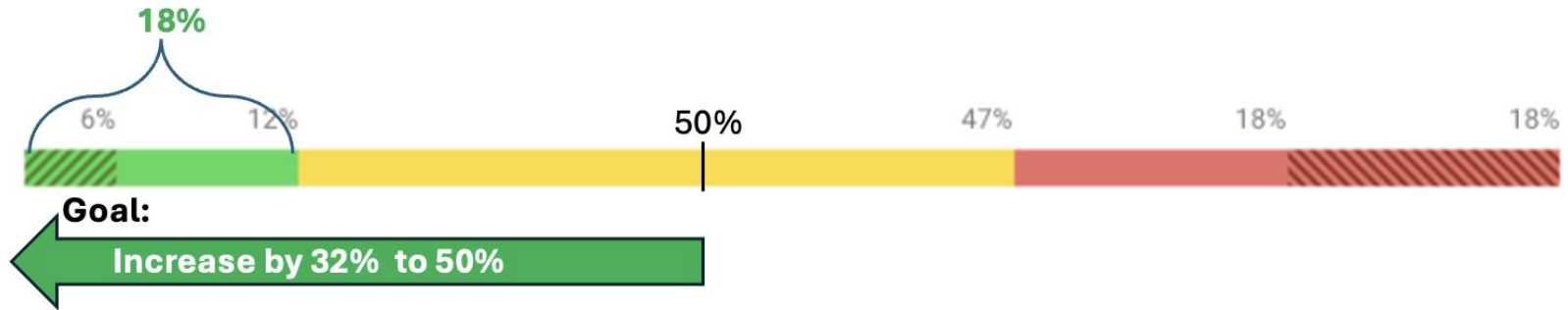
THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Revised Charter Goal 3 - *iReady Reading*

ISG 3 (Internal School Goal)

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

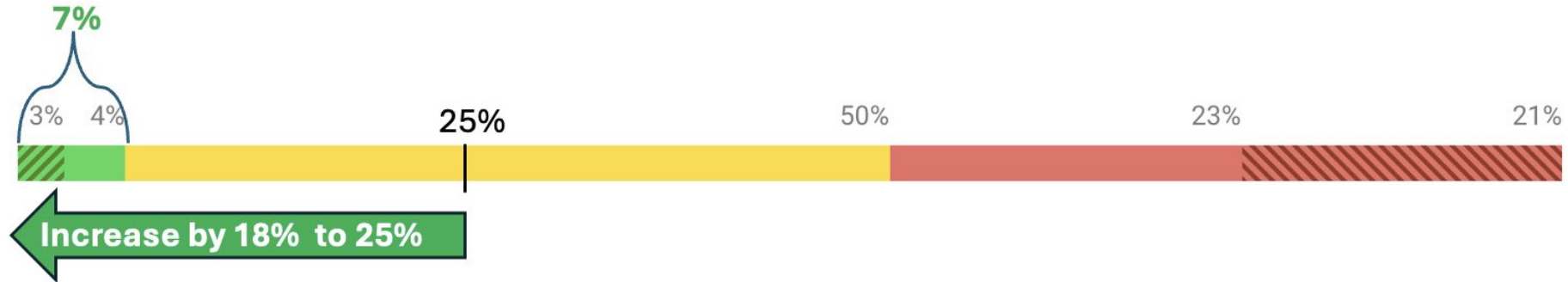
BOY Benchmark Data ELA AY27



Revised Charter Goal 3 - *iReady Math*

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

BOY Benchmark Data Math AY27



ISG 3 (Internal School Goal)



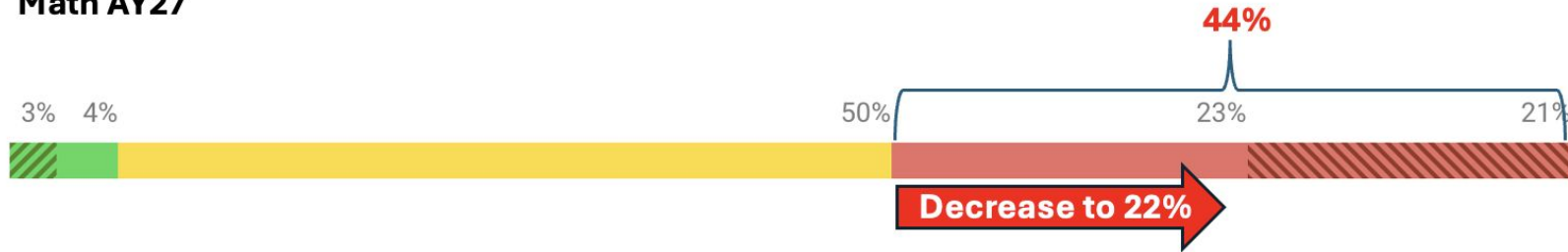
THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Revised Charter Goal 4: *Math Growth*

ISG 4 (Internal School Goal)

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

BOY Benchmark Data Math AY27

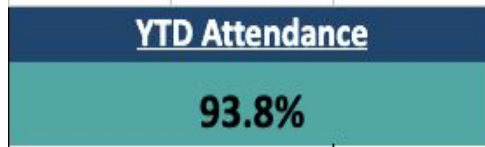


THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

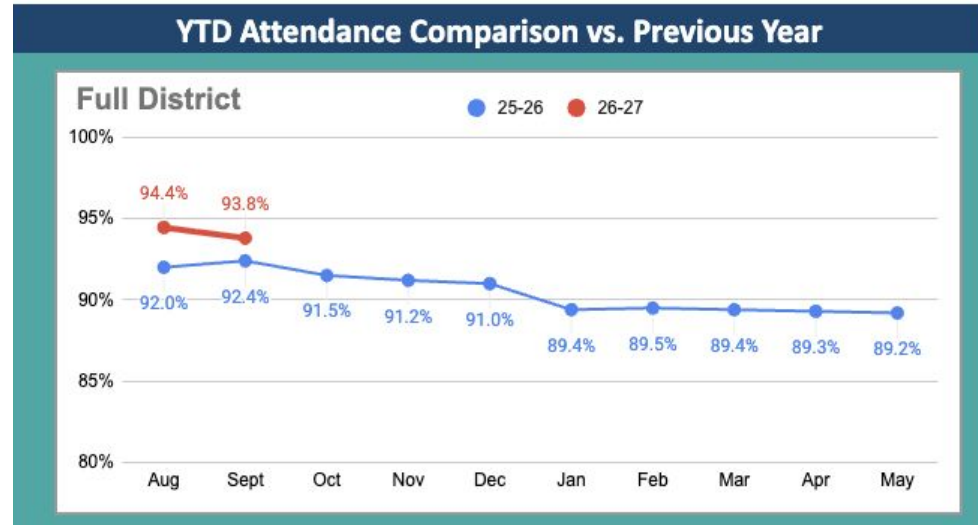
Revised Charter Goal 5: *Attendance*

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

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
94.4%	93.8%								



ISG 5 (Internal School Goal)



Revised Charter Goal 6: *Student Leadership*

The **ratio** of students with **discipline referrals** to the student population as a whole will average **10% or less** per year.

August Student Behavior and Culture Data

KG Referrals	1st Referrals	2nd Referrals	3rd Referrals	4th Referrals	5th Referrals	6th Referrals	Total Referrals
17	9	3	12	2	10	16	69
KG OSS	1st OSS	2nd OSS	3rd OSS	4th OSS	5th OSS	6th OSS	Total OSS
0	0	0	2	0	3	5	10

3% of TLS students were suspended in August
 % of TLS students received referrals in August



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 EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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.

Month	Aug	Sept	Dec	Mar	Jun
Enrollment	376				

[Student Retention Tracker](#) 6% of students enrolled on October 1 2025 left TLS b/c they were dissatisfied. 85% of students enrolled on Oct 1 2025 are still enrolled at TLS. 41% of the students who are no longer enrolled left because they moved out of the enrollment zone



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Powered by BoardOnTrack

Revised Charter Goal 9:

Staff Satisfaction - Retention

- 90% of staff members who are asked to return, do.
 - 85% of staff and 95% of instructional who we want to stay stay the full year
-
- 19/20 - 95% of instructional staff stayed the entire 2025 -2025 school year.
 - 33/36 - 92% of staff stayed the entire 2025 - 2026 school year.
 - 26/28 - 93% of the staff that was asked to return for the 2026 -2027 school year did so.



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Charter Goal 11: *Financial Sustainability*

The Leadership School will maintain at least 60 days of cash on hand at all times.

For each year, the annual audit will have no material findings and unqualified opinion.

	Jul	Aug	Sept	Oct	Nov	Dec	jan	Feb	Mar	Apr	May	June
Days of Cash (60+)		54										
Gross Margin (> 5%)		0%										
Fund Balance @ Year's End (> 12%)		14%										

Charter Goal 11: *Financial Sustainability*

95% of monthly documentation will be provided to our financial partner on time to meet internal deadlines in the *EdOps Hub*.

Docs	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Due	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul
%	80%											

\$10,000/\$50,000 in amazon receipts were submitted late. JB asked EdOps for an extension bc of an exorbitant amount of amazon receipts from the start of the school year.



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 end of May, 2027.

Total Reimbursements						
Month	October	November	January	March	May	Total
Projected	\$120,000	\$211,000	\$276,000	\$195,000	192,000	\$994,000
Actual	TBD	TBD	TBD	TBD	TBD	TBD



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Powered by BoardOnTrack

Charter Goal 12: *Data and Reporting*

Annually, **100%** of state data, reporting, and compliance expectations are **met**, with **95%** on time [**aligns with MCPSC Performance Framework**].

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Submitted	28										
Timeliness	92.9%										
Completed	100%										



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

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THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Report

The Leadership School
Board of Directors Meeting

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
5/8 63%	5/8 63%											63%

TWO board of directors are not engaged in meetings and communications

Charter Goal 10: *Board Engagement*

Board members will *participate* in *at least one* committee

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Gov	80% 4/5	80% 4/5	80% 4/5									
SP	100% 4/4	50% 2/4	100% 4/4									
F&F	75% 3/4	50% 2/4	75% 3/4									

TWO board of directors are not engaged in **meetings** and communications

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	1/7									

Board Fundraising Year To Date: **\$241**

Goal 10: Board Engagement Tracker

Charter Goal 10: *Board Engagement*

Board members will each attend one *school event* per quarter or four per year

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

ONE board member presented the Board Annual Report to *PTO* on 9/08

TWO board members engaged in a *community tour* at TLS 9/14

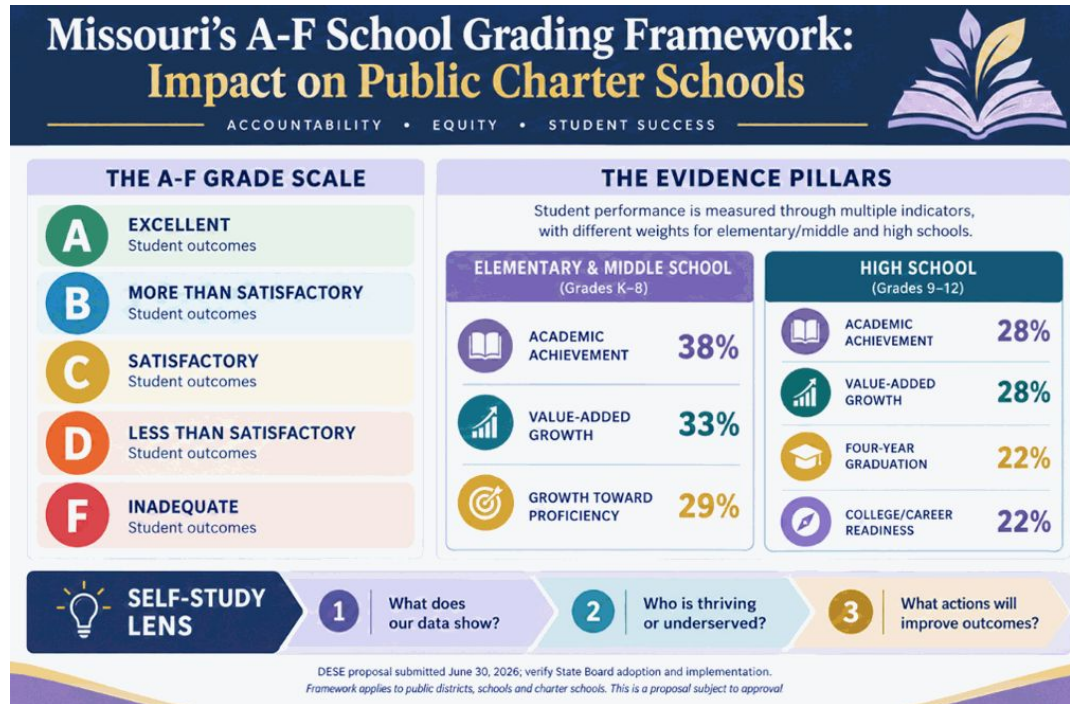
TLS Caregiver / Family Calendar and Staff Calendar

Charter Goal 10: *Board Engagement*

Upcoming TLS Events - *need volunteers*

- 10.05.26 State of TLS by ED, Courtney Moulder
- 10.08-10.09 MO Charter School Conference in KC (*SM & WP)
- 11.10.26 PTO virtual Meeting 5-6pm
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Board PD: *Shinita Simpson* Self Study Share



Board *Action* Items

- Status of Charter Renewal (Year 6-10)
- Review updates to [Board Communication Protocol](#)
- Review [Board Norms](#)
- Review Charter Management Organization (CMO):
[Pro/Con/Neutral](#)



Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)



- [Podcast](#)

- [Parental Involvement Policy \(Title I, Part A\)](#)
Infographic on next slide



Empowering Partnerships: Title I Parent & Family Engagement

[Link](#)

LEA-LEVEL PLANNING & RESOURCES



Joint Policy Development

LEAs must jointly develop and distribute a written family engagement policy with participating parents.



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LEAs must reserve at least 1% of Title I funds specifically for parental involvement activities.



Parent-Led Allotments

Parents of participating children must be involved in deciding how the reserved funds are allotted.



School-Parent Compacts

Compacts outline shared responsibilities for academic achievement between parents, students, and school staff.



Empowering Parents

Schools must provide parents with literacy training, materials, and assistance to support student learning.



Educating School Staff

Teachers and school leaders must be trained on how to effectively communicate and partner with parents.

SCHOOL-LEVEL ACTION & SUPPORT

Powered by BoardOnTrack

Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Questions:

1. When does the Annual Title 1 meeting occur and how is the meeting communicated?
2. Is there a TLS Title 1 Compact?
3. Is 1% of the Title 1 budget allocated for Title 1 training?
4. Do parents have a say in how Title 1 resources are spent?
5. What supports do we provide parents to partner with the school to develop students' literacy?



Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Review/Approve:

- [Antisemitism Policy](#)



Info:

- AY 27 ED Evaluation Work Team Update



School Performance Committee Action Items

Next meeting: **10/14/26** SECOND Wednesday @ 6 PM

Discussion

- SP Committee Charter 2026-27
- Restorative Practice Behavior Management Plan
- Student Agency Inquiry & Leadership (SAIL)

Awareness

- Goals Alignment Crosswalk
- Local Educational Agency Title I.A.

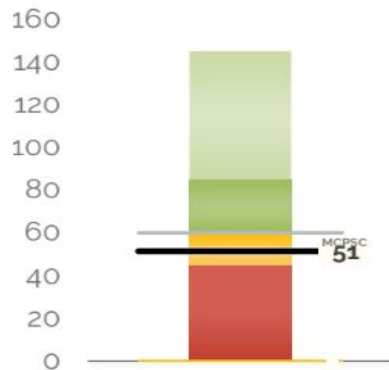
Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Review and Vote: KPIs from August financials

Days of Cash

Cash balance at year-end divided by average daily expenses

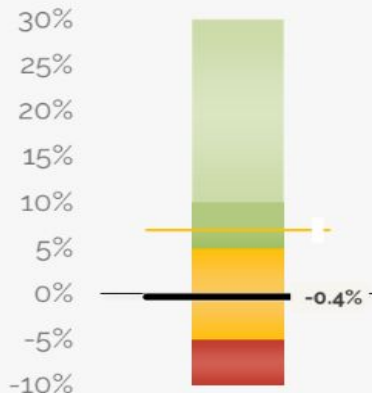


51 DAYS OF CASH AT YEAR'S END

The school will end the year with 51 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

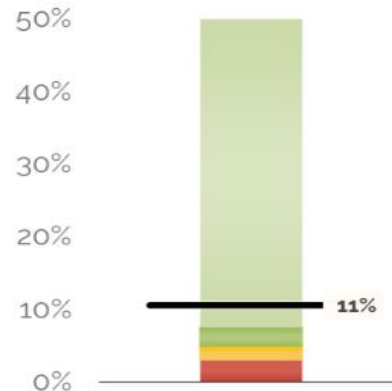


-0.4% GROSS MARGIN

The forecasted net income is -\$31k, which is \$510k below the budget. It yields a -0.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



10.57% AT YEAR'S END

The school is projected to end the year with a fund balance of \$921,983. Last year's fund balance was \$953,196.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

- As of August 31, 2026, TLS is expected to end the fiscal year with 947k in cash, the equivalent of 51 days, and a 14% fund balance (operational costs only excluding facility work).
- Focus this month was to tie out salary projections to current staffing. Staff costs are now 200k higher than budget due to higher salaries than budgeted for new staff and a few unbudgeted positions.
- In September, we will update state revenue projection based on September membership count (enrollment)
- CSP planning continues to be a critical area of focus, as the budget performance depends on the school's ability to fully draw all budgeted funds (1.13M). It is essential for school leadership and board to be aligned on CSP budget plan.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

Proposal to Revise

the Annual Operating Budget Policy as follows;

SECTION 1.3. Each year before the annual operating budget is drafted the Executive Director or their designee shall ensure that a needs assessment of The Leadership School, is drafted and finalized by a budget committee consisting of the CFO, the School Leadership Team, and other individuals as designated by the board—such as **members of the Finance and Facilities Committee**. The needs assessment shall inform the drafting of the annual budget.

Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Proposal to add the Board Chair as a
Signatory on the TLS Bank Account
per the adopted ED Succession Plan
& align related Bylaws accordingly.

Finance & Facilities Committee Action Items

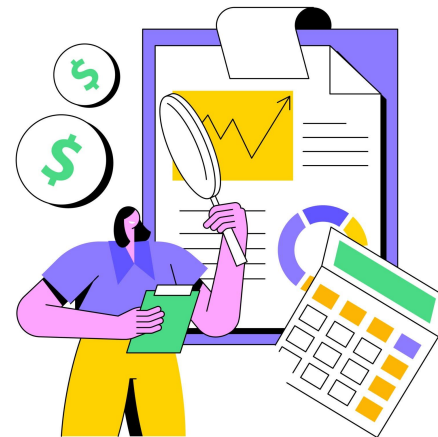
Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

Status Update / Awareness:

- AY 26 Audit

First Quarter Internal Controls

Questionnaire is scheduled to be released on 10.01.26



Consent Agenda

- 9.2.26 Governance Committee Meeting Minutes
- 9.9.26 School Performance Committee Meeting Minutes
- 9.16.26 Finance and Facilities Committee Meeting Minutes
- AY 27 School Performance Committee Charter
- Systemic SAIL (Student Agency, Inquiry, & Leadership) Policy
- HR Policy Additions & Revisions
 - Whistleblower & Anonymous Reporting Protocol
 - ADA section in EEOC Policy
 - Consensual Relationship Disclosure Policy
 - Personnel Action Form Workflow Policy
 - Restorative Practices Policy

Coversheet

Pending Previous Discussion: - Vote to Approve

Section:	V. Consent Agenda
Item:	A. Pending Previous Discussion: - Vote to Approve
Purpose:	Vote
Submitted by:	
Related Material:	2026_09_02_governance_committee_meeting_minutes.pdf 2026_09_16_finance_and_facilities_committee_meeting_minutes-1.pdf 2026_09_09_school_performance_committee_meeting_minutes.pdf 09.29.26 Board + ED Monthly Board Reports.pdf

DRAFT



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Governance Committee Meeting

Date and Time

Wednesday September 2, 2026 at 6:00 PM

Location

Virtual

Committee Members Present

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

Committee Members Absent

S. Lake

Guests Present

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

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

R. Langrall called a meeting of the Governance Committee of The Leadership School to order on Wednesday Sep 2, 2026 at 6:02 PM.

II. Gov. Comm Goal #1: 100% compliance with TLS Charter and Missouri Public School Expectations.

A.

Pulse Dashboard Review

Reviewed 15 items in the Pulse Dashboard in the following three areas:

Focus Area 1 Board Development: 1 item - on track

Focus Area 2 ED Management/ ED and Board Partnership: 4 items - all on track

Focus Area 3 Policy & Compliance: 6 items on track; 2 off-track (dates set for safety drills and assignment of owners in Reportwell. Will circle back at the ED Check-In on 9.10.

B. Focus Area 1: Board Development

1. TLS will register interested Board members and TLS Staff for the 9.26.26 ResearchED conference in Maplewood, MO.
2. Coffee with TLS Community to discuss the Annual Board Report - looks like 9.17 is the preferred morning based on the survey.
- 3 Board will have a table on 9.22 for Fam U to share the report as well.
4. We will continue work on the [SPARK Playbook](#) to assist with board transition planning.

C. Focus Area 2: Executive Oversight/ ED and Board Partnership

1. Reviewed suggested language additions to the [Board Communication](#) protocol approved in August of 2025 to strengthen shared understandings of the status of ongoing work.
2. The Board will review the ED contract at the 9.29.26 Board meeting.
3. The first work team meeting related to the ED Evaluation for 2026 - 2027 will take place this month.
4. Discussion of Charter Renewal timeline and how to organize the board tasks.

D. Focus Area 3 - Compliance

1. To be reviewed at the 9/29/26 Board meeting per annual policy compliance review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)
- [Parental Involvement Policy \(Title I, Part A\)](#)

2. Reviewed and revised the Objectives associated with [Goal 10 - Board Engagement](#) in the Strategic Monitoring Framework.

3. Reviewed recommended updates to the proposed [ED Succession Plan](#).

- The Committee recommends its adoption via the Consent Agenda for 9.29

4. Reviewed proposed updates to the Bylaws in the areas of Article III. Directors, Article V. Officers, and Article VI. Executive Director.

- Agreed on language change to Article III. Need to add content to Articles V and VI.

5. Staff and Family Grievances and Complaints Protocols - tabled

- Will work on aligning timelines with school-based documents

6. P/T HR person

- Discussed the feasibility of hiring a P/T HR consultant
- Discussed obtaining support from an HR Consultant to support the Board
- Reviewed the plans for HR Overview by two board members for the rest of the Board and TLS staff who supervise others.

7. [Proposed HR Policy](#) additions - Tabled

8. Reviewed progress on aligning Staff, Caregiver and Culture Handbooks with TLS Board Policy.

- Board members will collaborate with TLS Staff on completing the alignment next week.

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 7:43 PM.

Respectfully Submitted,
R. Langrall

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The Leadership School

Minutes

Finance and Facilities Committee Meeting

Date and Time

Wednesday September 16, 2026 at 6:00 PM

Committee Members Present

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

Committee Members Absent

T. Curry

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 Sep 16, 2026 at 6:16 PM.

II. Finance and Facilities

A. The Pulse: Dashboard Review

Focus Area 1: Financial Position - 4 tasks reviewed

- Two are on track, 1 is off-track (annual student retention percentage needed), 1 is at-risk (month-by-month spend down plan for CSP grant),

Focus Area 2: Financial Process - 9 tasks reviewed

- Six are on track, 3 are off-track (AY 27 Budget modeling - 2 tabs need updating; granting our financial partner access to Give; and consolidating donations tracking)

Focus Area 3: Compliance - 3 tasks reviewed

- Two are on track, 1 is off-track (ensure the Annual Policy Compliance Tracker is updated monthly)

Focus Area 4: Facilities - 3 tasks reviewed

- All are on track.

B. Compliance & Reporting

Reportwell reporting is 100% complete and 95% on time as of 9.16.

Board conducted a gap analysis between current policy and the TLS Comprehensive Safety Guide. Found several areas in the plan that need updating to align with policy. Revisions to be completed and shared with relevant staff by 10.21

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

Emergency Succession Planning

- Discussed the need to add the Board Chair to the TLS bank account to ensure the continued functioning of day to day operations during an emergency.
- Discussed the need for a cyber-security plan that included a list of master passwords to be stored in a secure area.

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

[2026 08 Cash Receipt Listing.pdf](#)

[2026 08 TLS Check Register.pdf](#)

[2026 08 Credit Card InvoiceListing-1.pdf](#)

[2026 08 Donation Report-1.csv](#)

[2026 08 Invoice Listing.pdf](#)

[TLS - Supplemental Report - August 2026.xlsx](#)

[TLS - Monthly Presentation - August 2026.pdf](#)

August KPIs:

- Days of Cash: 51
- Gross Margin: .4%
- Fund Balance: 11%

- All KPIs are depressed because we have had two months of spending against a revenue stream pegged to last year's enrollment numbers. Enrollment is 100 students higher this year. The State will determine an accurate count in September and adjust our revenue stream accordingly. October's financials should show improvement.

Donations: Need to align donation tracking at the school level with donation tracking completed by EdOps.

CSP:

- For the 10.21 Finance Committee meeting, Courtney will supply a month-by-month projection for the remaining seven months.
- Starting in September, ED Monthly reports to the board will include a CSP dashboard indicating how much has been applied for reimbursement each month against the total available.

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

[Financial Controls Questionnaire](#)

Oct. 1 - Quarter 1 Questionnaire will go out to the ED and Director of Operations

Oct. 15 - Surveys due to the Finance Committee

Oct 21 - Committee review

Oct. 28 - Treasurer Report to the Board

Proposed revision to the Annual Operating Budget

SECTION 1.3. Each year before the annual operating budget is drafted the Executive Director or their designee shall ensure that a needs assessment of The Leadership School, is drafted and finalized by a budget committee consisting of the **CFO/DO**, the School Leader, and **other individuals as designated by the board members of the Finance and Facilities Committee**. The needs assessment shall inform the drafting of the annual budget.

F. Board Inquiry & Actions

Obtain additional information about August monthly reports.

G. Next Month Focus

- Review Q1 Report
- Status of first payment of TOT grants arriving at the end of Sept/early Oct. for Ignite, Red Thread, and Relay Program.
- Status of Annual Audit
- Q1 Internal Controls Questionnaire data analysis

- SOP for building the budget, including anticipated needs assessment discussed with TLS personnel and committee/board members.
- Board and ED monthly activity to attract donors.
- CSP Dashboard review in prep for 10.27.26 Board Meeting ED Report

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 7:43 PM.

Respectfully Submitted,
R. Langrall

Documents used during the meeting

None

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THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

School Performance Committee Meeting

Date and Time

Wednesday September 9, 2026 at 6:00 PM

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

Committee Members Present

C. Moulder (remote), L. Moody Seymour (remote), R. Langrall (remote), S. Jones (remote), S. Madlinger (remote)

Committee Members Absent

J. Book, S. Lake, W. Perry

Guests Present

rmaldonado@tlssstl.org (remote)

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting of the School Performance Committee of The Leadership School to order on Wednesday Sep 9, 2026 at 6:04 PM.

B. Record Attendance

II. School Performance Committee

A.

The Pulse: Dashboard Review

- **Academic Performance:** Reviewed updates on staff evaluations, digital citizenship integration, and upcoming reports for the Executive Director check-in.
- **Operational & Financial:** Discussed the finalized Restorative Practices Policy draft and draft charter renewal goals for AY 28–32.
- **Compliance & Reporting:** Confirmed upcoming Reportwell submissions (Pledge of Allegiance, Curriculum, Enrollment) and literacy resource updates on TLS website.

B. Compliance & Reporting

Verified high-level compliance and tracking systems, ensuring all authorizer deadlines and Reportwell requirements are monitored by assigned owners.

C. Strategic Deep Dive: Focus Area One

- **Focus Area One: Academic Excellence**
 - Reviewed MAP and iReady achievement and growth data, comparative state data, and proposed charter renewal goals (Goals 1–4) focusing on ELA and Math proficiency targets and language realignment.
 - Discussion of hierarchy of goals (current charter goals, internal (revised charter) school goals, proposed renewal charter goals)

D. Strategic Deep Dive: Focus Area Two

- **Focus Area Two: Accountability & Continuous Improvement**
 - Discussed the Draft Restorative Practices Policy (slated for adoption on September 29), teacher/staff evaluation schedules, rubrics for new positions, and indicators for Goal 9 (Staff Satisfaction and Retention).

E. Strategic Deep Dive: Focus Area Three

- **Focus Area Three: Student Attendance & Leadership**
 - Examined attendance intervention plans, student leadership development policies (SAIL), and counseling program outcomes focusing on student self-efficacy and social-emotional learning (SEL) growth.

F. Strategic Deep Dive: Focus Area Four

- **Focus Area Four: Communication, Stewardship, and Engagement**
 - Reviewed caregiver and student satisfaction/retention data collection ideas, Title I requirements, PTO / parent or caregiver involvement meetings, and community event participation tracking.

G. Strategic Deep Dive: Focus Area Five

- **Focus Area Five: Digital Literacy & Technology**

- Discussed digital literacy / citizenship integration plans across morning meetings and Pride assemblies using the Common Sense Media framework, Discovery Education, WayFinder and other digital resources available to TLS.
- Discussed professional learning options for staff to learn Google Workspace platform

H. Board Inquiry & Actions

- Evaluated governance needs, policy changes, and resource allocations stemming from the deep dives.
- Confirmed action items and assigned action items for upcoming reviews.

I. Next Month

Focus Area 1, Goal 1

Focus Area 2, Goal 9

Focus Area 4, Goal 1 & 7

Charter Goals

Rubrics

Satisfaction Surveys

SAIL deliverables

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 7:38 PM.

Respectfully Submitted,

S. Madlinger



THE LEADERSHIP SCHOOL
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Board of Directors Monthly Meeting

September 29, 2026

TLS Staff Share / Meeting Guests

- Lauren Martin, 3rd Grade ELA
- Treece Timmons, 2nd ELA





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Executive Director Report

*Board of Directors
Monthly Meeting
September 29, 2026*

ED Announcements

- **Keisha Seymour & Courtney Moulder Achievement**
- **TLS Facilities Expansion / Operations = Building A, B & C**
(parking, playground, traffic flow, transportation...)



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Revised Charter Goal 1: **MAP**

ISG 1 (Internal School Goal)

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).

30 % of students in Grade Five will score proficient in Science on the MAP.



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Revised Charter Goal 2: *Reading Growth*

Annually,

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

BOY Benchmark Data
ELA AY27



ISG 2 (Internal School Goal)



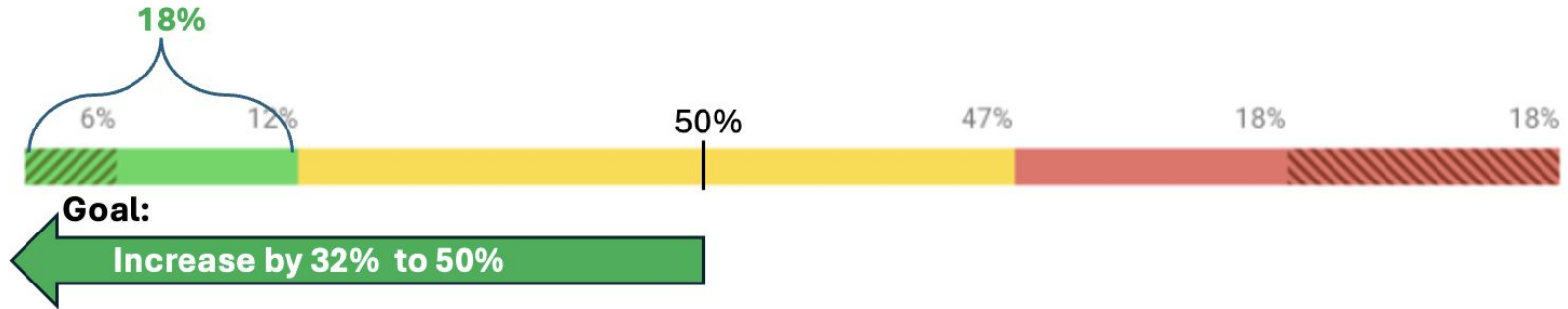
THE LEADERSHIP SCHOOL
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Revised Charter Goal 3 - *iReady Reading*

ISG 3 (Internal School Goal)

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

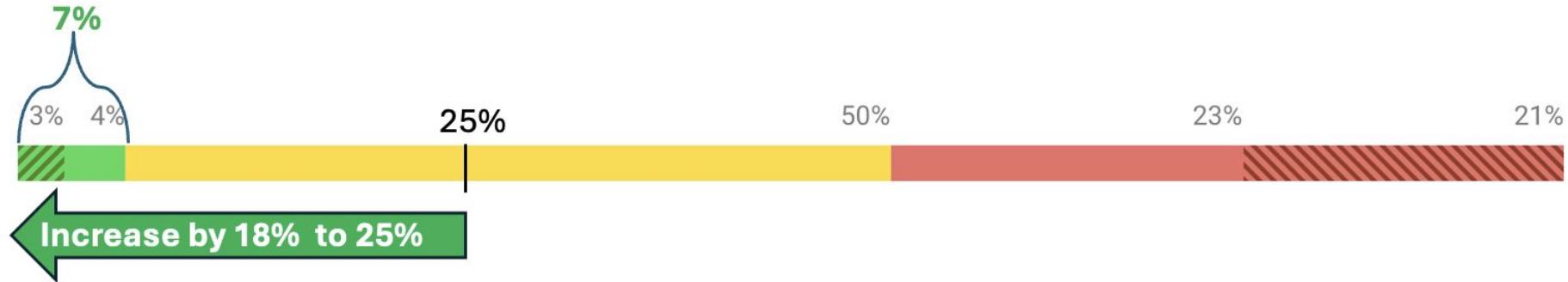
BOY Benchmark Data ELA AY27



Revised Charter Goal 3 - *iReady Math*

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

BOY Benchmark Data Math AY27



ISG 3 (Internal School Goal)



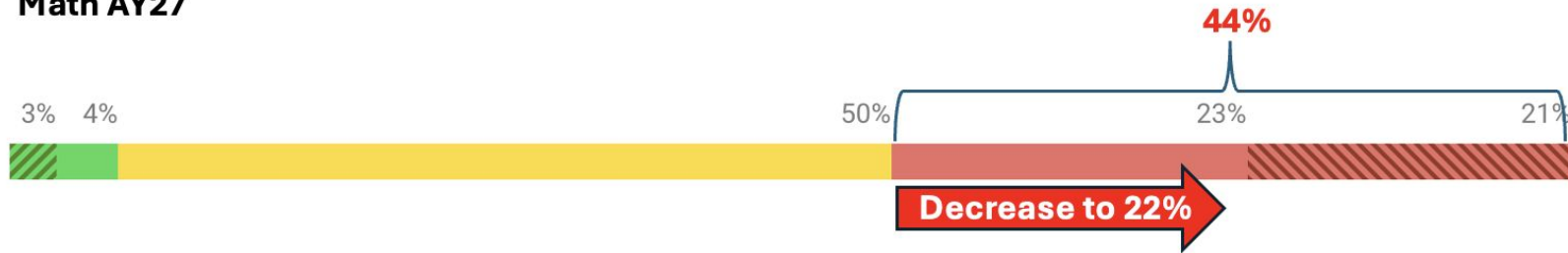
THE LEADERSHIP SCHOOL
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Revised Charter Goal 4: *Math Growth*

ISG 4 (Internal School Goal)

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

BOY Benchmark Data Math AY27

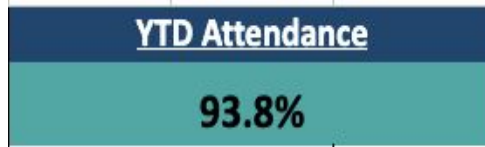


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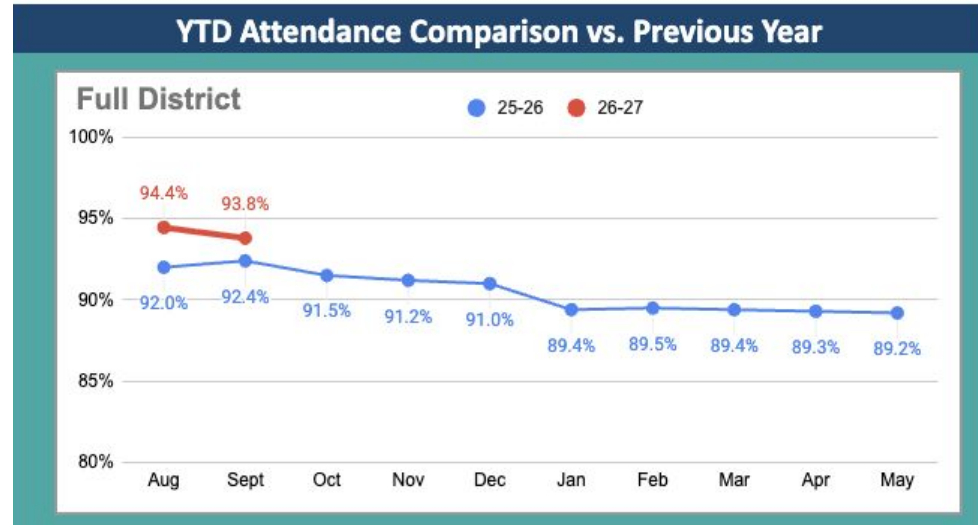
Revised Charter Goal 5: *Attendance*

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

Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
94.4%	93.8%								



ISG 5 (Internal School Goal)



Revised Charter Goal 6: *Student Leadership*

The **ratio** of students with **discipline referrals** to the student population as a whole will average **10% or less** per year.

August Student Behavior and Culture Data

KG Referrals	1st Referrals	2nd Referrals	3rd Referrals	4th Referrals	5th Referrals	6th Referrals	Total Referrals
17	9	3	12	2	10	16	69
KG OSS	1st OSS	2nd OSS	3rd OSS	4th OSS	5th OSS	6th OSS	Total OSS
0	0	0	2	0	3	5	10

3% of TLS students were suspended in August
 % of TLS students received referrals in August



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Charter Goal 8: *Student Retention*

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

Month	Aug	Sept	Dec	Mar	Jun
Enrollment	376				

[Student Retention Tracker](#) 6% of students enrolled on October 1 2025 left TLS b/c they were dissatisfied. 85% of students enrolled on Oct 1 2025 are still enrolled at TLS. 41% of the students who are no longer enrolled left because they moved out of the enrollment zone



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Revised Charter Goal 9:

Staff Satisfaction - Retention

- 90% of staff members who are asked to return, do.
 - 85% of staff and 95% of instructional who we want to stay stay the full year
-
- 19/20 - 95% of instructional staff stayed the entire 2025 -2025 school year.
 - 33/36 - 92% of staff stayed the entire 2025 - 2026 school year.
 - 26/28 - 93% of the staff that was asked to return for the 2026 -2027 school year did so.



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Charter Goal 11: *Financial Sustainability*

The Leadership School will maintain at least 60 days of cash on hand at all times.

For each year, the annual audit will have no material findings and unqualified opinion.

	Jul	Aug	Sept	Oct	Nov	Dec	jan	Feb	Mar	Apr	May	June
Days of Cash (60+)		54										
Gross Margin (> 5%)		0%										
Fund Balance @ Year's End (> 12%)		14%										

Charter Goal 11: *Financial Sustainability*

95% of monthly documentation will be provided to our financial partner on time to meet internal deadlines in the *EdOps Hub*.

Docs	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Due	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Jul
%	80%											

\$10,000/\$50,000 in amazon receipts were submitted late. JB asked EdOps for an extension bc of an exorbitant amount of amazon receipts from the start of the school year.



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 end of May, 2027.

Total Reimbursements						
Month	October	November	January	March	May	Total
Projected	\$120,000	\$211,000	\$276,000	\$195,000	192,000	\$994,000
Actual	TBD	TBD	TBD	TBD	TBD	TBD



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Charter Goal 12: *Data and Reporting*

Annually, 100% of state data, reporting, and compliance expectations are met, with 95% on time [aligns with MCPSC Performance Framework].

	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Submitted	28										
Timeliness	92.9%										
Completed	100%										





THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Report

The Leadership School
Board of Directors Meeting

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
5/8 63%	5/8 63%											63%

TWO board of directors are not engaged in meetings and communications

Charter Goal 10: *Board Engagement*

Board members will *participate* in *at least one* committee

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Gov	80% 4/5	80% 4/5	80% 4/5									
SP	100% 4/4	50% 2/4	100% 4/4									
F&F	75% 3/4	50% 2/4	75% 3/4									

TWO board of directors are not engaged in **meetings** and communications

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	1/7									

Board Fundraising Year To Date: **\$241**

Goal 10: Board Engagement Tracker



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Powered by BoardOnTrack

Charter Goal 10: *Board Engagement*

Board members will each attend one *school event* per quarter or four per year

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

ONE board member presented the Board Annual Report to *PTO* on 9/08

TWO board members engaged in a *community tour* at TLS 9/14

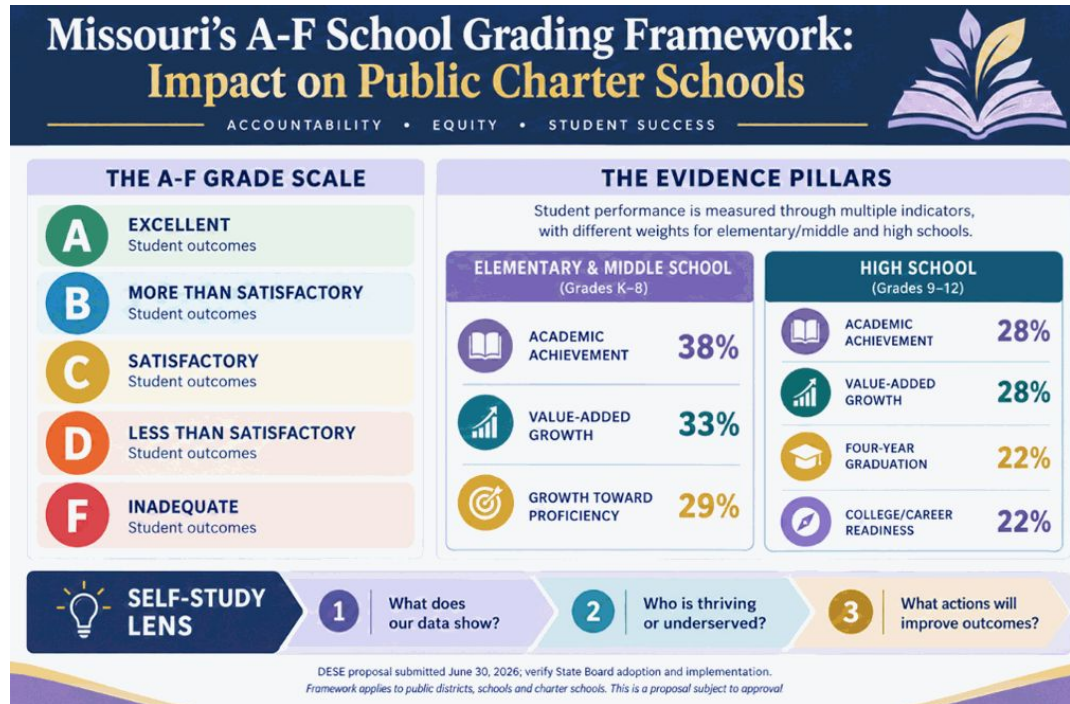
TLS Caregiver / Family Calendar and Staff Calendar

Charter Goal 10: *Board Engagement*

Upcoming TLS Events - *need volunteers*

- 10.05.26 State of TLS by ED, Courtney Moulder
- 10.08-10.09 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: *Shinita Simpson* Self Study Share



Board *Action* Items

- Status of Charter Renewal (Year 6-10)
- Review updates to [Board Communication Protocol](#)
- Review [Board Norms](#)
- Review Charter Management Organization (CMO):
[Pro/Con/Neutral](#)



Governance Committee Action Items

Next meeting: **10/07/26** FIRST Wednesday @ 6pm

Review:

- [Physical Restraint Procedures \(Part of Seclusion, Restraint and Corporal Punishment Policy\)](#)



- [Podcast](#)

- [Parental Involvement Policy \(Title I, Part A\)](#)
Infographic on next slide



Empowering Partnerships: Title I Parent & Family Engagement

[Link](#)

LEA-LEVEL PLANNING & RESOURCES



Joint Policy Development

LEAs must jointly develop and distribute a written family engagement policy with participating parents.



1% Reservation of Funds

LEAs must reserve at least 1% of Title I funds specifically for parental involvement activities.



Parent-Led Allotments

Parents of participating children must be involved in deciding how the reserved funds are allotted.



School-Parent Compacts

Compacts outline shared responsibilities for academic achievement between parents, students, and school staff.



Empowering Parents

Schools must provide parents with literacy training, materials, and assistance to support student learning.



Educating School Staff

Teachers and school leaders must be trained on how to effectively communicate and partner with parents.

SCHOOL-LEVEL ACTION & SUPPORT

Powered by BoardOnTrack

Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Questions:

1. When does the Annual Title 1 meeting occur and how is the meeting communicated?
2. Is there a TLS Title 1 Compact?
3. Is 1% of the Title 1 budget allocated for Title 1 training?
4. Do parents have a say in how Title 1 resources are spent?
5. What supports do we provide parents to partner with the school to develop students' literacy?



Governance Committee Action Items

Next meeting: 10/07/26 FIRST Wednesday @ 6pm

Review/Approve:

- [Antisemitism Policy](#)



Info:

- AY 27 ED Evaluation Work Team Update



School Performance Committee Action Items

Next meeting: **10/14/26** SECOND Wednesday @ 6 PM

Discussion

- [SP Committee Charter 2026-27](#)
- [Restorative Practice Behavior Management Plan](#)
- [Student Agency Inquiry & Leadership \(SAIL\)](#)

Awareness

- [Goals Alignment Crosswalk](#)
- [Local Educational Agency Title I.A.](#)

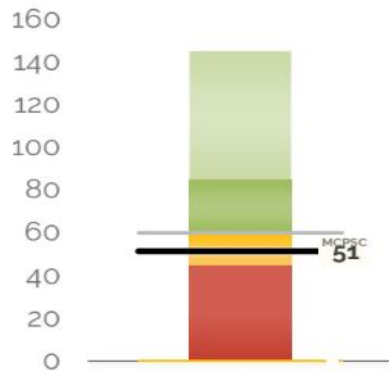
Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Review and Vote: KPIs from August financials

Days of Cash

Cash balance at year-end divided by average daily expenses

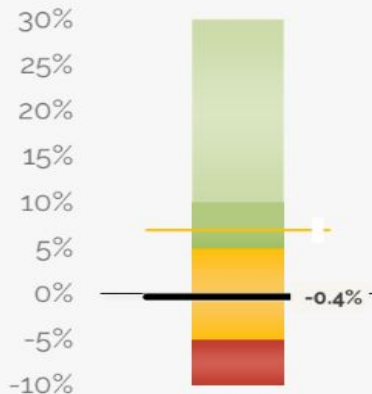


51 DAYS OF CASH AT YEAR'S END

The school will end the year with 51 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

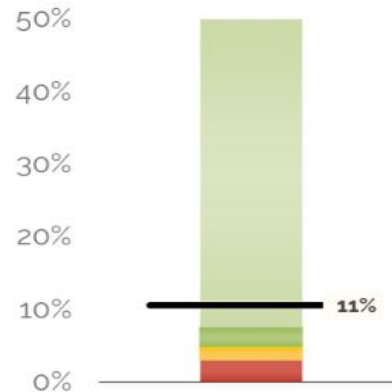


-0.4% GROSS MARGIN

The forecasted net income is -\$31k, which is \$510k below the budget. It yields a -0.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



10.57% AT YEAR'S END

The school is projected to end the year with a fund balance of \$921,983. Last year's fund balance was \$953,196.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

- As of August 31, 2026, TLS is expected to end the fiscal year with 947k in cash, the equivalent of 51 days, and a 14% fund balance (operational costs only excluding facility work).
- Focus this month was to tie out salary projections to current staffing. Staff costs are now 200k higher than budget due to higher salaries than budgeted for new staff and a few unbudgeted positions.
- In September, we will update state revenue projection based on September membership count (enrollment)
- CSP planning continues to be a critical area of focus, as the budget performance depends on the school's ability to fully draw all budgeted funds (1.13M). It is essential for school leadership and board to be aligned on CSP budget plan.

Finance & Facilities Committee Action Items

Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

Proposal to Revise

the Annual Operating Budget Policy as follows;

SECTION 1.3. Each year before the annual operating budget is drafted the Executive Director or their designee shall ensure that a needs assessment of The Leadership School, is drafted and finalized by a budget committee consisting of the CFO, the School Leadership Team, and other individuals as designated by the board—such as **members of the Finance and Facilities Committee.** The needs assessment shall inform the drafting of the annual budget.

Finance & Facilities Committee Action Items

Next meeting: **10/21/26** THIRD Wednesday @ 6 PM

Proposal to add the Board Chair as a
Signatory on the TLS Bank Account
per the adopted ED Succession Plan
& align related Bylaws accordingly.

Finance & Facilities Committee Action Items

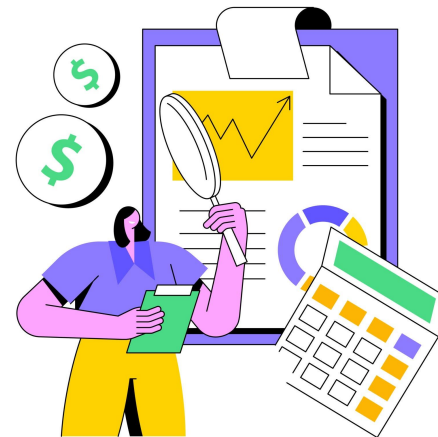
Next meeting: 10/21/26 THIRD Wednesday @ 6 PM

Status Update / Awareness:

- AY 26 Audit

First Quarter Internal Controls

Questionnaire is scheduled to be released on 10.01.26



Consent Agenda

- 9.2.26 Governance Committee Meeting Minutes
- 9.9.26 School Performance Committee Meeting Minutes
- 9.16.26 Finance and Facilities Committee Meeting Minutes
- AY 27 School Performance Committee Charter
- Systemic SAIL (Student Agency, Inquiry, & Leadership) Policy
- HR Policy Additions & Revisions
 - Whistleblower & Anonymous Reporting Protocol
 - ADA section in EEOC Policy
 - Consensual Relationship Disclosure Policy
 - Personnel Action Form Workflow Policy
 - Restorative Practices Policy