



**The Leadership School**

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

# Board of Directors Meeting Materials

**Date:** Tuesday, June 28, 2022

**Time:** 6:00 - 8:00pm

**Location:** [Via Zoom](#)

**Log in:** Meeting ID: 936 4830 0851; Passcode: TLS2021

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1. Minutes from June 28, 2022
2. June 2022 Financial Report from EdOps
3. Prospective Board Member Bios
4. Board Member Agreement
5. TLS By-Laws



## Board of Directors Meeting Minutes

**Date: Tuesday, June 28, 2022**

**Location: Virtual (Zoom)**

### ATTENDANCE

- **TLS Directors Present:** Lennel Hunter, Gerren McHam, Janice Jones, Brooke Black
- **TLS Directors Absent:** Valerie Liddell, Kevie Hendrix
- **TLS Staff/Guests Present:** Kimberly Townsend (TLS), Denitria Neil (TLS), Paul Greenwood (EdOps)

### CALL TO ORDER

A meeting of the Board of Directors of The Leadership School was duly called on Tuesday, June 28, 2022, at 6:04pm.

### OPENING ITEMS

- No public comment

### ACTION ITEMS

- G. McHam made a motion to approve the minutes for the May 31, 2022 board meeting and the May 2022 Financials. B. Black seconded the motion. Motion passed (4/4).

### FY23 BUDGET APPROVAL

- The Board Chair presented the FY 23 budget that was shared at the previous meeting and Paul (EdOps) gave an overview. The board asked about cash flow and how to understand where the school is at any given time. There were also questions about FFE and extra launch expenses not in the budget but to be covered by launch funding.
  - G. McHam made a motion to approve the budget. B. Black seconded. Motion passed (4/4)..
  - G. McHam made a motion to approve a discretionary amount of \$200K for the executive director to allocate to FFE, and a building aide, available through Sept 30, 2022. B. Black seconded the motion. Motion passed (4/4).
    - L. Hunter requested for the finance committee to review the spending under that \$200K that was approved.
    - EdOps will incorporate the additional spending/grant funding into the revised budget in September.
    - The ED was asked to report on any expenses under this discretionary approval over \$50K to the board

## INFORMATION ITEMS

- Board Committee Reports
  - Development Committee - The committee reported on receiving additional launch grants from NewSchools Venture Fund (\$495K over 3 years) and Charter School Growth Fund (\$575K over 3 years). The committee gave a report on the goals mid-year. Goals for grants have been met but the individual giving has not.
  - Finance and Facilities Committee - Outside of the budget review and approval, the committee reported some potential hiccups with the facility and the concerns of pushing the start date back. For MO American Water, our contractor is not as confident on getting this finished by the desired date. L. Hunter visited the site last Sunday and from the outside all looks good. The board should let the ED know if they want to visit the inside of the site. G. McHam offered to also join the committee - Lennel thought he'd be an excellent addition to it.
  - Governance Committee - The committee has reached out to several of the people on the list for new board members. They didn't get the reaction that we wanted but have new prospects to follow up with.
  - School Performance Committee - The committee reported having two additional people who are interested (Eugenia Blakney and Ronny O'Dwyer). They were sent the position statement and the committee tasks. Denitria Neil will also be joining the committee. Chair will start sending more emails to ED and following up.
- Executive Director Report
  - K. Townsend shared an update on student enrollment applications and staffing.
    - i. G. McHam made a motion to approve the 2022-23 school calendar as presented. B. Black seconded. Motion passed (4/4)

## ADJOURNMENT

There being no further business to be transacted, and upon motion duly made (G. McHam) seconded (K. Hendrix) and approved, the meeting was adjourned at 7:48pm.

### Prepared by:

Kimberly Townsend

6/28/2022

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NAME

Date

## The Leadership School June 2022 Financial Report

Cash Position – 4/30/22: \$111,501

Cash Position – 5/31/2022: \$94,912

Cash Position – 6/30/22: \$49,469

Summary: The school closed June having hit its cash reserve target heading into launch year. More important to the long-term financial sustainability of the school, TLS was awarded two launch grants which dramatically alter its ability to fulfill its mission and vision on day 1, while simultaneously providing a cushion to weather enrollment variance and other typical launch year operating challenges.

Though the school spent 45K in June, a large chunk of the non-personnel costs was for FY23 needs and continued student recruitment efforts.

We are currently awaiting the first installment of one of the launch grants, due by 7/27. Receipt of that payment will provide more than enough funding to operate until the school begins receiving state and federal funding.

Thus, as the planning year concludes, the school has a stronger financial outlook than could have been anticipated and is set up for launch year to run with minimal risk of cash flow challenges. With the launch funding, the school is in the enviable position to bring in additional resources to both strengthen the overall program and address learning challenges as they present themselves.

Annual Operating Expense Budget														
	Budget	July	August	September	October	November	December	January	February	March	April	May	June	Totals
Facilities	20,000	5,000	5,000	5,000	5,000	-	-	-	-	-	647	9	2,200	22,856
Board	8,895	-	-	-	95	431	323	323	929	3,103	171	-	-	5,375
Personnel	193,235	13,587	15,071	14,232	14,791	14,960	15,570	14,247	14,798	14,791	13,358	14,791	18,897	179,094
Contracted	2,500	-	-	-	-	-	-	-	-	-	-	-	-	-
Admin	26,439	2,202	836	238	4,555	5,754	124	290	4,018	220	2,267	379	5,509	26,392
Marketing	16,380	1,000	238	943	196	-	2,963	275	276	1,874	2,098	1,570	2,830	14,263
Program	8,500	163	1,200	-	208	-	87	1,980	500	536	4,861	19	16,387	25,941
														-
<b>Total</b>	<b>275,949</b>	<b>21,953</b>	<b>22,345</b>	<b>20,412</b>	<b>24,845</b>	<b>21,145</b>	<b>19,066</b>	<b>17,114</b>	<b>20,521</b>	<b>20,525</b>	<b>23,402</b>	<b>16,768</b>	<b>45,823</b>	<b>273,920</b>

One would expect a burn rate of 100% at end of fiscal year.

Budget Category	Annual Spend	Actual Spend	Burn Rate
Facilities	20,000	22,856	114.3%
Board	8,895	5,375	60.4%
Personnel	193,235	179,094	92.7%
Contracted	2,500	-	0.0%
Admin	26,439	26,392	99.8%
Marketing	16,380	14,263	87.1%
Program	8,500	25,941	305.2%
		-	
<b>Total</b>	<b>275,949</b>	<b>273,920</b>	<b>99.3%</b>



# The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

## Board Member Agreement

This document outlines your commitment as a member of The Leadership School board, a nonprofit entity. This is not a legal document.

I, \_\_\_\_\_, understand that as a member of the Board of Directors of The Leadership School, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward. I will also uphold my duty to act as a fiduciary regarding public funds allocated to The Leadership School. As part of my responsibilities as a board member:

1. I will interpret the organization's work and values to the community, represent the organization, and act as an ambassador.
2. I will serve on at least one committee.
3. I will attend at least 80 percent of regular board and committee meetings and complete up to 10 hours (monthly) of board work.
4. I will financially contribute to one or more fundraising activities, annually.
5. If I identify a personal or professional conflict of interest, I will excuse myself from discussions, votes and decisions that impact The Leadership School.
6. I will stay informed about what's going on in the organization. I will participate in and take responsibility for making decisions on issues, policies, and other matters. I will effectively communicate questions and concerns, while respecting the diverse opinions of others. I will provide feedback and participate in assessments regarding the Executive Director's performance.
7. I will work in good faith with staff and other board members as partners toward achievement of our goals.
8. I will maintain the confidentiality of the private information of The Leadership School, staff, clients, and other board members.
9. If I can no longer fulfill my duties and responsibilities as The Leadership School board member (for whatever reason), I will immediately notify the board chair and arrange to transfer any outstanding responsibilities to other members of the board.

In turn, I expect The Leadership School to commit to:

1. Providing monthly financial reports and an update of organizational activities.
2. Providing opportunities to discuss with the Executive Director and the Board President the organization's programs, goals, activities, and status; additionally, I can request such opportunities.
3. Keeping me informed about issues related to The Leadership School that may impact me personally or professionally.
4. Responding directly to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.

In signing this document, I accept the bylaws and operating principles of The Leadership School, and I understand that I am morally responsible for the health and well-being of this organization during my term.

Signature:

\_\_\_\_\_

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

TLS Board Member

\_\_\_\_\_

TLS Board Chair

**BYLAWS  
OF  
THE LEADERSHIP SCHOOL**

**ARTICLE I  
CORPORATION, OFFICES, RECORDS, SEAL**

**Section 1.1. The Corporation.** The Leadership School is a corporation that is organized under the Missouri Nonprofit Corporation Act.

**Section 1.2. Principal Office.** The principal office and location of this corporation shall be at such place in the State of Missouri as may be designated from time to time by the board of directors.

**Section 1.3. Registered Office and Registered Agent.** This corporation shall have and continuously maintain a registered office and registered agent in the State of Missouri. The location of the registered office and the name of the registered agent in the State of Missouri shall be as stated in the articles of incorporation or as may be determined from time to time by the board of directors pursuant to the applicable provisions of law.

**Section 1.4. Records.** This corporation shall keep as permanent records minutes of all meetings of its board of directors, a record of all actions taken by the directors without a meeting, and a record of all actions taken by committees of the board of directors. This corporation shall maintain appropriate accounting records.

Without limiting the records required to be kept pursuant to Section 1.4, this corporation shall keep a copy of the following records at its principal office:

- (a) Its articles or restated articles of incorporation and all amendments to them currently in effect;
- (b) Its bylaws or restated bylaws and all amendments to them currently in effect;
- (c) A list of the names and business or home addresses of its current directors and officers;
- (d) Its most recent annual report delivered to the Missouri Secretary of State as required by the Missouri Nonprofit Corporation Act; and
- (e) Appropriate financial statements of all income and expenses.

**Section 1.5. Seal.** The board of directors may adopt, and may alter at its pleasure, a corporate seal, which would have inscribed thereon the name of this corporation and the words: Corporate Seal – Missouri. The corporate seal may be used by causing it, or a facsimile thereof to be impressed or affixed or to be in any other manner reproduced.

**ARTICLE II  
TYPE OF CORPORATION; PURPOSES**

**Section 2.1. Type of Corporation.** This corporation is a public benefit corporation. Such designation is made solely for the purposes of Section 355.096.2(2) of the Missouri Nonprofit Corporation Act.

**Section 2.2. Purposes Stated in Articles.** The purposes of this corporation shall be those nonprofit purposes stated in the Articles of Incorporation.

### **ARTICLE III DIRECTORS**

**Section 3.1. Directors in Lieu of Members.** This corporation shall not have members as such but, in lieu thereof, shall have only a self-perpetuating board of directors.

**Section 3.2 Powers.** All corporate powers shall be exercised by or under the authority of, and the affairs of this corporation shall be managed under the direction of, the board of directors of this corporation. The board of directors shall have and is vested with all and unlimited powers and authorities, except as it may be expressly limited by law, the articles of incorporation or these bylaws, to supervise, control, direct and manage the property, affairs and activities of this corporation, to determine the policies of this corporation, to do or cause to be done any and all lawful things for and on behalf of this corporation, to exercise or cause to be exercised any or all of its powers, privileges or franchises, and to seek the effectuation of its objects and purposes; provided, however, that

- (a) the board of directors shall not authorize or permit this corporation to engage in any activity not permitted to be transacted by the Articles of Incorporation or by a corporation organized under the Missouri Nonprofit Corporation Act,
- (b) none of the powers of this corporation shall be exercised to carry on activities, otherwise than as an insubstantial part of its activities, which are not in themselves in furtherance of the purposes of this corporation, and
- (c) all income and property of this corporation shall be applied exclusively for its nonprofit purposes.

This corporation shall not engage in any activity which may not be engaged in by a corporation which is exempt under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provisions of any future federal internal revenue laws then in effect.

No substantial part of the activities of this corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation. This corporation shall not directly or indirectly participate in, or intervene (including the publishing or distributing of statements) in, any political campaign on behalf of (or in opposition to) any candidate for public office.

No part of the net earnings or other assets of this corporation shall inure to the benefit of any director, officer, contributor, or other private individual, having, directly or indirectly, a personal or private interest in the activities of this corporation, except that this corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments in furtherance of the purposes set forth in this Section 5.1.

The school's Board shall be the governing body charged with the responsibility for the operation of the public charter school. The most notable responsibilities shall be as follows:

- Create and support a clear mission, vision, and performance objectives;



- Review and maintain bylaws;
- Establish, interpret and enforce policies consistent with the mission;
- Ensure fiscal health of the school including capital assets, operating budgets, fundraising, and endowments;
- Adopt the annual financial budget;
- Approve monthly General Fund and other reports and approve expenditures as required by Board policy;
- Hire, support, manage, and evaluate the Executive Director;
- Require reports of the Executive Director concerning the school's progress;
- Evaluate itself annually and develop itself through orientation, ongoing education, and leadership succession planning;
- Establish strategic plans;
- Comply with Missouri's Sunshine Law by adopting a Sunshine Law policy as required by law and otherwise ensuring the board and school comply with the provisions of the Sunshine Law, Ch. 610, RSMo;
- Assure compliance with federal and state laws, regulations and rules;
- Assist in development of plans and specifications and provide guidance for financing activities for school facilities;
- Act as a final appeals board for personnel, parent, and student grievances;
- Hear communications, either written or oral, from stakeholders related to matters of policy;
- Act as charter school advocates and liaisons between the community and school;
- Meeting the terms of the charter and attaining established goals and objectives set forth in the charter document; and
- Meeting the legislative intent of raising student achievement and ensuring the school operates in a fiscally responsible manner evidenced by an unqualified audit annually.

**Section 3.3. Number and Qualifications.** The directors of this corporation shall be no less than three in number. All directors must be natural persons. As specified by state law (RSMo 160.400.15), no member of the Board shall hold any other office or employment from the board while serving as a member of the board; no member of the board shall have any substantial interest (see RSMo 105.450 for a definition) in any entity employed by or contracting with the board; no member of the board shall be an employee of a company that provides substantial services to the charter school. Any person who does not meet the requirements of state law may not serve as a director.

**Section 3.4. Nomination, Election and Terms of Office.** Each director named in the Articles of Incorporation shall hold office until the second annual meeting of the members and until the term of office of such director's successor has commenced, or until such director's earlier death, incapacity, disqualification, resignation or removal. At the second annual meeting and at every following annual meeting of the board of directors, as the first order of business of the meeting, new directors shall be elected by the board of directors to succeed those directors whose terms expire with such annual meeting. A person so elected as a director shall serve a two-year term and until the term of office of such director's successor has commenced, or until such director's earlier death, incapacity, disqualification, resignation or removal.

Any member of the board of directors can nominate someone to join the board of directors. Any director may be elected for successive terms. Notwithstanding the foregoing, no director shall be elected as such director for more than five consecutive full terms. A full term for a director shall consist of two full years. The election in respect of five consecutive full terms shall not be deemed to include any term of less than one full year; provided, however,

(a) that in the case of replacements to fill vacancies in the tenure of directors a period of nine months or more shall be computed as a full term of one year, and (b) that the term of a director elected at an annual meeting of the board of directors for a period expiring with the second following annual meeting of the members shall be treated as a full term of two years, notwithstanding any change or changes in the dates of the annual meeting in the years involved.

**Section 3.5. Commencement of Term of Office.** The term of office of a person elected a director shall not commence until the time the person accepts the office of director either by a written acceptance or by participating in the affairs of this corporation at a meeting of the board of directors or otherwise.

**Section 3.6. Vacancies.** Vacancies on the board of directors resulting from the death, resignation, removal, incapacity or disqualification of a director, or by reason of an increase in the number of directors or the failure of an elected director to accept the office of director, may be filled by a majority vote of the remaining members of the board of directors (even though the directors remaining in office constitute fewer than a quorum) at any annual meeting or at a special meeting called for that purpose. A director elected to fill a vacancy shall meet any qualifications set forth in these bylaws, and shall serve for the unexpired term of such director's predecessor and until the term of office of such director's successor has commenced.

All meetings conducted under this section shall comply with Missouri's Sunshine Law.

**Section 3.7. Compensation.** No director shall receive compensation from this corporation for any service such person may render to it as a director. However, a director may be reimbursed for such director's actual expenses reasonably incurred in attending meetings and in rendering service to this corporation in the administration of its affairs.

**Section 3.8. Committees.** The board of directors, by resolution adopted by a majority of the directors in office, may designate one or more committees, each of which shall consist of two or more directors and shall have and exercise the authority of the board in the management of this corporation to the extent provided in the designating resolution. Other committees not having the authority of the board of directors in the management of this corporation may be designated by a resolution adopted by a majority of the directors present at a meeting at which a quorum is present. Each such committee shall have such duties and authority as are from time to time delegated to it by the board of directors.

Committees of the board of directors and members of such committees are governed by Article IV and Article XI of these bylaws with respect to meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements; provided, however, that no committee shall be required to hold an annual meeting and provided, further, that a majority of the number of persons serving on a committee immediately before a meeting begins shall constitute a quorum for the transaction of business at such meeting of such committee.

All committees so appointed shall, unless otherwise provided by the board of directors in the case of committees not having the authority of the board of directors, keep regular minutes of the transactions of their meetings and shall cause such minutes to be recorded in books kept for that purpose in the office of this corporation and shall report the same to the board of directors at or prior to its next meeting. The secretary or an assistant secretary of this corporation may act as secretary of any such committee if the committee so requests.

A committee of the board may not:

- (a) authorize distributions to directors, officers, agents or employees except in exchange for value received;
- (b) approve or recommend dissolution, merger or the sale, pledge or transfer of all or substantially all of this corporation's assets;
- (c) unless otherwise stated in these bylaws or the Articles of Incorporation, elect, appoint or remove directors or fill vacancies on the board or on any of its committees; or
- (d) adopt, amend, or repeal the Articles of Incorporation or these bylaws.

**Section 3.9. Resignation.** Any director may resign from the board of directors by delivering a written notice thereof to the board of directors, its presiding officer, or to the president or secretary of this corporation. Such resignation shall be effective when such notice is delivered, unless a later date is specified in the notice.

**Section 3.10. Removal.** A director elected by the board of directors may be removed without cause by a vote of two-thirds of the directors then in office.

## **ARTICLE IV MEETINGS OF THE BOARD OF DIRECTORS**

**Section 4.1. Annual Meetings of the Board-Notice.** An annual meeting of the board of directors shall be held on the last Tuesday in June of each year, commencing in 2021, if not a legal holiday, and if a legal holiday, then on the next business day following or on such other date as the Board of Directors may specify. Notice of an annual meeting shall be given and effective to each director not less than five days before the date of the annual meeting.

**Section 4.2. Regular Meetings.** In addition to the annual meeting, the board of directors may hold regular meetings at such time and place as may be determined from time to time by resolution of the board. Any business may be transacted at a regular meeting.

All Regular meetings shall comply with Missouri's Sunshine Law.

**Section 4.3. Special Meetings.** Special meetings of the board of directors may be called by the chairman of the board, by the president, or by at least 20 percent of the directors to be held at any time and for any purpose or purposes. Special meetings shall be held at the principal office of this corporation or at such place or places, within the State of Missouri, as the board of directors shall have determined.

All special meetings shall comply with Missouri's Sunshine Law.

**Section 4.4. Notice of Meetings.**

- (a) Written notice of each special meeting of the board, stating the place, day and hour of the meeting and the purpose or purposes thereof, shall be provided to each director by the officer or directors calling the special meeting and shall be given and effective at least two days before the day on which the meeting is to be held.
- (b) Whenever notice is required to be given to a director, such notice shall be mailed, emailed, sent by facsimile or personally delivered to such director. Such notice shall be deemed given and effective on the date determined in accordance with Article VIII of these bylaws.

"Notice" and "call" with respect to such meetings shall be deemed to be synonymous.

**Section 4.5. Quorum.** Unless otherwise required by law or provided elsewhere in these bylaws, the presence of two-thirds of the directors in office immediately before a meeting begins shall be requisite for and shall constitute a quorum for the transaction of business at all meetings; provided, however, that in no event shall fewer than two directors constitute a quorum. The act of a majority of the directors present at a meeting at which a quorum is present shall be valid as the act of the board of directors except in those specific instances in which a larger vote may be required by law, by the Articles of Incorporation or by these bylaws.

**Section 4.6. Adjournment.** If the quorum specified above should not be present at any such meeting, but at least one-third of the directors in office are present, the directors present shall have power successively to adjourn the meeting, and to act as a quorum for such limited purpose, without notice other than announcement at the meeting, to a specified date. At any such adjourned meeting at which a quorum shall be present any business may be transacted that could have been transacted at the original session of the meeting.

Any meetings conducted under this section shall comply with Missouri's Sunshine Law.

**Section 4.7. Voting.** Each director present at any meeting shall be entitled to cast one vote on each matter coming before such meeting for decision.

**Section 4.8. Meetings by Conference, Telephone or Similar Communications Equipment.** Members of the board of directors of this corporation may participate in a meeting of the board by conference, telephone, or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting in such manner shall constitute presence in person at the meeting.

Any meeting conducted under this section shall comply with Missouri's Sunshine Law.

## ARTICLE V OFFICERS

**Section 5.1. General.** The officers of this corporation shall be a president, a secretary, a treasurer, and such other officers as the board of directors may elect, including but not limited to a chairman of the board of directors, one or more vice presidents, assistant secretaries and assistant treasurers. The chairman of the board, if any, and the president shall be elected from among the members of the board of directors and shall at all times while holding such office be a member of the board of directors. The same person may simultaneously hold more than one office in this corporation.

The officers shall be first elected by the board of directors named in the Articles of Incorporation at the first meeting of the board, to serve at the pleasure of the board until the first annual meeting of the board of directors or until their earlier death, incapacity, disqualification, resignation or removal. At the first and each subsequent annual meeting of the board of directors, the newly elected board shall elect officers to serve at the pleasure of the board until the next annual meeting of the board or until their earlier death, incapacity, disqualification, resignation or removal.

Each officer of this corporation who is not reelected at the annual meeting of the board next succeeding such officer's election and at which any officer of this corporation is elected shall be deemed to have been removed by the board, unless the board provides otherwise at the time of such officer's election.

The election of an officer does not itself create contract rights.

**Section 5.2. Resignation.** An officer may resign by delivering a written notice thereof to this corporation. Such resignation shall be effective when such notice is delivered, unless a future effective date is specified in the notice.

**Section 5.3. Removal.** Any officer or any employee or agent of this corporation may be removed or discharged for any lawful purpose by the board of directors at any time with or without cause, but such removal or discharge shall not affect the contract rights, if any, of the person so removed or discharged.

**Section 5.4. Compensation.** No officer who is also a member of the board of directors shall receive any salary or compensation for serving as a director. Salaries and compensation of all officers and of all other agents and employees of this corporation, if any, may be fixed, increased or decreased by the board of directors, but until action is taken with respect thereto by the board of directors, the same may be fixed, increased or decreased by the chairman of the board, president, or such other officer or officers as may be empowered by the board of directors to do so; provided, however, that no person may fix, increase or decrease such person's own salary or compensation. Each officer may be reimbursed for actual expenses if they are reasonable and incurred in connection with the business and activities of this corporation.

**Section 5.5. Vacancies.** Vacancies caused by the death, incapacity, disqualification, resignation or removal of an officer of this corporation shall be filled by the board of directors at any annual or other regular meeting or at any special meeting called for that purpose, and such person or persons so elected to fill any such vacancy shall serve at the pleasure of the board until the next annual meeting of the board or

until such person's earlier death, incapacity, disqualification, resignation or removal.

**Section 5.6. Delegation of Authority.** The board of directors may from time to time delegate any of the functions, powers, duties and responsibilities of any officer to any other officer or to any agent or employee of this corporation or other responsible person. In the event of such delegation, the officer from whom any such function, power, duty or responsibility has been transferred shall thereafter be relieved of all responsibility for the proper performance or exercise thereof.

**Section 5.7. The Chairman of the Board.** If a chairman of the board be elected, the chairman shall preside at all meetings of the board of directors at which the chairman may be present and shall have such other duties, powers and authority as may be prescribed elsewhere in these bylaws. The board of directors may delegate such other authority and assign such additional duties to the chairman of the board, other than those conferred by law exclusively upon the president, as it may from time to time determine, and, to the extent permissible by law, the board may designate the chairman of the board as the chief executive officer of this corporation with all of the powers otherwise conferred upon the president of this corporation under Section 5.8, or it may, from time to time, divide the responsibilities, duties and authority for the general control and management of this corporation's properties and affairs between the chairman of the board and the president.

**Section 5.8. The President.** Unless the board otherwise provides, the president shall be the chief executive officer of this corporation and shall have such general executive powers and duties of supervision and management as are usually vested in the office of the chief executive officer of a corporation, and the president shall carry into effect all directions and resolutions of the board. In the absence of the chairman of the board or if there be no chairman of the board, the president shall preside at all meetings of the board of directors at which the president may be present. If the board of directors does not appoint an Executive Director pursuant to Article VI of these bylaws or upon the death or during the absence, disability, or inability or refusal to act of any Executive Director so appointed, the president may exercise all of the powers and perform all of the duties of the Executive Director.

The president may execute all bonds, notes, debentures, mortgages, and other contracts requiring a seal, under the seal of this corporation, may cause the seal to be affixed thereto, and may execute all other contracts and instruments for and in the name of this corporation.

If a chairman of the board be elected and designated as the chief executive officer of this corporation, the president shall perform such duties as may be specifically delegated to the president by the board of directors or are conferred by law exclusively upon the president, and upon the death or during the absence, disability, or inability or refusal to act of the chairman of the board, the president shall perform the duties and exercise the powers of the chairman of the board.

Unless otherwise specifically provided by the board of directors, the president shall have the right to participate in any meeting of any committee of the board of directors, whether or not the president is a member of such committee; provided, however, that unless the board of directors otherwise directs, the president shall not be entitled to vote at, and shall not be counted for purposes of determining whether a quorum is present at, any meeting of a committee of which the president is not a member.

The president shall have such other duties, powers and authority as may be prescribed elsewhere in these bylaws or by the board of directors.

**Section 5.9. The Vice President.** The vice president, or vice presidents if there are more than one, shall work in cooperation with the president and shall perform such duties as the board of directors may assign. In the event of the death or during the absence, incapacity, or inability or refusal to act of the president, the vice president (in order of seniority if there is more than one vice president) shall be vested with all the powers and perform all the duties of the office of president until the board otherwise provides.

**Section 5.10. The Secretary.** The secretary shall attend the meetings of the board of directors and shall prepare or cause to be prepared minutes of all proceedings at such meetings and shall preserve them in the minute book of this corporation to be kept for that purpose. The secretary shall perform similar duties for any committee when requested by any such committee. In addition, the secretary shall have the following duties:

- (a) act as custodian of all the books, papers and records of this corporation and authenticate records of this corporation;
- (b) furnish the board, upon request, a full, true and correct copy of any book, paper or record in the secretary's possession;
- (c) act as custodian of the seal of this corporation and when authorized to do so shall affix it to any instrument requiring the seal, and when so affixed, shall attest the seal;
- (d) give or cause to be given notice of the meetings of the board of directors, but this shall not lessen the authority of others to give such notice as provided in these bylaws;
- (e) exercise and discharge the general duties, powers and responsibilities of a secretary of a corporation, and
- (f) exercise and discharge such other or further duties or authority as may be prescribed elsewhere in these bylaws or from time to time by the board of directors.

**Section 5.11. The Treasurer.** The treasurer shall have supervision and custody of all monies, funds and credits of this corporation and shall cause to be kept full and accurate accounts of the receipts and disbursements of this corporation in books belonging to it. The treasurer shall keep or cause to be kept all other books of account and accounting records of this corporation as shall be necessary, and shall cause all moneys and credits to be deposited in the name and to the credit of this corporation in such accounts and depositories as may be designated by the board of directors. The treasurer shall disburse or permit the disbursement of funds of this corporation in accordance with the authority granted by the board of directors. The treasurer shall be relieved of all responsibility for any money or other valuable property or the disbursement thereof committed by the board of directors to the custody of any other person or corporation, or the supervision of which is delegated by the board to any other officer, agent or employee.

The treasurer shall render to the president, the Executive Director or the board of directors, whenever requested by any of them, a report on all financial transactions of this corporation and the financial condition of this corporation.

The treasurer shall be bonded at this corporation's expense if the board of directors so requires.

The treasurer shall have the general duties, powers and responsibilities of a treasurer of a corporation, shall be the chief financial and accounting officer of this corporation and shall have and perform such other duties, responsibilities and authorities as may be prescribed from time to time by the board of directors.

**Section 5.12. Assistant Secretary and Assistant Treasurer.** Each assistant secretary or assistant treasurer, if any, in order of their seniority, in the event of the death or during the absence, incapacity, inability or refusal to act of the secretary or treasurer, respectively, shall perform the duties and exercise the powers of said respective officers until the board provides otherwise and shall perform such other duties as the directors may from time to time prescribe.

## **ARTICLE VI EXECUTIVE DIRECTOR**

The board of directors may appoint a person to exercise all of the powers and perform all of the duties set forth in this Article VI and shall designate such person so appointed as the Executive Director. The Executive Director shall have such general powers and duties of supervision and management as are usually vested in the office of the chief administrative officer of a corporation, and such person shall carry into effect all directions and resolutions of the board. The Executive Director shall direct the day to day affairs of this corporation including supervising all employees of this corporation, reporting to the board of directors any violation of the rules and regulations (if any), collecting any charges or fees, and keeping records in the form prescribed from time to time by the board of directors and reporting thereon whenever so requested by the board of directors. The Executive Director shall be directly responsible to the board and shall report directly to the board.

The Executive Director shall cause to be prepared and shall submit to the board for its approval an annual budget and all supplements thereto for each fiscal year. The Executive Director shall submit to the board of directors at its annual meeting a report summarizing the operations and affairs of this corporation and its activities during the preceding year and setting forth the plans, programs or projects for future development, with such suggestions and recommendations as such officer shall deem appropriate. The Executive Director shall also make such reports to the board of directors as may be appropriate, or which may be required by these bylaws, or by the board.

The Executive Director shall have the power to employ, remove and suspend all agents and employees not elected or appointed by the board of directors, to determine the duties and responsibilities of such persons, to create such titles for such persons as such officer may deem desirable to enable them to execute their duties and responsibilities, and to fix and change the compensation of such persons.

The Executive Director (if not a director) may be invited to participate in any meeting of the board of directors and any committee thereof, whether or not a member thereof; provided, however, that the Executive Director shall not be entitled to vote at, and shall not be counted for purposes of determining whether a quorum is present at, any meeting of (i) the board of directors, if the Executive Director is not a director, or (ii) a committee, if the Executive Director is not a member of such committee.



The Executive Director shall be bonded at this corporation's expense if the board of directors so requires.

The Executive Director shall have such other or further duties and authority as may be prescribed elsewhere in these bylaws or the rules and regulations (if any) or from time to time by the board of directors.

In the event of the death or during the absence, incapacity, or inability or refusal to act of the Executive Director, the board of directors or president shall designate some other person to exercise, and in the absence of such designation the president may exercise, all of the powers and perform all of the duties of the Executive Director.

## **ARTICLE VII GENERAL PROVISIONS**

**Section 7.1. Depositories and Checks.** The monies of this corporation shall be deposited in such manner as the directors shall direct in such banks or trust companies as the directors may designate and shall be drawn out by checks signed in such manner as may be provided by resolution adopted by the board of directors.

**Section 7.2. Bonds.** The Chief Financial Officer of this corporation shall be bonded at this corporation's expense. Any officer or employee handling money of this corporation shall be bonded at this corporation's expense if the board of directors so requires.

**Section 7.3. Custodian of Securities.** The board of directors may from time to time appoint one or more banks or trust companies to act for reasonable compensation as custodian of all securities and other valuables owned by this corporation, and to exercise in respect thereof such powers as may be conferred by resolution of the board of directors. The board of directors may remove any such custodian at any time.

**Section 7.4. Annual Audit.** The board of directors shall direct an annual audit of the books of account and financial records of this corporation be performed by an independent accounting firm.

### **Section 7.5. Liability and Indemnification of Directors and Officers.**

- (a) **Limitation of Liability.** No person shall be liable to this corporation for any loss, damage, liability, or expense suffered by it on account of any action taken or omitted to be taken by such person as a director, officer, employee, or agent of this corporation or of any Other Enterprise in which such person serves as a director, officer, employee, or agent at the request of this corporation, if such person (i) exercised the same degree of care and skill as a prudent person would have exercised under the circumstances in the conduct of such person's own affairs, or (ii) took or omitted to take such action in reliance upon information, opinions, reports, or statements including financial statements and other financial data, prepared or presented by third parties whom the director, officer, employee or agent reasonably believes to be reliable and competent in the matters presented.

- (b) Indemnification, Generally. In addition to and without limiting the rights to indemnification and advancement of expenses specifically provided for in the other paragraphs of this Section 7.5, this corporation shall indemnify and advance expenses to each person who is or was serving as a director or officer of this corporation or serving at this corporation's request as a director, officer, employee or agent to the full extent permitted by the laws of the State of Missouri as in effect on the date of the effectiveness of this Section 7.5 and as may hereafter be amended.
- (c) Right to Indemnification. This corporation shall indemnify each person who has been or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, investigative or appellate (regardless of whether such action, suit or proceeding is by or in the right of this corporation or by third parties) by reason of the fact that such person is or was serving as a director or officer of this corporation or serving at this corporation's request as a director, officer, employee or agent in an Indemnifiable Capacity against all liabilities and expenses, including, without limitation, judgments, amounts paid in settlement, attorneys' fees, ERISA excise taxes or penalties, fines and other expenses, actually and reasonably incurred by such person in connection with such action, suit or proceeding (including without limitation the investigation, defense, settlement or appeal of such action, suit or proceeding); provided, however, that this corporation shall not be required to indemnify or advance expenses to any person from or on account of such person's conduct which was finally adjudged to have been knowingly fraudulent, deliberately dishonest or willful misconduct; provided, further, that this corporation shall not be required to indemnify or advance expenses to any person in connection with an action, suit or proceeding initiated by such person unless the initiation of such action, suit or proceeding was authorized in advance by the board of directors of this corporation. The termination of any action, suit or proceeding by judgment, order, settlement, conviction or under a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that such person's conduct was finally adjudged to have been knowingly fraudulent, deliberately dishonest or willful misconduct.
- (d) Determination of Right to Indemnification. Prior to indemnifying a person pursuant to the provisions of this Section 7.5, unless ordered by a court and except as otherwise provided by this Section 7.5, this corporation shall determine that such indemnification is proper because such person has met the specified standard of conduct entitling such person to indemnification as set forth in this Section 7.5. Any determination that a person shall or shall not be indemnified under the provisions of this Section 7.5 shall be made (i) by the board of directors by a majority vote of a quorum consisting of directors who were not parties to the action, suit or proceeding, or (ii) if such quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion, and such determination shall be final and binding upon this corporation; provided, however, that in the event such determination is adverse to the person to be indemnified hereunder, such person shall have the right to maintain an action in any court of competent jurisdiction against this corporation to determine whether or not such person has met the requisite standard of conduct and is entitled to such indemnification hereunder. For the purposes of such court action, an adverse determination as to the eligibility of a person for indemnification made pursuant to any of clauses (i), (ii) or (iii) of this paragraph (d) shall not constitute a defense to such action nor create a presumption regarding such person's eligibility for indemnification hereunder. If such court action is successful and the person is

determined to be entitled to such indemnification, such person shall be reimbursed by this corporation for all fees and expenses (including attorneys' fees) actually and reasonably incurred in connection with any such action (including without limitation the investigation, defense, settlement or appeal of such action).

- (e) Advancement of Expenses. Expenses (including attorneys' fees) actually and reasonably incurred by a person who may be entitled to indemnification hereunder in defending an action, suit or proceeding, whether civil, criminal, administrative, investigative or appellate, shall be paid by this corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount unless it shall ultimately be determined that such person is entitled to indemnification by this corporation. Notwithstanding the foregoing, no advance shall be made by this corporation if a determination is reasonably and promptly made by (i) the board of directors by a majority vote of a quorum consisting of directors who were not parties to the action, suit or proceeding for which the advancement is requested, or (ii) if a quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion, that, based upon the facts known to the board or counsel of this corporation at the time such determination is made, such person acted in bad faith and in a manner that such person did not believe to be in or not opposed to the best interest of this corporation, or, with respect to any criminal proceeding, that such person believed or had reasonable cause to believe such person's conduct was unlawful. In no event shall any advance be made in instances where the board or independent legal counsel reasonably determines that such person deliberately breached such person's duty to this corporation.
- (f) Non Exclusivity. The indemnification and, to the extent permitted by the laws of the State of Missouri, the advancement of expenses provided by Section 7.5 shall not be exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under section 537.117, RSMo, under any other provision of law, under the articles of incorporation or these bylaws or under any agreement, or vote of disinterested directors, policy of insurance or otherwise, both as to action in their official capacity and as to action in another capacity while holding their respective offices, and shall not limit in any way any right which this corporation may have to make additional indemnifications with respect to the same or different persons or classes of persons. The indemnification and advancement of expenses provided by, or granted pursuant to Section 7.5 shall continue as to a person who has ceased to serve in an Indemnifiable Capacity and shall inure to the benefit of the heirs, executors, administrators and estate of such a person.
- (g) Insurance. This corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, agent or employee of this corporation, or is or was serving at the request of this corporation as a director, officer, agent or employee of any Other Enterprise, against any liability asserted against such person and incurred by such person in any such capacity, or arising out of such person's status as such, whether or not this corporation would have the power to indemnify such person against such liability under the provisions of this Section 7.5.
- (h) Vesting of Rights. The rights granted or created hereby shall be vested in each person entitled to indemnification hereunder as a bargained for, contractual condition of such person's serving or having served in an Indemnifiable Capacity and while Section 7.5 may be amended or repealed, no such amendment or repeal shall release, terminate or adversely affect the rights of such person under Section 7.5 with respect to any act taken or the failure to take any act by such person prior

to such amendment or repeal or with respect to any action, suit or proceeding with respect to such act or failure to act filed before or after such amendment or repeal.

- (i) Definition of "this corporation". For purposes of Section 7.5, other than paragraph (c) of Section 7.5, references to "this corporation" shall, if and only if the board of directors shall determine, include, in addition to the resulting or surviving corporation, any constituent corporation (including any constituent of a constituent) absorbed in a consolidation or merger, which, if its separate existence had continued, would have had power and authority to indemnify its directors or officers or persons serving at the request of such constituent corporation as a director, officer, employee, or agent of any Other Enterprise, so that any person who is or was a director or officer of such constituent corporation, or is or was serving at the request of such constituent corporation as a director, officer, employee, or agent of any Other Enterprise, shall stand in the same position under the provisions of Section 7.5 with respect to the resulting or surviving corporation as such person would have with respect to such constituent corporation if its separate existence had continued.
  
- (j) Certain Definitions. For purposes of Section 7.5:
  - (i) References to serving in an "Indemnifiable Capacity" shall mean service by a person as a director or officer of this corporation or service by a person at this corporation's request as a director, officer, employee or agent of any Other Enterprise (as hereinafter defined);
  - (ii) References to "Other Enterprises" or "Other Enterprise" shall include without limitation any other corporation, partnership, limited liability company, joint venture, trust or employee benefit plan;
  - (iii) References to "fines" shall include any excise taxes assessed on a person with respect to an employee benefit plan;
  - (iv) References to "defense" shall include investigations of any threatened, pending or completed action, suit or proceeding as well as appeals thereof and shall also include any defensive assertion of a cross claim or counterclaim;
  - (v) References to "serving at the request of this corporation" shall include any service as a director, officer, employee, or agent of a corporation which imposes duties on, or involves services by, such director, officer, employee, or agent with respect to an employee benefit plan, its participants, or beneficiaries;
  - (vi) A person who acted in good faith and in a manner such person reasonably believed to be in the interest of the participants and beneficiaries of an employee benefit plan shall be deemed to have acted in a manner "not opposed to the best interests of this corporation";
  - (vii) Unless the board of directors of this corporation shall determine otherwise, any director or officer of this corporation who shall serve as a director, officer, employee, or agent of any Other Enterprise of which this corporation, directly or indirectly, is a shareholder or creditor, or in which this corporation is in any way interested, shall be presumed to be serving as such director, officer, employee, or agent at the request of this corporation; and
  - (viii) In all other instances where any person shall serve as a director, officer, employee, or agent of any Other Enterprise, if it is not otherwise established that such person is or was serving as such director, officer, employee, or agent at the request of this corporation, the board of directors of this corporation shall determine whether such person is or was serving at the request of this corporation, and it shall not be necessary to show any actual

or prior request for such service, which determination shall be final and binding on this corporation and the person seeking indemnification.

- (k) Severability. If any provision of Section 7.5 or the application of any such provision to any person or circumstance is held invalid, illegal or unenforceable for any reason whatsoever, the remaining provisions of Section 7.5 and the application of such provision to other persons or circumstances shall not be affected thereby and to the fullest extent possible the court finding such provision invalid, illegal or unenforceable shall modify and construe the provision so as to render it valid and enforceable as against all persons or entities and to give the maximum possible protection to persons subject to indemnification hereby within the bounds of validity, legality, and enforceability. Without limiting the generality of the foregoing, if any person who is or was serving in an Indemnifiable Capacity is entitled under any provision of Section 7.5 to indemnification by this corporation for some or a portion of the judgments, amounts paid in settlement, attorneys' fees, ERISA excise taxes or penalties, fines or other expenses actually and reasonably incurred by any such person in connection with any threatened, pending or completed action, suit or proceeding (including without limitation, the investigation, defense, settlement or appeal of such action, suit or proceeding), whether civil, criminal, administrative, investigative or appellate, but not, however, for all of the total amount thereof, this corporation shall nevertheless indemnify such person for the portion thereof to which such person is entitled.

## **ARTICLE VIII NOTICE**

Any notice required or desired to be given under these bylaws or otherwise to any director or member shall be given in writing and shall be deemed given and effective at the earliest of the following:

- (a) when received by the director or member being notified;
- (b) five days after deposit in the United States mail, as evidenced by the postmark, if mailed correctly addressed and with first class postage affixed;
- (c) on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee; and
- (d) 30 days after its deposit in the United States mail, as evidenced by the postmark, if mailed correctly addressed and with other than first class, registered or certified postage affixed.

Written notice is correctly addressed to a director if addressed to the director's address shown on this corporation's current records.

## **ARTICLE IX FISCAL YEAR**

The fiscal year of this corporation shall be July 1 through June 30. The board of directors shall have the power to fix and from time to time change the fiscal year of this corporation.

**ARTICLE X  
AMENDMENTS**

Except as otherwise specifically provided in these bylaws, the bylaws of this corporation may be amended or new bylaws adopted upon the approval of a majority of all directors in office. If an amendment is to be approved at a meeting of the board of directors, 30 days' notice of the meeting must be given by the chairman of the board, the president, or at least 20 percent of the directors then in office. The notice must state that the purpose of the meeting is to consider a proposed amendment to the bylaws and contain or be accompanied by a copy or summary of the amendment. This corporation shall keep at its principal office a copy of the bylaws, as amended, which shall be open to inspection by any board member at all reasonable times during office hours.

All amendments shall comply with Article XI of this bylaws and any state and federal statutes and regulations governing charter public schools in Missouri.

**ARTICLE XI  
OPEN MEETINGS AND RECORDS**

Notwithstanding any other provision of these bylaws, the board of directors shall comply with the requirements in Chapter 610, RSMo, when conducting public business. To the extent that any provisions in these bylaws do not comply with Missouri's Sunshine Law, the Sunshine Law shall control. The board of directors shall ensure that the charter school operates in compliance with Chapter 610, RSMo.

Section 610.028, RSMo, requires that a body subject to the law adopt a reasonable written policy in compliance with sections 610.010 to 610.030, RSMo. The board shall adopt an initial Sunshine Law Policy as required by law, and thereafter, the Executive Director is delegated the authority to make modifications to the policy, or to adopt more detailed policies, with notice to the board of directors. The Executive Director shall, at least annually, review the policy or policies to ensure they continued compliance with the Missouri Sunshine Law, due to possible legislative changes or court decisions.

The board of directors shall review and become familiar with the Sunshine Law and its requirements, and may do so by reference to the Missouri Attorney General's web pages or publications on the same.

The Executive Director and any persons designated to handle public records requests shall also review and become familiar with the Sunshine Law and its requirements, and may do so by reference to the Missouri Attorney General's web pages or publications on the same.

[Signature Page Follows]

In turn, I expect The Leadership School to commit to:

1. Providing monthly financial reports and an update of organizational activities.
2. Providing opportunities to discuss with the Executive Director and the Board President the organization's programs, goals, activities, and status; additionally, I can request such opportunities.
3. Keeping me informed about issues related to The Leadership School that may impact me personally or professionally.
4. Responding directly to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.

In signing this document, I accept the bylaws and operating principles of The Leadership School, and I understand that I am morally responsible for the health and well-being of this organization during my term.

Signature:

\_\_\_\_\_

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

TLS Board Member

\_\_\_\_\_

TLS Board Chair