



EWING MARION

KAUFFMAN SCHOOL

**EWING MARION KAUFFMAN SCHOOL, INC.
BOARD OF DIRECTORS MEETING PACKET
May 11, 2022**

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MEETING INFORMATION
<p>Ewing Marion Kauffman School Wednesday, May 11th, 2022 Board of Directors Meeting (8:30am CT)</p> <p>Meeting will be held at the Kauffman School 6401 Paseo Blvd Kansas City, MO 64131</p>

EWING MARION KAUFFMAN SCHOOL, INC.

BOARD OF DIRECTORS - MEETING AGENDA

MEETING INFORMATION

Ewing Marion Kauffman School
Wednesday, May 11th, 2022
Board of Directors Meeting (8:30am CT)

Meeting will be held at the Kauffman School
6401 Paseo Blvd
Kansas City, MO 64131

AGENDA

- **CALL TO ORDER**
 - Welcome guests
 - Review and discuss meeting agenda
 - Action: Meeting minutes (4.13.2022)
 - Board Chair Comments
- **LEADERSHIP REPORT**
 - Action: Approve 22-23 School Year Budget
- **FINANCE**
 - Action: Approve Treasurer's report
 - Action: Approve Reserve Plan
- **GOVERNANCE**
 - Discussion: Extending the board terms from 3 year per term to 4 or 5 years
 - Action: Election of New Board Members
 - Action: Approve current year calendar changes (last day of school change)
 - Action: Approve updated Test Security / Technology during State Assessments Policy
 - Action: Approve updated Remote Work During Leave policy
- **COMMUNITY FORUM**
 - The Board will hear comments from community members regarding items on the agenda or other issues that should be brought to the Board's attention. Individual comments are limited to three minutes. It is anticipated the time allotted for the community forum will be no longer than fifteen minutes, unless time is extended by the Board Chair. Individuals who do not have an opportunity to speak during the allotted time will be given first opportunity at the next regularly scheduled Board of Directors meeting.
- **CLOSED SESSION / EXECUTIVE SESSION**
 - Close meeting pursuant to R.S.Mo 610.021(6) - discussion of a student matter, R.S.Mo 610.021(1) - discussion of legal matters and R.S.Mo 610.021(3) - discussion of a personnel matter
- **ADJOURN**

FUTURE MEETINGS

- Committee Meetings: Monday, June 13th (5:00 pm CST)
- Board Meeting: Wednesday, June 15th (8:30 am CST)

**MINUTES OF REGULAR MEETING OF THE
BOARD OF DIRECTORS OF
EWING MARION KAUFFMAN SCHOOL, INC.**

April 13, 2022

A regular meeting of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at its headquarters in Kansas City, Missouri on April 13, 2022, pursuant to public notice provided at least 24 hours in advance. The meeting was held in person at the School.

Participating were Tracy McFerrin, Chair, Kristin Bechard, Juan Rangel, Corey Scholes, and Maurice Watson joined the meeting in progress.

Also participating from the School were Hannah Lofthus, President and Chief Executive Officer; John Tyler, Secretary and General Counsel; and Cat Cain, Chief of Staff.

No one from the community was present.

Ms. McFerrin chaired the meeting and Mr. Tyler served as secretary. Ms. McFerrin called the meeting to order at 8:36 am, welcomed those in attendance to the first in person meeting in a couple of years, previewed the agenda, and expressed her appreciation for all

After discussion and motion duly made (Scholes) and seconded (Bechard), the board unanimously approved minutes from the meetings of March 9, 2022.

Board Chair Comments

Ms. McFerrin reminded people about the annual ethics filing requirements and inquired about use of Epicenter.

Leadership Report

Ms. Lofthus welcomed those present to the first in person meeting in two years. She reported on three Questbridge Scholars with full rides to Grinnell, Hamilton, and Notre Dame. She reported that fewer than one percent of schools have three Questbridge Scholars. Three students have been accepted to Rhodes College, where one student will run track. She reported on acceptances to Harvard, Columbia, and Yale, with one student accepted to all three schools! Ms. Lofthus reported on feedback from college admissions offices complementary of the School's efforts and its students' achievements. Discussion occurred throughout.

Ms. Lofthus provided an update on Class 1 alum Asia Abernathy and her work as an employee of the School supporting struggling high school students and helping them get back on track. Discussion followed, including the personal short and long term sacrifices she has made for her family and the influence she has had at the School.

The Board expressed its appreciation to Ms. Lofthus, the team, and the students for these accomplishments.

Ms. Lofthus presented outcomes for two goals: gathering data and setting targets to ensure diversity across the institution; and presentations regarding successes and challenges in teacher and staff retention frames. She also highlighted goal topics for upcoming board meetings.

Ms. Cain presented key takeaways, including that the School is above other organizations in hiring and retaining teachers and others of color and key challenges regarding retention declines. Discussion occurred throughout.

She presented data from regional school districts regarding percentages of teachers of color, including that the School at 34% is second only to KCPS at 36% and ahead of Hickman Mills and University Academy at 32%. The national average is 17%. She reported on increases in percentage of leaders who identify as being of color along with increases in instructional leaders. She also presented information about regional programs in racial diversity, including four practices and behaviors that have contributed to the increases. Ms. Cain also reported on national and local challenges and roadblocks to diversity in hiring, including pandemic burnout, limited pipeline, Kansas City as a location for recruiting nationally, and other things. Discussion occurred throughout.

She also presented retention data, including pre-pandemic number at 17% of teachers leaving the profession and post-pandemic it being 50%. She presented overall staff and teacher retention at the School for the past four years, including that retention of Black staff members has been within 3% of non-BIPOC staff and 9% of non-BIPOC teachers, both of which beat the goals of 10% that had been acknowledged as ambitious. She also reported on a survey in January 2022 asking about whether respondents see themselves at the School 3 years from now, with responses broken down by race. Follow up questions identified essential factors influencing retention decisions, including work done to address factors and challenges for doing so. Discussion occurred throughout.

Ms. Cain presented the strategic priority of being a world class community and how it is being pursued.

Discussion continued, including inquiries about how the board can support these efforts and observations about the employment pipeline generally.

Jarred Jones, Director of Finance, joined the meeting. Ms. Cain left the meeting.

Finance Report

Mr. Jones presented the finance report, including that the report was previewed with the Finance Committee on Monday; reports on cash balance, accounts receivable and payable; change in net assets being favorable; actual revenues and expenses as reported against Forecast #2; effects of capital improvements; actual versus projected full time headcount; transportation updates and cost savings due to shared bus routes; facility costs being lower for a variety of reasons; a temporary, one-year funding rule from DESE based on prior year enrollment; and that costs for the carpet tile project have increased and the explanation therefor.

Mr. Jones reported that fund balance ratio is forecasted to be at 68% at year end. He also summarized projected capital improvements. He summarized assets, liabilities, and net assets; and actual revenues and expenses reported against the budget and forecasts and 2.

Discussion occurred throughout.

After discussion and upon motion made (Scholes) and seconded (Bechard), the board unanimously approved the treasurers report, including forecast #2 as attached in **Exhibit A**.

After discussion and upon motion made (Rangel) and seconded (Bechard), the board unanimously approved increasing the expenditures for the carpet tiles from \$200,000 to \$300,000.

Mr. Jones left the meeting.

Closed Session

Pursuant to the published agenda, a motion was made (Watson) and seconded (Scholes) to go into executive session as allowed by RSMO 620.021(1), (3), and (6) regarding legal, personnel, and students to discuss matters thereunder. Pursuant to a roll call vote, the following directors voted to approve the motion (Bechard, McFerrin, Rangel, Scholes, and Watson) with no directors opposing or abstaining. The meeting entered closed session at 9:44 am.

After discussion and upon motion made (Rangel) and seconded (Bechard), the following directors unanimously approved the minutes from the closed session on March 9, 2022 pursuant to a roll call vote (Bechard, McFerrin, Rangel, Scholes, and Watson) with no directors opposing or abstaining.

Ms. McFerrin provided an update on the feedback process.

Ms. Lofthus provided a personnel update.

Mr. Tyler left the meeting and Ms. Bechard presumed the duties of secretary.

A motion was made (Bechard) and seconded (Rangel) to leave the executive session and re-open the meeting. Pursuant to a roll call vote, the following directors voted to approve the motion (Bechard, McFerrin, Rangel, and Watson) with no directors opposing or abstaining. The meeting adjourned from closed session 10:05 am.

Ms. McFerrin expressed her appreciation to and for all involved with the meeting.

Community Forum

With no one from the community present, there was no community forum.

There being no further business, the meeting adjourned at 10:06 am.

John Tyler, Secretary



Kauffman School Budget Detail

EMKS Board Presentation
May 11, 2022

EWING MARION
KAUFFMAN SCHOOL

www.kauffmanschool.org

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2022-2023 Annual Budget Background

EMKS will leverage the work initiated in the most recent school year:

- Continuing to close learning gaps and drive learning growth for 5th-12th grade students.
- Incorporating initiatives developed through the strategic planning work with Attuned.
- Expanding on DEIA initiatives with additional focus on SEL and IFS learning.
- Working with our vendors to ensure safe classrooms, meals and busing.
- Supporting our graduating seniors and alumni through College Access and Success initiatives that drive persistence.

The school will also contend with ongoing challenges:

- Teacher recruitment to ensure well-trained staff are in place to support student learning.
- Ongoing support of students, families, and staff to ensure all feel safe and included in both our building and as part of our community.
- Collaborating with our vendor partners as they strive to secure adequate supplies and staff to meet our food service, busing, maintenance, janitorial and other needs.

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2022-2023 Annual Budget Detail

	<u>2020/21 Actual</u>	<u>2021/22 Budget</u>	<u>2021/22 FC2</u>	<u>2022-23 Budget</u>
Revenues, Gains, and Other Support				
State & Local Public Funding	11,530,485	11,142,013	10,752,225	10,626,384
Federal Funding	2,821,127	3,328,031	3,592,857	3,458,564
EMKF Operations Grant	5,646,506	4,500,000	4,500,000	4,500,000
EMKF Facility Grant	293,396	293,396	293,396	293,396
EMKF Board Development Grant		100,000	100,000	-
EMKF Alumni Scholarship Grant	-	250,000	250,000	-
Other Revenue	2,395,116	484,815	415,000	594,081
Total Revenues	22,686,630	20,098,255	19,903,478	19,472,424
Operating Expenses				
Wages & Benefits	10,479,575	11,068,241	10,346,188	11,483,513
Professional and Technical Services	1,602,329	2,222,245	1,916,531	1,789,085
Property Services & Insurance	1,595,949	2,500,460	2,258,560	2,332,000
Transportation & Travel	661,042	1,614,548	1,265,700	1,495,135
Food Services	1,402,468	857,184	846,905	839,310
Communications	151,689	166,800	164,605	167,300
Supplies	679,548	1,087,131	1,020,941	992,685
Building Lease	293,396	293,396	293,396	293,396
Depreciation	157,659	226,649	262,999	278,999
Total Operating Expenses	17,023,654	20,036,655	18,375,825	19,671,423
Change in Net Assets	5,662,976	61,600	1,527,653	(198,999)
Capital Purchases	63,764	288,250	660,000	80,000
¹Increase in (Use of) Reserves	3,885,370	-	1,130,653	-
¹ Adjusted for Non-Cash Items				

- The 22/23 budget is a projection; subject to change.
- Requesting a 22/23 EMKF Operating Grant of \$4.5 million.

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2022-2023 Annual Budget

Key Assumptions

Revenue:

- **Basic Formula Funding \$ Per WADA: \$8,425;** this rate is consistent with several local charters' assumptions and a modest increase from the current year rate.
- **Federal Sources:** the School will resume the NSLP meal program, Medicaid, Title I/II/IV programs as well as receive ESSER-3 emergency relief funds.
 - **ESSER-3: \$1.8M;** the School plans to expend what is one-half of the 2-year allocation during the new school year.
 - In FY 21/22, EMKS expended its \$1.8M allocation of the ESSER-2 program.
- **Other Revenue:** includes a conservative assumption of **\$550k in KCPS MOU** payments.

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2022-2023 Annual Budget

Key Assumptions

Expenses:

- **Average Staff Count: 141;** this number takes into account necessary staffing to deliver the instructional mission in the context of hiring challenges.
- **Benefits as % of Salaries: 36%;** incorporates projected 5% rise in health premiums in 2023.
- **Target Salary for all Staff: 75th percentile;** this will place us comparable to peer schools based on the Spring salary survey work.
- **Bonus and Supplemental Pay Pool: \$460k;** reflects standard budget for supplemental pay in addition to recruitment/retention bonuses for instructional and non-instructional staff.
- **School Community Supports: \$75k;** funds are set aside for programming/professional development on DEIA, social-emotional learning, internal family systems therapy, among other resources.
- **Transportation: \$1.5M;** includes assumptions for an increase in the daily rate for busing with the new vendor, First Student.
- **Alumni Scholarships: \$250k;** spending prioritizes supporting the post-secondary education for students identified as most-in-need (spending is allocated to the operating grant and not to public funding sources).

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2022-2023 Annual Budget Metrics & Ratios

	2020/21 Actual	2021/22 Budget	2021/22 FC2	2022-23 Budget
Average Enrollment				
Middle School	767	686	671	619
High School	411	400	392	413
Total Enrollment	1178	1086	1063	1032
Average Staffing				
Teachers	86	88	83	85
Admin & Operations	43	46	42	41
SPED and Social Work	13	14	12	15
Total Staffing	142	148	137	141
Student to Teacher Ratio	13.7	12.3	12.8	12.1
Cash Expense per Student (excl. lease)	\$ 14,123	\$ 18,237	\$ 17,384	\$ 18,584
Kauffman Operations Funding per Student	\$ 4,793	\$ 4,144	\$ 4,233	\$ 4,360

- Student enrollment is anticipated to remain lower in 22-23 with a project plan underway to move toward a recovery in enrollment over the next two years.
- Increased cash expense per student reflects:
 - increases in instructional and non-instructional compensation for recruitment & retention.
 - increased transportation costs with the aim to provide better service for our students.
- Staffing reflects a 141 average FTE count for the year; ideal hiring is approximately 151 FTEs if all targeted roles are continually filled.
- Anticipated new hires include 3 teachers and a Sped-LSS role.

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2022-2023 Annual Budget

Dollars per Student, excluding EMKF lease support

	2020/21 Actual	2021/22 Budget	2021/22 FC2	2022-23 Budget
Revenues				
State & Local Public Funding	9,788	10,260	10,115	10,297
Federal Funding	2,395	3,064	3,380	3,351
EMKF Operations Grant	4,793	4,144	4,233	4,360
EMKF Board Development Grant	-	92	94	-
EMKF Alumni Scholarship Grant	-	230	235	-
Other Revenue	444	446	390	576
Total Revenues	17,421	18,237	18,448	18,584
Expenses				
Wages & Benefits	8,896	10,192	9,733	11,127
Professional and Technical Services	1,360	2,046	1,803	1,734
Property Services & Insurance	1,355	2,302	2,125	2,260
Transportation & Travel	561	1,487	1,191	1,449
Food Services	1,191	789	797	813
Communications	129	154	155	162
Supplies	577	1,001	960	962
Capital Purchases	54	265	621	78
Total Cash Expenses	14,123	18,237	17,384	18,584
Fund Balance Contribution	3,298	-	1,064	-

- Total revenues are projected to rise per student in 22/23 as compared to the budget for 21/22 with the increase driven by ESSER-3 (Federal), Basic Formula (State) and Prop C (Local) funding.
- Total spend per student will increase in 22/23 and is driven by the planned staff compensation and transportation spend.

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2022-2023 Annual Budget

Projected Reserve Fund

Per Audit/ASBR	2020-21	2021-22	2021-22	2022-23
	Actuals	Budget	FC2	Budget
Net Assets	\$ 11.8	\$ 10.3	\$ 13.3	\$ 13.1
Less PP&E	\$ 0.6	\$ 0.9	\$ 1.0	\$ 0.8
Net Working Capital	\$ 11.1	\$ 9.4	\$ 12.3	\$ 12.3
Expenses	\$ 16.9	\$ 19.8	\$ 18.1	\$ 19.4
Fund Balance Percentage	66%	47%	68%	63%

- The 22-23 budget assumes a net loss of (\$199k) and capital expenses of \$80k.
 - The capital expenses include the purchase of teacher computers, a recurring expense.
- The reserve is projected to be 63% at FYE.

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2022-2023 Budget

Vendor Spend over \$100k

Vendor	Budgeted Spend	Detail
Cushman & Wakefield Property Services	\$ 2,186,000	Vendor serves as agent in managing property.
First Student Transportation	\$ 1,410,000	Provides daily student transportation (bus).
American Food & Vending	\$ 839,310	Provides daily meal services.
University of MO - Kansas City	\$ 125,000	Administers dual credit program.
EdOps	\$ 150,000	Provides data and finance support services.
Ztrip Cab Company	\$ 115,000	Provides daily student transportation (cab).
Teach For America	\$ 105,000	Provides recruiting support services.

- The Board is approving the vendor agreements and spend as referenced in the table above as part of the budget approval.
- The School does make routine supply purchases with a variety of vendors that can total \$100k per order or in aggregate during the year.
 - The primary driver for this type of spend is technology related or programming for students.
 - Vendors include but are not limited to: Amazon, Riverside Technology, Dell, Yellow Dog, CDW, MNJ Technologies, T-Mobile, Techcycle, Southwest Airlines, among others.
 - The School follows Board policies on purchasing and approval limits.
 - All non-routine spending is brought to the Board for approval.

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2022-2023 Annual Budget

Variable Factors

Revenue:

- **Enrollment / Public Funding:** the School has a focused enrollment strategy but these efforts are no guarantee of actual Fall counts.
- **Fiscal Cliff:** KCPS has expressed a willingness to engage in another MOU funding supplement though this may change should a funding equity bill pass.
- **Funding Equity:** The outcome of legislation is unknown at this time but a bill with potential positive benefits has made considerable progress in the current session.

Expenses:

- **Teacher Salaries:** the School must compete for a limited pool of talent which may drive increases in salary spend to ensure adequate classroom coverage.
- **Staffing:** the School's staffing model is built on assumptions of instructional and administrative needs but is subject to available candidates and enrollment trends. Changes in recruitment, attrition, or enrollment can increase or decrease spend for this category.
- **Transportation:** initial planning reflects the ability to continue bus sharing with other charter schools but costs will rise by if sharing efficiency changes with the new busing vendor.
- **COVID Mitigation:** estimates for cleaning services, masks, and other mitigation efforts may increase/decrease depending on future CDC guidelines and needs at the School.

Conclusion: Both revenues and expenses have the potential to change favorably/unfavorably in the next fiscal year. The School's reserves can potentially offset some unfavorable operating changes (subject to Board approval).

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Treasurer's Report

Ewing Marion Kauffman School Finance Monitoring Activities

	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
Condensed Financial Packet ¹				X				X				
Comprehensive Financial Packet ²		X				X			X		X	
EMKS Budget											X	
Tax Return ³											X	
Annual External Audit Report				X								
Vendor Check Register		X		X		X		X	X		X	
Retirement Committee Review			X					X				

¹Condensed financial packet consists of financial highlights, income statement and balance sheet.

²Comprehensive financial packet consists of financial highlights, revenue and expense analysis, updated annual forecast as applicable, income statement and balance sheet.

³Final extended filing date is May.

Reporting & Compliance Due Dates (Documents available upon request)

	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
ASBR ⁴		X										
End of Year Report and FER ⁵			X									
Federal Payment Request				X				X			X	
403b Plan Audit	X											
1099 and W2 Tax Forms							X					
DESE Budget and Revisions ⁶	X									X		

⁴Annual Secretary of the Board Report consists of State reporting on all spending.

⁵End of Year Report is a summary of Title programs; Final Expenditure Report is the final reporting of SWP and SPED.B spending for the prior fiscal year.

⁶DESE requires the SWP and Sped.B portions of the EMKS Budget to be submitted by July 1 and any revisions by April 30.

Ewing Marion Kauffman School

For the nine months ended March 31, 2022

Year-To-Date Balance Sheet Highlights

- The cash balance of \$12.1M reflects the receipt of the second installment of the operating grant and student scholarship grant from EMKF in February 2022. The board development grant was also received in August 2021.
- The accounts receivable balance of \$1.1M includes ESSER2, Title, Special Education and SSO food service federal receivables. Of this total, \$0.8M was requested through the reimbursement process. A portion of the funds were received in April and the balance will be received in May.
- The accounts payable balance includes expenses incurred during the month for regular operations that are paid the following month. The balance fluctuates monthly and is currently \$0.3M. The majority of the balance relates to Apple Bus (\$134k), T-Mobile (\$24k) and American Food & Vending (\$21k). All invoices were paid on time.

Year-To-Date Income Statement Highlights

- Total revenues and expenses through March 31 are \$14.9M and \$13.1M, respectively.
- The change in net assets through March 31 is currently \$1.6M favorable to the budget.
 - Total revenues are tracking \$0.3M unfavorable to budget.
 - State/Local revenues are tracking unfavorable to budget and driven by under enrollment in the lower grades, however, this variance will improve as DESE did pass a funding rule for this current school year which will reduce the financial burden resulting from Covid impacts to enrollment and attendance.
 - Federal revenues remain favorable with the result driven by SSO meal reimbursements.
 - Miscellaneous revenues are tracking favorable to budget and driven by the receipt of the KCPS MOU funds.
 - Total expenses are tracking \$1.9M favorable to budget.
 - The variance is driven by reduced: salary/benefit spend driven by a lower staff count, transportation spend arising from increased route-sharing, cleaning and maintenance costs and modest impacts from timing of professional/technical services.
- The School had 137 employees as of March 31 and is budgeted to hire up to 148 FTEs. Several new hires have joined the organization, however, the FTE count has remained flat due to attrition.

Ewing Marion Kauffman School

For the nine months ended March 31, 2022

Year-To-Date Income Statement Highlights (continued)

- Average annual enrollment is budgeted to be 1,086 students and the average through March 31 was 1,067.
- DESE standards require the fund balance (net asset balance excluding PP&E) to remain above 3% of year-end actual expenses; otherwise the school is considered "financially distressed".
 - The ratio is currently forecasted to be approximately 68% at year end.
 - The School, working with the finance committee, is developing a plan that designates a portion of the reserve for specific projects. The plan will be presented for approval in May or June.
 - The School will continue with periodic report outs to the finance committee and full board.

Reporting and Compliance Highlights

- The 990 tax return for 2020 is under review and will be filed by the 5/15 deadline.
- The School continues to monitor federal guidelines on the ESSER2 program and is engaging with other school leaders and vendors to identify best uses for this revenue source.
 - To date, EMKS has allocated \$1.3M of the \$1.8M available (~72%).
 - Spending allocations to date are largely attributed to:
 - instructional staff (7 FTEs)
 - admin staff (6 FTEs)
 - new student Chromebooks, Chromebook repairs, and wifi access units for use at home by students.
- Note: EdOps is the current preparer of the monthly financials.

EWING MARION KAUFFMAN SCHOOL, INC.
STATEMENT OF ASSETS, LIABILITIES AND NET ASSETS
MARCH 31, 2022

	March 2022	June 2021
ASSETS		
Cash and cash equivalents	\$ 12,060,462	\$ 11,227,802
Accounts receivable, net	1,065,376	308,722
Prepaid expenses	235,813	259,928
Property and equipment, net	550,544	532,472
Total assets	\$ 13,912,196	\$ 12,328,923
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 251,078	\$ 239,772
Loan Payable	-	-
Basic formula advance	-	-
Accrued salaries and expenses	19,892	261,598
Total liabilities	\$ 270,970	\$ 501,370
Net Assets:		
Without donor restrictions	\$ 13,541,225	\$ 11,827,554
With donor restrictions	100,000	-
Total net assets	\$ 13,641,225	\$ 11,827,554
Total liabilities and net assets	\$ 13,912,196	\$ 12,328,923

No assurance is provided on these financial statements.
Substantially all disclosures omitted.

EWING MARION KAUFFMAN SCHOOL, INC
STATEMENT OF REVENUES, EXPENSES AND CHANGE IN NET ASSETS
FOR THE NINE MONTH PERIOD ENDED MARCH 31, 2022

	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL	YTD BUDGET	VARIANCE FAV (UNFAV)	ANNUAL BUDGET	ANNUAL FORECAST #2	BUDGET TO FC VARIANCE	PRIOR YEAR ACTUAL
Revenues and Support:									
State and local public funding	\$ 7,761,680	\$ -	\$ 7,761,680	\$ 8,356,510	\$ (594,830)	\$ 11,142,013	\$ 10,752,225	\$ (389,788)	\$ 8,439,753
Federal funding	2,711,544	-	2,711,544	2,562,584	148,960	3,328,031	3,592,857	264,826	2,323,861
EMKF support:									
Operations grant	3,375,000	-	3,375,000	3,375,000	-	4,500,000	4,500,000	-	4,271,506
Student scholarship grant	187,500	-	187,500	187,500	-	250,000	250,000	-	-
Board development grant	-	100,000	100,000	100,000	-	100,000	100,000	-	-
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	-	220,047
Professional development grant	-	-	-	-	-	-	-	-	-
Total EMKF support	\$ 3,782,547	\$ 100,000	\$ 3,882,547	\$ 3,882,547	\$ -	\$ 5,143,396	\$ 5,143,396	\$ -	\$ 4,491,553
Other revenue	513,007	-	513,007	363,611	149,396	484,815	415,000	(69,815)	2,391,378
Net assets released from restrictions	-	-	-	-	-	-	-	-	-
Total revenues and support	\$ 14,768,777	\$ 100,000	\$ 14,868,777	\$ 15,165,252	\$ (296,475)	\$ 20,098,255	\$ 19,903,478	\$ (194,777)	\$ 17,646,545
Expenses:									
Salaries and benefits	\$ 7,559,270	\$ -	\$ 7,559,270	\$ 8,190,499	\$ 631,228	\$ 11,068,241	\$ 10,346,188	\$ 722,053	\$ 7,494,268
Professional and technical services	1,313,296	-	1,313,296	1,444,459	131,163	2,222,245	1,916,531	305,714	1,078,315
Property services	1,444,750	-	1,444,750	1,875,345	430,595	2,500,460	2,258,560	241,900	1,294,060
Transportation and travel	776,901	-	776,901	1,259,348	482,447	1,614,548	1,265,700	348,848	471,509
Food services	523,192	-	523,192	660,032	136,840	857,184	846,905	10,279	1,304,858
Communications	111,669	-	111,669	125,100	13,431	166,800	164,605	2,195	96,607
Supplies	984,522	-	984,522	978,418	(6,104)	1,087,131	1,020,941	66,190	444,193
Building lease	220,047	-	220,047	220,047	-	293,396	293,396	-	220,047
Depreciation	121,460	-	121,460	169,987	48,528	226,649	262,999	(36,350)	120,869
Total expenses	\$ 13,055,106	\$ -	\$ 13,055,106	\$ 14,923,234	\$ 1,868,128	\$ 20,036,655	\$ 18,375,825	\$ 1,660,830	\$ 12,524,725
Change in Net Assets	\$ 1,713,671	\$ 100,000	\$ 1,813,671	\$ 242,018	\$ 1,571,653	\$ 61,600	\$ 1,527,653	\$ 1,466,053	\$ 5,121,819
Net Assets, beginning	\$ 11,827,554	\$ -	\$ 11,827,554						
Net Assets, ending	\$ 13,541,225	\$ 100,000	\$ 13,641,225						

No assurance is provided on these financial statements.
Substantially all disclosures omitted.

Ewing Marion Kauffman School

For the nine months ended March 31, 2022

Check Register Highlights

By Vendor Report:

- Vendor: Kander Consulting
 - Spend: \$54,000.00/Purpose: professional development

By Credit Card Report:

- Vendor: Cityfoods
 - Spend: \$7,260.00/Purpose: 12th grade graduation deposit
- Vendor: Esalen
 - Spend: \$10,153.67/Purpose: professional development
- Vendor: Sourcepo (Proforma)
 - Spend: \$15,158.05/Purpose: student uniforms
- Vendor: Walnut Cab
 - Spend: \$3,737.50/Purpose: 3rd party transportation (professional development)

EMKS Check Register March 1 - March 31, 2022 - By Date

The following list includes all payments (ACH, Checks, Wires and any items paid via Petty Cash) from the period mentioned above. Differences from the monthly subtotals and the income statement are due to the School using the accrual based method of accounting.

For reference, all auto-debits utilize a 10 to 11 digit code, all other items are paid via check or ACH.

* See separate vendor detail of credit card payments from the period mentioned above.

Month	Check Number	Check Type	Check Date	Entity Name	Check Amount
March	22059007458141	ACH	03/01/2022	Tristar FSA Claim	100.79
March	4911	Check	03/02/2022	Blitt and Gaines PC	192.18
March	22060008269807	ACH	03/02/2022	2/28 Payroll Taxes	17,097.50
March	4912	Check	03/02/2022	California State Disbursement Unit	235.00
March	4913	Check	03/02/2022	Performance Food Group Inc	3,741.00
March	4914	Check	03/02/2022	Spanish Language Resources, Inc.	60.00
March	12101	ACH	03/02/2022	COMMERCE BANK	38,465.28 *
March	12102	ACH	03/02/2022	Education Business Solutions Inc	12,360.00
March	12103	ACH	03/02/2022	Fidelity Workplace Investing LLC	17,264.62
March	12104	ACH	03/02/2022	Fidelity Workplace Investing LLC	4,357.31
March	12105	ACH	03/02/2022	sipVine, Inc.	598.50
March	22062009584505	ACH	03/03/2022	2/28 Payroll Taxes	222.23
March	22066001505862	ACH	03/08/2022	Tristar FSA Claim	428.00
March	4915	Check	03/10/2022	Latrina Brantley	2,500.00
March	4916	Check	03/10/2022	Busco, Inc.	2,250.00
March	4917	Check	03/10/2022	Certified Languages International LLC	34.80
March	4918	Check	03/10/2022	Coastal Cloud Holdings LLC	12,162.50
March	4919	Check	03/10/2022	The Guardian Life Insurance Co	10,147.29
March	4920	Check	03/10/2022	Joshua Hudspeth	1,500.00
March	4921	Check	03/10/2022	Anthony Johnson Jr	1,000.00
March	4922	Check	03/10/2022	Richmond R-XVI School District	350.00
March	4923	Check	03/10/2022	Madison Smith	125.00
March	4924	Check	03/10/2022	Varsity Athletic Apparel Inc	458.25
March	4925	Check	03/10/2022	WHC KCT, LLC (ZTRIP)	7,700.00
March	4926	Check	03/10/2022	Kenya Williams-Long	1,500.00
March	12249	ACH	03/10/2022	Corporate Travel Management North America, Inc	378.50
March	12250	ACH	03/10/2022	Jaymie Huffman	2,453.75
March	12251	ACH	03/10/2022	United Healthcare Insurance Company	109,357.65
March	12252	ACH	03/10/2022	Apple Bus Company	84,977.86
March	12253	ACH	03/10/2022	Cushman & Wakefield U.S., Inc	221,603.49
March	22069003602187	ACH	03/11/2022	Kristin Crites Reimbursement	67.04
March	22073004978318	ACH	03/15/2022	Tristar FSA Claim	261.82
March	22074005475258	ACH	03/15/2022	3/15 Payroll	268,573.69
March	22080008536193	ACH	03/22/2022	Tristar FSA Claim	506.51
March	4927	Check	03/22/2022	FBKC Sports Tenant LLC	2,570.40
March	4928	Check	03/22/2022	Linda Kirkpatrick	1,037.00
March	4929	Check	03/22/2022	Daniel Nimrod	100.00
March	4930	Check	03/22/2022	Performance Food Group Inc	10,887.93
March	4931	Check	03/22/2022	Research to Practice Inc	783.57
March	4932	Check	03/22/2022	Seyferth Blumenthal & Harris, LLC	724.50
March	4933	Check	03/22/2022	Stinson LLP	3,892.05
March	12408	ACH	03/22/2022	COMMERCE BANK	49,283.46 *
March	12409	ACH	03/22/2022	Fidelity Workplace Investing LLC	17,538.00
March	12410	ACH	03/22/2022	Fidelity Workplace Investing LLC	4,357.31
March	12411	ACH	03/22/2022	Kander Consulting LLC	4,000.00
March	12412	ACH	03/22/2022	Weiss Staffing Solutions LLC	4,640.14
March	12413	ACH	03/22/2022	Yellow Dog Networks, Inc.	937.50
March	12414	ACH	03/22/2022	American Food and Vending Corp.	65,789.52
March	12415	ACH	03/22/2022	Cushman & Wakefield U.S., Inc	2,750.00
March	22083010326738	ACH	03/25/2022	Tristar Admin Fee	50.00
March	22083010485263	ACH	03/25/2022	Carolyn Gatewood Reimbursement	86.11
March	22083010485263	ACH	03/25/2022	Kasey Spencer Reimbursement	261.22
March	22087001645880	ACH	03/29/2022	Tristar FSA Claim	224.42
March	22090003674465	ACH	03/31/2022	3/31 Payroll	267,968.54
March	22089002905180	ACH	03/31/2022	3/31 Payroll Taxes	67,903.13
March	4934	Check	03/31/2022	Carlos Farfan	188.37
March	4935	Check	03/31/2022	Odessa R-VII School District	200.00
March	4936	Check	03/31/2022	Ashley Rede	60.00
March	12570	ACH	03/31/2022	COMMERCE BANK	15,033.09 *
March	12571	ACH	03/31/2022	Kander Consulting LLC	50,000.00
Grand Total					\$ 1,394,196.03

EMKS Check Register March 1 - March 31, 2022 - By Vendor

The following list includes all payments (ACH, Checks, Wires and any items paid via Petty Cash) from the period mentioned above. Differences from the monthly subtotals and the income statement are due to the School using the accrual based method of accounting.

* See separate vendor detail of credit card payments from the period mentioned above.

Payee	Amount
2/28 Payroll Taxes	\$ 17,319.73
3/15 Payroll	\$ 268,573.69
3/31 Payroll	\$ 267,968.54
3/31 Payroll Taxes	\$ 67,903.13
American Food and Vending Corp.	\$ 65,789.52
Anthony Johnson Jr	\$ 1,000.00
Apple Bus Company	\$ 84,977.86
Ashley Rede	\$ 60.00
Blitt and Gaines PC	\$ 192.18
Busco, Inc.	\$ 2,250.00
California State Disbursement Unit	\$ 235.00
Carlos Farfan	\$ 188.37
Carolyn Gatewood Reimbursement	\$ 86.11
Certified Languages International LLC	\$ 34.80
Coastal Cloud Holdings LLC	\$ 12,162.50
COMMERCE BANK	\$ 102,781.83 *
Corporate Travel Management North America, Inc	\$ 378.50
Cushman & Wakefield U.S., Inc	\$ 224,353.49
Daniel Nimrod	\$ 100.00
Education Business Solutions Inc	\$ 12,360.00
FBKC Sports Tenant LLC	\$ 2,570.40
Fidelity Workplace Investing LLC	\$ 43,517.24
Jaymie Huffman	\$ 2,453.75
Joshua Hudspeth	\$ 1,500.00
Kander Consulting LLC	\$ 54,000.00
Kasey Spencer Reimbursement	\$ 261.22
Kenya Williams-Long	\$ 1,500.00
Kristin Crites Reimbursement	\$ 67.04
Latrina Brantley	\$ 2,500.00
Linda Kirkpatrick	\$ 1,037.00
Madison Smith	\$ 125.00
Odessa R-VII School District	\$ 200.00
Performance Food Group Inc	\$ 14,628.93
Research to Practice Inc	\$ 783.57
Richmond R-XVI School District	\$ 350.00
Seyferth Blumenthal & Harris, LLC	\$ 724.50
sipVine, Inc.	\$ 598.50
Spanish Language Resources, Inc.	\$ 60.00
Stinson LLP	\$ 3,892.05
The Guardian Life Insurance Co	\$ 10,147.29
Tristar Admin Fee	\$ 50.00
Tristar FSA Claim	\$ 1,420.75
United Healthcare Insurance Company	\$ 109,357.65
Varsity Athletic Apparel Inc	\$ 458.25
Weiss Staffing Solutions LLC	\$ 4,640.14
WHC KCT, LLC (ZTRIP)	\$ 7,700.00
Yellow Dog Networks, Inc.	\$ 937.50
Grand Total	\$ 1,394,196.03

EMKS Check Register January 1 - February 28, 2022 - By Credit Card

The following list includes the vendor detail for the Commerce Bank credit card purchases made in the time frame mentioned above.

Payee	Amount
1 HOTEL BROOKLYN BRIDGE	\$ 518.20
ADOBE SYSTEMS	\$ 74.97
AMAZON	\$ 24,534.86
AMERICAN AIRLINES	\$ 914.30
ARCO	\$ 94.61
ART OF LIVING RETREAT	\$ 1,057.42
AXIOM HOTEL	\$ 104.82
BADEN SPORTS INC	\$ 1,119.98
BAMBOO HRIS	\$ 1,372.74
BILLYS GROCERY	\$ 228.28
CARTER BROADCAST GRP	\$ 2,500.00
CHIPOTLE	\$ 324.94
CITYFOODS	\$ 7,260.00
CLOUDFLARE	\$ 10.00
CONCUR	\$ 1,408.42
CONSOLIDATED COMMUNICATIONS	\$ 1,649.76
CREATIVE	\$ 813.70
CROSSROADS HOTEL	\$ 364.37
CUPINI'S, INC	\$ 404.73
DELTA AIRLINES	\$ 680.40
DOLLAR TREE	\$ 57.50
DOORDASH	\$ 47.21
DYNAMO DONUT AND COFFEE	\$ 15.90
ESALEN INSTITUTE	\$ 10,153.67
EXECUTIVE MARKETING PROMOTIONS	\$ 592.00
FACEBOOK	\$ 140.05
FAMILY CARE REGISTRY	\$ 15.25
FENIKKUSU	\$ 71.75
FIVE MARKETS	\$ 16.93
FLINN SCIENTIFIC	\$ 718.12
FRIENDS AND FAMILY OAKLAND	\$ 50.74
GATORADE	\$ 265.00
GOOGLE INC	\$ 156.00
GROUPGREETING	\$ 93.00
HIGH FLYING FOODS	\$ 16.83
HILTON HOTELS	\$ 596.98
IDEMIA LLC	\$ 384.75
INDEED	\$ 1,834.14
JIMMY JOHNS SANDWICH	\$ 585.68
JOSTENS	\$ 763.80
JS FISH AND CHICKEN	\$ 235.83
KC GLOBAL LIMO	\$ 156.00
KC NEWS AND GIFTS	\$ 19.25
LA JOLLA SHORES HOTEL	\$ 663.96
LINKEDIN	\$ 119.95
LYFT	\$ 259.25
MARRIOTT HOTELS	\$ 696.74
MISSOURI STATE HIGH SCHOOL ASSOC	\$ 50.00
MUA OAKLAND AIRPORT	\$ 52.10
NYTIMES	\$ 28.00
OLD CHICAGO	\$ 31.84
PANERA BREAD	\$ 124.42
PAPA JOHNS	\$ 314.51
PFCHANGS	\$ 126.03
PIZZAHUT	\$ 292.24
PLATE RESTAURANT	\$ 255.05
POKE HOUSE MONTEREY	\$ 25.67
PRICE CHOPPER	\$ 36.99

SCRIPPS CO	\$	2,660.00
SNOOZE AM	\$	111.46
SOURCEPO	\$	15,158.05
SOUTHWEST	\$	1,262.96
SPOONFUL OF COMFORT	\$	94.98
SPOTIFYUSA	\$	15.99
STARBELLY	\$	68.41
STARBUCKS	\$	14.40
STEPHENS COURIER SERVICE	\$	196.00
SWEETGREENS	\$	54.80
TARGET	\$	58.97
TARTINE	\$	28.03
TEACHERSPAYTEACHERS.COM	\$	2.00
TECHCYCLE	\$	4,969.80
TRUE FOOD KITCHEN	\$	349.85
UBER	\$	139.99
UMKC	\$	31.02
UNION STATION	\$	880.00
UNIV OF CENTRAL MO	\$	34.44
UNIV OF SOUTHERN CA	\$	55.00
USPS	\$	13.28
VERIZON	\$	6,006.82
WALDO PIZZA	\$	1,368.93
WALMART	\$	1,169.06
WALNUT CAB	\$	3,737.50
WHOLEFOODS	\$	65.29
WINNWOOD SKATE	\$	-
<hr/>		
Total	\$	104,046.66
Commerce Credit Card Statement Net Rebate	\$	(1,264.83)
<hr/>		
Grand Total	\$	102,781.83

Reserve Planning Exhibit

Reserve Planning - May 2022

Identified Facility /Other Capital Needs	Current Estimated Cost	Inflation Impact	Timeframe
Roof Replacement	\$ 1,282,600	\$ 1,603,250	3 to 10 years
HVAC System Upgrades	\$ 310,000	\$ 387,500	3 to 10 years
IT infrastructure Upgrade/Replacement	\$ 425,000	\$ 531,250	3 to 10 years
Parking Lot Asphalt Resurface	\$ 175,000	\$ 218,750	3 to 10 years
Maintenance Lot Drain and Parking Area	\$ 185,000	\$ 231,250	2 to 5 years
Total	\$ 2,377,600	\$ 2,972,000	
Prospective Strategic Planning Initiatives	Current Estimated Cost	Inflation Impact	Timeframe
Curriculum	\$ 250,000	\$ 250,000	1 to 5 years
Social Emotional Learning	\$ 500,000	\$ 500,000	1 to 5 years
Student Culture	\$ 250,000	\$ 250,000	1 to 5 years
Talent	\$ 750,000	\$ 750,000	1 to 5 years
Enrollment	\$ 250,000	\$ 250,000	1 to 5 years
Total	\$ 2,000,000	\$ 2,000,000	

**EWING MARION KAUFFMAN SCHOOL
Governance Committee and Board
Proposed Action for Discussion**

(May 11, 2022)

- 1) Recommend to the board of directors amending the By-Laws to extend board term limits from 3 years per term to 4 or 5 years per term and adjust maximum number of terms allowed if necessary.**

- 2) Recommend to the board of directors for approval the following appointments and assignments on the timelines:**
 - A) Appoint Jerry Williams to the board effective Wednesday June 15, 2022. i) Appoint Jerry Williams to the Finance Committee effective Wednesday, June 15, 2021.**

 - B) Appoint Brett Hembree to the board effective Wednesday, June 15, 2022. i) Appoint Brett Hembree to the Governance Committee effective Wednesday, June 15, 2022.**

 - C) Appoint Tracy McFerrin as chair of the CEO Evaluation Sub-committee effective immediately. Corey Scholes will remain chair of the Governance Committee.**

Summary of Governance Items

Headline	Pages	Summary
<p>Current Year School Calendar Changes</p>	<p>No supporting documentation beyond what is provided on this page</p>	<p>School leadership intends to amend the current year (2021-22) school calendar to move the last day of school to Friday, May 27th. It was originally scheduled for Friday, June 3rd.</p> <p>This change will allow school leaders to 1) use the week May 31 – June 3 to fully prepare for a successful June Professional Development, which is critical to an effective close-out of the 2021-22 school year and successful launch of the 2022-23 school year, 2) better support students, teachers, and families during the last month of school rather than being off the floor engaging in planning and preparation for June PD while students are still in session, and 3) ensure that teachers can come into June PD well rested and ready to fully engage.</p> <p>State regulations require us to provide 1,044 hours of instruction each year. With this change, we will still have provided 1,070 hours of instruction, equivalent to almost 4 days of instruction beyond the state requirement.</p> <p align="center">Committee Action: Vote to recommend the Board approve the recommended changes to the 2021-22 school calendar</p> <p align="center">Board Action: Vote to approve the recommended changes to the 2021-22 school calendar</p>
<p>Board Policy 6420: Evaluation Services - Test Security & Administration</p>	<p>Board Packet: Pages 29-32</p>	<p>In Late April, DESE provided updated guidance on test security policies to account for updates in commonly-used technology, including smartphones and smartwatches. MCPSA, with support of Stinson, their legal counsel, drafted an updated policy. EMKS adopted this policy prior to launching state assessments in early May.</p> <p align="center">Committee Action: Vote to recommend the Board adopt the updated Evaluation Services - Test Security & Administration policy in place of existing Board Policy 6420.</p> <p align="center">Board Action: Vote to adopt the updated Evaluation Services - Test Security & Administration policy in place of existing Board Policy 6420.</p>

Test Security

1. All Missouri Assessment Program materials including standardized test booklets are to be stored, immediately upon receipt, in a secured area. Student test booklets shall remain in the secured area except during those time periods necessary for processing, scoring, or delivery to and from locations as part of the testing process.
2. Only the Director of Data, Manager of Data, and Data Specialist shall have access to stored test booklets.
3. The Data Specialist shall ensure that test materials are counted and inventory sheets are completed.
4. Teachers shall not have access to student test booklets prior to the testing period designated in the School Testing Calendar, unless it is necessary to comply with a student's IEP, or the teacher needs additional time to complete required identifying information on student test booklets that is not contained on the pre-coded student answer sheets or student information sheets.
5. At least one week prior to testing, members of the Data Team shall provide training for:
 - a. Completing all forms, including student information sheets, inventory sheets, validity forms, and completed testing envelopes;
 - b. Test administration and completed student test booklet collection procedures;
 - c. Test security; and
 - d. Special procedures for IEP students, make-ups for absentees, required time schedules, and other processes.
6. All items that give clues to correct answers shall be removed from the walls of the room in which tests are to be administered. Examples include: maps, multiplication tables, and periodic tables.

Test Administration

1. Test materials shall be administered immediately prior to testing except that:
 - a. The primary teacher shall be given the opportunity to complete identifying information on student answer documents; and
 - b. Administrative manuals may be provided to teachers for the purpose of preparing to administer the test(s).
2. Tests will normally be administered in classrooms by staff members who have been trained in test security and administration procedures.
3. Students will not receive test booklets until the time for testing has begun.

4. Test administrators will actively monitor students at all times during the test administration.
5. Once a test section is started, it must be completed that day, in the time allotted according to the examiner's manual. As a result, an un-timed MAP testing period should be scheduled at the beginning of the school day.
6. Make-up tests will be given as set forth in the School Testing Calendar. Staff members who are trained in test security and administration will administer the make-up test according to all administration and security procedures. Make-up tests are given to students that were absent or for one reason or another unable to take an entire subject area of the test. Make-up tests shall not be given to students to finish sections started and not completed on the previous day.
7. Except for cases of specified acceptable accommodations according to a student's IEP, all individuals administering the test will follow exactly the procedures outlined in the test administration manual.

Test Collection and Storage Following Testing

1. Staff members trained in test security and administration shall collect all answer documents and test booklets from test administrators as soon as possible following the last testing session. The Data Manager and/or Data Specialist will oversee this process.
2. Staff members trained in test security and administration shall be responsible for counting test materials, organizing them according to instructions, and storing them in a secured area. The Data Manager and/or Data Specialist will oversee this process.
3. Staff members trained in test security and administration shall prepare all student test booklets, answer sheets, examiner manuals, and other materials for pick-up and delivery to the secured areas. Pick-ups and deliveries will follow the time schedule set forth in the School Testing Calendar. The Data Manager and/or Data Specialist will oversee this process.

Sanctions Against Unfair Practices

The following list provides unfair practices the School considers inappropriate and subject to sanction:

1. Copying, in any way, any part of a standardized test for any reason.
2. Removing a test booklet from a secured area without the permission of the Director of Data, Manager of Data, or Data Specialist.
3. Failing to return all test booklets (used and unused) following test administration.
4. Directly teaching any test item included on a test (teaching practice test items and approved materials from published teachers guide books for assistance and guidance in teaching testing taking strategies are excluded).
5. Using any test preparation materials that have not been approved by the Director of Data, Manager of Data, or Data Specialist.
6. Indicating to students during testing they have answered one or more items correctly or incorrectly.

7. Giving students clues or answers to questions, allowing students to give each other answers to questions or to copy each other's work.
8. Altering student's answers on standardized test booklets, answer sheets, etc., beyond erasing stray marks or copying answers into undamaged or appropriate test booklets (the latter is usually required for large print and Braille administrations).
9. Altering test administration procedures in any way that violates any agreements with the test publisher.
10. Unduly pressuring or encouraging teachers to engage in any of the aforementioned inappropriate or unfair practices.
11. If a School staff person is suspected of engaging in any of the aforementioned unfair practices, an immediate investigation will occur under the direction of the Chief Operating Officer, Principal or Director of Data and a representative of the Human Resources Department. If allegations are proven, the appropriate authorities will be notified, and the individuals involved may be fined or have their teaching certificates revoked by the State Board of Education, depending on the final determination of the gravity of the breach of ethics.

Cellphone/Smart Watch Policy

The test administrator shall collect all cell phones and other wearable technology before the students enter the testing room. Any adult in the testing room shall leave their cell phone or other wearable technology outside the testing room.

However, if a student uses their cell phone or other wearable technology to monitor or track a medical issue, the student may have their cell phone or other wearable technology in the testing room. The test administrator shall hold the cell phone or other wearable technology. The cell phone or other wearable technology shall be set to do not disturb for all phone calls, test messages, and other non-medical alerts. In order to have their cell phone or other wearable technology in the testing room, the student shall be required to provide a doctor's note to the school at least one week before the beginning of test administration.

Existing Policy 6420: Evaluation Services - Test Security

All standardized testing materials shall be stored, distributed and collected according to procedures that insure the security and authorized access to test booklets. The School's Data and Assessment Coordinator will serve as the Chief Executive Officer's testing designee and be responsible for the administration and security procedures for each testing site. The Chief Executive Officer may select an alternate designee at any time based on the best interests of students.

Teacher Responsibilities for Test Administration

Prior to the administration of any School or State standardized test, the Chief Executive Officer's designee will review with the teachers the testing guidelines that

they and the students are to follow. The Chief Executive Officer's designee shall distribute this policy and any other testing guidelines to all teachers, require them to sign and return one copy and keep a copy for their files.

The guidelines listed below are examples; others may be provided by the Chief Executive Officer's designee.

1. Teachers are not to review the test questions or content prior to its being given to the students.
2. Teachers are not to give any assistance to the students during the administration of the test.
3. Teachers are to review only the purpose of the test, the directions, the time restraints and what the students are to do upon completion of the test. Violation of these and other administrative testing guidelines by the teacher may result in disciplinary action against the teacher, up to and including termination.

Adopted and or ratified (8/10/2011)