



## Kairos Academies

### Kairos Academies Board Meeting

Published on December 13, 2023 at 1:33 PM CST

Amended on December 14, 2023 at 5:21 PM CST

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#### Date and Time

Thursday December 14, 2023 at 6:00 PM CST

#### Location

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

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

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#### Agenda

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

***Kairos empowers students to direct their own lives and learning.***

	Purpose	Presenter	Time
<b>E.</b>	Vision Statement		
	<b><i>Our vision is to prepare St. Louis students to design their own future and thrive in an ever-changing world.</i></b>		
<b>II.</b>	<b>Facilities Committee Update</b>		<b>6:00 PM</b>
<b>A.</b>	Facilities Committee Goals Update		5 m
	<ul style="list-style-type: none"> <li>• The facilities committee commits to formalizing a new facility acquisition.</li> <li>• The Facilities committee commits to ensuring current building readiness and safety by MCPSC standards.</li> </ul>		
<b>B.</b>	Construction Update		
<b>C.</b>	Current Facilities Update		5 m
<b>D.</b>	Ad Hoc Facilities Meeting in early February		
<b>III.</b>	<b>Program Committee</b>		<b>6:10 PM</b>
<b>A.</b>	Committee Goals Update		
	<ul style="list-style-type: none"> <li>• The program committee commits to developing a process to educate and train the entire board on proper academic oversight by June 1.</li> <li>• The program committee will review summit implementation and give yearly updates at the EOY Board Retreat.</li> <li>• The program committee will commit 3 hours per quarter to speak to key internal stakeholders regarding instructional quality indicators.</li> </ul>		
<b>B.</b>	MS and HS Updates		5 m
<b>C.</b>	MDS Update		5 m
<b>IV.</b>	<b>Finance Committee</b>		<b>6:20 PM</b>
<b>A.</b>	Finance Committee Goals Update		5 m
	<ul style="list-style-type: none"> <li>• The finance committee commits to ensuring 60-120 days of cash on hand by June 2025.</li> <li>• The finance committee will review and approve necessary audit periods.</li> </ul>		

	Purpose	Presenter	Time
	<ul style="list-style-type: none"> <li>• The finance committee commits to staying between 20%- 40% of proportion of assets financed.</li> </ul>		
<b>B.</b>	Audit Update		5 m
<b>C.</b>	Staff Human Resources Update		5 m
<b>D.</b>	Newest Financials		5 m
<b>V.</b>	<b>Governance Committee Updates</b>		<b>6:40 PM</b>
<b>A.</b>	Governance Committee goals update		5 m
	<ul style="list-style-type: none"> <li>• Build a comprehensive succession plan for all Board member roles.</li> <li>• The Governance Committee will build a new Board member training curriculum/program by the end of SY 23-24.</li> <li>• The Governance Committee will conduct an annual review of Board policies.</li> <li>• The Governance Committee will monitor and ensure Board committees achieve their Committee goals by at least 80% each quarter.</li> </ul>		
<b>B.</b>	Board Member Succession Plan		5 m
<b>C.</b>	Mid-Year Retreat		5 m
	The SY 23-24 Mid-Year board retreat will occur either Saturday, February 24th, or Saturday, March 2, 2023. Please share your availability with Marnae to ensure this meeting is on the calendar.		
<b>D.</b>	Charter Renewal Update		5 m
<b>E.</b>	MEC PFD Reminder		5 m
<b>F.</b>	CEO Succession Plan		
<b>G.</b>	23-24 Board Calendar		5 m
<b>VI.</b>	<b>RSMo Section 610.021(3)</b>		
<b>VII.</b>	<b>Closing Items</b>		
<b>A.</b>	Adjourn Meeting	Vote	

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empowering students to direct their own lives and learning [www.kairosacademies.org](http://www.kairosacademies.org) 2315 Miami St., St. Louis, MO 63118 [hq@kairosacademies.org](mailto:hq@kairosacademies.org) 314-252-0602

# Coversheet

## Facilities Committee Goals Update

<b>Section:</b>	II. Facilities Committee Update
<b>Item:</b>	A. Facilities Committee Goals Update
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	CSO Stepback Cycle 3 2324.pdf COO C3 Stepback 2324.pdf

# Team Summary (Strategy)

Kairos Academies - Kairos Academies Board Meeting - Agenda - Thursday December 14, 2023 at 6:00 PM

	Goal	C1	C2	C3	C4	Final	Notes
1	Construction on Track for delivery before SY25-26		On Track	On Track			
2	Total of 8 signed MOUs with community partners		1/8	1/8			1 MOU reached, 15-20 potential partners engaged Top tutors, Next to Rise, Life Creative moving towards MOU
3	8 positive news stories in local press (2 picked up by national outlets)		1/8	1/8			1 positive news story in local press, none in national outlets. Pitching, but not in the most effective way. Big focus for semester 2
4	85% Stakeholder Satisfaction (specific items for communications, events, etc.)		73%	75.6%			Possip data—will have specific questions about family satisfaction with comms on panorama
5	\$900K Fundraised		~\$360k	~\$360k			No change in number but full federal and state grant application plan launching for Semester 2
6	100% of strategic plan initiatives completed		Project plans built by EOC	85% on track			All project plans now created—final meetings happening between now and break may change these results

# Team Summary: Operations, Data, Tech, & Recruitment

	Goal	Q1	Q2 (C3)	Q3	Q4	Final
1	<b>Ops Staff Retention</b>	1 Nurse 1 Registrar	100% for Q2/C3	N/A	N/A	N/A
2	<b>Middle School ADA</b>	93.68%	87.45%	N/A	N/A	N/A
3	<b>High School ADA</b>	92.37%	81.78%	N/A	N/A	N/A
4	<b>Middle School Persistence</b>	99.45%	93.24%	N/A	N/A	N/A
5	<b>High School Persistence</b>	100%	94.01%	N/A	N/A	N/A
6	<b>100% Drill Submission</b>	N/A	100% Completed	N/A	N/A	N/A
7	<b>100% Enrolled by FDOS</b> (APPLICATIONS PTG)	529 Enrolled 9 Apps	495 Current Enrolled apps	N/A	N/A	N/A
8	<b>100% Data Submission Accuracy</b>	N/A	October Submission Complete	N/A	N/A	N/A
9	<b>90% Stakeholder Satisfaction</b>	N/A (End of Semester for Survey)	TBD (Sending out on 12/8/23)	N/A	N/A	N/A

# Coversheet

## MDS Update

<b>Section:</b>	III. Program Committee
<b>Item:</b>	C. MDS Update
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	MDS Cycle 3 Stepback- 23-24.pdf



# Cycle 3 Updates 23-24

Dr. K  
Managing Director of  
Schools



## 23-24 School Year

Goal	Target	Cycle 1	Cycle 2	Cycle 3
<a href="#">MO Map Achievement</a>	30% Advanced 60% Proficient 90% Basic	Not yet measured	<u>MS ELA:</u> 56% Below, 18% Basic, 15% Proficient, 11% Advanced <u>MS Math:</u> 71% Below, 16% Basic, 7% Proficient, 6% Advanced <u>MS Science:</u> 5th Grade RIT 191.1 National Average 208/ 6th Grade RIT 197.8 National Average 214/ 7th Grade RIT 211.9 National Average 220/ 8th Grade RIT 211.6 National Average 224	<u>MS ELA:</u> 56% Below, 18% Basic, 15% Proficient, 11% Advanced <u>MS Math:</u> 71% Below, 16% Basic, 7% Proficient, 6% Advanced <u>MS Science:</u> 5th Grade RIT 191.1 National Average 208/ 6th Grade RIT 197.8 National Average 214/ 7th Grade RIT 211.9 National Average 220/ 8th Grade RIT 211.6 National Average 224
<a href="#">EOC Achievement (9th Grade 22-23)</a>	30% Advanced 60% Proficient 90% Basic	Not yet measured	Biology 10% (-20%) 34% (-26%) 73% (-17%) Algebra 18% (-12%) 34% (-26%) 63% (-27%)	Biology 10% (-20%) 34% (-26%) 73% (-17%) Algebra 18% (-12%) 34% (-26%) 63% (-27%)
GPTW	85% GPTW	Not yet measured	<b>MS: 38%</b> <b>HS: 85%</b>	<b>MS: 38%</b> <b>HS: 85%</b>
<a href="#">NWEA Growth</a>	70% of scholars meet their grow target	Not yet measured	Fall NWEA 9/6/23 - 9/8/23	Winter NWEA 01/09/24 - 01/11/24
CSI Growth	50% of Students meet 2+ Growth	Not yet measured	Not yet measured	<a href="#">MS CSI</a> HS CSI
Mentoring Effectiveness	75% of mentoring expectations met	Not yet measured	<b>Off Track:</b> 1) # of families receive a weekly communication; 2) % of scholars set a goal each week; 3) % of scholars receive a check-in last two weeks	<b>MS Dashboard (44%)</b> <b>HS Dashboard (43%)</b>
<a href="#">Average Daily Attendance</a>	95% ADA	<b>MS: 94.47%</b> <b>HS: 90.64%</b>	<b>MS: 91%</b> <b>HS: 87%</b>	<a href="#">MS 87.17%</a> <a href="#">HS 82.61%</a>
<a href="#">School Review</a>	90% of Kairos Classes meet Min. Summit Expectations during EOY School Review/30% of classes are rated	Off Track	Teaching and Learning: Purposeful Teaching & Professional Development School Culture: Collective Responsibility and Family Involvement Leadership: Communication <b>Powered by BoardOnTrack</b>	<b>MS: 30.76%</b> <b>HS: 36.36%</b> <b>Average: 33%</b>

## 23-24 School Year

Goal	Target	Cycle 1		Cycle 2		Cycle 3	
<a href="#">Stakeholder Satisfaction</a>	85% Satisfaction on EOY Survey  50% Participation	MS Staff: 100% SAT/ 35% PC MS Students: 95% SAT/ 9% PC 95% SAT/ 9% PC MS Family: Error SAT/ 23% PC	HS Staff: 100% HS Students:  HS Family: 97%	MS Staff: 87% SAT/ 56% PC MS Students: 51% SAT/ 12% PC MS Family: 70% SAT/ 34% PC	HS Staff: 99% SAT/ 25% PC HS Students: 98% SAT/ 17% PC HS Family: 90% SAT/ 33% PC	MS Staff: 49% SAT/ <b>32% PC</b> MS Students: 85% SAT/ <b>3% PC</b> MS Family: 68% SAT/ <b>22% PC</b>	HS Staff: 91% SAT/ <b>42% PC</b> HS Students: 70% SAT/ <b>4% PC</b> HS Family: 94% SAT/ <b>9% PC</b>
<a href="#">Student persistence</a>	85% Student Persistence	<b>MS: 99.45%</b> <b>HS: 99.71%</b>		<b>MS: 98.62%</b> <b>HS: 99.14%</b>		<b>MS: 94.50%</b> <b>HS: 97.53%</b> <b>Average: 95.82%</b>	
Staff Retention	85% Employee Retention	<b>On Track 95.48%</b>		<b>88% Combined</b> <b>MS: 34/38= 89%</b> <b>HS: 32/33 = 97%</b>		MS: HS:	
Grow	85% of teachers and leaders receive quality feedback in Grow weekly )	MS: <b>Off track</b> HS: <b>Off track</b>		MS: <b>Off track</b> HS: <b>Off track</b>		MS HS	
<a href="#">School Leadership Levers</a>	90% proficient on SLL	Nilesh: 0/10 Tambra: 0/10 Adaure: 0/10		Nilesh: 1/10 Tambra: 0/10 Adaure: 1/10		Nilesh: 2/10 Tambra: 1/10 Adaure: 3/10	
Instructional Look Fors	85% of teachers proficient the Summit instructional look-for	<b>Off Track</b>		MS: unable to currently measure HS: unable to currently measure		<b>Under Construction</b>	
<a href="#">IEPs 504</a>	Ensure 100% of IEP and 504 completed and goals met in MS and HS	92% of IEPs completed; 17 504s identified. 100% progress towards IEP goals. Progress reports detailing progress will be delivered at end of Cycle 2 with report cards.		MS IEPs: 20/40 MS 504's:  HS IEPs: 20/49 HS 504s:		MS IEPs: 25/40 MS 504's:  HS IEPs: 26/49 HS 504s:	
				Powered by BoardOnTrack		Expired from last year MS: 5/5 Expired from last year HS: 7/8	

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# School Network Team Cycle 4 Priorities

## SCHOOL LEADER

## CYCLE PRIORITIES

**TAMBRA PENDLETON**  
MIDDLE SCHOOL PRINCIPAL

Academic Excellence  
Academic Excellence  
(Instructional-Look-Fors &  
Standard mapping )

Agency and Executive  
Functioning  
Mentoring Effectiveness

SLL: Level 1  
Driving Instructional  
Excellence  
1C, 1D, 3B

**NILESH PATEL**  
HIGH SCHOOL PRINCIPAL

Academic Excellence  
(Instructional-Look-Fors &  
Standard mapping )

Agency and Executive  
Functioning  
Mentoring Effectiveness

SLL: Level 1  
Driving Instructional  
Excellence  
1C, 1D, 3B

**ADAURE NDUKA**  
PRINCIPAL IN RESIDENCE

TFA IGNITE

Academic Excellence  
(Instructional-Look-Fors &  
Standard mapping )

SLL: Level 1  
Driving Instructional  
Excellence  
1C, 1D, 3B

**JEREMY LO**  
DIRECTOR OF STUDENT SUPPORT SERVICES

CSI

IEP AND 504  
COMPLIANCE

MTSS

**LAURIEL BRISTOL**  
DIRECTOR OF STUDENT EXPERIENCE

MENTORING  
EFFECTIVENESS

PANORAMA

Mid-Year NWEA

# Coversheet

## Staff Human Resources Update

<b>Section:</b>	IV. Finance Committee
<b>Item:</b>	C. Staff Human Resources Update
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	Finance and HR Cycle 3 Updates.pdf



## Finance and HR Cycle 3 Updates



# Finance and HR Network Goals

GOAL	TARGET	CYCLE 1	CYCLE 2	CYCLE 3
Financial Goals Meet	85%	60%	60%	60%
New Employee Survey Satisfaction	90%	91.70%	85%	85%
Teacher/employee retention	85%	98.48%	97%	97%
GPTW	85%	NA	71%	71%
Performance Goals Submitted	90%	NA	88% <small>(EOY 23-24)</small>	36% <small>(BOY 24-25)</small>
Hiring 24-25 (90%)	90%	NA	NA	NA





# MDFHR Cycle 4 Priorities

<b>Start Budget Development</b>	Have process in place to develop Budget	High	First Draft of budget shared with Senior team by 12/15	Schedule Meeting with Budget team by 01/15/2023
<b>Review Financial Hand Book</b>	Update handbook for 24-25.	Medium	Review 23-24 Financial. Make update to Spend list (if needed )	Prepare update to stipends list and share with KG by 02/05
<b>Start FAST Meetings</b>	Meet school and network leaders to SY 24-25	HIGH	Review 23-24 FAST Glows and Grows. OCS FAST start process (Budget, Talent, Operations and Academics.)	Have dates set and assign task to leaders.





# Coversheet

## Newest Financials

<b>Section:</b>	IV. Finance Committee
<b>Item:</b>	D. Newest Financials
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	Board Kairos October 2023 Financial Report.xlsx

## Notice

The following file is attached to this PDF. You will need to open this packet in an application that supports attachments to pdf files, e.g. [Adobe Reader](#):

Board Kairos October 2023 Financial Report.xlsx

# Coversheet

## Governance Committee goals update

<b>Section:</b>	V. Governance Committee Updates
<b>Item:</b>	A. Governance Committee goals update
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	CoS - Cycle 3 Update.pptx.pdf



# Sr. Leader Cause Reflections

Quarterly Priorities On Track (At end of Cycle)	Cycle Priorities On Track (At end of Cycle)	Big Rocks on Track (At end of Cycle)	Driver Goals on Track (By end of Cycle)
<p>Currently 5/6 of my priorities are on track for the quarter.</p> <p>Continuous School Improvement Process (On Track)            Charter Renewal (On Track)            Tiered Monitoring (On Track)            Board Satisfaction (On Track)            Board Committee Goal Monitoring (On Track)            School Operating Mechanisms Support (On Track)</p>	<p>Currently 5/5 of my priorities are on track.</p> <p>Tiered Monitoring Management (On Track)            Charter Renewal (On Track)            Board Support (On Track)            Board Goal Tracking (On Track)            School Operating Mechanism Support (On Track)</p>	<p>Currently 3/5 of my big rocks are on track.</p> <p>90% of Board Committees meet EOY Goals (Unknown)            90% Satisfaction on undated Board Survey (On Track)            85 % GPTW for Senior Team (On Track)            1 Lesson per Cycle (Off Track)            90% of managers executive proficiency in operating mechanisms by EOY (Off Track)</p>	<p>Currently 3/5 of my driver goals are on track.</p> <p>90% Satisfaction on EOY board survey (On Track)            90% of Board Committees meet EOY Goals (On Track)            90% Accurate APR (DESE) and AR (MCPSC) submission and reporting. (On Track)            85 % GPTW for Senior Team (On Track)            90% of managers executive proficiency in operating mechanisms by EOY (Off Track)</p>

## What I will key causes have I identified to my results

<p><b>Gaps in my Knowledge set</b> (what did I not know enough of?)</p> <ul style="list-style-type: none"> <li>I did not know that KA had to submit McKinney Vento documentation for Tiered Monitoring in January</li> </ul>	<p><b>Gaps in my Skill Set</b> (what did I not have enough skill for?)</p> <ul style="list-style-type: none"> <li>I should increase my skills and knowledge of state reporting practices and requirements. In Year of this role I focuses on MCPSC as a stakeholder, I plan to focus the second half of this year on DESE monitoring, it's essential because its a monitoring year.</li> </ul>	<p><b>Gaps in my Mind Set</b> (What did I not have the right mind about?)</p> <ul style="list-style-type: none"> <li>N/A</li> </ul>	<p><b>Gaps in my Action Set</b> (What did I just not do?)</p> <ul style="list-style-type: none"> <li>I didn't attend the DESE conference.</li> </ul>
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# Sr. Leader Next Step Accountability

What will I do next?	When will I do it by (Date)?	How will I know its complete (Success Criteria)?	What help do I need from my team?
<ul style="list-style-type: none"> <li>Meet with Student Services team the first week of January to ensure we are on track with submission</li> </ul>	<ul style="list-style-type: none"> <li>January 4</li> </ul>	<ul style="list-style-type: none"> <li>I have deep knowledge of gaps and successes in our teams McKinney-Vento practices</li> </ul>	N/A
<ul style="list-style-type: none"> <li>Receive feedback on CSIP submission from Craig Larson, share it with the team and board</li> </ul>	<ul style="list-style-type: none"> <li>December 15, 2023</li> </ul>	<ul style="list-style-type: none"> <li>Received copy of feedback</li> </ul>	N/A
<ul style="list-style-type: none"> <li>Spend time in February learning PowerSchool and state reporting practices</li> <li>Use FAST Start meetings to share important due dates for data</li> </ul>	<ul style="list-style-type: none"> <li>Administration/learning days are present on the calendar</li> </ul>	<ul style="list-style-type: none"> <li>I know the basics of Powerschool and understand the State reporting requirements</li> </ul>	N/A
<ul style="list-style-type: none"> <li>Collaborate with school leaders to ensure I observe operating mechanisms in Q3</li> </ul>	<ul style="list-style-type: none"> <li>Operating mechanism observation days are on the calendar by January 5, 2023</li> </ul>	<ul style="list-style-type: none"> <li>I've observed 3 team Huddles and 3 team Tacticals.</li> </ul>	<ul style="list-style-type: none"> <li>Joint collaboration with direct reports on the facilitation and fidelity of operating mechanisms</li> </ul>

## What needs to develop to ensure I hit my results

<p><b>Gaps in my Knowledge set</b> (what did I not know enough of?)</p> <ul style="list-style-type: none"> <li>Core data requirements</li> </ul>	<p><b>Gaps in my Skill Set</b> (what did I not have enough skill for?)</p> <ul style="list-style-type: none"> <li>Powerschool knowledge and implementation</li> </ul>	<p><b>Gaps in my Mind Set</b> (What did I not have the right mind about?)</p> <ul style="list-style-type: none"> <li>N/A</li> </ul>	<p><b>Gaps in my Action Set</b> (What did I just not do?)</p> <ul style="list-style-type: none"> <li>N/A</li> </ul>
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# Coversheet

## CEO Succession Plan

<b>Section:</b>	V. Governance Committee Updates
<b>Item:</b>	F. CEO Succession Plan
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	Succession Planning Kairos Draft.docx (2).pdf



# Charter School CEO Succession:

## Emergency Succession Planning and Long-Term Talent Development Strategy

There are two factors to consider in succession planning: emergency succession planning and a long-term talent development strategy.

Here's the difference between them.

Emergency Succession Planning provides a written plan that clarifies for the board, school staff, and families which staff members would own critical responsibilities and which staff members would report to the board if the CEO was suddenly unable to serve in their role.

Long-Term Talent Development Strategy can be as specific as an agreement on a future successor for the CEO and a timeline for the transition or a more general planning process to ensure that the organization has in place policies and practices to build the next generation of leadership.

To ensure your charter school, CEOs and boards must ensure that their organization has an emergency succession plan and long-term talent development strategy.





## Building Your Emergency Succession Plan

Your emergency succession plan clarifies who would be responsible for managing which aspects of the school and who would report to the board if the CEO became suddenly unavailable to do their job.

*Follow good processes to finalize, communicate, and maintain your plan.*

The creation of an emergency succession plan originates with the CEO. The CEO drafts the plan, shares it with the CEO Support and Evaluation Committee, receives feedback, and revises it as necessary.

The final document is then shared with the full board for an official vote to accept the emergency succession plan.

Once the board approves the plan, it should be communicated to senior staff. While it can be uncomfortable to discuss emergency succession, key staff must know what they are responsible for if something comes up.

Finally, commit to reviewing your plan annually to make any necessary updates. This is best done at your September or October board meeting or annual board retreat.



## CEO's guide to drafting an Emergency Succession Plan

### 1. Start with your CEO job description.

Confirm that it truly reflects the CEO's significant responsibilities. If not, revise the job description or, at least, document all responsibilities that are not reflected in the job description.

Then, list the categories of the primary responsibilities, with notes on the key pieces of each.

### 2. Assign each category of responsibility to a specific staff member.

Ideally, especially in an emergency, responsibility for the entire job would rest with one successor. But this is often not feasible. If so, divide the responsibilities between no more than two or three people. [See the examples on the following pages.](#)

### 3. Create talent development plans as needed.

Consider carefully what skills or background knowledge these staff members might need to develop to fulfill these succession responsibilities successfully.

Also, consider whether your designated successors have the necessary relationships with the key constituencies (students, families, staff, donors, authorizers, community leaders, etc.).

Then, create action plans for filling these gaps. [See the examples on the following pages.](#)



## Example Responsibility Categories for Assignment to Emergency Successors with Key Learning Needs and Action Plans

Responsibility Category	Academic Excellence
Designated Successor	Dr. Kendrah Underwood
Key Responsibilities	<ul style="list-style-type: none"> <li>• Develop and manage the performance of the principals instituting accountability systems to ensure that charter promises are met and exceeded.</li> <li>• Develop and lead the process for assessing the needs of the instructional program and planning, implementing, and evaluating short- and long-term academic goals.</li> <li>• Supervise the processes for recruitment, selection, initial training, ongoing professional development, and evaluation of teachers and staff.</li> </ul>
Designated Successor Development Plan	<p>Meetings with State Accountability Officials: The CEO has always done this; Dr. Underwood should participate with him this year so she would be ready to fulfill this role under the succession plan.</p> <p>Charter Terms/Accountability: Dr. Underwood is unfamiliar with our charter terms or authorizer; she should review the charter agreement and discuss it with the CEO; she should host and be in the debrief for this year's authorizer visit (renewal).</p>



Responsibility Category	Mission, policy, and planning
Designated Successor	Mr. Jack Krewson
Key Responsibilities	<ul style="list-style-type: none"> <li>● Helps the Board determine Kairos values, mission, vision, and short- and long-term goals.</li> <li>● Helps the board monitor and evaluate Kairos' relevancy to the community, effectiveness, and results.</li> <li>● Keeps the board fully informed on the condition of Kairos and all the essential factors influencing it.</li> <li>● Identifies problems and opportunities and addresses them; bring those appropriate to the board and/or its committees; and facilitates discussion and deliberation.</li> <li>● Informs the Board and its committees about trends, issues, problems, and activities to facilitate policy-making. Recommends policy positions.</li> <li>● Keeps informed of developments in public education reform, the charter school movement, not-for-profit management and governance, philanthropy, and fund development.</li> </ul>
Designated Successor Development Plan	<p>Experience Working with Board:</p> <p>Mr. Krewson has experience working with this other board. Mr. Krewson should begin attending board meetings and being a leader in the strategic planning process. Should begin working with the CEO to create and deliver the monthly reports on strategic planning to the board.</p>



Responsibility Category	Management and administration
Designated Successor	<p>Dr. Underwood: oversees and manages instructional staff</p> <p>Mr. Nathan Jacobs (COO): oversees and manages operations staff</p>
Key Responsibilities	<ul style="list-style-type: none"> <li>• Provides general oversight of all Kairos activities, manages the day-to-day operations, and assures a smoothly functioning, efficient Charter School.</li> <li>• Assures program quality and charter school stability and sustainability through developing and implementing standards and controls, systems and procedures, and regular evaluation.</li> <li>• Assures a work environment that recruits, retains, and supports quality staff and volunteers. Assures process for selecting, developing, motivating, and evaluating staff and volunteers.</li> <li>• Recommends staffing and financing to the board of trustees. In accordance with board action, recruits personnel negotiates professional contracts, and sees appropriate salary structures are developed and maintained.</li> <li>• Specifies accountabilities for management personnel and evaluates performance regularly.</li> </ul>
Designated Successor Development Plan	



Responsibility Category	Finance
Designated Successor	Mr. Ben Jackson (Director of HR and Finance)
Key Responsibilities	<ul style="list-style-type: none"> <li>• Promotes programs and services that are produced cost-effectively, employing economy while maintaining an acceptable level of quality.</li> <li>• Oversees the fiscal activities of the charter school, including budgeting, reporting, and audit.</li> <li>• Works with the board to ensure financing to support short- and long-term goals.</li> <li>• Assures an effective fund development program by serving as the chief development officer or hiring and supervising an individual responsible for this activity.</li> <li>• Helps guide and enable the Board, its fund development committee(s), and its board members to participate actively in the fund development process.</li> <li>• Helps the board and its development committee design, implement, and monitor available fundraising plans, policies, and procedures.</li> <li>• Participates actively in identifying, cultivating, and soliciting donor prospects.</li> <li>• Assures the availability of materials to support solicitation.</li> <li>• Assures the development and operation of gift management systems and reports for quality decision-making</li> </ul>



Designated  
Successor  
Development Plan

#### Fund Development:

- This would be a completely new area for Mr. Jackson
- He should "ride along" with the CEO on at least three primary donor visits this year and host two
- The CEO and Development Committee chair should make sure Mr. Jackson is introduced to all of our \$1,000+ donors
- Mr. Jackson should serve on the board committee planning the gala



Responsibility Category	Governance
Designated Successor	Ms. Marnae Chavers (Chief of Staff)
Key Responsibilities	<ul style="list-style-type: none"> <li>● Helps the board articulate its role and accountabilities and that of its committees and individual members and helps evaluate performance regularly.</li> <li>● Works with the board chair to enable the board to fulfill its governance functions and facilitate the optimum performance by the board, its committees, and individual board members.</li> <li>● With the board chair, focuses board attention on long-range strategic issues.</li> <li>● Manages the board's due diligence process to ensure timely attention to core issues.</li> <li>● Works with the board officers and committee chairs to get the best thinking and involvement of each board member and to stimulate each member to give his or her best.</li> <li>● Recommends volunteers to participate in the board and its committees.</li> </ul>
Designated Successor Development Plan	<p>General Governance Knowledge:</p> <ul style="list-style-type: none"> <li>● Ms. Chavers should complete the webinar strand on general charter school management on the Kairos website</li> <li>● Relationship with the Board: Ms. Chavers should start attending board meetings regularly and should take the lead in facilitating this year's board roles &amp; responsibilities development process</li> </ul>





Responsibility Category	Community relations
Designated Successor	Mr. Jack Krewson
Key Responsibilities	<ul style="list-style-type: none"> <li>• Facilitates the integration of Kairos into the fabric of the community by using effective marketing and communications activities.</li> <li>• Acts as an advocate, within the public and private sectors, for issues relevant to Kairos, its services, and constituencies.</li> <li>• Listens to students, parents, volunteers, donors, and the community to improve services and generate community involvement. Assures community awareness of Kairos' response to community needs.</li> <li>• Serves as chief spokesperson for Kairos, assuring proper representation of Kairos to the community.</li> <li>• Initiates, develops, and maintains cooperative relationships with key constituencies.</li> <li>• Works with legislators, regulatory agencies, volunteers, and representatives of the charter community to promote legislative and regulatory policies that encourage a healthy community and address the issues of Kairos' constituencies.</li> </ul>
Designated Successor Development Plan	<ul style="list-style-type: none"> <li>• Exposure to the community/experience representing the school publically:</li> <li>• Mr. Krewson should present the family information sessions that proceed with the lottery this year</li> <li>• He should "ride along" with the CEO on at least three meetings with local politicians or community leaders this year</li> </ul>

## The Board's Role in Building a Long-Term Talent Development Strategy

The most crucial role a board can play in developing a long-term succession strategy is to ask intelligent questions that help the CEO to articulate what the organization is doing to grow future generations of leadership.

These questions include:

- What part of the interview process for teachers or other staff is intended to gain insight into their capacity for and interest in future leadership?
- How would your CEO assign each staff person to the following key talent pipeline categories today?
  1. Those with strong leadership potential
  2. Those who may have leadership potential
  3. Those who do not possess significant leadership potential.
- What's the CEO's process for assessing which staff members are in which of the above categories? What is your CEO's plan for each?
- How does your school reward or invest in those with high leadership potential?
- What opportunities exist to allow teachers to explore their potential and grow into organizational leadership roles? (E.g., grade team or department level chairs, enrichment coordinator, summer academy administrator, Saturday school administrator, etc.)
- How is your CEO feeling about their career progression? What do they imagine doing professionally in three to five years? (Revisit this question yearly as part of the CEO's annual review.)

### Recommended Action Steps

1. The CEO writes a report outlining his or her thoughts on longer-term succession management.  
This document should contain answers to the questions above and other relevant information.
2. The CEO then shares this document with the CEO Support and Evaluation Committee,  
receives feedback, and revises it as necessary.
3. The revised plan is shared with the entire board for an official vote to accept the intent of the  
succession management plan and the creation of specific goals and expectations for the CEO that  
may emerge from this process.

# Coversheet

## 23-24 Board Calendar

<b>Section:</b>	V. Governance Committee Updates
<b>Item:</b>	G. 23-24 Board Calendar
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	Final Board Dates SY23-24 (2).pdf



## SY 23-24 Board Dates

	Board Date	Facilities at 2 p.m. the Wednesday Prior to the Board Meeting	Programming at 5 p.m. the last Monday prior to the Board Meeting	Finance at 8 am on the last Tuesday of the month	Governance at 6 p.m. the Wednesday Prior to the Board Meeting	Executive Committee at 7 p.m. the Wednesday prior to the Board Meeting
Board Retreat	7/22					
July	Not Applicable	7/28	Not Applicable	7/25	Not Applicable	Not Applicable
August	Not Applicable	8/25	Not Applicable	8/29	Not Applicable	Not Applicable
Cycle 1	9/21	9/15	9/18	9/19	9/20	9/20
Cycle 2	11/2	10/27	10/30	10/31	11/1	11/1
November		11/17		11/28		
Cycle 3	12/14	12/13	12/11	12/12	12/13	12/13
Mid-Year Board Retreat	Jan 6 or Jan 13					
January	Not Applicable	1/10	Not Applicable	1/30	Not Applicable	Not Applicable
Cycle 4	N/A	2/7	2/5	2/6	2/7	
Cycle 5	3/28	3/27	3/25	3/26	3/27	3/27
April		4/24		4/30		
Cycle 6	5/23	5/22	5/20	5/21	5/22	5/22
Cycle 7	6/27	6/26	6/24	6/25	6/26	6/26