



Kairos Academies

Kairos Academies Monthly Board Meeting

NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Published on April 26, 2023 at 9:46 AM CDT
Amended on April 27, 2023 at 10:08 AM CDT

Date and Time

Thursday April 27, 2023 at 6:00 PM CDT

Location

Kairos Academies
3449 S Jefferson Avenue
St. Louis, MO 63118

We invite you join us at this Zoom link. This notice was published at www.kairosacademies.org/board at least one day prior to the meeting.

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Record Attendance			
B. Call the Meeting to Order			
C. Public Comment			
D. Mission Statement			

Kairos empowers students to direct their own lives and learning.

	Purpose	Presenter	Time
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E. Vision Statement

By offering a 21st-century school model, Kairos will empower parents with a meaningful alternative to the traditional structures that have subjugated children and segregated families in our city for over a century. If Kairos achieves its mission, our graduates will develop the academic function to unlock post-secondary opportunities and the executive function to thrive in whichever opportunity they choose. Wherever they go, graduates will exercise meaningful agency among their peers, leading themselves and the institutions that structure their communities.

- | | |
|--|------------------------|
| F. Approve March 30, 2023 Board Meeting Minutes | Approve Minutes |
|--|------------------------|

II. Finance Committee Updates

- A. Draft Budget Update**
- B. Kairos Pro Forma**
- C. PNC Update**

III. Executive Committee Updates

- A. Strategic Planning Update**
- B. Policies and Documents for Voting**

IV. Governance Committee Updates

- | | |
|--|----------------|
| A. Board member oath reminder | |
| B. CEO Evaluation Process | |
| C. Missouri Ethics Commission Personal Financial Disclosure (MEC PFD) | Discuss |
| D. Advisory Committee Updates | |

V. Program Committee Updates

- A. POSSIP**
- B. IXL**
- C. Summit Learning**
- D. GROW**
- E. Testing**
- F. Graduation Requirements**

	Purpose	Presenter	Time
VI. Facilities Committee Update			
A. Community Engagement Update			
B. Closed Session			
RSMo Section 610.021.(2)			
 VII. CEO Updates			
A. Teaching and Learning			
B. School Finance and OPS Updates			
C. Compliance and Recruitment Updates			
D. Advocacy and Development			
E. Senior Leadership March Goal Updates			
 VIII. Closing Items			
A. Adjourn Meeting		Vote	

empowering students to direct their own lives and learning www.kairosacademies.org
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Coversheet

Approve March 30, 2023 Board Meeting Minutes

Section: I. Opening Items
Item: F. Approve March 30, 2023 Board Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Kairos Academies Monthly Board Meeting on March 30, 2023

APPROVED



Kairos Academies

Minutes

Kairos Academies Monthly Board Meeting

NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Date and Time

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Location

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Directors Present

A. Jackson (remote), K. Kerr (remote), K. Owen (remote), M. Vachow (remote), N. Plair (remote), W. Young (remote)

Directors Absent

A. Sullivan, E. Schlafly, H. Eastwood

Ex Officio Members Present

K. Graham (remote)

Non Voting Members Present

K. Graham (remote)

Guests Present

B. Jackson (remote), Cris Doran (remote), J. Krewson (remote), M. Chavers (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Thursday Mar 30, 2023 at 6:03 PM.

C. Public Comment

No comments

D. Mission Statement

E. Vision Statement

F. Approve January 26, 2023 Board Meeting Minutes

N. Plair made a motion to approve the minutes from Kairos Academies Monthly Board Meeting on 01-26-23.

K. Kerr seconded the motion.

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

G. Approve Board Retreat minutes

N. Plair made a motion to approve the minutes from Kairos Academies Spring Board Retreat on 03-04-23.

K. Kerr seconded the motion.

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

II. Finance Committee Updates

A. Draft Budget Update

YTD net decrease in cash is \$1.4mm

B. MCPSC Loan underwriting

III. Executive Committee Updates

A. Strategic Planning Update

Conversation will focus on which initiatives to focus on and what the Kairos experience should be.

B. Charter Renewal and Public Hearing Update

We will delay the charter renewal process until we receive updated state scores. Late fall or early winter would be the earliest expectation for charter renewal.

C. Facilities voting

N. Plair made a motion to approve the following items in the discussion section.

M. Vachow seconded the motion.

1. pursue purchasing of 4153 Bingham Ave, St. Louis, MO 63116
 2. enter a contract for the building
 3. engage with our sponsor about their underwriting process
- The board **VOTED** unanimously to approve the motion.

IV. Governance Committee Updates

A. Board member oath

- A. Jackson made a motion to adopt the board member oath presented.
K. Kerr seconded the motion.
The board **VOTED** unanimously to approve the motion.

B. MCPSC Charter Renewal Update

C. Missouri Ethics Commission Personal Financial Disclosure (MEC PFD)

Whitney will track down and disseminate the action items for MEC PFD submission.

V. Program Committee Updates

A. POSSIP

B. IXL

C. Summit Learning

Summit data is becoming more common knowledge among the staff.

D. GROW

E. Testing

VI. Facilities Committee Update

A. Community Engagement Update

We are excited to work with the local community as we continue our high school efforts. A positive news article was shared about our developments.

B. 2023-2024 Facility Updates at CPH

We have the capacity to accommodate all students for next year.

C. Closed Session in accordance with RSMo 610.021.(2)

- W. Young made a motion to enter executive session according to RSMo 610.021.(2).
K. Kerr seconded the motion.
The board **VOTED** to approve the motion.

Roll Call

M. Vachow Aye
E. Schlafly Absent

Roll Call

W. Young Aye
A. Sullivan Absent
A. Jackson Aye
H. Eastwood Absent
K. Kerr Aye
N. Plair Aye
K. Owen Absent

W. Young made a motion to exit executive session according to RSMo 610.021.
(2).

K. Kerr seconded the motion.

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

Roll Call

A. Jackson Aye
A. Sullivan Absent
K. Owen Absent
M. Vachow Aye
E. Schlafly Absent
H. Eastwood Absent
N. Plair Aye
W. Young Aye
K. Kerr Aye

VII. CEO Updates

A. Teaching and Learning

Khalil recommends the following measures for contract goals..

MAP = 10% growth over 5 year span

NWEA = 70% of students meet growth target in grades 5 -9

Effective mentoring = 50% mentors meet basic standards

GPTW = receive Great Place To Work organizational health distinction

B. School Finance and OPS Updates

The team is focusing on how to create the right team for next year and evaluate retention metrics.

C. Compliance and Recruitment Updates

Marnae will take charge of our tracking for Annual Performance Review and Annual Report improvement. She will provide monthly updates.

D. Advocacy and Development

E. Senior Leadership February Goal Updates

Khalil is focused on...

1. Academic Proficiency
2. Organizational Health
3. Sustainable Systems

VIII. Closing Items

A.

Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:55 PM.

Respectfully Submitted,
K. Kerr

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Coversheet

CEO Evaluation Process

Section: IV. Governance Committee Updates
Item: B. CEO Evaluation Process
Purpose:
Submitted by:
Related Material:
CEO Evaluation Process 2023-2024 Draft as of 2023 04 26.docx

CEO Evaluation Process / Timeline

The evaluation process includes four steps:

1. Evaluation Process Kick-off (June)
 - a. Select evaluation lead and evaluation committee from Board of Directors (recommended to be member or Chair of Governance Committee)
 - b. Review CEO job description and align on edits, with broader Board approval, if needed
 - c. Evaluation committee reviews performance goals as outlined in CEO contract
2. Goal Setting (July-August)
 - a. CEO drafts goals, utilizing Board input (July)
 - b. Board reviews goals and provides feedback
 - c. Board approves goals (August)
3. Regular Monitoring and Feedback (October, January, April)
 - a. Committee meets / aligns on actionable feedback tied back to goals on a quarterly basis
 - b. Committee lead holds feedback sessions with CEO to discuss progress against goals on a quarterly basis and share feedback
 - c. In January, consider doing a more formal mid-year evaluation
4. End of Year Evaluation (April-June)
 - a. Committee prepares for the formal year-end evaluation by drafting evaluation survey and aligning on who it will be sent to and when
 - i. Leverage Board On Track evaluation tool
 - b. Committee runs comprehensive process to gather feedback from CEO (via self-evaluation), CEO direct reports and potentially, additional faculty, and Board members; results are shared with the Governance Committee (May)
 - c. Committee summarizes year-end performance in formal write-up, reviews with Board and then reviews in session with CEO (June)

Goal Setting Framework

Please list 2-3 goals for each area of focus; goals should be measurable

- Student Performance and Academic Goals
- Financial Goals
- Operational Goals
- School Culture Goals
- Personal Goals

Coversheet

Senior Leadership March Goal Updates

Section:	VII. CEO Updates
Item:	E. Senior Leadership March Goal Updates
Purpose:	
Submitted by:	
Related Material:	APRIL COO Board Update.pdf SDFHR- March Priority Update.pdf CSO April Board Board Update (March Review).pdf March Priority Updates_MDS.pdf April_CoS_GoalsUpdate.pdf



On My Mind

"The problem isn't that you're too busy. You are too busy, but that's not the problem. The problem is that you're acting like a firefighter instead of a fire marshal."

—Ed Batista

Role Priorities

The COO will serve as the operations mastermind for the network. COOs will focus on building management capacity and ensure that all operational goals are achieved, with a particular emphasis on ADA, Enrollment, Health Services, Technology, Beginning of Year (BOY) planning, Operations Staff Retention, & Building Upkeep.

March Priorities

(1) ADA Escalation Matrix Training and Coaching for implementation

- **Outcome: Completed**
- **Causes: Observed and monitored execution of all ADA Escalation Matrix steps (Truancy Prevention Measures). Met with different task owners (GTLs, IDs, Registrars) to discuss the adjustments and pivots needed for proper execution at Kairos.**
- **Solution/Next Steps: Implementation of additional Operating Mechanisms. ADA Incentives & ADA Huddle**

(2) Re-work Academic Calendar with adjustments

- **Outcome: Completed**
- **Causes: Adjusted Academic Calendar with multiple options**
 - Option A: No adjustment to Bell Schedule Times**
 - Option B: Wednesday Shift in Bell Schedule to 12:30 & 15 min adjustment to M, T, TH, FRI**
 - Option C:**
- **Solution/Next Steps: Receive Board Approval & partnering with State Reporting Team on creating block schedule visual template for Principals**

(3) Building Layout planning for 23-24 and 24-25 SY

- **Outcome: On Track**
- **Causes: Partnered with Jack Krewson on reviewing layout**
- **Solution/Next Steps: Ordering of portable walls for additional classroom space for next year and 24-25 SY.**

April Priorities:

- 1) ADA Operating Mechanism Roll out
- 2) Re-Enrollment Completion
- 3) Budget Work for 23-24 SY

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SDFHR Board Update

The mere imparting of information is not education. Above all things, the effort must result in making a man think and do for himself.

—Carter G Woodson

ROLE AND PRIORITIES

The Senior Director of Finance and Human Resource assists the CEO on all financial and human resources functions of the LEA. Budget preparation, school business operations and oversight of district accounting policies and practices. Along with HR leadership manager counsel, and development and implementation of effective human resource strategies.

March Priority Report

100% Paycor System Implementation

Outcome: 100% Paycor System has been implemented

Causes

- New project manager was assigned to our system implementation.
- Did not anticipate converting Paychex data into paycor system
- Initial information uploaded, produced caused many errors.

Solutions

- Invited HR and Finance contractors to assist with implementation critique.
- Establish firm benchmarks.
- Implemented weekly meeting with Paycor project manager.

23-24 Budget Revisions

Outcomes

- Complete

Causes:

- Worked with the CEO to align his vision with year in budget goals.

Solutions/Next Steps:

- Forward to to LDR so they can update financial docu

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Design PD on coaching, counseling, corrective action

Outcome: 80% of the leadership team surveyed, feel comfortable coaching, counseling or performing corrective action after the training.

Causes:

1. Coaching - Leaders understand when coaching is appropriate.
2. Performance Documentation - Leaders understand the importance of documenting sub-par performance and/or highlight positive behavior.
3. Professional Development Plan (PDP) - Leaders know what to do and what not to include in a PDP.

Next steps:

1. **Completed**

April Priorities

Big Rock

Outcome: Prepare first draft of 23-24 Budget 23-24 budget.

Causes:

1. Create a budget template that provides a clear outline of our 23-24 Revenue and expenses.
2. Ensure section leaders know what discretionary funds they have available.

Next Step:

1. Set up weekly budget meetings with the CEO by 04/01/2023
2. Review 22-23 expenses and revenue with LDR during our weekly meetings.
3. Have budget draft for 4/23 finance committee



Outcome: Prepare first draft of 23-24 Budget 23-24 budget.

Causes:

3. Create a budget template for 23-24 Revenue and expenses.
4. Ensure section leaders know what discretionary funds they have available.

Next Step:

4. Set up weekly budget meetings with the CEO by 04/01/2023
5. Review 22-23 expenses and revenue with LDR during our weekly meetings.
6. Have budget draft for 4/23 finance committee

Outcome: Reduce the duplication in services we may receive from contractors. Vendors or technology platforms

Causes:

1. Make staff aware of the possible upgrade in benefits that might include HSA/FSA. Contractors
2. Review stipend list so staff are knowledgeable about additional compensation.

Next steps:

1. Schedule Meeting with Ops team by 4/25
2. HS/MS teams

Outcome: Meet with returning staff to gauge excitement and what the Senior Leadership team can do to make next school year a GPTW.

Causes:

1. HR/Talent need to survey the pros and cons of this year.
2. Find both monetary and non monetary ways to show appreciation

Next steps:

1. Set up a meeting with Talent by 4/24 to design a rewards program.
2. Meet and survey staff by 4/30.





On My Mind

"If you say no to a thing, then you're saying no to one thing. If you say yes to a thing, you actually say no to every other thing during that period of time." –Tobi Lütke

Role Priorities

The Chief Strategy Officer stewards Kairos' sustainable growth through stakeholder recruitment (students & staff), strategic planning, external communications/brand management, site expansion, and model refinement. The role manages our Directors of Recruitment/Community, Talent, Communications/Marketing, and Coaching/Choice.

February Priority Report

Faculty Recruitment Mapping

Outcome: [Plan complete](#) + [Tactics Complete](#)

Causes

- Leveraged prior created resources
- Prioritized this work at the very beginning of the cycle to juice recruitment

Solutions/next steps

- Revise tactic timeline each week with Traylor in our 1-on-1
- Complete talent tracker

Building Benchmarks

Outcomes

- Site-control confirmed (contract, zoning, lawsuits) —end of Feb
- Building 2 concept designs and ricing complete —end of March
- Backup option secured (LOI is with St. Francis to be signed)
- Contingency plan A finalized, search firm engaged for B and C
- New Site announced through families, students, and community engagement—mitigating damage

Causes:

- gave this first priority this month
- engaged community and our families early
- readied press release to control narrative ahead of news coverage

Solutions/Next Steps:

- Get Board Approval to move ahead with
- zoning only application to get zoning variance process started
- Site Due-Diligence

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- Convene Traffic Committee with Neighborhood
- Continue pushing PR campaign: letters of support, student/parent op ed.
- Begin Schematic design and cost modeling for different options
- Get MCPSC to approve Kairos taking out a loan
- Explore bridge loan, final financing, and NMTC options



Building Community Engagement

Outcomes:

Big picture outcome: the community engagement did what it was supposed to do—curb criticism of the project and guarantee a path forward. Announced publicly to positive results.

By success criteria, we missed a bit

- Secure petition with 400+ signatures from St. Louis residents (only got 125)
- Convene Community Advisory Committee (applicants in hand, need to convene)
- Letters of Support garnered from 10 community organizations and civic leaders (5)

Causes:

- Made this work and community engagement the first priority
- shared our vision and story with anyone in power over video chat—did not assume they would be on our side
- prepared parent testimony well ahead of time

Solutions/Next Steps

- Convene Traffic Committee with Neighborhood
- Continue pushing PR campaign: letters of support, student/parent op ed



Recruitment Team Direct Support

Outcome:

- On Track to hit 60+/72 this month (best month yet)

Causes

Improvement this month:

- Took direct management over recruitment process and team
- Built system with meetings, projects, data tracking, and daily targets that is high on accountability
- Daily canvassing + Whistlepitch are biggest tactical additions to that system

Number Gap:

- didn't have enough accountability around spring break recruitment plan





Solutions/Next Steps:

- Support recruitment team in building out boots on the ground team to more efficiently allocate my time



Strategic Planning

Outcome:

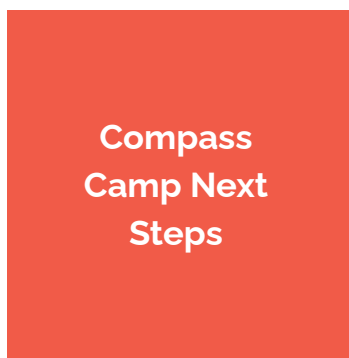
- Have hit each milestone requested by Simmons.

Causes

- accounted for this work with planning each week
- made myself available for work groups

Solutions/Next Steps:

- Shift design-work to current site
- Secure site in PSA
- Identify hurdles to site-control and path to clear before publicizing
- Decide risk/reward tradeoff in pursuing further designs before the property is fully secured



Compass Camp Next Steps

Outcome:

- Made it to final round of interview process to be reconvened next fall

Causes

- They did not have enough applicants this year to field a full group

Solutions/Next Steps:

- Complete application next fall

March Priorities

1. **Recruitment Team Direct Support (105 apps)**
2. **Building 2 Benchmarks (due diligence completed)**
3. **Update Talent Tracking, communications, and meeting protocols**
4. **Finalize Internal Strategic Plan**
5. **Finish Leadership Institute**

Highlights

- Process improvements for talent and hiring

Support Needed

- Repost talent and recruitment content to your networks





MDS Board Update

Excellence is thousands of details executed perfectly daily

Role Priorities

The Managing Director of Schools is a senior member of the leadership cabinet, directly managing a portfolio of schools, principals, and initiatives that impact the education of future graduates. They are responsible for the superior performance of schools in the network.

February Priorities (Accountability)

(1) Academics

Driver Goals

- Achievement Goal: MAP 60% students end year on/above grade level (proficient)
- Growth Goal: NWEA 70% reach growth goal
- CSI Goals: 35% 2+ years growth in reading and math AND 70% 1+ years growth in reading and math

➤ Outcome:

Students on Grade Level

Grade	On Grade Level (>50th %ile NWEA)		Grade	On Grade Level (>50th %ile NWEA)	
	Fall	Winter		Fall	Winter
5	6.3%	10.0%	5	11.1%	25.0%
6	31.4%	21.9%	6	50.7%	45.3%
7	23.2%	12.7%	7	39.4%	43.8%
8	26.3%	30.5%	8	45.1%	48.8%
<8	25.6%	21.1%	<8	42.6%	44.3%
9	33.9%	39.3%	9	53.8%	52.2%
All Kairos 5-9	28.3%	26.7%	All Kairos 5-9	46.2%	46.9%

NWEA Projections of Missouri MAP

(Below Basics/ Proficient or Advanced)

Grade	MAP Projections		MAP Projections	
	BB / B	P / A	BB / B	P / A
5	90.0%	10.0%	85.0%	15.0%
6	79.7%	20.3%	60.9%	39.1%
7	87.3%	12.7%	68.5%	31.5%
8	80.5%	19.5%	55.0%	45.0%
<8	84.5%	15.5%	67.5%	32.5%

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Student NWEA Growth

Grade	Math				Reading				Language			
	n	Met Growth x1	Met Growth x1.5	Met Growth x2	n	Met Growth x1	Met Growth x1.5	Met Growth x2	n	Met Growth x1	Met Growth x1.5	Met Growth x2
5	16	56.3%	37.5%	25.0%	18	66.7%	50.0%	50.0%	17	58.8%	35.3%	23.5%
6	56	42.9%	30.4%	23.2%	57	43.9%	35.1%	35.1%	57	33.3%	22.8%	22.8%
7	58	20.7%	15.5%	12.1%	61	36.1%	32.8%	26.2%	62	48.4%	40.3%	32.3%
8	82	50.0%	31.7%	24.4%	79	53.2%	50.6%	46.8%	77	53.2%	41.6%	37.7%
MS	212	40.6%	27.4%	20.8%	215	47.0%	41.4%	38.1%	213	46.9%	35.7%	31.0%
9	101	61.4%	43.6%	36.6%	100	61.0%	60.0%	58.0%	75	54.7%	49.3%	49.3%
All Kairos 5-9	313	47.3%	32.6%	25.9%	315	51.4%	47.3%	44.4%	288	49.0%	39.2%	35.8%

	CSI Math (2+ years behind)			CSI Reading (2+ years behind)		
	# and % of students in Intervention	Average years behind	Range of years behind	# and % of students in Intervention	Average Years Behind	Range of years behind
5th	10 scholars (50%)	2.43	2-3	10 scholars (50%)	2.77	2-3
6th	25 scholars (33%)	2.73	2-5	21 scholars (28%)	2.86	2-4
7th	40 scholars (47%)	3.35	2-5	31 scholars (36%)	3.54	2-5
8th	58 scholars (59%)	3.83	2-7	42 scholars (42%)	3.8	2-6
	# and % of students for Double Dose	Average years behind	Range of years behind	# and % of students for Double Dose	Average Years Behind	Range of years behind
9th	80 scholars (60%)	4.08	2-8	60 scholars (45%)	4.09	2-7

IXL 1-pager [Middle School Data](#) [High School Data](#) [NWEA/ STAR](#)

➤ Causes:

NWEA

- **Goal: 95% of scholars tested**
 - 211/282 Students tested
 - MS: 75% of Students tested
 - HS: 96% of tests completed
 - Student transferred out
 - Student sick and missed windows
- **Goal: 60% proficient**
 - MS: 83% of Student met growth goal
 - HS: 61% hit 1yr growth goal
- **ADA**
 - 82.49% MS YTD
 - 87.51% HS YTD
- **Coaching**
 - 75% MS Check-ins
 - 58% HS Check-ins

Summit

Goal 100% of scholars receive CP feedback within 2 weeks

- MS Feedback given in last 2 weeks: 93%
- HS Feedback given in last 2 weeks: 100%

Goal: 90% of scholars score 70% of greater on Cog Skills

- MS: 80% scholars above 70%
- 81% scholars above 70%

- **Student Accountability Conversations**

- 30% complete for MS
- 70% completed for HS



➤ **Solution/Next Steps:**

- **Academics**
 - Weekly Instructional Sessions with Data Conversations
 - Tutoring
 - Parent Academy Test Prep
 - Strategic Grouping
- **Attendance**
 - [MS Daily ADA Tracker](#)
 - [HS Daily ADA Tracker](#)
 - [Kairos Escalation Matrix](#)
 - Truancy Prevention Measures
 - ADA Contest
- **Progress Monitoring**
 - MOY Star and NWEA test in January
 - Personalized MAP plan in IXL
 - Incentive to push students and coaches to engage more with IXL
 - Moving to have scholars set goals in content classes and to track IXL and PFA completion in Intervention, Double Dose, SD and Choice
 - Plan to test 100% of scholars EOY
 - Text families & Robo calls
 - Check-in with Podlings
 - Network Newsletter
 - Call parent the day of to bring student into the building
- **Data Meeting**
 - Weekly data meetings with clear agenda and actions steps
 - Track Summit Cog Scores and PFA completion
 - Projects in Summit, PFA, IXL - is this sufficient is this enough
 - Progress Monitoring - STAR growth each cycle for Intervention and Double Dose scholars
 - Analyze data weekly for trends, create reteach plans and create sub-groups and targeted instruction

➤ **Outcome:**

Coaching and Development of Director of Culture

Possip: Parent/Staff Pulse Checks**(2) Culture**

- 90% Student Persistence
- 85% Stakeholder Satisfaction (GPTW)
- 97% Student ADA

[Possip](#)● **Causes**

- No designated time on Wednesday to take survey for scholars
- It was not fully owned by the Director of Culture
- Principals did not communicate about student Possip due to technical delays
- Principals and their leaders did not have access to the dashboards



- Scholars are not invested because their isn't a quick turn around on feedback
- Staff are surveyed fatigued
- Parents don't see the results they are seeking

➤ **Solution/Next Steps:**

- Created Classroom Management e-course
- <https://rise.articulate.com/share/RS4DXdoYL6YdFMISPMuaO8P6CGiDbC6J>
- RJC culture rounds
 - Student Discipline Processes
 - Communicate with teams to ensure alignment on exemplary processes, documentation, and communication practices
 - Culture Lessons: To reaffirm students/staff/ parents expectations for student behavior using the behavior matrix and protocols.
- DeansList.
 - Log all incidents and communication
- Possip Survey Results
 - Scholars: Analyze data and discuss plan to implement feedback
 - Parents: Address topics in Parent Academy and continue to analyze the data
 - Staff: Analyze data and discuss plan to implement feedback in weekly newsletter
 - Touch base with principals weekly about high priority concerns

(3) Principal Development

- Talent Management: Principal Retention - 100%
- School Leadership Levers

➤ **Outcome:**

- Goal: 100% of teachers and leaders receive feedback in Grow.

➤ **Causes:**

- More clarity needed around expectations
- Some IDS are just using quick feedback instead of observations
- Managed principals around Grow expectations
- Normed what instruction and teacher development at Kairos will look and feel like
- Ensure all new teachers are in Grow

➤ **Solution/Next Steps:**

- Start accountability checks in Instrucational session weekly
- Norm schoolwide that all teachers receive 2 pieces of feedback weekly at a minimum
 - Classroom Observation (ID)
 - Culture observation (RJC)
 - Lesson internalization feedback (ID)
- **Instruction**
 - Lesson Internalization

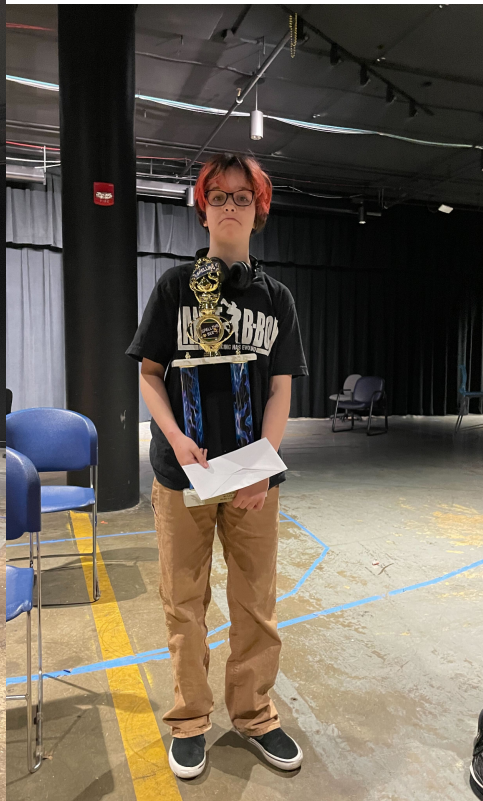


- [The Plans Tab: Making Quality Plans](#)
- Norm lesson internalization document uploaded into Grow
- [Quality Feedback](#): Define and provide examples of quality Grow Feedback. Two Glows, One-Two Glows, One Action Step
- [Cycle 5 Instructional Sessions](#)
- [Instructional Look Fors](#)
- [Summit Learning Coaching Cycle](#)
- [Grow feedback](#)
- [Assessment](#)

April Priorities (in addition to next steps above)

1. Instructional Sessions
 - a. Focus: Summit Lesson Structure; the Plans Tab; Teacher Annotated Exemplars; Framing the Lesson; Facilitating Goal Setting; Priority Teachers & Standards
2. Cycle 6 Testing
 - MS: EOY STAR in April; MO MAP in May and NWEA in June
 - HS: STAR Double Dose in April, EOC in May, NWEA and EOY STAR in June
3. Network School Team Positions
 - a. Six open positions; 2 offers sent, 1 signed and awaiting signature.

MS Spelling Bee! Joshua Clark, first place. Winning word "Scythe". JP Wildermuth, 2nd place and Coco Lord, 3rd place. Special shout out to the Ultimate Cosmetology and Barber Academy, UCBA, for providing gift certificates for all the winners to get a free service. UCBA is the first black owned cosmetology school in Saint Louis!





CoS Board Update

Change the way you look at things, and the things you look at change.

—Wayne Dyer

Role Priorities

The Chief of Staff is a critically important role, enabling the CEO to maximize time, effectively work with internal and external stakeholders, make organization-wide decisions, and to fulfill their commitments to achieve the mission of Kairos Academies' internal teams, Board of Directors, and Team & Family. They are responsible for the success of the leadership team. They are the champion of the team's overarching priorities and as such, the Chief of Staff helps the CEO and their leadership team navigate through uncertainty, risk, and change management to achieve those goals and priorities.

March Priorities

1. Organize the logistics for the Mid- Year Board Retreat

Final Metric: Assist board chair in planning the Mid-Year stepback for board members

Causes:

1. Sent out a document noting board member availability.
2. Met with Aaron 2/20 to review and brainstorm the agenda.
2. Shared the agenda with the board and other stakeholders (lawyer, strategic planning consultant).
3. Worked with EA to ensure food was ordered and delivered.
4. Attended the meeting, took notes where necessary.

Next Steps: Shared draft board calendars and other materials with the board after the retreat.

2. Organize March and April School visits

Final Metric: Have completed agendas and logistics for the Lighthouse Schools Visit, TNTF Visit and CSP grant monitoring visit.

Causes: 1. I met with all of the external stakeholders and determine the purpose of visit, deliverables, and visit dates

2. Created agendas for relevant visits and shared with the SL team and schools teams.

3. Ensured events were on the on the calendar, served as main point person for the visit.

Next Steps: CSP- Make time in Q4 to ensure all documentation is uploaded for

an integrated community of self-directed learners, leaders, and citizens

3. Observe each Tactical at least one time, share feedback with the facilitator and manager.

future visits and APRs. Lighthouse, n/a. TNTP, ensure staff complete forms and upload docs to complete the visit.

Final Metric: Observed each Tactical and shared feedback with the facilitator and manager via GROW.

Action Steps:

1. Share OPS rubric with facilitator via email.
2. Choose initial obs and OPTIONAL follow-up obs date on calendar.
3. Attended meetings and shared the feedback with the facilitator and their manager.
4. Instead of popping up at huddle I informed facilitators 3 days in advance and reminded them of my visit the day before.
5. I met with each facilitator after the meeting to give them feedback and added feedback into GROW, Cc'ed their direct manager.

Next Steps: Share Tactical observations with the Senior Leadership team.

April Big Rock:

Final Metric: Have clear picture of Compliance measures for DESE and MCPSC for April board meeting.

I will:

- Attend CEO/CoS data deep dive.
- Spend time analyzing the scores and learning how KA can receive the best scores possible.
- Meet with relevant stakeholders to educate them on APR and AR and problem solve toward satisfactory scores.

Next Steps:

- Present finds at the April board meeting.



