APPROVED

THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

# The Leadership School

# Minutes

## Monthly Board Meeting

**Date and Time**
Tuesday September 29, 2026 at 6:00 PM

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

**Directors Present**
G. Stevenson (remote), R. Langrall, S. Lake, S. Madlinger, S. Simpson, T. Curry, W. Perry

**Directors Absent**
*None*

**Directors who arrived after the meeting opened**
W. Perry

**Guests Present**
C. Moulder, L. Moody Seymour

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## 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 Sep 29, 2026 at 6:07 PM.
Susie Lake--Secretary

Stephanie read the Mission Statement.

### B. Record Attendance

W. Perry arrived at 7:00 PM.

### C. Public Comment Section

Teacher Presentations of Personal Observations
1. Ms. Treece Timmons (2nd Grade ELA)

- **Tenure & Background:** Year 3 at TLS
- **Facility Growth:** Highlighted physical changes in the building (e.g., transition from serving lunch in individual classrooms to utilizing a dedicated cafeteria).
- **Systems & Focus:** Systems have been developed as the school expanded, allowing teachers to focus more directly on instruction.
- **Community & Partnerships:** Parent engagement has expanded significantly (PTO launched last year). Partnerships such as the Legacy Center provide free parental resources and a safe environment for students. The building increasingly feels like a cohesive school.

2. Ms. Lauren Martin (3rd Grade ELA)

- **Tenure:** Year 3 at TLS.
- **Coaching Support:** Emphasized the vital role of instructional coaching
- **Leadership & Collaboration:** School leaders genuinely care and step in to support teachers directly.

- **Teacher Efficacy & Culture:** Expressed highest level of teaching confidence to date. Highlighted shared passion and strong peer relationships among staff, noting TLS helped her rediscover her passion for education.
- ED, Courtney Moulder add that an outside consultant offered high praise for Ms. Martin for her classroom environment

### D. Board Meeting Minutes — August 25, 2026

R. Langrall made a motion to approve the minutes from Monthly Board Meeting on 08-25-26.
S. Simpson seconded the motion.
The board **VOTED** to approve the motion.

## II. Executive Directors Monthly Report

### A. ED Monthly Report

1. Executive Director Update (Courtney Moulder)
Operational Updates & Achievements

- **CoED Fellowship:** Keisha and Courtney graduated from the 2-year Greenhouse Executive Director Fellowship alongside 17 charter school leaders nationwide. The program, funded by TOT, includes reciprocal school visits.
- **Facilities Expansion:** Completion of the back building is targeted for December 18, 2026. This addition includes a gymnasium, cafeteria, 5 classrooms, an industrial kitchen, and collaborative glass office spaces for students and staff. Funding documentation is being finalized this week.
- **Playground Construction:** Playground funding will follow completion of essential structures, with construction expected in Spring 2027.
- **Dismissal Operations:** Traffic flow, transportation, and parking have significantly improved. Dismissal time for 400 students reduced from 2 hours on Day 1 to 30 minutes.

Academic Progress & Charter Goals

- **Goal 1 (MAP Goals):** Target by Year 5 is 35% Proficient/Advanced in ELA, 20% in Math, and 30% in Science.
    - **Interventions Implemented:** Adopted the "Red Thread" ELA curriculum (2-hour daily block) with a 1-hour foundational skills block. Implemented "Ignite" (TOT-funded intensive virtual reading program with certified specialists 20 min/day) alongside small-group/iReady interventions.
- **Goal 2 (iReady Reading):** Halve the number of students 2+ grade levels below annually. Currently 36% (1 in 3) are 2+ levels below; school remains on track to meet this goal.
- **Goal 3 (iReady ELA Proficiency):** 50% at or above grade level by Year 5. Achieved 42% last year and expected to meet the goal this year.

- **Revised Goal 3 (iReady Math):** 25% at or above grade level by Year 5 (internal target set to 35-40%).
- **Revised Charter Goal 4 (iReady Math Diagnostic):** Halve the number of students 2+ grade levels below annually. Currently on track.
- **Attendance (Goal 5):** Average daily attendance recorded at 94.4% for August and 93.8% for September, ahead of last year's rate and exceeding the 90% ADA / 77% proportional attendance target.
- **Revised Charter Goal 7 (School Culture):** Target 90% caregiver satisfaction regarding communication and grievance resolution.
- **Charter Goal 8 (Student Retention & Enrollment):** Maintain 85% retention of Oct 1 enrolled students.
    - Current enrollment is 376-378 students (budget baseline is 371). Enrollment is at capacity in grades 2-6 (capped at 25 per class); open seats remain in K and 1st grade.
    - Facility expansion will increase total school capacity to 700 students, accommodating growth for the next 5-8 years.
    - External relations strategy includes an upcoming article highlight and enhanced social media presence managed by KS.
- **Charter Goal 9 (Staff Retention):** Target is 90% offer acceptance and 85% overall / 95% instructional full-year retention.
    - 2025-2026 instructional retention was 19/20; 26/28 overall staff offered return agreements for 2026-2027 accepted.

Financial Updates & Governance

- **Cash on Hand (Goal 11):** Projected at 44 days (target is 60 days). Expectation is that this metric will improve as fall enrollment stabilizes.
- **Financial Documentation & SOPs:** Timely financial documentation is currently at 80% (target: 95%). EdOps is conducting a financial systems diagnostic, and SOPs for credit card receipt submission ("Any Bill") are being rewritten to streamline reporting.
- **Procurement & Vendor Options:** Exploring alternative purchasing software, annual teacher spending allotments, and utilizing EdPlus resources for instructional supplies.
- **CSP Grant Funding (Charter Goal 11):** Reimbursement applications to be submitted at least quarterly, aiming for 98% fund expenditure by May 2027. EA and Operations teams are aligning to update grant management plans.

**Data & Compliance (Charter Goal 12):** Compliance reporting achieved 92.9% timeliness and 100% completion in August (target: 95% timeliness / 100% completion overall).

## III. Board Chair and Committees Reports

**A.**

## Updates

### I. Meeting Overview & Reports

### A. Executive Report & Board Engagement, Board Chair Stephanie Madlinger

- **Charter Goal 10 (Board Engagement):** Current board attendance and engagement stand below the 80% goal (e.g., 63% on July 28 with 5 of 8 members present). Continued membership status of inactive members affects overall metrics.
- **Committee Participation:** Board members are required to participate in at least one committee. Recent attendance rates:
  - Governance Committee: 80%
  - Strategic Planning (SP) Committee: 100%
  - Finance Committee: 75%
- **Engagement Participation Rules & Policy:** To strengthen overall involvement, the Governance Committee is reviewing potential participation thresholds and accountability measures.
- **Financial & Tangible Support:** Emphasis on tangible support pathways for board members, including donations, purchasing school supplies, volunteering for Trunk or Treat, and participating in popcorn sales.

### B. Community Outreach & Partnerships

- **PTO Collaboration:** Becky Langrall shared the Annual Report during the PTO meeting to foster stronger collaboration between the Board and PTO.
- **TLS Community Tour:** Hosted community leaders, including two educational leaders from our community.

### C. Professional Development

- TLS sponsored Becky Langrall's attendance at the Science of Learning Conference. Becky offered to lead a Professional Development (PD) presentation on key takeaways.

### II. Academic Assessment & Accountability Framework

- **Missouri A-F School Grading Framework Overview:** Shinita Simpson presented a self-assessment on the new state grading system taking effect for the 2025-2026 academic year, covering 37 charter schools.
  - **Evaluation Criteria:** 30% Academic Achievement, 33% Value-Added Growth, 29% Growth Toward Proficiency. The framework includes a literacy strand but excludes growth to proficiency.
  - **Access Date:** Official grade ratings will be accessible later in November.
- **Analysis & Context:** Baseline projections put TLS in a prospective "C" rating tier alongside peer schools. The proficiency weighting presents a critical area of focus.

Concerns were noted regarding systemic equity issues inherent in proficiency-heavy metrics.

- **Advocacy & Communication:** TLS is considering sending representation to Education Advocacy Day in Jefferson City. Proactive messaging strategies could be prepared for families and the community, including addressing these topics ahead of time at the State of TLS address.

**III. Board Governance & Action Items**

- **Charter Renewal Status (Goals 6-10):** Committee leads will gather feedback on renewal sections for governance review ahead of the writing process.
- **Board Communication Protocol:** Google Chat is designated as the official channel for all internal board communications regarding school issues.
- **Board Norms Review:** Members must review existing board norms before the next Governance meeting.
- **Charter Management Organization (CMO) Analysis:** Review the Pro/Con/Neutral evaluation document regarding CMO options.

**IV. Upcoming Events & Calendar**

- **State of TLS Address:** October 5
- **Governance Committee Meeting:** October 7
- **Charter School Conference (Kansas City):** Attendees include Whitni Perry, Stephanie Madlinger, Rebecca Maldonado, Courtney Moulder, and Lauren Martin.
- **PTO Virtual Meetings:** November 10 & December 8
- **Family U / STEM Night:** November 17 (at TLS)

## IV. Committee Reports

### A. Approve 9.2.26 Governance Committee Meeting Minutes

S. Lake made a motion to approve the minutes from September 2, 2026 Governance Committee Meeting.
W. Perry seconded the motion.
The board **VOTED** to approve the motion.

### B. Governance Committee

1. Governance Committee Operations

**1.1 Physical Restraint & Crisis De-escalation Training**

- The Board reviewed training updates regarding physical restraint and de-escalation protocols.
- Currently, eight staff members are certified/trained in physical restraint. Coverage ensures 1–2 certified staff members per building.
- All Special Education District (SSD) staff receive annual training.

- Training is maintained currently through EdPlus, utilizing Crisis Prevention Institute (CPI) protocols. De-escalation training is provided to all TLS staff.
- In response to requests from upper-grade teachers, a refresher course will be incorporated into summer professional development.
- Compliance note: Parents must be notified following any restraint incident, and all occurrences are formally reported to the State.

**1.2 Parental Involvement & Title I Policy Review**

The Board reviewed the Parental Involvement Policy infographic outlining the six core components of Title I parent and family engagement. The following inquiries were raised for follow-up:

- What is the scheduled date and format for the annual Title I meeting?
- Is a specific TLS Title I Compact currently established and in effect?
- Is 1% of the Title I budget explicitly allocated toward parental and family engagement training?

**2. Governance & Policy Updates**

**2.1 Antisemitism Policy**

Per state/regulatory guidance, all schools are required to adopt an Antisemitism Policy. The draft policy will be reviewed by the Governance Committee and presented to the Board prior to the October 7 meeting.

**3. Academic & Assessment Updates**

**3.1 Student Survey & Baseline Metrics**

To support student growth monitoring alongside the Wayfinder survey, TLS will administer questions from the Kelvin student surveys. Baseline student data surveys will be deployed three times annually.

**4. Committee Updates**

**4.1 AY 27 ED Evaluation Work Team**

The Work Team has convened twice to date. The framework under development will encompass a Professional Growth Plan, key charter performance metrics, and stakeholder surveys.

**5. Action Items & Key Dates**

- **October 5:** Obtain answers regarding Title I meeting schedules, compacts, and budget allocations
- **Prior to October 7:** Board members to complete review of proposed Antisemitism Policy.
- **October 27:** Next Board Meeting; address Title I inquiries and discuss Governance Committee updates.

**C.**

**Approve 8.12.26 School Performance Committee Meeting Minutes**

S. Lake made a motion to approve the minutes from August 12, 2026 School Performance Committee Meeting.
W. Perry seconded the motion.
The board **VOTED** to approve the motion.

**D. School Performance Committee**

**School Performance Committee Meeting Updates**

**1. School Performance Committee Charter (AY 2026–2027)**

The committee reviewed the draft School Performance Committee Charter for the 2026–2027 academic year. Members discussed alignment across key design elements and reached consensus on the overall charter framework and operational scope.

**2. Restorative Practices Policy**

The committee evaluated the updated behavior management framework. It was noted and agreed upon that the policy language has been revised to emphasize "Restorative Practices" over "Restorative Justice" to better reflect the targeted implementation protocols and culture strategy.

**3. Student Agency, Inquiry, and Leadership (SAIL) Framework**

Progress on the SAIL initiative was reviewed. The designated deadline for all initial project deliverables and pilot framework items is confirmed for October 14, 2026.

**4. TLS Strategic Goals Alignment Crosswalk**

The committee established the TLS Goals Alignment Crosswalk to map current internal school goals against proposed charter renewal goals. This crosswalk will be published in the upcoming weekly memo to ensure full Board review and shared understanding of contractual charter objectives.

**5. Review of Committee Indicators & Focus Area Bandwidth**

The committee examined feedback regarding the volume of indicators currently being monitored. Concerns were raised that tracking excessive metrics simultaneously risks diluting strategic focus. It was emphasized that the charter structure is designed to distribute focus areas across monthly cycles, and committee oversight will be streamlined accordingly.

**E. Approve 9.9.26 School Performance Committee Meeting Minutes**

S. Lake made a motion to approve the minutes from September 9, 2026 School Performance Committee.
W. Perry seconded the motion.
The board **VOTED** to approve the motion.

**F.**

**Approve the Finance & Facilities August Committee Meeting**

S. Lake made a motion to approve the minutes from September 16, 2026 Finance & Facilities Committee.
W. Perry seconded the motion.
The board **VOTED** to approve the motion.

## G. Finance & Facilities Committee

**Finance & Facilities Committee Report**

**1. Financial Performance & Key Performance Indicators (KPIs)**
Key Performance Indicators (KPIs) show a slight decrease compared to previous months, primarily attributed to enrollment figures that will not be finalized until next month. Due to conservative budgeting strategies implemented last year, financial positioning is expected to improve following final enrollment adjustments.
As of August 2026, The Leadership School (TLS) is projected to conclude the fiscal year with approximately $947,000 in cash reserve (equivalent to 51 days of operating cash) and a 14% fund balance.
A temporary budget variance remains as a result of the prior year's enrollment baseline. Full stabilization is anticipated prior to the upcoming Board of Directors meeting at the end of October 2026.

**2. Policy & Operational Updates**
The committee reviewed a request to modify the annual operating budget policy language. The proposed amendment expands policy oversight roles from "CFO" to "School Leadership Team," explicitly incorporating the Chief Financial Officer, Director of Operations, and members of the Finance & Facilities Committee. Following discussion, the broader and more inclusive phrasing "School Leadership Team" was selected to ensure flexibility while maintaining open access for principals and other stakeholders. Becky Langrall will finalize the policy language so it can be included on the consent agenda for next month's board meeting.

**3. Motions & Action Items**
**Bank Account Signatory Approval:** A proposal was introduced to add the Board Chair as an authorized signatory on the TLS bank account, aligning with standard best practices and the adopted Executive Director Succession Plan. Revisions to related bylaws will be reviewed during the Governance Committee meeting on October 7.

G. Stevenson made a motion to approve the addition of the Board Chair as a bank account signatory alongside current authorized signatories.
R. Langrall seconded the motion.
The board **VOTED** to approve the motion.

## V. Consent Agenda

### A. Pending Previous Discussion: - Vote to Approve

S. Lake made a motion to approve the minutes from Governance Committee Meeting on 09-02-26.
W. Perry seconded the motion.
The board **VOTED** unanimously to approve the motion.
S. Lake made a motion to approve the minutes from School Performance Committee Meeting on 09-09-26.
W. Perry seconded the motion.
The board **VOTED** unanimously to approve the motion.
S. Lake made a motion to approve the minutes from Finance and Facilities Committee Meeting on 09-16-26.
W. Perry seconded the motion.
The board **VOTED** unanimously to approve the motion.

## VI. Closed Meeting

### A. Motion to Close the Meeting: Executive Session

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

| **Roll Call** | |
|---|---|
| G. Stevenson | Aye |
| W. Perry | Aye |
| R. Langrall | Aye |
| S. Simpson | Aye |
| S. Madlinger | Aye |
| T. Curry | Aye |
| S. Lake | Aye |

## VII. Motion to Re-Open the Meeting

### A. Motion to Re-Open the Meeting

G. Stevenson made a motion to reopen the meeting.
S. Simpson seconded the motion.
The board **VOTED** unanimously to approve the motion.

## VIII. Closing Items

### A. Board Member Meeting Reflection

R. Langrall made a motion to Close the meeting.
S. Lake seconded the motion.
The board **VOTED** unanimously to approve the motion.

### B. Next Steps

### C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:00 PM.

Respectfully Submitted,
S. Lake
S. Madlinger made a motion to Adjourn meeting.
S. Simpson seconded the motion.
The board **VOTED** to approve the motion.

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**Documents used during the meeting**

- 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