



EWING MARION KAUFFMAN SCHOOL, INC.
BOARD MEETING PACKET
Wednesday, May 14, 2025

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EWING MARION KAUFFMAN SCHOOL, INC.

BOARD - MEETING AGENDA

Meeting Information

Wednesday, May 14, 2025

8:30 am CT

Kauffman School

Attendees participating virtually can access the meeting through the following Zoom video link or via telephone:

<https://us02web.zoom.us/j/6772799650>

Dial in number: +1 (669) 900-6833

Meeting ID: 677 279 9650

Agenda

- **CALL TO ORDER**

- Welcome guests
- Review and discuss meeting agenda
- Approve minutes of prior meetings
 - *Action: Approve the March 12, 2025 minutes*
 - *Action: Approve the April 28, 2025 minutes*

- **LEADERSHIP REPORT**

- **2025-2026 BUDGET**

- *Action: Approve the 2025-2026 school year budget*

- **CONSENT AGENDA**

- *Action: Adopt the consent agenda*

- **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

- **COMMUNITY FORUM**

- The Committee will hear comments from community members regarding items on the agenda or other issues that should be brought to the Committee'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 Committee Chair. Individuals who do not have an opportunity to speak during the allotted time will be given first opportunity at the next regularly scheduled Committee meeting.

- **ADJOURN**



Kauffman School 2025-2026 Budget

EMKS Finance Committee Presentation

May 12, 2025

EMKS will continue executing on strategic priorities while managing costs across the organization

EMKS will continue its important work in the 2025-26 school year:

- Continuing to close learning gaps and drive learning growth for 5th-12th grade students
- Executing on strategic priorities related to instruction, student culture, adult culture and long-term organizational sustainability
- Supporting our graduating seniors and alumni through College Access and Success initiatives that drive college admission and persistence (ACT, scholarships, etc.)
- Investing in advanced placement, dual credit, and vocational training for High School students

The school will also contend with ongoing challenges:

- Talent recruitment, particularly teacher hiring, given the national teacher shortage
- Student enrollment and attendance rates
- Continued need to increase salaries to remain competitive both locally and nationally
- Continued inflationary pressures and a decline in interest rates

The 2025-2026 Budget reflects a return to breakeven Net Income. State funding increases offset increased costs

	SY24-25 Forecast	SY25-26 Budget	B/(W) LY
Revenue			
Local Revenue	2,206,799	1,949,768	(257,031)
State Revenue	14,234,151	16,592,163	2,358,012
Federal Revenue	2,353,330	2,061,158	(292,172)
Private Grants and Donations	4,803,396	4,793,396	(10,000)
Earned Fees	196,725	216,058	19,333
Revenue Total	23,794,400	25,612,543	1,818,143
Expenses			
Salaries	10,659,411	11,181,061	(521,650)
Benefits and Taxes	4,288,970	4,320,914	(31,944)
Staff-Related Costs	130,296	148,691	(18,395)
Rent	293,396	293,396	(0)
Occupancy Service	2,906,685	2,906,637	48
Student Expense, Direct	1,858,189	2,015,321	(157,132)
Student Expense, Food	815,061	1,015,592	(200,530)
Office & Business Expense	1,822,031	1,645,210	176,821
Transportation	2,090,413	2,080,565	9,848
Expenses Total	24,864,452	25,607,387	(742,934)
NET ORDINARY INCOME	(1,070,052)	5,157	1,075,209
TOTAL EXPENSES	24,864,452	25,607,387	(742,934)
NET INCOME	(1,070,052)	5,157	1,075,209
Starting Cash Balance	16,890,888	12,560,650	(4,330,238)
Change In Cash	(4,330,238)	(864,842)	3,465,396
ENDING CASH BALANCE	12,560,650	11,695,808	(864,842)

Revenue:

The \$1.8M increase is driven by a \$2.4M improvement in state funding from a higher per student funding rate and higher enrollment, partially offset by lower interest income and the end of Covid related funding

Expenses:

The \$0.7M increase in expenses is driven by \$0.55M of higher salary and benefits from merit and incremental positions to support higher enrollment. Food costs also increase \$0.2M with a higher take rate on CEP (free breakfast/lunch program). Increases in student related expenses are offset by savings in general expenses

Cash:

Cash is expected to decrease by \$0.87M driven by completion of Soccer Field/Track and \$120k of general capital spend

Revenue Key Assumptions

Local Revenue:

- **Interest Income:** decrease of \$220k, lower investment balance and some rate degradation

State Revenue:

- **WADA:** FY25/26 assumes a WADA of 1,075 based on an enrollment of 980 and attendance of 91%
- **Basic Formula Funding \$ Per WADA: \$15,000;** this rate is consistent with several local charters' assumptions and reflects a ~12% increase in state funding rate

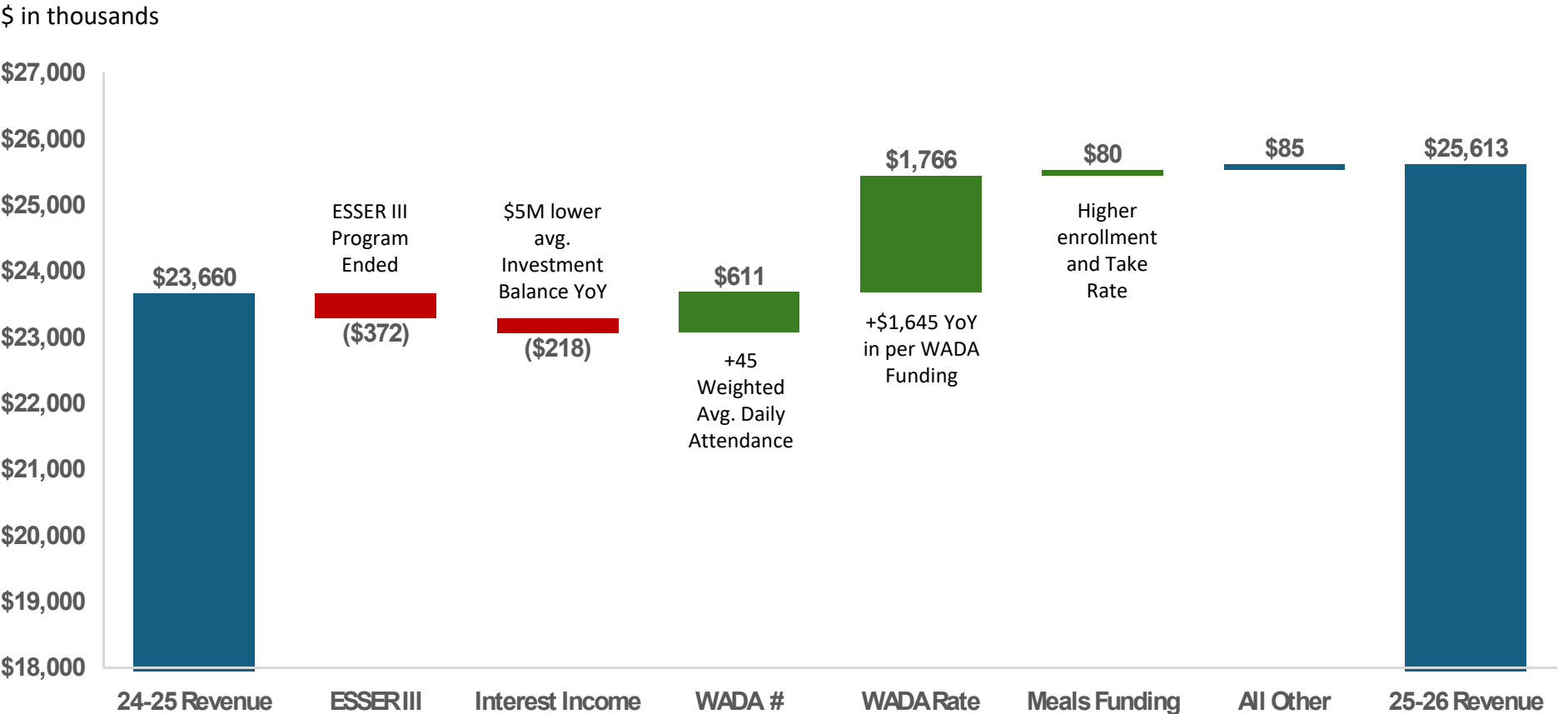
Federal Revenue:

- **Federal Sources:** the School will continue the CEP meal program, Medicaid, Title I/II/IV programs
 - **ESSER-III: -\$0.4M;** Final payment was received in Q1 24-25 , program is discontinued
 - **Food Service: +\$0.1M** increased funding due to enrollment and take rate

Earned Revenue:

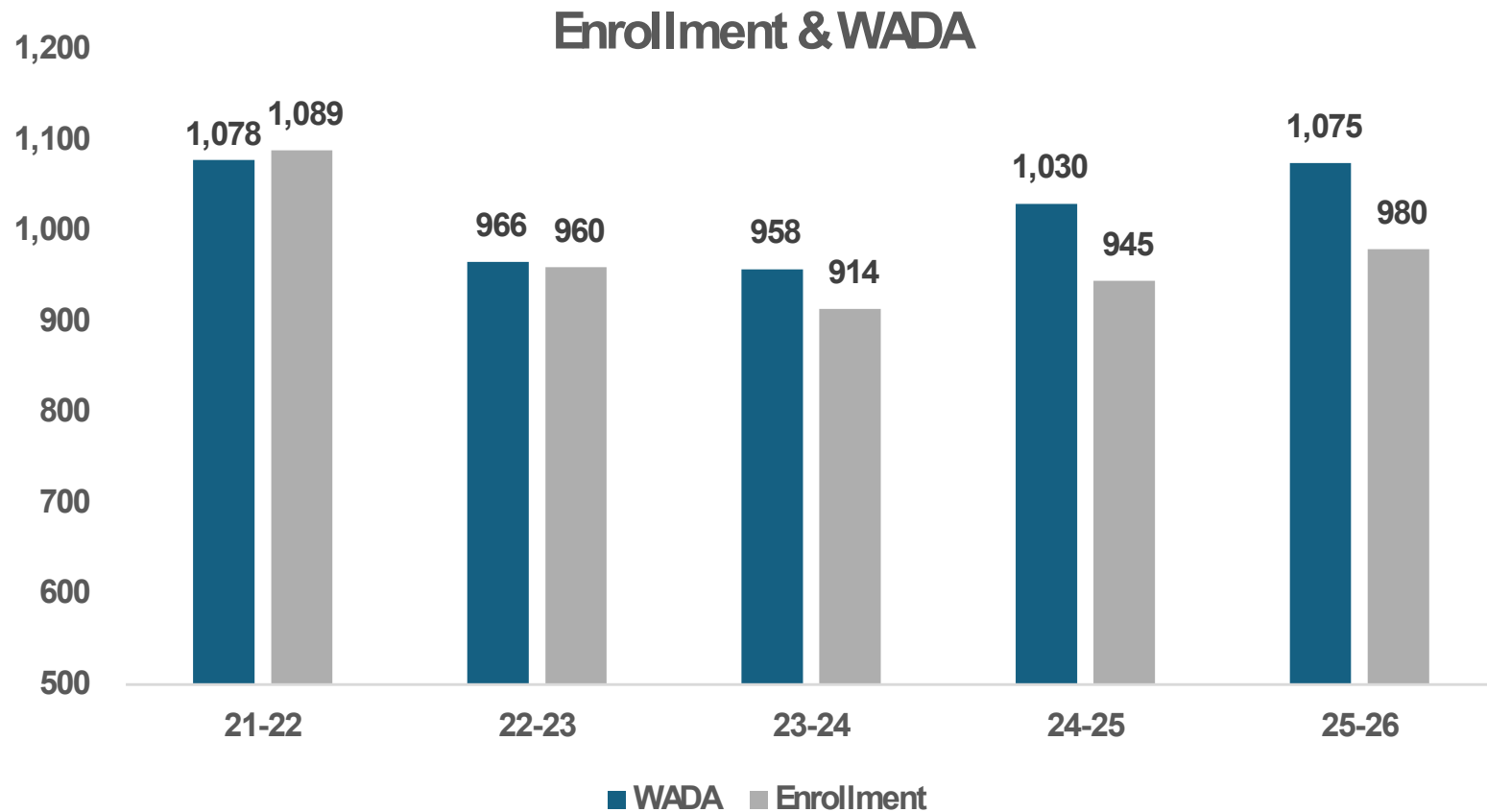
- **Private Sources: \$4.8M in EMKF Operating grants;** The school has requested \$4.5M in EMKF operating grant and \$293k for building rent
- **Earned Fees: \$0.2M,** Student activity fees, new shared services revenue, uniforms, etc.

Revenue increases \$1.8M YoY driven by higher state funding rate and enrollment, partially offset by lower interest income and end of covid ESSER III funding



We are projecting an uptick in enrollment in 25-26 driven by low student attrition YoY, and aggressive backfilling in Middle School

**Basic funding for the current year was based off 24-25 WADA (higher of current or previous two years).
25-26 basic formula funding will be based off 25-26 WADA**



Expenses Key Assumptions

Salaries and Benefits/Taxes:

- **Staffing:** +7 positions for higher enrollment and filling currently vacant positions
- **Merit/Inflation:** +3% across majority of positions

Student Expenses, Direct:

- **SPED:** Higher SPED costs due to higher services needs, increased investment in work readiness programs, and increase in assessments next year
- **College Access:** Increased investment ~\$40k to support new director initiatives
- **Food:** Higher take rate and enrollment +\$200k
- **Events/Trips:** Flat YoY after removing \$250k in prior year.
- **Athletics:** Flat YoY
- **Tech Supplies:** Lower computer spend rolling off incremental EOY 24-25 spend

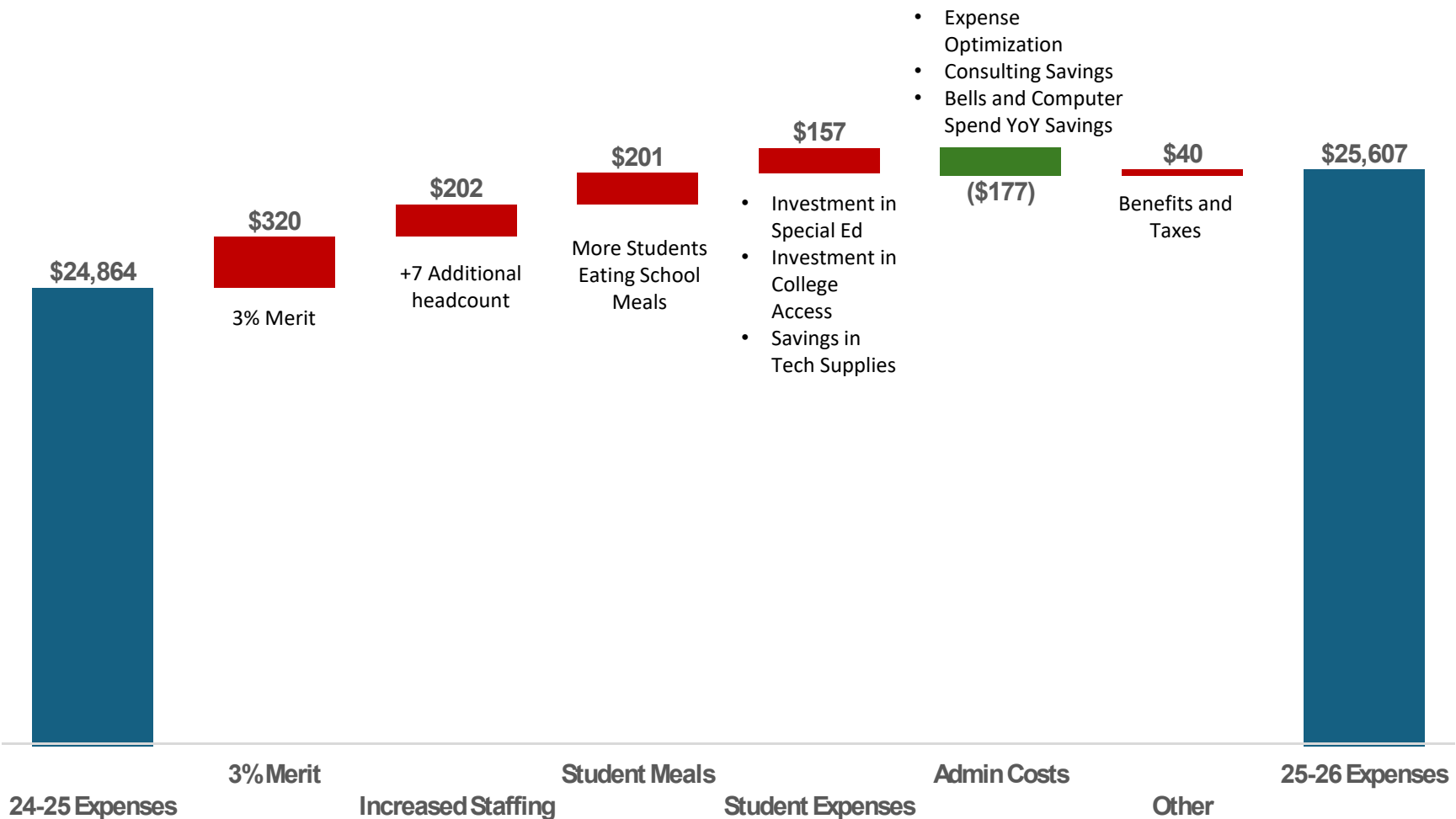
Office & Business Expense:

- **IT:** Roll-off of new bells system and higher staff computer costs
- **Insurance:** +\$60k to align coverage with peers
- **Services:** Optimizing spend for supplies and service providers (TalkSpace, Concur, T-Mobile, Contractors, etc.)

Transportation:

- **Buses:** Insourcing First Student routes avoids \$300k contractual increase. Costs flat YoY

Merit, increased headcount, and student meals drive expenses \$0.75M, while expense savins offsets investments in student expenses



Risk and Opportunities

Risks:

- Lower than projected enrollment or ADA
- Increased backfilling may lead to an increase in instructional expenses throughout the school year lowering net income projections
- Inability to hire/retain staff for additional cohorts will impact enrollment and revenue
- Interest rates may decrease lowering interest income
- Funding rate changes for CEP meals program could lower WADA funding
- Inflationary pressures are mostly offset through expense management in the current budget. If inflation were to accelerate it would lead to a budget shortfall
- Lower funding from private grants in out years
- Uncertainty in future Federal DOE and DOA funding initiatives

Opportunities:

- Attendance rate over 91% planned would drive higher WADA revenue
- Lower attrition on higher enrollment would increase revenue in future years
- Further opportunities to optimize spend across the organization
- State funding per WADA may be higher than planned, adding revenue

A return to enrollment growth and mild inflation leads to a budget surplus in years 2-5, assuming flat grants

	SY24-25 Forecast	SY25-26 Budget	B/(W) LY	SY26-27	SY27-28	SY28-29	SY29-30
Revenue							
Local Revenue	2,206,799	1,949,768	(257,031)	1,949,768	1,969,266	1,988,959	2,008,848
State Revenue	14,234,151	16,592,163	2,358,012	17,255,850	17,946,084	18,574,196	19,131,422
Federal Revenue	2,353,330	2,061,158	(292,172)	2,081,770	2,102,587	2,123,613	2,144,849
Private Grants and Donations	4,803,396	4,793,396	(10,000)	4,793,000	4,793,000	4,793,000	4,793,000
Earned Fees	196,725	216,058	19,333	220,000	224,400	228,888	233,466
Revenue Total	23,794,400	25,612,543	1,818,143	26,300,387	27,035,337	27,708,656	28,311,586
Expenses							
Salaries	10,659,411	11,181,061	(521,650)	11,404,683	11,689,800	12,040,494	12,401,708
Benefits and Taxes	4,288,970	4,320,914	(31,944)	4,407,333	4,539,553	4,675,739	4,816,011
Staff-Related Costs	130,296	148,691	(18,395)	151,664	154,698	157,792	160,947
Rent	293,396	293,396	(0)	293,396	293,396	299,264	305,249
Occupancy Service	2,906,685	2,906,637	48	2,964,769	3,024,065	3,084,546	3,146,237
Student Expense, Direct	1,858,189	2,015,321	(157,132)	2,055,627	2,096,740	2,138,674	2,181,448
Student Expense, Food	815,061	1,015,592	(200,530)	1,035,903	1,056,622	1,077,754	1,099,309
Office & Business Expense	1,822,031	1,645,210	176,821	1,678,114	1,711,677	1,745,910	1,780,828
Transportation	2,090,413	2,080,565	9,848	2,122,177	2,122,177	2,164,620	2,207,912
Expenses Total	24,864,452	25,607,387	(742,934)	26,113,666	26,688,725	27,384,793	28,099,651
NET ORDINARY INCOME	(1,070,052)	5,157	1,075,209	186,721	346,612	323,863	211,934
TOTAL EXPENSES	24,864,452	25,607,387	(742,934)	26,113,666	26,688,725	27,384,793	28,099,651
NET INCOME	(1,070,052)	5,157	1,075,209	186,721	346,612	323,863	211,934
Starting Cash Balance	16,890,888	12,560,650		11,695,808	11,882,529	12,229,141	12,553,004
Change In Cash	(4,330,238)	(864,842)		186,721	346,612	323,863	211,934
ENDING CASH BALANCE	12,560,650	11,695,808	(864,842)	11,882,529	12,229,141	12,553,004	12,764,939

**CONSENT AGENDA FOR THE MAY 14th, 2025
MEETING OF THE BOARD OF DIRECTORS OF THE
EWING MARION KAUFFMAN SCHOOL**

- #1: Approve minutes of the March 12th, 2025 meeting**
#2: Approve minutes of the April 28th, 2025 meeting
#3: Approve May 2025 Treasurer's Report, including February 2025 and March 2025 check registers
#4: Approve bank resolution to update authorized agents
#5: Approve bank resolution to open bank account
#6: Approve updated Paid FMLA policy
#7: Approve updated Work Hours and Adjusted Schedules policy
#8: Approve updated Inclement Weather Staff Expectations policy

#1: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of March 12th, 2025, meeting are approved, as outlined in Exhibit A.

#2: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of April 28th, 2025, meeting are approved, as outlined in Exhibit B.

#3: May 2025 Treasurer's Report, including February 2025 and March 2025 Check Registers

WHEREAS, the Finance Committee reviewed and recommended for approval by the Board the May 2025 Treasurer's Report, including the February 2025 and March 2025 check registers,

RESOLVED, the Board of Directors approves the May 2025 Treasurer's Report, including the February 2025 and March 2025 check registers, attached as exhibits C, D, E, F and G.

#4: Bank Resolution to update authorized agents on the Kauffman School's operating bank account at Commerce Bank

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "School") previously approved that a deposit account ("Account") be opened and maintained with Commerce Bank ("Bank") in the name of Ewing Marion Kauffman School Inc ("Depositor"), subject to the terms of Bank's Deposit Agreement and other agreements and disclosures related to the Account, as amended from time to time.

WHEREAS, the Board's Finance Committee has reviewed the proposed changes to the Authorized Agents on the account including 1) the addition of Kate Ditta, Board Treasurer, and 2) the removal of Kristin Bechard, former Board Treasurer.

WHEREAS, based on its assessment, the Finance Committee recommends the Board approve the changes to the Authorized Agents; and

WHEREAS, the Board of Directors desires to make the changes to the Authorized Agents.

WHEREAS, the changes to the Authorized Agents would result in the following individuals being named as Authorized Agents on the Account: Mat Overbaugh, Director of Finance; Katie Pasniewski, Chief Operating Officer; Hannah Lofthus, Chief Executive Officer; Kate Ditta, Board Treasurer; John Tyler, Board Secretary; Jerry Williams, Board Chair.

NOW, THEREFORE, IT IS RESOLVED, that the Board of Directors hereby approves the addition of Kate Ditta and the removal of Kristin Bechard as Authorized Agents.

FURTHER RESOLVED, that any one of the Authorized Agents is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to Depositor. Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the Account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or debit card or the application of the proceeds of the Instrument or debit card. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

FURTHER RESOLVED, that any one of the Authorized Agents ("Fund Transfer Agent") is authorized to make or verify written, telephonic, or verbal requests for the transfer of funds, including wire transfers and ACH debits, from the Account to other accounts of the Depositor or to third parties; to enter into agreements with Bank providing for such fund transfer; and the designate of Fund Transfer Agents. Bank is authorized to honor all such fund transfer when given or purported to be given by any Fund Transfer Agent.

FURTHER RESOLVED, that any one of the agents designated above ("Investment Agent") is authorized to buy, sell, assign, transfer and/or delivery any and all stocks, bonds or other securities now owned or hereafter acquired and registered in the name of Depositor or its nominee(s). Any Investment Agent is authorized to enter into any agreements with Bank relating to securities or investments, including, but not limited to, safekeeping agreements and repurchase agreements. Any Investment Agent is authorized to give Bank instructions required to buy, sell or otherwise deal in securities; to receive, withdraw, receipt for and direct the disposition of money, securities and property of every kind held in safekeeping with Bank; and to receive any communications from Bank and to sign any documents relating to securities or Investment transactions.

FURTHER RESOLVED, that any one of the Authorized Agents ("Treasury Services Agent") is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that this Certificate of Resolution and all paper records related to the Account with which this document is a part and whether or not the paper records were submitted in advance of, contemporaneously with or subsequent to, the execution of this document may, at the option of Bank, be converted by any digital or electronic method or process to an electronic record or subsequently further converted or migrated to another electronic record format or electronic storage medium. Upon conversion to an electronic record as authorized herein, such electronic record shall be the record of the actions as described herein and the electronic record shall have the same legal force and effect as the paper documents from which it was converted. Depositor waives any legal requirement that any documents digitally or electronically converted be embodied, stored, or reproduced in a tangible media. Depositor further agrees that a printed or digitally reproduced copy of the electronic record shall be given the same legal force and effect as a signed writing. In addition, Depositor authorizes and agrees to destruction of the paper documents by Bank upon conversion of the paper documents to a digital or electronic record.

RESOLVED, that each officer of the corporation is authorized and directed to take any further action and to execute, deliver and file any documents in the name and on behalf of the Kauffman School, and to pay any fees and expenses, as in his or her judgment may be necessary or advisable in order to carry out the foregoing resolutions.

#5: Bank Resolution to open a bank account at Commerce Bank for Blue Knights Transportation, LLC

WHEREAS, the Board of Directors of the Ewing Marion Kauffman School, Inc. (the "School") previously approved that a deposit account ("Account") be opened and maintained with Commerce Bank ("Bank") in the name of Blue Knights Transportation, LLC ("Depositor"), subject to the terms of Bank's Deposit Agreement and other agreements and disclosures related to the Account, as amended from time to time.

WHEREAS, the Board's Finance Committee has reviewed the proposed Authorized Agents on the account to include 1) Mat Overbaugh, Director of Finance, and 2) Katie Pasniewski, Chief Operating Officer.

WHEREAS, based on its assessment, the Finance Committee recommends the Board approve the Authorized Agents; and

WHEREAS, the Board of Directors desires to appoint the Authorized Agents.

WHEREAS, the appointment of the Authorized Agents would result in the following individuals being named as Authorized Agents on the Account: Mat Overbaugh, Director of Finance; and Katie Pasniewski, Chief Operating Officer.

NOW, THEREFORE, IT IS RESOLVED, that the Board of Directors hereby approves Mat Overbaugh and Katie Pasniewski as Authorized Agents.

FURTHER RESOLVED, that any one of the Authorized Agents is authorized to sign, or otherwise authorize, checks, drafts and other orders ("Instruments"); and enter into agreements with Bank for debit cards, all for the payment of money from the Account; and to endorse Instruments, for credit or negotiation, payable to Depositor. Bank is authorized to pay, without further inquiry, all Instruments signed in accordance with this resolution against the Account whether such items are drawn or endorsed to the drawer, tendered for cash or for payment of the individual obligation of drawer, or are deposited to the individual credit of the drawer. Bank shall not have any obligation to inquire as to the circumstances of the issuance or use of any Instrument or debit card or the application of the proceeds of the Instrument or debit card. Endorsements for credit may be made by the written or stamped endorsement of Depositor, without designation of the person making the stamped endorsement. Bank is authorized to pay any Instruments drawn on the Account that bear or purport to bear the facsimile, electronic or imaged signature, mark or symbol of any Account Agent or Depositor (together referred to as "Facsimile") if such Facsimile resembles the Facsimile on file with Bank or if such Facsimile resembles any Facsimile previously affixed to any Instrument drawn on the Account which was accepted and paid without timely objection by Depositor, thereby ratifying its use.

FURTHER RESOLVED, that any one of the Authorized Agents ("Fund Transfer Agent") is authorized to make or verify written, telephonic, or verbal requests for the transfer of funds, including wire transfers and ACH debits, from the Account to other accounts of the Depositor or to third parties; to enter into agreements with Bank providing for such fund transfer; and the designate of Fund Transfer Agents. Bank is authorized to honor all such fund transfer when given or purported to be given by any Fund Transfer Agent.

FURTHER RESOLVED, that any one of the agents designated above ("Investment Agent") is authorized to buy, sell, assign, transfer and/or delivery any and all stocks, bonds or other securities now owned or hereafter acquired and registered in the name of Depositor or its nominee(s). Any Investment Agent is authorized to enter into any agreements with Bank

relating to securities or investments, including, but not limited to, safekeeping agreements and repurchase agreements. Any Investment Agent is authorized to give Bank instructions required to buy, sell or otherwise deal in securities; to receive, withdraw, receipt for and direct the disposition of money, securities and property of every kind held in safekeeping with Bank; and to receive any communications from Bank and to sign any documents relating to securities or Investment transactions.

FURTHER RESOLVED, that any one of the Authorized Agents ("Treasury Services Agent") is authorized to identify and implement cash management and other general banking services, including but not limited to, electronic or online banking services, for Depositor and to enter into agreements with Bank relating to such services.

FURTHER RESOLVED, that this Certificate of Resolution and all paper records related to the Account with which this document is a part and whether or not the paper records were submitted in advance of, contemporaneously with or subsequent to, the execution of this document may, at the option of Bank, be converted by any digital or electronic method or process to an electronic record or subsequently further converted or migrated to another electronic record format or electronic storage medium. Upon conversion to an electronic record as authorized herein, such electronic record shall be the record of the actions as described herein and the electronic record shall have the same legal force and effect as the paper documents from which it was converted. Depositor waives any legal requirement that any documents digitally or electronically converted be embodied, stored, or reproduced in a tangible media. Depositor further agrees that a printed or digitally reproduced copy of the electronic record shall be given the same legal force and effect as a signed writing. In addition, Depositor authorizes and agrees to destruction of the paper documents by Bank upon conversion of the paper documents to a digital or electronic record.

RESOLVED, that each officer of the corporation is authorized and directed to take any further action and to execute, deliver and file any documents in the name and on behalf of the Kauffman School, and to pay any fees and expenses, as in his or her judgment may be necessary or advisable in order to carry out the foregoing resolutions.

#6: Paid FMLA Policy

WHEREAS, management wishes to preserve paid leave for continuous leave under FMLA,

WHEREAS, management wishes to remove paid leave for intermittent leave under FMLA,

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the updated Paid FMLA Policy, as outlined in Exhibit H.

#7: Work Hours and Adjusted Schedule Policies

WHEREAS, management wishes to clarify standard work hours,

WHEREAS, management wishes to define a policy and procedures for any work schedule that falls outside of standard work hours,

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the updated Work Hours and Adjusted Schedule Policies, as outlined in Exhibit I.

#8: Inclement Weather Days Staff Work Expectations Policy

WHEREAS, management wishes to clarify staff work expectations on inclement weather days,

WHEREAS, management wishes to work expectations on Alternative Methods of Instruction (AMI) days,

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the updated Inclement Weather Days Staff Work Expectations, as outlined in Exhibit J.

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

March 12, 2025

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 the Ewing Marion Kauffman Foundation conference center in Kansas City, Missouri on March 12, 2025, pursuant to public notice provided at least 24 hours in advance.

The following directors participated in person: Jerry Williams, chair; Kate Ditta, Treasurer; Kelly Barnes; Vickie Harris; Brett Hembree; and Juan Rangel.

Also participating in person from the School were Hannah Lofthus, President/CEO; and John Tyler, Secretary and General Counsel.

No community members were present.

Mr. Williams chaired the meeting, and Mr. Tyler served as secretary. Mr. Williams called the meeting to order at 8:30 am, welcomed those in attendance, and previewed the agenda.

Leadership Report

Ms. Lofthus described the terms and expectations for her upcoming sabbatical, including those who will be responsible during her leave and that Ms. Pasniewski is proposed as Interim President/CEO as was the case with her prior sabbatical. Discussion occurred throughout.

Ms. Lofthus presented information about board member terms and a proposed chart of characteristics and skills for individual directors and aggregated across the whole board. Discussion occurred throughout, including information from Mr. Rangel as chair of the Governance Committee and the various categories. Discussion continued about the general policy environment and the School's approach to ensuring that its personnel stay current and informed.

Board members provided their applicable information for the chart. Discussion followed about trends from the information provided and corresponding priorities. Discussion continued about the process for identifying potential candidates and next steps.

Consent Agenda

Mr. Williams discussed the consent agenda process, including the ability to remove items from the consent agenda if any board member so desired.

After discussion and upon motion duly made (Rangel) and seconded (Harris), the board unanimously approved the consent agenda as presented and attached as **Exhibit A**.

Mr. Williams described the need to have an Acting President/CEO during Ms. Loftus' sabbatical.

After discussion and upon motion duly made (Rangel) and seconded (Harris), the board unanimously approved designating Katie Pasniewski as Acting President/CEO beginning effective April 1, 2025 through and including May 31, 2025 and delegating the corresponding responsibilities and authority of President/CEO as provided in the Bylaws and prior board actions for that term.

Community Forum

No community people were present so there was no community forum.

The meeting adjourned at 10:01 am.

John Tyler, Secretary

**CONSENT AGENDA FOR THE MARCH 12, 2025
MEETING OF THE BOARD OF DIRECTORS OF THE
EWING MARION KAUFFMAN SCHOOL**

- #1: Approve Minutes of January 15, 2025 Board Meeting**
**#2: Approve March 2025 Treasurer's Report, including December 2024 and
January 2025 Check Registers**
#3: Approve Paid Time Off (PTO) Sharing Policy

#1: Prior Meeting Minutes

RESOLVED, the minutes from the Board of Directors meeting of January 15, 2025, meeting are approved.

**#2: March 2025 Treasurer's Report, including
December 2024 and January 2025 Check Registers**

WHEREAS, the Finance Committee reviewed and recommended for approval by the Board the March 2025 Treasurer's Report, including the December 2024 and January 2025 check registers,

RESOLVED, the Board of Directors approves the March 2025 Treasurer's Report, including the December 2024 and January 2025 check registers, attached as **Exhibits CA-1, -2, -3, -4, and -5.**

#3: Paid Time Off (PTO) Sharing Policy

WHEREAS, management believes there are rare situations in which it is appropriate for an employee to donate their paid time off to a colleague;

WHEREAS, changes to the School's Personnel Policy Handbook require approval from the Board,

RESOLVED, the Board of Directors approves the Paid Time Off (PTO) Sharing Policy attached hereto as **Exhibit CA-6.**

**CONSENT AGENDA FOR THE MARCH 12th, 2025
MEETING OF THE BOARD OF DIRECTORS OF THE
EWING MARION KAUFFMAN SCHOOL**

#1: Approve Minutes of January 15th, 2025 Meeting

**#2: Approve March 2025 Treasurer's Report, including December 2024 and
January 2025 Check Registers**

#3: Approve Paid Time Off (PTO) Sharing Policy

#1: Prior Meeting Minutes

RESOLVED, that the minutes from the Board of Directors meeting of January 15th, 2025, meeting are approved, as outlined in Exhibit A.

**#2: March 2025 Treasurer's Report, including December 2024 and January 2025
Check Registers**

WHEREAS, the Finance Committee reviewed and recommended for approval by the Board the March 2025 Treasurer's Report, including the December 2024 and January 2025 check registers,

RESOLVED, the Board of Directors approves the March 2025 Treasurer's Report, including the December 2024 and January 2025 check registers, attached as exhibits B, C, D, E, and F.

#3: Paid Time Off (PTO) Sharing Policy

WHEREAS, management believes there are rare situations in which it is appropriate for an employee to donate their paid time off to a colleague;

WHEREAS, changes to the School's Personnel Policy Handbook requires approval from the Board,

RESOLVED, the Board of Directors approves the Paid Time Off (PTO) Sharing Policy attached as Exhibit G.

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

April 28, 2025

A special 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 on April 28, 2025, via Zoom such that all could hear and be heard and see and be seen, pursuant to public notice provided at least 24 hours in advance.

The following directors participated via Zoom: Jerry Williams, chair; Kate Ditta, Treasurer; Vickie Harris; Brett Hembree; and Juan Rangel. Kelly Barnes was not able to participate.

Also participating via Zoom from the School were Katie Pasniewski, Interim President/CEO; Tim Racer, Deputy General Counsel; Mat Overbaugh, Director of Finance; and John Tyler, Secretary and General Counsel, who joined the meeting in progress as indicated below.

No community members were present.

Mr. Williams chaired the meeting, and Mr. Tyler served as secretary. Mr. Williams called the meeting to order at 8:00 am, welcomed those in attendance, and previewed the agenda.

Discussion began about the pros and cons and relevant details about operating transportation services out of a single-member limited liability company wholly owned by the School (LLC), including the mechanics of setting up the LLC, means for the board's oversight, relevant LLC policies as related to and consistent with School policies and procedures, independence of the LLC, use of Doug Anning from Polsinelli as outside counsel for this analysis and governance and management of the LLC, use of a shared services agreement for some personnel services, LLC personnel consisting primarily of drivers,

Mr. Tyler joined the meeting at 8:15 am during the prior discussion.

After discussion and upon motion duly made (Williams) and seconded (Ditta), the board voted unanimously to take the following actions:

- Establish Blue Knights Transportation, LLC as a member-managed entity;
- Appoint Hannah Lofthus, Katie Pasniewski, and Mat Overbaugh as managers of Blue Knights Transportation, LLC with authority to approve expenditures and operate Blue Knight, LLC in accordance with the law and its policies; and
- Approve managers of Blue Knights Transportation, LLC opening and managing a bank account.

After discussion and upon motion duly made (Williams) and seconded (Rangel), the board voted unanimously to approve the transfer of \$2,650,822 from Ewing Marion Kauffman School to Blue Knights Transportation, LLC for capital purchases (including \$2.1M for busses and \$126K for equipment/hardware/software) and operating cash (\$412,500).

Community Forum

No people from the community were present, so there was no community forum.

The meeting adjourned at 8:48 am.

John Tyler, Secretary



E W I N G M A R I O N

KAUFFMAN SCHOOL

March 2025 Financials

PREPARED MAR'25 BY



Annual Financial Calendar



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.

- **Executive Summary**
- **Forecast Overview**
- **Key Performance Indicators**
- **Cash Forecast**
- **Appendix**
- **Check Register**

- EMKS closed March 2025 with a projected YE cash balance of \$12.56m and 180 Days of Cash. The decrease from last forecast is driven by the capital contribution for Blue Knights Transportation LLC and capital spend for the soccer field/track
- Revenue – Total revenue from last forecast increased by \$0.4M and is \$1.4M better than budget
 - State revenue:
 - Improvement in WADA (weighted average daily attendance) after updating current year data with DESE, improved funding by \$0.3M
 - Earned Fees:
 - \$100k improvement vs. last forecast due to \$60k grant and higher student activity fees from athletics

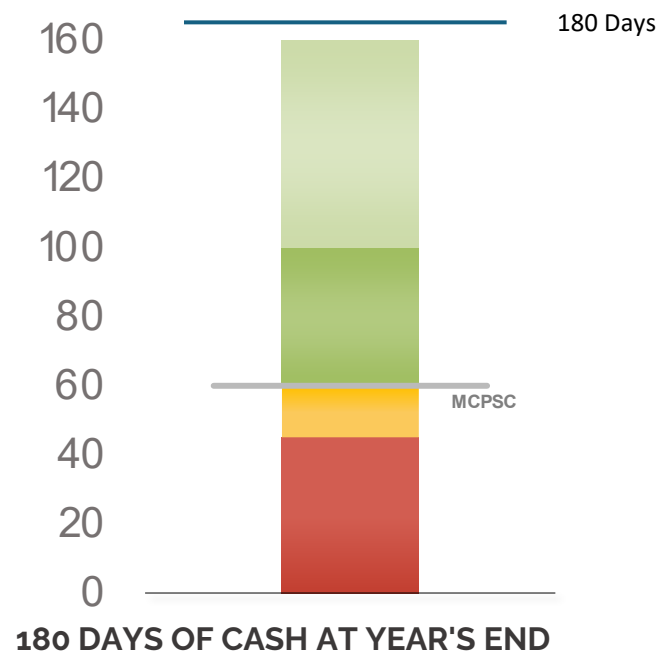
- **Expenses – Increased \$0.45M from last forecast**
 - **Pulled forward spend on computers for this year and next due to inventory risks from tariff impacted shipments**
 - **Current bell system has become antiquated driving \$80k of unexpected spend in this year to replace**
 - **Expenses are \$1.7M over budget primarily driven by transportation and salaries/benefits**

- **Net Income – full year projection of -\$1.0M vs. -\$0.3M budget, or flat to last forecast**

	Year-To-Date			Annual Forecast				
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining	Rem %
Revenue								
Local Revenue	1,725,094	1,534,034	191,060	2,206,799	2,026,031	180,768	481,705	22%
State Revenue	10,196,206	9,894,446	301,761	14,234,151	13,700,129	534,022	4,037,945	28%
Federal Revenue	2,106,452	1,281,041	825,411	2,353,330	1,882,955	470,375	246,878	10%
Private Grants and Donations	4,730,047	4,433,525	296,522	4,803,396	4,793,000	10,396	73,349	2%
Earned Fees	133,419	21,750	111,669	196,725	30,000	166,725	63,306	32%
Total Revenue	18,891,218	17,164,796	1,726,422	23,794,400	22,432,115	1,362,286	4,903,182	
Expenses								
Salaries	7,690,071	7,838,143	148,072	10,659,411	10,450,857	(208,554)	2,969,340	28%
Benefits and Taxes	3,071,406	3,089,519	18,113	4,288,970	4,119,358	(169,612)	1,217,565	28%
Staff-Related Costs	98,101	102,000	3,899	130,296	136,000	5,704	32,195	25%
Rent	220,047	220,047	0	293,396	293,396	0	73,349	25%
Occupancy Service	2,209,422	2,098,068	(111,354)	2,906,685	2,797,424	(109,261)	697,263	24%
Student Expense, Direct	988,887	1,230,647	241,760	1,858,189	1,640,862	(217,327)	869,302	47%
Student Expense, Food	628,861	548,009	(80,852)	815,061	730,679	(84,382)	186,200	23%
Office & Business Expense	1,059,536	1,279,541	220,006	1,822,031	1,706,055	(115,976)	762,496	42%
Transportation	1,551,261	945,672	(605,589)	2,090,413	1,260,896	(829,517)	539,152	26%
Total Ordinary Expenses	17,517,591	17,351,646	(165,945)	24,864,452	23,135,528	(1,728,925)	7,346,862	30%
Facility Improvements	26,616	-	(26,616)	661,416	-	(661,416)	634,800	96%
Total Extraordinary Expenses	26,616	-	(26,616)	661,416	-	(661,416)	634,800	96%
Total Expenses	17,544,207	17,351,646	(192,561)	25,525,868	23,135,528	(2,390,341)	7,981,662	
Net Income	1,347,011	(186,850)	1,533,862	(1,731,468)	(703,413)	(1,028,055)	(3,078,480)	
Cash Flow Adjustments	(460,942)	-	(460,942)	(2,598,770)	-	(2,598,770)	(2,137,828)	
Change in Cash	886,069	(186,850)	1,072,919	(4,330,238)	(703,413)	(3,626,825)	(5,216,308)	

Days of Cash

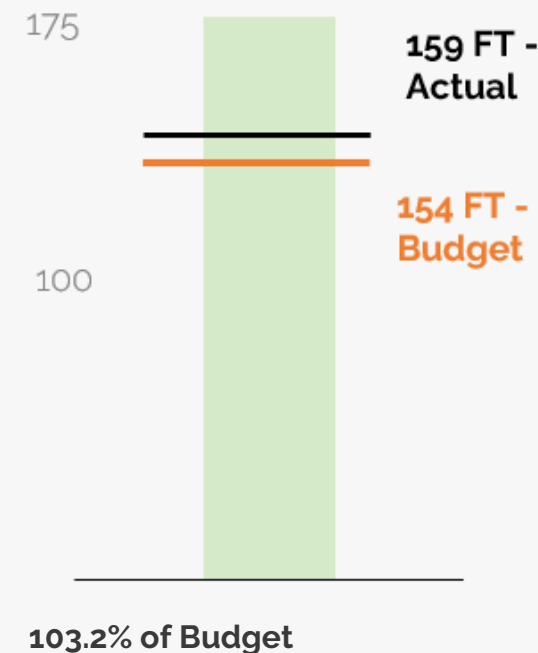
Cash balance at year-end divided by average daily expenses



The school will end the year with 180 days of cash. This is above the recommended 60 days, and 38 less day(s) than last month

Staffing

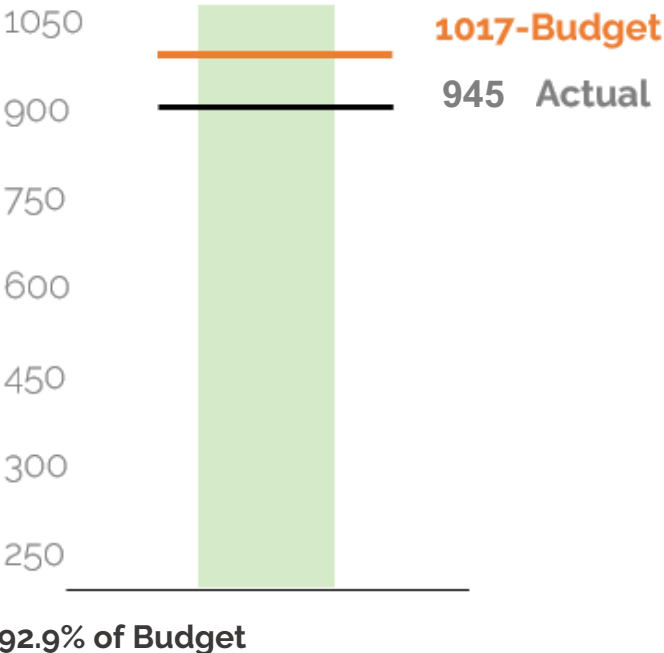
Current vs. Budgeted Staffing



The school is currently carrying 5 more FT staff than budgeted.

Enrollment

Current vs. Budgeted Enrollment

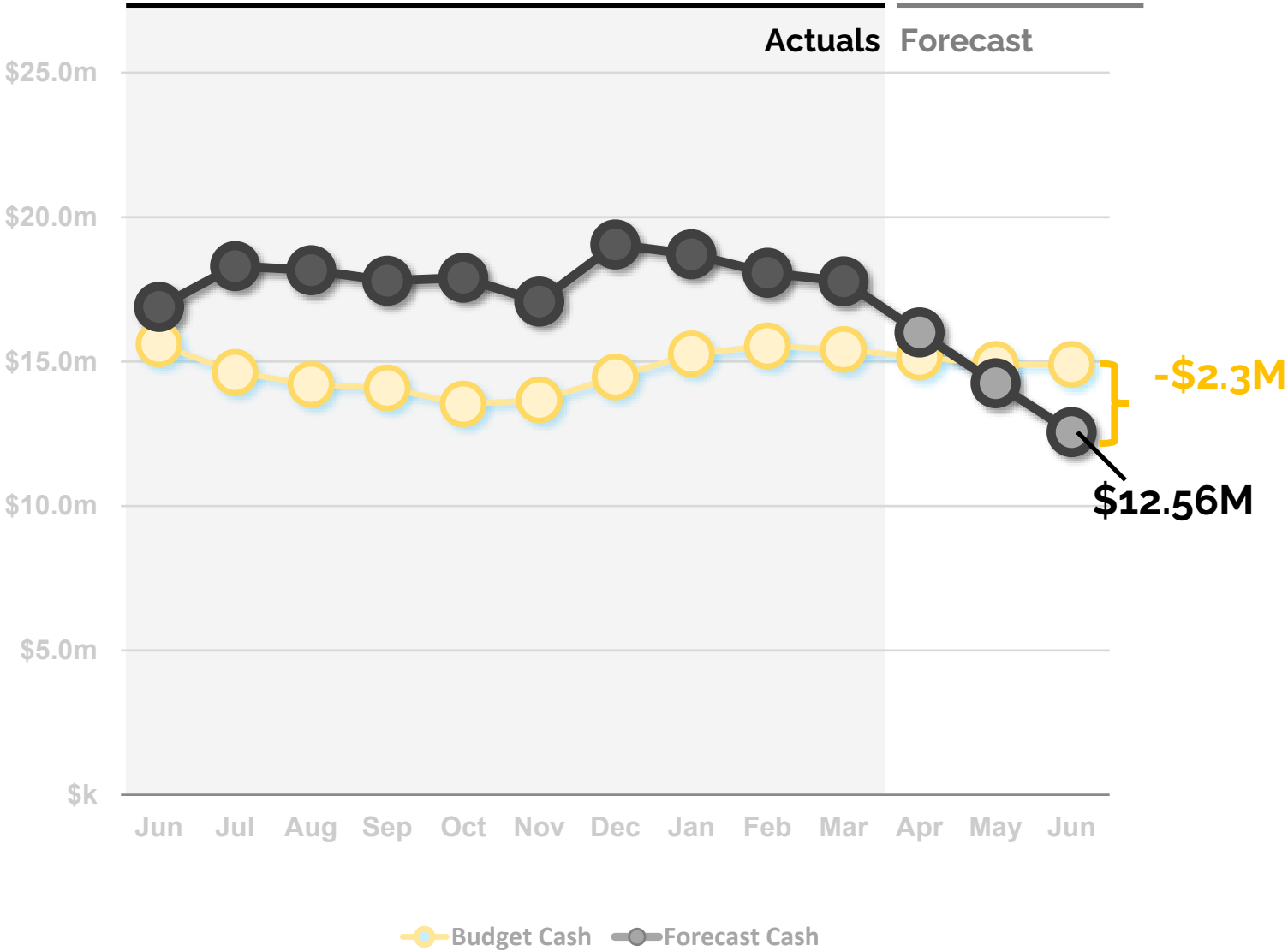


The school is currently short of enrollment by 72 students (7.1%)

180 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$12.56M**, **\$2.3M** below budget

To reiterate, this variance is planned and strategic, in that school is making one-time disbursements towards soccer field/track and transportation subsidiary start-up

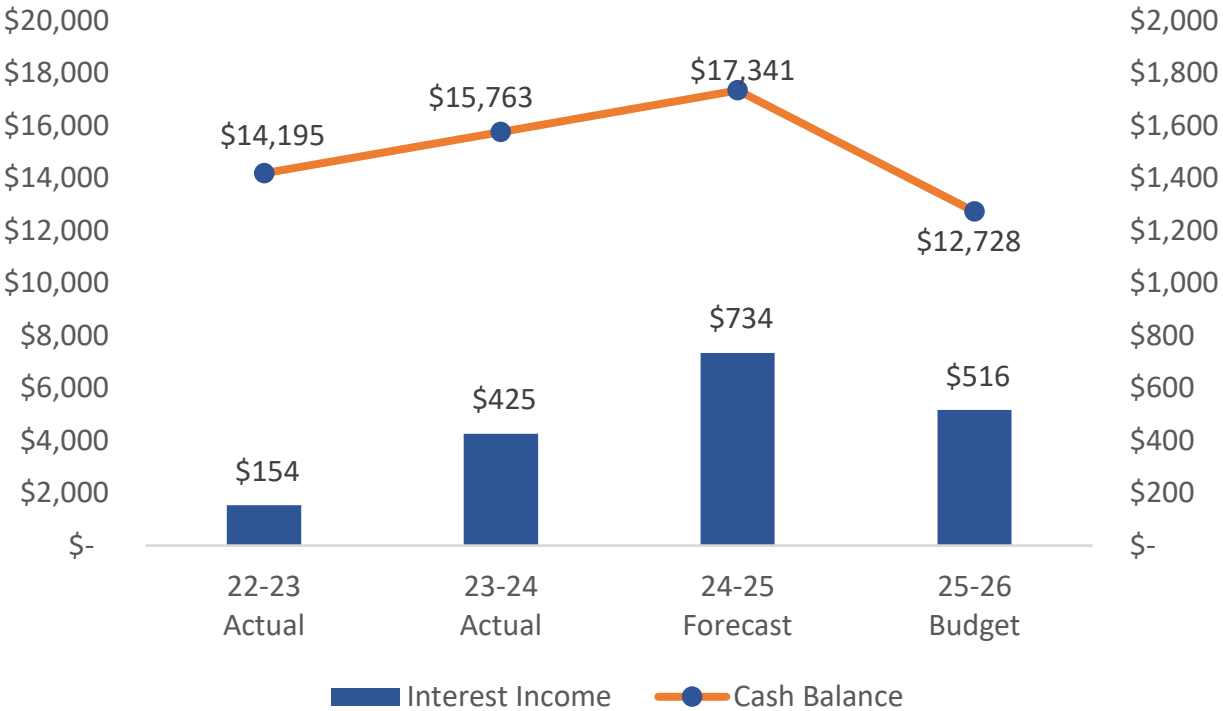


Treasury investment ladder is driving incremental interest as expected. By end of next year incremental interest from ladder will be +\$1M over sweep account only

Current ladder reflects has maturities bi-monthly and \$6M in 1yr/2yr treasuries. Will rollout maturing 1yr into 2yrs this month

Current Ladder Cash Investment Strategy Overview

Account	Amount	T-Bills Maturity	Annualized Yield	Annualized Int. Income
	\$ 2,000,012	5/15/2025	4.72%	\$ 94,401
	\$ 1,000,395	5/15/2025	4.67%	\$ 46,718
	\$ 1,018,167	6/5/2025	3.80%	\$ 38,690
	\$ 1,017,977	6/20/2025	3.82%	\$ 38,887
	\$ 1,018,933	7/3/2025	3.85%	\$ 39,229
	\$ 1,016,742	7/17/2025	3.90%	\$ 39,653
	\$ 1,017,822	7/31/2025	3.88%	\$ 39,491
	\$ 1,017,176	8/14/2025	3.80%	\$ 38,653
	\$ 1,017,176	8/28/2025	3.80%	\$ 38,653
	\$ 1,014,899	9/11/2025	3.77%	\$ 38,262
1-YR Bills	\$ 3,001,217	5/15/2026	4.58%	\$ 137,456
T-Bills	\$ 14,140,516		4.17%	\$ 590,092
2-Yr Strips	\$ -		3.86%	\$ -
Sweep	\$ 2,367,663		1.50%	\$ 35,515
Total Cash	\$ 16,508,179		3.79%	\$ 625,607

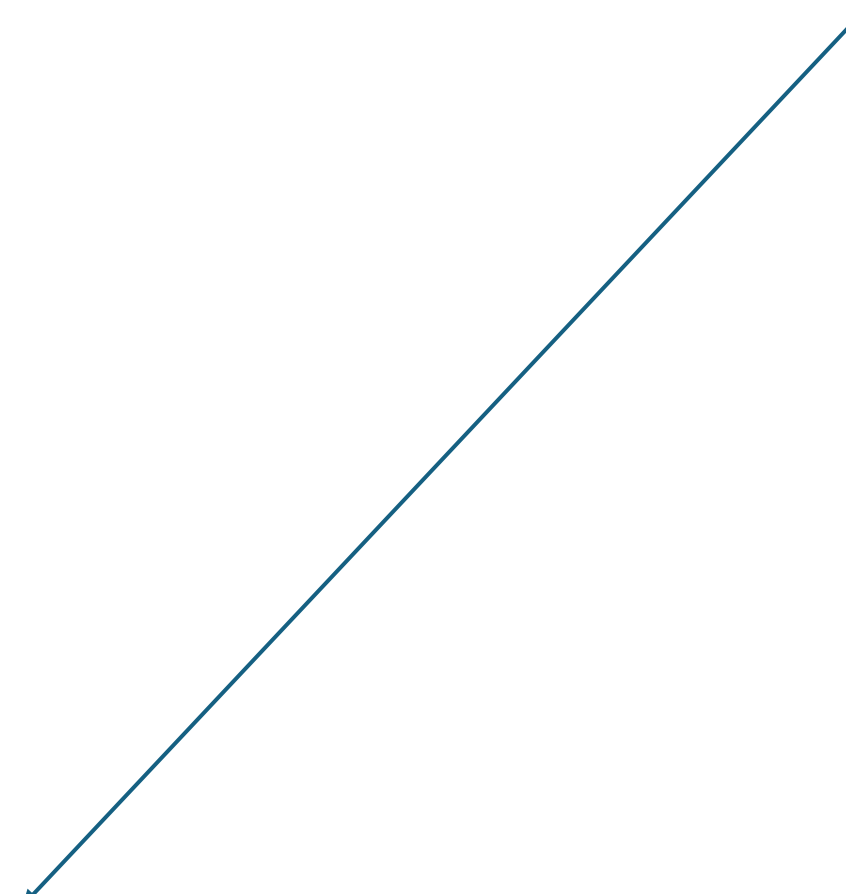


Note: Annualization represents current balances and rate structure static for entire year

	Previous Year End	Current	Year End
Assets			
Current Assets			
Cash	16,890,888	17,776,958	12,560,650
Intercompany Transfers	0	0	2,650,822
Accounts Receivable	447,666	430,237	447,666
Other Current Assets	112,052	340,642	112,052
Total Current Assets	17,450,607	18,547,836	15,771,191
Total Assets	17,450,607	18,547,836	15,771,191
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	1,200	48,950	1,200
Accounts Payable	295,628	235,761	295,628
Accrued Salaries and Benefits	237,665	0	289,717
Total Current Liabilities	534,493	284,711	586,545
Total Long-Term Liabilities	0	0	
Total Liabilities	534,493	284,711	586,545
Equity			
Unrestricted Net Assets	11,868,445	11,943,445	11,868,445
Net Income	0	1,347,011	-1,731,468
Temporarily Restricted Net Assets	5,047,669	4,972,669	5,047,669
Total Equity	16,916,114	18,263,125	15,184,646
Total Liabilities and Equity	17,450,607	18,547,836	15,771,191

*Restricted Cash

- \$ 25,000 restricted for Board PD
- \$ 75,000 for DESE/sponsor required 'closing' fund
- \$2,872,669 restricted for facilities
- \$2,000,000 restricted for strategic planning



Income Statement	Actual									Forecast			
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	237,012	216,300	179,235	173,223	233,610	153,969	170,504	185,480	175,761	160,568	160,568	160,568	2,206,799
State Revenue	1,140,992	1,155,556	1,062,592	1,160,421	1,128,474	1,122,381	1,154,968	1,128,243	1,142,579	1,345,982	1,345,982	1,345,982	14,234,151
Federal Revenue	189,142	325,500	369,937	437,981	133,590	180,495	125,439	127,644	216,724	117,001	100,341	29,536	2,353,330
Private Grants and Donations	2,250,000	73,349	10,000	0	73,349	2,250,000	0	73,349	0	0	73,349	0	4,803,396
Earned Fees	9,697	11,061	74,274	7,418	460	8,110	7,572	9,221	5,607	21,102	21,102	21,102	196,725
Total Revenue	3,826,843	1,781,766	1,696,037	1,779,043	1,569,483	3,714,955	1,458,484	1,523,937	1,540,670	1,644,653	1,701,342	1,557,188	23,794,400
Expenses													
Salaries	779,765	868,219	842,785	847,364	880,241	852,970	893,270	860,970	864,487	918,535	918,535	1,132,271	10,659,411
Benefits and Taxes	256,613	341,702	338,708	338,200	344,998	343,367	362,988	361,688	383,142	391,855	391,855	433,854	4,288,970
Staff-Related Costs	4,837	4,046	4,731	10,199	7,547	6,992	35,064	11,147	13,538	10,732	10,732	10,732	130,296
Rent	0	73,349	0	73,349	0	0	73,349	0	0	0	73,349	0	293,396
Occupancy Service	312,626	245,292	250,364	264,473	205,338	214,288	244,479	200,743	271,818	232,421	232,421	232,421	2,906,685
Student Expense, Direct	83,127	157,609	101,660	111,395	87,806	84,246	118,519	115,458	129,067	289,767	289,767	289,767	1,858,189
Student Expense, Food	0	53,469	82,194	115,138	85,529	80,855	69,664	70,600	71,413	102,900	83,300	0	815,061
Office & Business Expense	106,525	129,886	127,689	150,393	106,207	105,639	141,190	84,742	107,266	254,665	254,665	253,165	1,822,031
Transportation	5,348	127,487	139,007	386,408	213,258	182,710	198,903	170,765	127,375	189,184	184,640	165,328	2,090,413
Total Ordinary Expenses	1,548,841	2,001,057	1,887,138	2,296,918	1,930,923	1,871,067	2,137,427	1,876,113	1,968,106	2,390,059	2,439,264	2,517,539	24,864,452
Operating Income	2,278,002	-219,292	-191,101	-517,875	-361,440	1,843,888	-678,943	-352,176	-427,435	-745,406	-737,922	-960,351	-1,070,052
Extraordinary Expenses													
Facility Improvements	0	0	0	0	0	8,270	18,346	0	0	211,600	211,600	211,600	661,416
Total Extraordinary Expenses	0	0	0	0	0	8,270	18,346	0	0	211,600	211,600	211,600	661,416
Total Expenses	1,548,841	2,001,057	1,887,138	2,296,918	1,930,923	1,879,337	2,155,773	1,876,113	1,968,106	2,601,659	2,650,864	2,729,139	25,525,868
Net Income	2,278,002	-219,292	-191,101	-517,875	-361,440	1,835,618	-697,289	-352,176	-427,435	-957,006	-949,522	-1,171,951	-1,731,468
Cash Flow Adjustments	-863,352	74,886	-174,186	624,932	-465,677	144,634	355,084	-286,373	129,110	-809,182	-809,182	-519,465	-2,598,770
Change in Cash	1,414,650	-144,405	-365,286	107,056	-827,117	1,980,252	-342,205	-638,549	-298,325	-1,766,188	-1,758,704	-1,691,415	-4,330,238
Ending Cash	18,305,538	18,161,133	17,795,846	17,902,903	17,075,786	19,056,037	18,713,832	18,075,283	17,776,958	16,010,770	14,252,066	12,560,650	

2024-2025 Annual Budget reflects a net loss of \$266k

	SY23-24 Forecast	SY24-25 Budget	B/(W) LY
Revenue			
Local Revenue	1,873,266	2,026,031	152,765
State Revenue	12,662,245	13,700,129	1,037,884
Federal Revenue	3,254,832	1,882,955	(1,371,877)
Private Grants and Donations	5,793,000	4,793,000	(1,000,000)
Earned Fees	76,890	30,000	(46,890)
Revenue Total	23,660,232	22,432,114	(1,228,118)
Expenses			
Salaries	8,718,234	10,450,857	(1,732,623)
Salaries Vacancy Rate @3%		(313,526)	313,526
Benefits and Taxes	3,418,563	4,119,358	(700,796)
Benefits & Taxes Vacancy Rate @3%		(123,581)	123,581
Staff-Related Costs	231,806	176,000	55,806
Rent	293,396	293,396	(0)
Occupancy Service	2,807,406	2,797,424	9,982
Student Expense, Direct	2,106,626	1,600,862	505,764
Student Expense, Indirect	646,619	730,679	(84,060)
Office & Business Expense	2,351,070	1,706,055	645,015
Transportation	1,122,864	1,260,896	(138,032)
Expenses Total	21,696,583	22,698,421	(1,001,838)
NET ORDINARY INCOME	1,963,649	(266,306)	(2,229,955)
TOTAL EXPENSES	21,696,583	22,698,421	(1,001,838)
NET INCOME	1,963,649	(266,306)	(2,229,955)
Starting Cash Balance	13,801,775	15,605,715	1,803,940
Change In Cash	1,963,649	(266,306)	(2,229,955)
ENDING CASH BALANCE	15,765,424	15,339,409	(426,015)

Revenue:

The decrease is driven by a \$1.4M drop in Federal Covid funding and \$1M less in private funding YoY. The decrease is partially offset by higher WADA (weighted average daily attendance) and interest income.

Expenses:

The increase in expenses is driven by \$2M of higher Salary and Benefits costs from incremental positions to support higher enrollment and wage inflation to remain competitive. The increase is partially offset by intentional reductions in student and business expenses.

Note:

The current deficit is driven by increased cybersecurity cost projections. Our goal is to identify and make additional cuts to expenses to close the budget gap by EOY.

February 2025

- Cumulus Media – Marketing
 - Spend: \$10,200
- Real Estate Charitable Foundation - Rent
 - Spend: \$73,349
- Severin Intermediate Holdings, LLC– PowerSchool
 - Spend: \$11,063.46
- Niche.com Inc.- Online marketing
 - Spend: \$7,990

March 2025

- **Walden Limousine Service LLC – Athletics Transportation**
 - **Spend: \$4,961.88**
- **The Children's Mercy Hospital – Athletic Trainer Contracted Services**
 - **Spend: \$15,513.89**
- **Advertising Vehicles Inc. – City Bus Marketing**
 - **Spend: \$3,200**
- **Ramp OOP – Staff reimbursement**
 - **Spend: \$1,181.22**



QUESTIONS?

Please contact your EdOps Finance Team:

Jamie Berry

anichols@ed-ops.com

816.444.1530

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Pavee Type:	Vendor	Check Date	Cleared	Check T	Automatic Payment	Checking Account ID:	1	Check Amount
Check Number				Vc	Void Dat	Entity ID	Entity Name	
113021031		02/25/2025	X			RAMPCC	RAMP - CC	97,259.16
113021035		02/28/2025	X			RAMPOOP	RAMP - OOP	97.07
113021036		02/03/2025	X			CASTATED	California State Disbursement Unit	392.00
113021037		02/03/2025	X			FINKTRUSTE	Richard V. Fink	320.00
113021038		02/03/2025	X			UNICENTMO	University of Central Missouri	4,400.00
113021039		02/03/2025	X			UNICENTMO	University of Central Missouri	1,900.00
113021040		02/05/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	8,151.42
113021041		02/05/2025	X			AMERFOOD	American Food and Vending Corp.	73.00
113021042		02/05/2025	X			SPANLANG	Spanish Language Resources, LLC	225.00
113021043		02/05/2025	X			INNOPTIONS	Linda Kirkpatrick	2,395.00
113021044		02/05/2025	X			TSCHANGCHI	CHI-YOUNG TSCHANG	2,550.00
113021045		02/05/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,286.40
113021046		02/05/2025	X			LAXTONJOH	Johanna Laxton	700.00
113021047		02/05/2025	X			SCHMIDTJOS	Joseph Schmidt	520.00
113021048		02/05/2025	X			UNITEDHEA	United Healthcare Insurance Company	209.00
113021049		12/18/2024	X			SCHMIDTJOS	Joseph Schmidt	80.00
113021050		02/06/2025	X			GUARDIAN	The Guardian Life Insurance Co	13,810.45
113021051		02/06/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	29,300.27
113021052		02/06/2025	X			AMERFOOD	American Food and Vending Corp.	27,271.73
113021053		02/06/2025	X			EDOPS	Education Business Solutions Inc	18,833.33
113021054		02/06/2025	X			PRAIRIEUNI	Prairie View A & M University	4,000.00
113021055		02/06/2025	X			CORNIOWA	Cornell College (Iowa)	3,000.00
113021056		02/06/2025	X			MOSTATEU	Missouri State University	1,200.00
113021057		02/06/2025	X			UNIVKS	State of Kansas	3,500.00
113021058		02/07/2025	X			POWERSCHOO	Severin Intermediate Holdings, LLC	9,463.50
113021059		02/07/2025	X			UNITEDHEA	United Healthcare Insurance Company	168,640.19
113021060		02/07/2025	X			BELOITCOL	Board of Trustees of Beloit College	1,500.00
113021061		02/10/2025	X			COBBAWAY	Cobbaway LLC	28,132.50
113021062		02/10/2025	X			CERTIFIED	Certified Languages International LLC	46.40
113021063		02/10/2025	X			HALLERELYS	Elyse Haller	1,012.50
113021064		02/10/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	249,829.59
113021065		02/10/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	2,750.00
113021066		02/11/2025	X			POWERSCHOO	Severin Intermediate Holdings, LLC	1,599.96
113021067		02/11/2025	X			TRICOMTECH	TriCom Technical Services	26,250.00
113021068		02/11/2025	X			LEXINGTOND	Lexington Diesel Services LLC	64,879.19
113021069		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	262.50
113021070		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	415.00
113021071		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	73.00
113021072		02/13/2025	X			AMERFOOD	American Food and Vending Corp.	22,447.17
113021073		02/13/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,357.87
113021074		02/13/2025	X			PROIQ	ProIQ, LLC	3,059.58
113021075		02/13/2025	X			NICHECOM	Niche.com Inc	7,990.00
113021076		02/14/2025	X			SPEECHLANG	Matthew Braun	5,375.00
113021077		02/18/2025	X			KCNIGHT	Walden Limousine Service LLC	1,387.50
113021078		02/18/2025	X			MOETOONS	DeMoraes Townsend dba MoeToons LLC	150.00
113021079		02/18/2025	X			KCNIGHT	Walden Limousine Service LLC	1,271.88
113021080		02/18/2025	X			KCNIGHT	Walden Limousine Service LLC	968.75
113021081		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	4,375.00
113021082		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	1,699.38
113021083		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	315.00
113021084		02/18/2025	X			BAKERHOSTE	Baker & Hostetler LLP	35.00
113021085		02/18/2025	X			UNIVACADE	University Academy	1,400.00
113021086		02/18/2025	X			NAZARENE	Nazarene Theological Seminary	1,625.00
113021087		02/19/2025	X			KCNIGHT	Walden Limousine Service LLC	1,065.63
113021088		02/19/2025	X			ALCOZERCON	Alcozer Consulting LLC	5,993.75
113021089		02/19/2025	X			TECHCONNEC	TechConnect KC, LLC	12,000.00
113021090		02/19/2025	X			BAKERHOSTE	Baker & Hostetler LLP	13,002.50
113021091		02/19/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	7,797.25
113021092		02/19/2025	X			KIAFINANCE	Hyundai Capital America	2,029.16

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113021093	02/19/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC	28,189.57
113021094	02/19/2025	X		AMERFOOD	American Food and Vending Corp.	16,121.88
113021095	02/19/2025	X		FIDELITY	Fidelity Investments Institutional Operations Co., Inc.	3,761.42
113021096	02/19/2025	X		MORGHUNT	Morgan Hunter Education, LLC	1,286.40
113021097	02/21/2025	X		RECFIVLLC	Real Estate Charitable Foundation	73,349.00
113021098	02/21/2025	X		HEALTHYSOL	Healthy Solutions, Inc.	57.76
113021099	02/21/2025	X		NAZARENE	Nazarene Theological Seminary	250.00
113021100	02/24/2025	X		SCHMIDTJOS	Joseph Schmidt	80.00
113021101	02/24/2025	X		LAXTONJOH	Johanna Laxton	80.00
113021102	02/25/2025	X		COMPUTLOG	Computer Logic Group, Inc.	300.00
113021103	02/25/2025	X		OUTFRONTM	Outfront Media Inc	350.00
113021104	02/27/2025	X		BSNSPORTS	BSN Sports LLC	2,635.00
113021105	02/27/2025	X		JACKSONDIL	DiLayah Jackson	75.00
113021106	02/27/2025	X		OUTFRONTM	Outfront Media Inc	350.00
113021107	02/27/2025	X		FIDELITY	Fidelity Investments Institutional Operations Co., Inc.	1,080.00
113021108	02/27/2025	X		SEYFERTH	Seyferth Blumenthal & Harris, LLC	63.00
113021109	02/27/2025	X		KOPALDSE	Seth Kopald	150.00
113021110	02/27/2025	X		KOPALDSE	Seth Kopald	150.00
113021111	02/27/2025	X		KOPALDSE	Seth Kopald	150.00
113021112	02/27/2025	X		RIVERCITYT	River City T's	157.11
113021113	02/27/2025	X		PECSPORTS	PEC Sports, LLC	910.00
113021114	02/27/2025	X		MORGHUNT	Morgan Hunter Education, LLC	1,011.20
113021115	02/27/2025	X		AMERFOOD	American Food and Vending Corp.	5,185.98
113021116	02/27/2025	X		CUMULUSME	Cumulus Media, Inc.	800.00
113021117	02/27/2025	X		CUMULUSME	Cumulus Media, Inc.	4,699.00
113021118	02/27/2025	X		CUMULUSME	Cumulus Media, Inc.	4,660.00
113021119	02/28/2025	X		CASTATED	California State Disbursement Unit	392.00
113021120	02/28/2025	X		FIRSTSTUDE	First Student, Inc.	76,478.66
113021121	02/28/2025	X		LAWUMANSKY	Law Offices of Jay B. Umansky, P.C.	458.40
113021122	02/28/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC	27,610.53
113021123	02/28/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC	6,669.31
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113021088		02/19/2025	X		ALCOZERCON	Alcozer Consulting LLC		5,993.75
113021041		02/05/2025	X		AMERFOOD	American Food and Vending Corp.		73.00
113021052		02/06/2025	X		AMERFOOD	American Food and Vending Corp.		27,271.73
113021069		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		262.50
113021070		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		415.00
113021071		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		73.00
113021072		02/13/2025	X		AMERFOOD	American Food and Vending Corp.		22,447.17
113021094		02/19/2025	X		AMERFOOD	American Food and Vending Corp.		16,121.88
113021115		02/27/2025	X		AMERFOOD	American Food and Vending Corp.		5,185.98
113021081		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		4,375.00
113021082		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		1,699.38
113021083		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		315.00
113021084		02/18/2025	X		BAKERHOSTE	Baker & Hostetler LLP		35.00
113021090		02/19/2025	X		BAKERHOSTE	Baker & Hostetler LLP		13,002.50
113021060		02/07/2025	X		BELOITCOL	Board of Trustees of Beloit College		1,500.00
113021104		02/27/2025	X		BSNSPORTS	BSN Sports LLC		2,635.00
113021036		02/03/2025	X		CASTATED	California State Disbursement Unit		392.00
113021119		02/28/2025	X		CASTATED	California State Disbursement Unit		392.00
113021062		02/10/2025	X		CERTIFIED	Certified Languages International LLC		46.40
113021061		02/10/2025	X		COBBAWAY	Cobbaway LLC		28,132.50
113021102		02/25/2025	X		COMPUTLOG	Computer Logic Group, Inc.		300.00
113021055		02/06/2025	X		CORNIOWA	Cornell College (Iowa)		3,000.00
113021116		02/27/2025	X		CUMULUSME	Cumulus Media, Inc.		800.00
113021117		02/27/2025	X		CUMULUSME	Cumulus Media, Inc.		4,699.00
113021118		02/27/2025	X		CUMULUSME	Cumulus Media, Inc.		4,660.00
113021064		02/10/2025	X		CUSHMAN	Cushman & Wakefield U.S., Inc		249,829.59
113021065		02/10/2025	X		CUSHMAN	Cushman & Wakefield U.S., Inc		2,750.00
113021053		02/06/2025	X		EDOPS	Education Business Solutions Inc		18,833.33
113021095		02/19/2025	X		FIDELITY	Fidelity Investments Institutional Operations Co.,		3,761.42
113021107		02/27/2025	X		FIDELITY	Fidelity Investments Institutional Operations Co.,		1,080.00
113021040		02/05/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		8,151.42
113021051		02/06/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		29,300.27
113021091		02/19/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		7,797.25
113021093		02/19/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		28,189.57
113021122		02/28/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		27,610.53
113021123		02/28/2025	X		FIDWORKPL	Fidelity Workplace Investing LLC		6,669.31
113021037		02/03/2025	X		FINKTRUSTE	Richard V. Fink		320.00
113021120		02/28/2025	X		FIRSTSTUDE	First Student, Inc.		76,478.66
113021050		02/06/2025	X		GUARDIAN	The Guardian Life Insurance Co		13,810.45
113021063		02/10/2025	X		HALLERELYS	Elyse Haller		1,012.50
113021098		02/21/2025	X		HEALTHYSOL	Healthy Solutions, Inc.		57.76
113021043		02/05/2025	X		INNOPTIONS	Linda Kirkpatrick		2,395.00
113021105		02/27/2025	X		JACKSONDIL	DiLayah Jackson		75.00
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113021087		02/19/2025	X		KCNIGHT	Walden Limousine Service LLC		1,065.63
113021092		02/19/2025	X		KIAFINANCE	Hyundai Capital America		2,029.16
113021109		02/27/2025	X		KOPALDSE	Seth Kopald		150.00
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113021111		02/27/2025	X		KOPALDSE	Seth Kopald		150.00
113021121		02/28/2025	X		LAWUMANSKY	Law Offices of Jay B. Umansky, P.C.		458.40
113021046		02/05/2025	X		LAXTONJOH	Johanna Laxton		700.00
113021101		02/24/2025	X		LAXTONJOH	Johanna Laxton		80.00
113021068		02/11/2025	X		LEXINGTOND	Lexington Diesel Services LLC		64,879.19
113021078		02/18/2025	X		MOETOONS	DeMoraes Townsend dba MoeToons LLC		150.00
113021045		02/05/2025	X		MORGHUNT	Morgan Hunter Education, LLC		1,286.40
113021073		02/13/2025	X		MORGHUNT	Morgan Hunter Education, LLC		1,357.87

113021096	02/19/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,286.40
113021114	02/27/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,011.20
113021056	02/06/2025	X	MOSTATEU	Missouri State University	1,200.00
113021086	02/18/2025	X	NAZARENE	Nazarene Theological Seminary	1,625.00
113021099	02/21/2025	X	NAZARENE	Nazarene Theological Seminary	250.00
113021075	02/13/2025	X	NICHECOM	Niche.com Inc	7,990.00
113021103	02/25/2025	X	OUTFRONTM	Outfront Media Inc	350.00
113021106	02/27/2025	X	OUTFRONTM	Outfront Media Inc	350.00
113021113	02/27/2025	X	PECSPTS	PEC Sports, LLC	910.00
113021058	02/07/2025	X	POWERSCHOO	Severin Intermediate Holdings, LLC	9,463.50
113021066	02/11/2025	X	POWERSCHOO	Severin Intermediate Holdings, LLC	1,599.96
113021054	02/06/2025	X	PRAIRIEUNI	Prairie View A & M University	4,000.00
113021074	02/13/2025	X	PROIQ	ProIQ, LLC	3,059.58
113021031	02/25/2025	X	RAMPCC	RAMP - CC	97,259.16
113021035	02/28/2025	X	RAMPOOP	RAMP - OOP	97.07
113021097	02/21/2025	X	RECFIVLLC	Real Estate Charitable Foundation	73,349.00
113021112	02/27/2025	X	RIVERCITYT	River City T's	157.11
113021047	02/05/2025	X	SCHMIDTJOS	Joseph Schmidt	520.00
113021049	12/18/2024	X	SCHMIDTJOS	Joseph Schmidt	80.00
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113021108	02/27/2025	X	SEYFERTH	Sevferth Blumenthal & Harris, LLC	63.00
113021042	02/05/2025	X	SPANLANG	Spanish Language Resources, LLC	225.00
113021076	02/14/2025	X	SPEECHLANG	Matthew Braun	5,375.00
113021089	02/19/2025	X	TECHCONNEC	TechConnect KC, LLC	12,000.00
113021067	02/11/2025	X	TRICOMTECH	TriCom Technical Services	26,250.00
113021044	02/05/2025	X	TSCHANGCHI	CHI-YOUNG TSCHANG	2,550.00
113021038	02/03/2025	X	UNICENTMO	University of Central Missouri	4,400.00
113021039	02/03/2025	X	UNICENTMO	University of Central Missouri	1,900.00
113021048	02/05/2025	X	UNITEDHEA	United Healthcare Insurance Company	209.00
113021059	02/07/2025	X	UNITEDHEA	United Healthcare Insurance Company	168,640.19
113021085	02/18/2025	X	UNIVACADE	University Academy	1,400.00
113021057	02/06/2025	X	UNIVKS	State of Kansas	3,500.00

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Check Number	Check Date	Cleared Void Void Dat Entity ID Entity Name	Check Amount
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113021131	03/25/2025	X RAMPCC	RAMP - CC 89,636.52
113021132	03/03/2025	X DEPTCIVIL	Department of Civil Records Acct 53.50
113021133	03/03/2025	X CUMULUSME	Cumulus Media, Inc. 2,085.00
113021134	03/03/2025	X CUMULUSME	Cumulus Media, Inc. 4,699.00
113021135	03/03/2025	X CUMULUSME	Cumulus Media, Inc. 800.00
113021136	03/03/2025	X HUSCHBLA	Husch Blackwell LLP 3,666.00
113021137	03/03/2025	X QUINNCR	Carlin Quinn 620.00
113021138	03/03/2025	X KCNIGHT	Walden Limousine Service LLC 2,525.25
113021139	03/03/2025	X KCNIGHT	Walden Limousine Service LLC 790.50
113021140	03/03/2025	X MORGANSTAT	State of Maryland 4,250.00
113021141	03/04/2025	X FINKTRUSTE	Richard V. Fink 320.00
113021142	03/04/2025	X METROCKCK	The Junior College District of Metropol City 3,500.00
113021143	03/06/2025	X UNITEDHEA	United Healthcare Insurance Company 146,319.98
113021144	03/06/2025	X GUARDIAN	The Guardian Life Insurance Co 14,103.00
113021145	03/06/2025	X KCNIGHT	Walden Limousine Service LLC 1,683.50
113021146	03/06/2025	X EDOPS	Education Business Solutions Inc 18,833.33
113021147	03/06/2025	X KCNIGHT	Walden Limousine Service LLC 930.00
113021148	03/06/2025	X HALLERELYS	Elyse Haller 3,000.00
113021149	03/06/2025	X MORGHUNT	Morgan Hunter Education, LLC 428.80
113021150	03/06/2025	X RIVERCITYT	River City T's 2,036.80
113021151	03/06/2025	X CARPENTERJ	Jamie Carpenter 1,000.00
113021152	03/06/2025	X JONESCARPES	Shavanna Jones-Carpenter 3,000.00
113021153	03/06/2025	X DOLPHUSCHE	Cheyenne Dolphus 3,000.00
113021154	03/06/2025	X LONGKENYA	Kenya Williams-Long 3,500.00
113021155	03/06/2025	X LATRINAGU	Latrina Brantley 5,000.00
113021156	03/07/2025	X DANISIAH	Isaiah Daniels 2,000.00
113021157	03/07/2025	X LEXINGTOND	Lexington Diesel Services LLC 59,155.07
113021158	03/07/2025	X COBBAWAY	Cobbaway LLC 28,080.25
113021159	03/11/2025	X AMERFOOD	American Food and Vending Corp. 26,844.93
113021160	03/12/2025	X SPEECHLANG	Matthew Braun 6,668.75
113021161	03/12/2025	X CUSHMAN	Cushman & Wakefield U.S., Inc 197,198.78
113021162	03/12/2025	X FIRSTSTUDE	First Student, Inc. 79,334.75
113021163	03/13/2025	X KCNIGHT	Walden Limousine Service LLC 1,116.00
113021164	03/13/2025	X UNLABELED	April Schmidt 3,000.00
113021165	03/13/2025	X ADSPOSURE	Advertising Vehicles Inc 1,600.00
113021166	03/13/2025	X ADSPOSURE	Advertising Vehicles Inc 1,600.00
113021167	03/13/2025	X JOSTENS	Jostens Inc 918.95
113021168	03/13/2025	X CUSHMAN	Cushman & Wakefield U.S., Inc 2,750.00
113021169	03/13/2025	X SEYFERTH	Seyferth Blumenthal & Harris, LLC 220.50
113021170	03/13/2025	X SEYFERTH	Seyferth Blumenthal & Harris, LLC 283.50
113021171	03/13/2025	X CERTIFIED	Certified Languages International LLC 37.70
113021172	03/13/2025	X CURALINC	CuraLinc LLC 1,091.73
113021173	03/13/2025	X AMERFOOD	American Food and Vending Corp. 434.35
113021174	03/13/2025	X AMERFOOD	American Food and Vending Corp. 17,309.39
113021175	03/13/2025	X MORGHUNT	Morgan Hunter Education, LLC 640.10
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113021179	03/13/2025	X KIAFINANCE	Hyundai Capital America 675.98
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113021181	03/14/2025	X YELLOWDOG	Yellow Dog Networks, Inc. 6,427.00
113021182	03/14/2025	X PROIQ	ProIQ, LLC 3,362.72
113021183	03/14/2025	X KOPALDSE	Seth Kopald 150.00
113021184	03/17/2025	X YELLOWDOG	Yellow Dog Networks, Inc. 8,542.00
113021185	03/17/2025	X TECHCONNEC	TechConnect KC, LLC 12,000.00
113021186	03/19/2025	X FIDWORKPL	Fidelity Workplace Investing LLC 5,861.07
113021187	03/20/2025	X UMKCAR	University of Missouri-Kansas City AR 30.00

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113021189	03/20/2025	X			COLLINSPO	W. L. COLLINS CORP, INC	733.80	
113021190	03/20/2025	X			OUTFRONTM	Outfront Media Inc	87.50	
113021191	03/20/2025	X			EDUNOMICS	Georgetown University	3,500.00	
113021192	03/20/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,654.40	
113021193	03/21/2025	X			SCRIPPSCO	Scripps Media, Inc.	1,000.00	
113021194	03/21/2025	X			SCRIPPSCO	Scripps Media, Inc.	1,000.00	
113021195	03/21/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	28,487.80	
113021196	03/26/2025	X			UNIVACADE	University Academy	200.00	
113021197	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	289.00	
113021198	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	37.50	
113021199	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	27,259.99	
113021200	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	62.57	
113021201	03/27/2025	X			PATRICESCU	Patisserie Patrice LLC	3,600.00	
113021202	03/27/2025	X			MORGHUNT	Morgan Hunter Education, LLC	1,697.33	
113021203	03/27/2025	X			KCNIGHT	Walden Limousine Service LLC	775.00	
113021204	03/28/2025	X			CHILDRENS	The Children's Mercy Hospital	15,513.89	
113021205	03/28/2025	X			KCNIGHT	Walden Limousine Service LLC	871.88	
113021206	03/28/2025	X			HARVARDUNI	President and Fellows of Harvard Coll	1,750.00	
113021207	03/28/2025	X			INNOPTIONS	Linda Kirkpatrick	3,381.00	
113021208	03/31/2025	X			NAZARENE	Nazarene Theological Seminary	250.00	
113021209	03/31/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	5,367.77	
Checking Account ID:			1			Void Total:	0.00	Total wi: 885,352.67
Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID:			
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount	
259	03/31/2025				PETTYMICHA	Michael Petty	148.00	
260	03/31/2025				SCHRNIC	Nicholas Schrivener	148.00	
Checking Account ID:		PETTYCASH				Void Total:	0.00	Total wi: 296.00
Check Type Total:		Automatic Payment				Void Total:	0.00	Total wi: 885,648.67
Payee Type Total:		Vendor				Void Total:	0.00	Total wi: 885,648.67
Grand Total:						Void Total:	0.00	Total wi: 885,648.67

Pavee Type:	Vendor	Check Tr Automatic Payment			Checking Account ID:	1	
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
113021165	03/13/2025	X			ADSPASURE	Advertising Vehicles Inc	1,600.00
113021166	03/13/2025	X			ADSPASURE	Advertising Vehicles Inc	1,600.00
113021159	03/11/2025	X			AMERFOOD	American Food and Vending Corp.	26,844.93
113021173	03/13/2025	X			AMERFOOD	American Food and Vending Corp.	434.35
113021174	03/13/2025	X			AMERFOOD	American Food and Vending Corp.	17,309.39
113021197	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	289.00
113021198	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	37.50
113021199	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	27,259.99
113021200	03/27/2025	X			AMERFOOD	American Food and Vending Corp.	62.57
113021151	03/06/2025	X			CARPENTERJ	Jamie Carpenter	1,000.00
113021171	03/13/2025	X			CERTIFIED	Certified Lanquages International LLC	37.70
113021204	03/28/2025	X			CHILDRENS	The Children's Mercy Hospital	15,513.89
113021158	03/07/2025	X			COBBAWAY	Cobbaway LLC	28,080.25
113021189	03/20/2025	X			COLLINSSPO	W. L. COLLINS CORP, INC	733.80
113021133	03/03/2025	X			CUMULUSME	Cumulus Media, Inc.	2,085.00
113021134	03/03/2025	X			CUMULUSME	Cumulus Media, Inc.	4,699.00
113021135	03/03/2025	X			CUMULUSME	Cumulus Media, Inc.	800.00
113021172	03/13/2025	X			CURALINC	CuraLinc LLC	1,091.73
113021161	03/12/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	197,198.78
113021168	03/13/2025	X			CUSHMAN	Cushman & Wakefield U.S., Inc	2,750.00
113021156	03/07/2025	X			DANISALIAH	Isaiah Daniels	2,000.00
113021132	03/03/2025	X			DEPTCIVIL	Department of Civil Records Acct	53.50
113021153	03/06/2025	X			DOLPHUSCHE	Cheyenne Dolphus	3,000.00
113021146	03/06/2025	X			EDOPS	Education Business Solutions Inc	18,833.33
113021191	03/20/2025	X			EDUNOMICS	Georgetown University	3,500.00
113021176	03/13/2025	X			EMBROIDERY	Eddings Enterprises, LLC	272.00
113021177	03/13/2025	X			EMBROIDERY	Eddings Enterprises, LLC	496.00
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
113021186	03/19/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	5,861.07
113021195	03/21/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	28,487.80
113021209	03/31/2025	X			FIDWORKPL	Fidelity Workplace Investing LLC	5,367.77
113021141	03/04/2025	X			FINKTRUSTE	Richard V. Fink	320.00
113021162	03/12/2025	X			FIRSTSTUDE	First Student, Inc.	79,334.75
113021144	03/06/2025	X			GUARDIAN	The Guardian Life Insurance Co	14,103.00
113021148	03/06/2025	X			HALLERELYS	Elyse Haller	3,000.00
113021206	03/28/2025	X			HARVARDUNI	President and Fellows of Harvard College	1,750.00
113021136	03/03/2025	X			HUSCHBLA	Husch Blackwell LLP	3,666.00
113021207	03/28/2025	X			INNOPTIONS	Linda Kirkpatrick	3,381.00
113021152	03/06/2025	X			JONESCARPS	Shavanna Jones-Carpenter	3,000.00
113021167	03/13/2025	X			JOSTENS	Jostens Inc	918.95
113021138	03/03/2025	X			KCNIGHT	Walden Limousine Service LLC	2,525.25
113021139	03/03/2025	X			KCNIGHT	Walden Limousine Service LLC	790.50
113021145	03/06/2025	X			KCNIGHT	Walden Limousine Service LLC	1,683.50
113021147	03/06/2025	X			KCNIGHT	Walden Limousine Service LLC	930.00
113021163	03/13/2025	X			KCNIGHT	Walden Limousine Service LLC	1,116.00
113021203	03/27/2025	X			KCNIGHT	Walden Limousine Service LLC	775.00
113021205	03/28/2025	X			KCNIGHT	Walden Limousine Service LLC	871.88
113021178	03/13/2025	X			KIAFINANCE	Hyundai Capital America	668.51
113021179	03/13/2025	X			KIAFINANCE	Hyundai Capital America	675.98
113021180	03/13/2025	X			KIAFINANCE	Hyundai Capital America	684.67
113021183	03/14/2025	X			KOPALDSE	Seth Kopald	150.00
113021155	03/06/2025	X			LATRINAGU	Latrina Brantley	5,000.00
113021157	03/07/2025	X			LEXINGTOND	Lexington Diesel Services LLC	59,155.07
113021154	03/06/2025	X			LONGKENYA	Kenya Williams-Long	3,500.00
113021142	03/04/2025	X			METROCKC	The Junior College District of Metropolitan Kan	3,500.00
113021140	03/03/2025	X			MORGANSTAT	State of Maryland	4,250.00
113021149	03/06/2025	X			MORGHUNT	Morgan Hunter Education, LLC	428.80
113021175	03/13/2025	X			MORGHUNT	Morgan Hunter Education, LLC	640.10

113021192	03/20/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,654.40
113021202	03/27/2025	X	MORGHUNT	Morgan Hunter Education, LLC	1,697.33
113021208	03/31/2025	X	NAZARENE	Nazarene Theological Seminary	250.00
113021190	03/20/2025	X	OUTFRONTM	Outfront Media Inc	87.50
113021201	03/27/2025	X	PATRICESCU	Patisserie Patrice LLC	3,600.00
259	03/31/2025		PETTYMICHA	Michael Petty	148.00
113021182	03/14/2025	X	PROIQ	ProIQ, LLC	3,362.72
113021137	03/03/2025	X	QUINN CAR	Carlin Quinn	620.00
113021131	03/25/2025	X	RAMPCC	RAMP - CC	89,636.52
113021130	03/31/2025	X	RAMPOOP	RAMP - OOP	1,181.22
113021188	03/20/2025	X	RECOGNITNP	Audio-VideoGraphics, Inc.	1,416.14
113021150	03/06/2025	X	RIVERCITYT	River City T's	2,036.80
260	03/31/2025		SCHRNIC	Nicholas Schrivener	148.00
113021193	03/21/2025	X	SCRIPSCO	Scripps Media, Inc.	1,000.00
113021194	03/21/2025	X	SCRIPSCO	Scripps Media, Inc.	1,000.00
113021169	03/13/2025	X	SEYFERTH	Seyferth Blumenthal & Harris, LLC	220.50
113021170	03/13/2025	X	SEYFERTH	Seyferth Blumenthal & Harris, LLC	283.50
113021160	03/12/2025	X	SPEECHLANG	Matthew Braun	6,668.75
113021185	03/17/2025	X	TECHCONNEC	TechConnect KC, LLC	12,000.00
113021187	03/20/2025	X	UMKCAR	University of Missouri-Kansas City AR	30.00
113021143	03/06/2025	X	UNITEDHEA	United Healthcare Insurance Company	146,319.98
113021196	03/26/2025	X	UNIVACADE	University Academy	200.00
113021164	03/13/2025	X	UNLABELED	April Schmidt	3,000.00
113021181	03/14/2025	X	YELLOWDOG	Yellow Dog Networks, Inc.	6,427.00
113021184	03/17/2025	X	YELLOWDOG	Yellow Dog Networks, Inc.	8,542.00
				City	

Ewing Marion Kauffman School
04/17/2025 9:35 AM

Check Register by Type

Posted: Journal Code CD; Processing Month 03/2025

Page: 2

User ID: TNULL

Payee Type:	Vendor	Checking Account ID:	1	Void Total:	0.00	Total without Vo	885,352.67
Payee Type:	Vendor	Checking Account ID:	PETTYCASH	Void Total:	0.00	Total without Vo	296.00
		Check Type Total:	Automatic Payment	Void Total:	0.00	Total without Vo	885,648.67
		Payee Type Total:	Vendor	Void Total:	0.00	Total without Vo	885,648.67
		Grand Total:		Void Total:	0.00	Total without Vo	885,648.67

Updated Paid FMLA Policy
To be approved by the Board in May 2025

Paid vs. Unpaid FMLA Leave

FMLA does not require employers to pay Team Members during qualified FMLA leave. However, **the Kauffman School will offer paid leave for *continuous* qualified FMLA leave in the following circumstances and amounts:**

~~in the following circumstances of qualified FMLA leave, the Kauffman School will offer paid leave in the amounts and for the durations listed below:~~

Type of Qualified FMLA Leave	Hours of Paid Time Off
Maternity, Paternity, Adoption	20 days/160 Hours paid at 100% 40 days/320 Hours paid at 50%
Leave for the Employee's Own Serious Medical Condition	20 days/160 Hours paid at 100% 40 days/320 Hours paid at 50%

The team member has the option to supplement leave paid at 50% of salary with accrued, unused, available PTO.

In situations where spouses or domestic partners work for the same employer and each spouse/domestic partner is eligible to take FMLA leave for the same FMLA-qualifying leave reason (i.e. the birth, adoption or foster care placement of a child,), one spouse/domestic partner will receive paid leave according to the above policy. The second spouse/domestic partner will be paid for 10 days at 100% of the Team Member's salary and 10 days at 80% of the Team Member's salary. The employee may then use any accrued, unused PTO available. Once PTO is exhausted, the remaining leave will be unpaid.

Qualified intermittent FMLA will be unpaid. Qualified **continuous** FMLA leave to care for a child, spouse/domestic partner, or parent, including military caregiver leave, will be unpaid. Team members have the option to use any accrued, unused, or available PTO.

During FMLA leave, outside employment is prohibited.

Note: EMKS holidays and other planned school breaks do not count towards FMLA time off. Unplanned school breaks, such as snow days, **do** count towards FMLA time off.

Work Hours

It is critical that staffing levels are sufficient in advance of student arrival, while students are on campus, and through student dismissal. Sufficient staffing levels support student safety, student learning, family support, and effective execution of systems and procedures that ensure a successful school day.

Under a standard EMKS employment agreement, team members are expected to be available for work from 7:00 AM – 5:00 PM, Monday through Friday. In other words, a team member assigned to work a standard schedule could be assigned responsibilities as early as 7:00 AM or as late as 5:00 PM, Monday through Friday.

That being said, team members will not be held accountable for beginning work before their earliest assigned responsibility. For example:

- A teacher whose school team huddle is at 7:15 AM on a given day would be expected to begin work at 7:15 AM; if this teacher arrived to huddle after 7:15 AM on this day, they would be considered late to work.
- A teacher whose school team huddle is at 7:00 AM on a given day would be expected to begin work at 7:00 AM; if this teacher arrived to huddle after 7:00 AM on this day, they would be considered late to work.
- An administrative team member whose first responsibility begins at 7:05 AM on a given day would be expected to begin work at 7:05 AM; if this administrative team member was not present to fulfill this responsibility at 7:05 AM, they would be considered late to work.
- An administrative team member whose first responsibility begins at 7:40 AM on given day would be expected to begin work at 7:40 AM; if this administrative team member was not present to fulfill this responsibility at 7:40 AM, they would be considered late to work.

Team members will not be held accountable for remaining at work beyond their latest assigned responsibility. For example:

- A teacher who has a meeting scheduled from 4:15-5:00 PM on a given day would be expected to remain working until 5:00 PM.
- A teacher whose last responsibility ends at the conclusion of dismissal at 4:15 PM on a given day would be permitted to stop working at 4:15 PM.
- Administrative team members, given their job responsibilities, are generally expected to remain working until 5:00 PM. Day-by-day exceptions may be granted by the administrative team member's manager based on the team member's responsibilities on that day.

Any team member who cannot consistently meet these work hour expectations must be approved for an adjusted schedule. Adjusted schedules, defined in the next section, must be approved in consultation with the Director of Human Resources by the Principal Manager or the Chief Operating Officer.

~~11-month team members are expected to be on-site and available for work from 7:00 AM — 5:00 PM on Monday — Thursday and 7:00 AM — 4:15 PM on Friday, and 12-month team members are expected to be on-site and available for work from 7:00 AM — 5:00 PM Monday — Friday. Adjusted schedules, defined in the next section, must be approved in consultation with the Director of Human Resources by the Principal Manager or the Chief Operating Officer.~~

Adjusted Schedules

To ensure equity and consistency in the approval of adjusted scheduled, we have defined the following policy and procedure which will be implemented beginning in the 2025-26 school year.

An adjusted schedule is defined as being approved to consistently begin work after or end work before one's colleagues in comparable positions with comparable responsibilities for reasons outside of those covered by FMLA or ADA policies.

Given the impact of adjusted schedules on the day-to-day operations of the school, adjusted schedules are approved out of necessity rather than preference. To demonstrate necessity, a team member requesting an adjusted schedule must submit a written request to Human Resources using the designated request form. To assert the necessity of an adjusted schedule, the team member must submit documentation. Documentation may include but is not necessarily limited to the business hours of the team member's child's daycare or school.

Requests will expire at the end of each school year and must be resubmitted for approval annually. It is generally preferred that requests for adjusted schedules be submitted prior to the team member signing an employment agreement for the following school year.

If the adjusted schedule is deemed to create an undue hardship on EMKS, the team members' salary may be adjusted or expectations outside of the on-site work day may be defined to account for the shorter on-site work day.

Team members who are working on adjusted schedules approved prior to the 2025-26 school year will be asked to document their request for an adjusted schedule in 2025-26 but will otherwise be exempted from these policy requirements in 2025-26.

Inclement Weather – Staff Work Expectations

Kauffman School cancellations and Alternative Methods of Instruction (AMI) days will be reported to local television outlets and communicated via Kauffman School social media accounts as far in advance of the calendar or schedule change as possible. Staff will also be notified of school cancellations and AMI days via email.

On days in which school is cancelled for inclement weather:

- 11-month team members:

- o will not be expected to teach
- o may be asked to attend virtual meetings during their contracted hours
- o may be asked to attend virtual or in-person professional development during their contracted hours
- o will be held accountable to all applicable deadlines unless otherwise communicated by school leadership

- 12-month team members:

- o will be expected to work during their contracted hours, either in person or virtual, as communicated by the COO
- o will be expected to participate in all scheduled meetings, either in person or virtual, as communicated by the COO
- o will be expected to attend all scheduled professional development, either in person or virtual, as communicated by the COO
- o may be asked to take on special projects in place of the responsibilities that would have been assigned if in-person school were held

On AMI days:

- 11-month team members:

- o will be expected to either teach through synchronous instruction via Zoom or provide as-needed academic support to students and families via Zoom during their contracted hours and in accordance with their grade level AMI day plan
- o may be asked to attend virtual meetings during their contracted hours
- o may be asked to attend virtual or in-person professional development during their contracted hours
- o will be held accountable to all applicable deadlines unless otherwise communicated by school leadership

- 12-month team members:

- o Will be expected to work their contracted hours, either in person or virtual, as communicated by the COO
- o will be expected to participate in all scheduled meetings, either in person or virtual, as communicated by the COO
- o will be expected to attend all scheduled professional development, either in person or virtual, as communicated by the COO

- may be asked to take on special projects in place of the responsibilities that would have been assigned if in-person school were held
- may be asked to take on responsibilities in support of the school's AMI plan

~~11-month team members will not be expected to report to work when school is cancelled. However, 11-month team members will still be held accountable to any applicable deadlines unless otherwise communicated by school leadership.~~

~~12-month exempt and non-exempt team members are expected to report to work during their contracted hours even when school is cancelled, unless the COO communicates otherwise. In the case that 12-month exempt and non-exempt team members are not expected to report to work, they will be expected to work from home and participate in meetings via conference calls.~~

If an ~~12-month~~ exempt team member is unable to meet defined work expectations, they will be required to take PTO (if available) or unpaid leave (if PTO is exhausted).

If a ~~12-month~~ non-exempt team member is unable to meet defined work expectations, they will not be paid for the time they did not work.

WESTBROOK & CO., P.C.

Certified Public Accountants

749 Driskill Drive
Richmond, MO 64085
816-776-3584

306 North Mason
Carrollton, MO 64633
660-542-0102

April 21, 2025

Ewing Marion Kauffman School, Inc.
6401 The Paseo Blvd
Kansas City, MO 64131

Dear Kristin:

We have prepared the following tax returns for Ewing Marion Kauffman School, Inc. . Please review each return and contact us if you have any questions. If not, please execute and file as set forth below.

FEDERAL - FORM 990

Your Form 990 for the year ended 6/30/24 will be electronically filed with the Internal Revenue Service, which you authorized by providing a signed Form 8879-TE - IRS *e-file* Signautre Authorization for a Tax Exempt Entity. No tax is payable with the filing of this return.

Sign the IRS e-file Authorization and return to us as soon as possible.

PUBLIC INSPECTION COPY

Lastly, we have enclosed a copy of the Form 990 to make available for public inspection. An organization is required to provide a copy of its annual return for the last three years upon request. Please note that if the organization is required to file a Schedule B - Schedule of Contributors, then it is required to be included in the copy made for public inspection. However, the name and address of each contributor may be omitted.

If you have any questions, or if we can be of assistance in any way, please call.

Sincerely,

Westbrook & Co., P.C.

Form **8879-TE****IRS E-file Signature Authorization
for a Tax Exempt Entity**

OMB No. 1545-0047

For calendar year 2023, or fiscal year beginning **7/01**, 2023, and ending **6/30**, 20**24****Do not send to the IRS. Keep for your records.**
Go to www.irs.gov/Form8879TE for the latest information.**2023**Department of the Treasury
Internal Revenue Service

Name of filer

EWING MARION KAUFFMAN SCHOOL, INC.

EIN or SSN

27-1982958Name and title of officer or person subject to tax
**KATHERINE PASNIEWSKI
COO****Part I Type of Return and Return Information**

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line **1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

1a Form 990 check here	☒	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b 24,067,746
2a Form 990-EZ check here	☐	b Total revenue, if any (Form 990-EZ, line 9)	2b
3a Form 1120-POL check here	☐	b Total tax (Form 1120-POL, line 22)	3b
4a Form 990-PF check here	☐	b Tax based on investment income (Form 990-PF, Part V, line 5)	4b
5a Form 8868 check here	☐	b Balance due (Form 8868, line 3c)	5b
6a Form 990-T check here	☐	b Total tax (Form 990-T, Part III, line 4)	6b
7a Form 4720 check here	☐	b Total tax (Form 4720, Part III, line 1)	7b
8a Form 5227 check here	☐	b FMV of assets at end of tax year (Form 5227, Item D)	8b
9a Form 5330 check here	☐	b Tax due (Form 5330, Part II, line 19)	9b
10a Form 8038-CP check here	☐	b Amount of credit payment requested (Form 8038-CP, Part III, line 22)	10b

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that ☒ I am an officer of the above entity or ☐ I am a person subject to tax with respect to (name of entity) _____, (EIN) _____ and that I have examined a copy of the 2023 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

PIN: check one box only

☒ I authorize **WESTBROOK & CO., P.C.** to enter my PIN **02528** as my signature
ERO firm name Enter five numbers, but do not enter all zeros

on the tax year 2023 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2023 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax _____ Date **04/21/25****Part III Certification and Authentication**

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

43148943148

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2023 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature _____ Date **04/21/25****ERO Must Retain This Form — See Instructions****Do Not Submit This Form to the IRS Unless Requested To Do So**

For Privacy Act and Paperwork Reduction Act Notice, see back of form.

DAA

Form **8879-TE** (2023)

A For the 2023 calendar year, or tax year beginning **07/01/23**, and ending **06/30/24**

☐

Address change

☐

Name change

☐

Initial return

☐

Final return/
terminated

☐

Amended return

☐

Application pending

Name of organization

EWING MARION KAUFFMAN SCHOOL, INC.

Doing business as

Number and street (or P.O. box if mail is not delivered to street address)

6401 THE PASEO BLVD

Room/suite

City or town, state or province, country, and ZIP or foreign postal code

KANSAS CITY MO 64131

Name and address of principal officer:

HANNAH LOFTHUS
6401 PASEO BLVD
KANSAS CITY MO 64131

H(a) Is this a group return for subordinates?

☐ Yes ☒ No

H(b) Are all subordinates included?

☐ Yes ☐ No

If "No," attach a list. See instructions

D Employer identification number

27-1982958

E Telephone number

816-612-8505

G Gross receipts \$

24,067,746

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: **WWW.KAUFFMANSCHOOL.ORG**

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: **2010**

M State of legal domicile: **MO**

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: PREPARE STUDENTS TO EXCEL ACADEMICALLY, GRADUATE FROM COLLEGE, AND APPLY THEIR UNIQUE TALENTS IN THE WORLD TO CREATE ECONOMICALLY INDEPENDENT AND PERSONALLY FULFILLING LIVES.		
	2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	7	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	7	
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	198	
	6	Total number of volunteers (estimate if necessary)	7	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0	
7b	Net unrelated business taxable income from Form 990-T, Part I, line 11	0		
Revenue	8	Contributions and grants (Part VIII, line 1h)	21,522,130	23,543,342
	9	Program service revenue (Part VIII, line 2g)	46,025	88,870
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	153,502	425,341
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		10,193
	12	Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12)	21,721,657	24,067,746
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	12,184,684	12,193,558
	16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
	b	Total fundraising expenses (Part IX, column (D), line 25)	404,104	
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	8,972,063	9,453,315
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	21,156,747	21,646,873
19	Revenue less expenses. Subtract line 18 from line 12	564,910	2,420,873	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	16,952,642	19,365,336
	21	Total liabilities (Part X, line 26)	1,676,148	1,667,997
	22	Net assets or fund balances. Subtract line 21 from line 20	15,276,494	17,697,339

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer KATHERINE PASNIEWSKI Type or print name and title		Date C00	
	Print/Type preparer's name LEA ANN O'BRIEN		Preparer's signature	Date
Paid Preparer Use Only	Firm's name WESTBROOK & CO., P.C.		Firm's EIN 43-1628835	
	Firm's address 749 DRISKILL DR RICHMOND, MO 64085-1608		Phone no. 816-776-3584	

May the IRS discuss this return with the preparer shown above? See instructions ☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions. Form **990** (2023)

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☒

1 Briefly describe the organization's mission:

THE MISSION OF THE KAUFFMAN SCHOOL IS TO PREPARE STUDENTS TO EXCEL ACADEMICALLY, GRADUATE FROM COLLEGE, AND APPLY THEIR UNIQUE TALENTS IN THE WORLD TO CREATE ECONOMICALLY INDEPENDENT AND PERSONALLY FULFILLING LIVES.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **13,995,412** including grants of \$) (Revenue \$ **88,870**)
SEE SCHEDULE O

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)
N/A

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)
N/A

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **13,995,412**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? If "Yes," complete Schedule D, Part V		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	X	
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII		X
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	X	
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	X	
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I. See instructions		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III		X
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	X	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	53	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		X

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	198
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	X
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	X
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
17	Section 501(c)(21) organizations. Did the trust, any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17	

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

			Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	1a	7		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.				
b Enter the number of voting members included on line 1a, above, who are independent	1b	7		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		X	
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?	3			X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5			X
6 Did the organization have members or stockholders?	6			X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		X	
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		X	
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?	8a		X	
b Each committee with authority to act on behalf of the governing body?	8b		X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O	9			X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X	
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.			
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c	X	
13 Did the organization have a written whistleblower policy?	13	X	
14 Did the organization have a written document retention and destruction policy?	14	X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a The organization's CEO, Executive Director, or top management official	15a	X	
b Other officers or key employees of the organization	15b	X	
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **MO**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

KATIE PASNIEWSKI
KANSAS CITY

6401 THE PASEO BLVD

MO 64131

816-268-5660

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) HANNAH LOFTHUS	40.00									
CEO	0.00			X				261,604	0	58,272
(2) KATHERINE PASNIEWSKI	40.00									
COO	0.00				X			184,602	0	52,292
(3) ERICA MCGEADY	40.00									
DIRECTOR OF DATA	0.00					X		107,685	0	33,043
(4) BENJAMIN B. CARMAN-BROWN	40.00									
DIR.SPECIAL PROJECTS	0.00					X		112,758	0	23,589
(5) AMY ROSENWALD	40.00									
PRINCIPAL MANAGER	0.00					X		102,508	0	25,447
(6) KELLEY BARNES	1.00									
BOARD MEMBER	0.00	X						0	0	0
(7) KRISTIN BECHARD	1.00									
TREASURER	0.00	X		X				0	0	0
(8) VICKI HARRIS	1.00									
BOARD MEMBER	0.00	X						0	0	0
(9) BRETT HEMBREE	1.00									
BOARD MEMBER	0.00	X						0	0	0
(10) JUAN RANGEL	1.00									
BOARD MEMBER	0.00	X						0	0	0
(11) JERRY WILLIAMS	1.00									
BOARD CHAIR	0.00	X		X				0	0	0

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (*continued*)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(12) JOHN TYLER (12) SECRETARY	1.00 0.00			X				0	0	0
(13)										
(14)										
(15)										
(16)										
(17)										
(18)										
(19)										
1b Subtotal								769,157		192,643
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								769,157		192,643

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **5**

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	X	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
CUSHMAN & WAKEFIELD OVERLAND PARK KS 66212	W 95TH STREET PROPERTY MGMT	2,720,399
FIRST STUDENT, INC CINCINNATI OH 45202	600 VINE ST TRANSPORTATION	963,344
AMERICAN FOOD AND VENDING CORP KANSAS CITY MO 64108	1501 W 31ST ST FOOD SERVICE	606,427
REAL ESTATE CHARITABLE FOUNDATION KANSAS CITY MO 64105	1055 BROADWAY BLVD, STE 130 CURRICULUM	293,396
CDW, LLC CHICAGO IL 60675	75 REMITTANCE DR. IT SERVICES	211,207

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **65**

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a						
	b Membership dues	1b						
	c Fundraising events	1c						
	d Related organizations	1d						
	e Government grants (contributions)	1e	17,676,547					
	f All other contributions, gifts, grants, and similar amounts not included above	1f	5,866,795					
	g Noncash contributions included in lines 1a-1f	1g	\$					
	h Total. Add lines 1a-1f			23,543,342				
Program Service Revenue			Business Code					
	2a PROGRAM FEES		900099	88,870	88,870			
	b							
	c							
	d							
	e							
	f All other program service revenue							
	g Total. Add lines 2a-2f			88,870				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			425,341			425,341	
	4 Income from investment of tax-exempt bond proceeds							
	5 Royalties							
	6a Gross rents		(i) Real	(ii) Personal				
		6a						
		b Less: rental expenses	6b					
	c Rental inc. or (loss)	6c						
	d Net rental income or (loss)							
	7a Gross amount from sales of assets other than inventory		(i) Securities	(ii) Other				
		7a						
		b Less: cost or other basis and sales exps.	7b					
	c Gain or (loss)	7c						
	d Net gain or (loss)							
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18							
		8a						
	b Less: direct expenses	8b						
	c Net income or (loss) from fundraising events							
	9a Gross income from gaming activities. See Part IV, line 19							
9a								
b Less: direct expenses	9b							
c Net income or (loss) from gaming activities								
10a Gross sales of inventory, less returns and allowances								
	10a							
b Less: cost of goods sold	10b							
c Net income or (loss) from sales of inventory								
Miscellaneous Revenue			Business Code					
	11a INSURANCE RECOVERY			10,193			10,193	
	b							
	c							
	d All other revenue							
	e Total. Add lines 11a-11d			10,193				
12 Total revenue. See instructions			24,067,746	88,870	0	435,534		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	8,728,520	5,359,765	3,294,901	73,854
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	976,875	597,913	370,099	8,863
9 Other employee benefits	1,846,821	1,139,444	685,711	21,666
10 Payroll taxes	641,342	398,475	237,323	5,544
11 Fees for services (nonemployees):				
a Management				
b Legal	137,209		137,209	
c Accounting	149,016		149,016	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	194,778		194,778	
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	2,292,311	1,912,174	358,533	21,604
17 Travel	42,773	24,091	18,682	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	288,708	168,308	120,400	
23 Insurance	153,633	54,949	98,684	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a OTHER PURCHASED SERVICES	2,083,611	876,086	944,241	263,284
b SUPPLIES	1,700,288	1,140,613	551,816	7,859
c TRANSPORTATION	1,212,476	1,212,476		
d FOOD SERVICES	637,271	637,271		
e All other expenses	561,241	473,847	85,964	1,430
25 Total functional expenses. Add lines 1 through 24e	21,646,873	13,995,412	7,247,357	404,104
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	14,587,703	1	2,186
	2 Savings and temporary cash investments		2	16,888,703
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	116,447	4	447,666
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	152,136	9	112,052
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 2,078,739		
	b Less: accumulated depreciation	10b 1,297,514	10c	781,225
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	1,154,546	15	1,133,504
16 Total assets. Add lines 1 through 15 (must equal line 33)	16,952,642	16	19,365,336	
Liabilities	17 Accounts payable and accrued expenses	1,676,148	17	1,667,997
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	1,676,148	26	1,667,997
	Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.		
27 Net assets without donor restrictions		15,176,494	27	17,597,339
28 Net assets with donor restrictions		100,000	28	100,000
Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.				
29 Capital stock or trust principal, or current funds			29	
30 Paid-in or capital surplus, or land, building, or equipment fund			30	
31 Retained earnings, endowment, accumulated income, or other funds			31	
32 Total net assets or fund balances		15,276,494	32	17,697,339
33 Total liabilities and net assets/fund balances		16,952,642	33	19,365,336

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	24,067,746
2	Total expenses (must equal Part IX, column (A), line 25)	2	21,646,873
3	Revenue less expenses. Subtract line 2 from line 1	3	2,420,873
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	15,276,494
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	-28
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	17,697,339

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		X
b Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	X	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	X	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	X	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	X	

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☒ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990) 2023

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions)	12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here		☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test — 2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		☐
b 33 1/3% support test — 2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		☐
17a 10%-facts-and-circumstances test — 2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
b 10%-facts-and-circumstances test — 2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests — 2023. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		☐
b 33 1/3% support tests — 2022. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization		☐
20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions		☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI.		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a ☐ The organization satisfied the Activities Test. Complete line 2 below.			
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.			
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).			
2 Activities Test. Answer lines 2a and 2b below.			
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		Yes	No
2a			
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
2b			
3 Parent of Supported Organizations. Answer lines 3a and 3b below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI.			
3a			
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.			
3b			

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D – Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required—provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2022 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E – Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required—explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2024. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(**3**) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year

\$

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2023)

Name of organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958**Part I** **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	THE EWING MARION KAUFFMAN FOUNDATION 4801 ROCKHILL ROAD KANSAS CITY MO 64110	\$ 5,866,795	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		☐ Yes ☐ No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		☐ Yes ☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).	
☐ Preservation of land for public use (for example, recreation or education)	☐ Preservation of a historically important land area
☐ Protection of natural habitat	☐ Preservation of a certified historic structure
☐ Preservation of open space	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year	
4 Number of states where property subject to conservation easement is located	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	☐ Yes ☐ No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	☐ Yes ☐ No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.	
(i) Revenue included on Form 990, Part VIII, line 1	\$
(ii) Assets included in Form 990, Part X	\$
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.	
a Revenue included on Form 990, Part VIII, line 1	\$
b Assets included in Form 990, Part X	\$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a** ☐ Public exhibition **d** ☐ Loan or exchange program
b ☐ Scholarly research **e** ☐ Other

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

- c** Beginning balance
d Additions during the year
e Distributions during the year
f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment %
b Permanent endowment %
c Term endowment %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** Unrelated organizations?
(ii) Related organizations?

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		987,401	337,121	650,280
c Leasehold improvements				
d Equipment		1,076,632	948,241	128,391
e Other		14,706	12,152	2,554
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				781,225

Part VII Investments – Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, line 12, col. (B))		

Part VIII Investments – Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) RIGHT-OF-USE OPERATING LEASE ASSETS	1,133,504
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	1,133,504

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	24,067,746
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	24,067,746
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	24,067,746

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	21,646,873
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	21,646,873
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	21,646,873

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part XIII Supplemental Information *(continued)*

SCHEDULE E
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

Schools

Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or
Form 990-EZ, Part VI, line 48.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	X	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	X	
3 Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its tax year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II EWING MARION KAUFFMAN SCHOOL HAS A NON-DISCRIMINATION POLICY INCLUDED ON THE SCHOOL'S WEBSITE, CONTAINED IN MATERIALS, PUBLISHED IN THE KANSAS CITY STAR IN SEPTEMBER 2021.	X	
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	X	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	X	
d Copies of all material used by the organization or on its behalf to solicit contributions?	X	
If you answered "No" to any of the above, please explain. If you need more space, use Part II.		
5 Does the organization discriminate by race in any way with respect to:		
a Students' rights or privileges?		X
a Admissions policies?		X
b Employment of faculty or administrative staff?		X
c Scholarships or other financial assistance?		X
d Educational policies?		X
e Use of facilities?		X
f Athletic programs?		X
h Other extracurricular activities?		X
If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		
6a Does the organization receive any financial aid or assistance from a governmental agency?	X	
b Has the organization's right to such aid ever been revoked or suspended?		X
If you answered "Yes" on either line 6a or line 6b, explain on Part II.		
7 Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, as modified by Rev. Proc. 2019-22, 2019-22 I.R.B. 1260, covering racial nondiscrimination? If "No," explain on Part II	X	

Part II **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable.
Also provide any other additional information. See instructions.

SCH E - FINANCIAL AID OR GOVERNMENT ASSISTANCE EXPLANATION

PART I, QUESTION 6A

**THE ORGANIZATION RECEIVES FEDERAL AND STATE FUNDING THROUGH THE MISSOURI
DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION**

SCHEDULE J
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees

Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|--|
| ☐ First-class or charter travel | ☐ Housing allowance or residence for personal use |
| ☐ Travel for companions | ☐ Payments for business use of personal residence |
| ☐ Tax indemnification and gross-up payments | ☐ Health or social club dues or initiation fees |
| ☐ Discretionary spending account | ☐ Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|--|---|
| ☐ Compensation committee | ☒ Written employment contract |
| ☐ Independent compensation consultant | ☒ Compensation survey or study |
| ☐ Form 990 of other organizations | ☒ Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5–9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Yes No

1b

2

4a

4b

4c

5a

5b

6a

6b

7

8

9

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)–(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 HANNAH LOFTHUS CEO	(i)	261,604	0	0	36,980	21,292	319,876	0
	(ii)	0	0	0	0	0	0	0
2 KATHERINE PASNIEWSKI COO	(i)	184,602	0	0	23,445	28,847	236,894	0
	(ii)	0	0	0	0	0	0	0
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART III - OTHER ADDITIONAL INFORMATION

PART I, LINE 3 - ORGANIZATION METHODS USED FOR COMPENSATION EXPLANATION

THE BOARD AND GOVERNANCE COMMITTEE REVIEW THE SALARY AND COMPENSATION

PACKAGES OF THE CEO AND TOP OFFICIALS AS PART OF THE OVERALL BUDGET REVIEW

AND AS PART OF AN ANNUAL REVIEW OF THE CEO PERFORMANCE. THE BOARD AND

GOVERNANCE COMMITTEE ALSO COMPARE THESE PACKAGES TO COMPARABLE MARKET

COMPANIES. THE SCHOOL RELIES ON AN INDEPENDENT, OUTSIDE COMEPNSATION

CONSULTANT TO PERIODICALLY REVIEW CEO AND OTHER COMPENSATION, MOST RECENTLY

IN THE 2023-2024 SCHOOL YEAR.

**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

EWING MARION KAUFFMAN SCHOOL, INC.

Employer identification number

27-1982958

FORM 990, PART III, LINE 4A - FIRST ACCOMPLISHMENT

ABOUT

THE EWING MARION KAUFFMAN SCHOOL (KAUFFMAN SCHOOL) OPENED ITS DOORS IN THE FALL OF 2011. OUR FIRST GROUP OF ONE HUNDRED FIFTH GRADERS WAS ENROLLED AS OUR CLASS OF 2023, THEIR ANTICIPATED YEAR OF COLLEGE GRADUATION. A NEW FIFTH GRADE CLASS OF ABOUT TWO HUNDRED STUDENTS IS ADDED EACH YEAR. THE KAUFFMAN SCHOOL CURRENTLY SERVES STUDENTS IN GRADES FIVE THROUGH TWELVE. AS A PUBLIC CHARTER SCHOOL, THE KAUFFMAN SCHOOL IS FREE AND OPEN TO ALL STUDENTS RESIDING WITHIN THE DISTRICT BOUNDARIES OF KANSAS CITY, MISSOURI PUBLIC SCHOOLS (KCPS). THE KAUFFMAN SCHOOL CANNOT AND DOES NOT SELECTIVELY ADMIT STUDENTS BASED ON ACADEMIC APTITUDE, RACE, ETHNICITY, INCOME LEVEL, SPECIAL EDUCATION NEEDS, PRIOR SCHOOL RECORD, OR ALMOST ANY OTHER PERSONAL CHARACTERISTIC. THE KAUFFMAN SCHOOL ADMITS STUDENTS UNTIL ITS ENROLLMENT THRESHOLD IS MET. IF THERE ARE MORE APPLICATIONS THAN SEATS, THE KAUFFMAN SCHOOL USES A LOTTERY TO GIVE EVERY APPLICANT AN EQUAL CHANCE OF ADMISSION. THE KAUFFMAN SCHOOL PROVIDES A GEOGRAPHICAL ENROLLMENT PREFERENCE TO STUDENTS LIVING IN SIX VERY HIGH RISK AND HIGH NEED ZIP CODES: 64123, 64124, 64127, 64128, 64130, AND 64132. THE KAUFFMAN SCHOOL ALSO PROVIDES AN ENROLLMENT PREFERENCE TO SIBLINGS OF ENROLLED STUDENTS AND CHILDREN WHOSE PARENTS/GUARDIANS WORK AT THE SCHOOL AND ALSO RESIDE WITHIN THE KCPS BOUNDARIES.

MISSION

THE MISSION OF THE KAUFFMAN SCHOOL IS TO PREPARE STUDENTS TO EXCEL ACADEMICALLY, GRADUATE FROM COLLEGE, AND APPLY THEIR UNIQUE TALENTS IN THE WORLD TO CREATE ECONOMICALLY INDEPENDENT AND PERSONALLY FULFILLING LIVES.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2023

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

VISION STATEMENT

THE KAUFFMAN SCHOOL IS RECOGNIZED AS THE PREMIERE PUBLIC SCHOOL IN THE STATE OF MISSOURI AND AS A NATIONAL MODEL FOR THE ENTIRE PUBLIC SCHOOL SECTOR.

FORM 990, PART VI - ADDITIONAL INFORMATION

KRISTIN BECHARD AND JOHN TYLER HAVE A BUSINESS RELATIONSHIP IN THAT THEY ARE EMPLOYED BY THE EWING MARION KAUFFMAN FOUNDATION, WHICH IS A MAJOR FUNDER OF THE SCHOOL.

FORM 990, PART VI, LINE 2 - RELATED PARTY INFORMATION AMONG OFFICERS

KRISTIN BECHARD

EWING MARION KAUFFMAN FOUNDATION

TREASURER

EMPLOYEE/OFFICER

JOHN TYLER

EWING MARION KAUFFMAN FOUNDATION

SECRETARY

EMPLOYEE/OFFICER

FORM 990, PART VI, LINE 7A - ELECTION OF MEMBERS AND THEIR RIGHTS

THE EWING MARION KAUFFMAN FOUNDATION RETAINS AUTHORITY TO APPOINT ONE OR MORE MEMBERS OF THE BOARD SO LONG AS IT IS NOT A MAJORITY OF THE BOARD.

FORM 990, PART VI, LINE 7B - DECISIONS SUBJECT TO APPROVAL OF MEMBERS

THE EWING MARION KAUFFMAN FOUNDATION CEO MUST APPROVE CERTAIN AMENDMENTS TO THE BYLAWS TO THE EXTENT THEY AFFECT THE EWING MARION KAUFFMAN FOUNDATION'S RIGHTS UNDER THE BYLAWS.

Name of the organization

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EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990

THE ORGANIZATION PROVIDES A COPY OF THE FORM 990 TO THE BOARD CHAIR, SECRETARY, AND TREASURER FOR REVIEW AND COMMENT PRIOR TO FINALIZATION. ALL OTHER BOARD MEMBERS ARE PROVIDED A COPY OF THE FINAL FORM.

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY

EWING MARION KAUFFMAN SCHOOL CONSISTENTLY MONITORS AND ENFORCES COMPLIANCE WITH ITS CONFLICT OF INTEREST POLICY. THE REVIEW PROCEDURES ARE AS FOLLOWS:

1. ON AT LEAST AN ANNUAL BASIS EACH DIRECTOR, OFFICER, AND KEY EMPLOYEE IS PROVIDED WITH AND ASKED TO REVIEW THE POLICY AND TO CERTIFY THAT THEY HAVE DONE SO. 2. ANNUALLY EACH DIRECTOR, OFFICER, AND KEY EMPLOYEE COMPLETES A DISCLOSURE FORM IDENTIFYING ANY RELATIONSHIPS, POSITIONS, OR CIRCUMSTANCES IN WHICH HE OR SHE IS INVOLVED THAT HE OR SHE BELIEVES COULD CONTRIBUTE TO A CONFLICT OF INTEREST. SUCH RELATIONSHIPS, POSITIONS, OR CIRCUMSTANCES MIGHT INCLUDE SERVICE AS DIRECTOR OF OR A CONSULTANT TO ANOTHER NONPROFIT ORGANIZATION, OR OWNERSHIP OF A BUSINESS THAT MIGHT PROVIDE GOODS OR SERVICES TO EWING MARION KAUFFMAN SCHOOL, INC. ANY SUCH INFORMATION REGARDING THE BUSINESS OR INTERESTS OF A DIRECTOR, OFFICER, OR KEY EMPLOYEE, OR A FAMILY MEMBER THEREOF, IS TREATED AS CONFIDENTIAL AND GENERALLY MADE AVAILABLE ONLY TO THE CHAIR, THE SECRETARY, AND ANY COMMITTEE APPOINTED TO ADDRESS CONFLICTS OF INTEREST, EXCEPT TO THE EXTENT ADDITIONAL DISCLOSURE IS APPROPRIATE TO IMPLEMENT THE POLICY. 3. THE POLICY IS REVIEWED ANNUALLY BY EACH MEMBER OF THE BOARD OF DIRECTORS. ANY CHANGES TO THE POLICY ARE COMMUNICATED TO ALL RESPONSIBLE PERSONS. 4. NO ONE WITH A CONFLICT OF INTEREST IS ALLOWED TO PARTICIPATE IN DECISIONS WITH WHICH THEY HAVE A CONFLICT. THOSE WHO ARE MAKING THE DECISIONS IN SUCH SITUATIONS ARE

Name of the organization

Employer identification number

EWING MARION KAUFFMAN SCHOOL, INC.

27-1982958

MADE AWARE OF THE CONFLICT. APPROPRIATE DOCUMENTATION IS MAINTAINED.

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL
THE BOARD AND GOVERNANCE COMMITTEE REVIEW THE SALARY AND COMPENSATION
PACKAGES OF THE CEO AND TOP OFFICIALS AS PART OF THE OVERALL BUDGET REVIEW
AND AS PART OF AN ANNUAL REVIEW OF THE CEO PERFORMANCE. THE SCHOOL RELIES
ON AN INDEPENDENT, OUTSIDE COMPENSATION CONSULTANT TO PERIODICALLY REVIEW
CEO AND OTHER COMPENSATION, MOST RECENTLY IN THE 2023-2024 SCHOOL YEAR.

FORM 990, PART VI, LINE 15B - COMPENSATION PROCESS FOR OFFICERS
THE ORGANIZATION REVIEWS ALL INTERNAL SALARIES EACH YEAR BY COMPLETING
COMPENSATION STUDIES WITH THE HUMARN RESOURCES TEAM.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION
ALL DOCUMENTS REQUIRED BY SECTION 1604 FOR PUBLIC INSPECTION ARE AVAILABLE
UPON REQUEST.

Form **4562**Department of the Treasury
Internal Revenue Service

Name(s) shown on return

Depreciation and Amortization
(Including Information on Listed Property)

Attach to your tax return.

Go to www.irs.gov/Form4562 for instructions and the latest information.

OMB No. 1545-0172

2023Attachment
Sequence No. **179****EWING MARION KAUFFMAN SCHOOL, INC.**

Identifying number

27-1982958

Business or activity to which this form relates

INDIRECT DEPRECIATION**Part I Election To Expense Certain Property Under Section 179****Note:** If you have any listed property, complete Part V before you complete Part I.

1	Maximum amount (see instructions)	1	1,160,000
2	Total cost of section 179 property placed in service (see instructions)	2	
3	Threshold cost of section 179 property before reduction in limitation (see instructions)	3	2,890,000
4	Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-	4	
5	Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions	5	
6	(a) Description of property	(b) Cost (business use only)	(c) Elected cost
7	Listed property. Enter the amount from line 29	7	
8	Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7	8	
9	Tentative deduction. Enter the smaller of line 5 or line 8	9	
10	Carryover of disallowed deduction from line 13 of your 2022 Form 4562	10	
11	Business income limitation. Enter the smaller of business income (not less than zero) or line 5. See instructions	11	
12	Section 179 expense deduction. Add lines 9 and 10, but don't enter more than line 11	12	
13	Carryover of disallowed deduction to 2024. Add lines 9 and 10, less line 12	13	

Note: Don't use Part II or Part III below for listed property. Instead, use Part V.**Part II Special Depreciation Allowance and Other Depreciation (Don't include listed property. See instructions.)**

14	Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year. See instructions	14	
15	Property subject to section 168(f)(1) election	15	
16	Other depreciation (including ACRS)	16	61,872

Part III MACRS Depreciation (Don't include listed property. See instructions.)**Section A**

17	MACRS deductions for assets placed in service in tax years beginning before 2023	17	0
18	If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here		

Section B—Assets Placed in Service During 2023 Tax Year Using the General Depreciation System

(a) Classification of property	(b) Month and year placed in service	(c) Basis for depreciation (business/investment use only—see instructions)	(d) Recovery period	(e) Convention	(f) Method	(g) Depreciation deduction
19a 3-year property						
b 5-year property						
c 7-year property						
d 10-year property						
e 15-year property						
f 20-year property						
g 25-year property			25 yrs.		S/L	
h Residential rental property			27.5 yrs.	MM	S/L	
			27.5 yrs.	MM	S/L	
i Nonresidential real property			39 yrs.	MM	S/L	
				MM	S/L	

Section C—Assets Placed in Service During 2023 Tax Year Using the Alternative Depreciation System

20a Class life					S/L	
b 12-year			12 yrs.		S/L	
c 30-year			30 yrs.	MM	S/L	
d 40-year			40 yrs.	MM	S/L	

Part IV Summary (See instructions.)

21	Listed property. Enter amount from line 28	21	
22	Total. Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations—see instructions	22	61,872
23	For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs	23	

For Paperwork Reduction Act Notice, see separate instructions.

DAA

THERE ARE NO AMOUNTS FOR PAGE 2 Form **4562** (2023)