



Kairos Academies

Kairos Academies Monthly Board Meeting

NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Published on June 27, 2023 at 3:52 PM CDT

Amended on June 29, 2023 at 4:07 PM CDT

Date and Time

Thursday June 29, 2023 at 6:00 PM CDT

Location

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

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

Agenda

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

	Purpose	Presenter	Time
	Kairos empowers students to direct their own lives and learning.		
E.	Vision Statement		
	By offering a 21st-century school model, Kairos will empower parents with a meaningful alternative to the traditional structures that have subjugated children and segregated families in our city for over a century. If Kairos achieves its mission, our graduates will develop the academic function to unlock post-secondary opportunities and the executive function to thrive in whichever opportunity they choose. Wherever they go, graduates will exercise meaningful agency among their peers, leading themselves and the institutions that structure their communities.		
F.	Approve June 1, 2023 Board Meeting Minutes	Approve Minutes	
II.	Executive Committee Updates		
A.	KA Strategic Plan (Vote)		
B.	MCPSC APR Update		
III.	Finance Committee Updates		6:00 PM
A.	SY 23-24 Budget (Vote)		
B.	Monthly Financials (May) (Approve)		
C.	Vote of SY 23-24 PCs and Color Art purchase (Vote)		5 m
IV.	Governance Committee Updates		6:05 PM
A.	CEO Evaluation Process		
B.	Board /Advisor Member Recruitment		
V.	Program Committee Updates		
A.	Academic Data Review		
B.	Testing		

	Purpose	Presenter	Time
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VI. Facilities Committee Update**A.** Community Engagement Update**B.** Closed Session

RSMo Section 610.021.(2)

VII. CEO Updates**6:05 PM****A.** Senior Leadership March Goal Updates**B.** Board Approved calendar update (Vote)

5 m

C. School Org Goals

5 m

VIII. Closing Items**6:15 PM****A.** Adjourn Meeting

Vote

empowering students to direct their own lives and learning www.kairosacademies.org 2315 Miami St., St. Louis, MO 63118 hq@kairosacademies.org 314-252-0602

Coversheet

Approve June 1, 2023 Board Meeting Minutes

Section:	I. Opening Items
Item:	F. Approve June 1, 2023 Board Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Kairos Academies Board Meeting on June 1, 2023

APPROVED



Kairos Academies

Minutes

Kairos Academies Board Meeting

NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Date and Time

Thursday June 1, 2023 at 6:00 PM

Location

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

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

Directors Present

A. Jackson (remote), A. Sullivan (remote), E. Schlafly (remote), K. Kerr (remote), M. Vachow (remote), N. Plair (remote), W. Young (remote)

Directors Absent

H. Eastwood, K. Owen

Ex Officio Members Present

K. Graham (remote)

Non Voting Members Present

K. Graham (remote)

Guests Present

B. Jackson (remote), M. Chavers (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Jackson called a meeting of the board of directors of Kairos Academies to order on Thursday Jun 1, 2023 at 6:05 PM.

C. Public Comment

No public comments

D. Mission Statement

Aaron recited the mission statement

E. Vision Statement

Aaron recited the vision statement

F. Approve April 27, 2023 Board Meeting Minutes

W. Young made a motion to approve the minutes from Kairos Academies Monthly Board Meeting on 04-27-23.

A. Sullivan seconded the motion.

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

II. Finance Committee Updates

A. Draft Budget Update

Khalil and Bennie have provided a budget one pager in addition to supporting documents for approval next month.

Bennie shared an overview of the 23-24 Budget. Some highlights..

- projecting \$11.4mm Rev / \$11.3mm Expenses
- projecting 90% enrollment ('22 was 86%)
- 95% staff retention between '22 and '23

B.

Monthly Financials (March and April)

Current cash on hand is ~\$1.2mm with a forecasted ending cash balance of ~\$2.1mm

A. Jackson made a motion to to approve March and April finances.

A. Sullivan seconded the motion.

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

C. Kairos Academies 2022 990

W. Young made a motion to approve the 2022 990.

A. Jackson seconded the motion.

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

III. Executive Committee Updates

A. Strategic Planning Update

The strategic priorities are set. Kairos received feedback from stakeholders. The overwhelming push was implementation of the plan. The final version will be available during the June board meeting.

B. Policies and Documents for Voting

K. Kerr made a motion to (1) approve the Community Development Administration (CDA) contract as part of our CDA NOFA Application and (2) authorize Jack Krewson to sign the CDA contract documents on behalf of Kairos Academies.

E. Schlafly seconded the motion.

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

C. Gavin Request

Gavin requested pay for services as a representative of Kairos Vanguard. Our professional relationship with Kairos Vanguard has ended and does not require a response.

IV. Governance Committee Updates

A. CEO Evaluation Process

We should have received Khalil's self-evaluation. We also need to submit our evaluations of Khalil.

B. Advisory Committee Updates

Mia Howard will join as an advisor for the Program Committee. We are still evaluating other committee advisors.

V. Program Committee Updates

A.

Testing

98% of the students have tested this month. NWEA testing starts next week and the feedback returns immediately.

VI. Facilities Committee Update

A. Community Engagement Update

president of the neighborhood association and the current alderman will offer letters of support for the zoning variance.

B. Closed Session

A. Jackson made a motion to enter executive session IAW RSMo 610.021.(2).

K. Kerr seconded the motion.

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

Roll Call

H. Eastwood Absent

N. Plair Aye

W. Young Aye

A. Jackson Aye

K. Kerr Aye

K. Owen Absent

M. Vachow Aye

A. Sullivan Aye

E. Schlafly Aye

A. Jackson made a motion to exit executive session IAW RSMo 610.021.(2).

K. Kerr seconded the motion.

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

Roll Call

K. Kerr Aye

N. Plair Aye

W. Young Aye

A. Jackson Aye

A. Sullivan Aye

E. Schlafly Aye

H. Eastwood Absent

M. Vachow Aye

K. Owen Absent

VII. CEO Updates

A. Discussion

There will be a presentation at the end of June which shows a data compilation of our academic and operational improvements

VIII. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:30 PM.

Respectfully Submitted,
K. Kerr

empowering students to direct their own lives and learning www.kairosacademies.org ☎ 2315
Miami St., St. Louis, MO 63118 ☎ hq@kairosacademies.org ☎ 314-252-0602

Coversheet

KA Strategic Plan (Vote)

Section:	II. Executive Committee Updates
Item:	A. KA Strategic Plan (Vote)
Purpose:	
Submitted by:	
Related Material:	Strategic Plan June 29 Board Meeting.pdf



2023-27 Strategic Plan for Board Approval

June 29, 2023

Where we are in the process

1. Board will vote on whether to approve the strategic plan at the June 29 Board meeting
2. Leadership Team will give board business model aligned to strategic plan by September board meeting for discussion and vote
3. Leadership Team will define implementation plan summer 2023, including proposed calendar for accountability check ins against strategic plan

Table of Contents

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 - b. Profile of a Graduate
3. What we do
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 - b. Theory of Action
 - c. Strategic Initiatives to Drive Impact
4. Organizational Goals
5. How we'll get there: Phasing
6. Appendix

1. Executive Summary

Our vision is to prepare St. Louis students to design their own stories and thrive in an ever-changing world.

We will do this by achieving **our mission** which is to empower students to direct their own lives and learning.

We will achieve our mission by focusing on three **core school features**:

1. Rigorous, personalized, project-based academics
2. Agency and executive functioning development
3. A healthy organization that meets the needs of our community-students, families, faculty, neighborhood

We will invest in **key strategic initiatives that strengthen our core model** so that Kairos scales with quality:

1. **Codify and implement our comprehensive academic model** with fidelity and consistency (Rigorous curriculum, targeted support, personalized and project-based learning)
2. **Refine, codify, implement, and ensure consistent quality of our agency and executive functioning model** (Mentoring, social-emotional learning, student health and safety, and student ownership/accountability)
3. **Strengthen organizational health** to ensure a financially sustainable organization, build a best-in-class talent system, improve communications, and secure a facility that meets the needs of our community.

We will know we have succeeded when we achieve at least 90% of our academic, agency/exec functioning and organizational health metrics

Summary by the #s:

Strategic plan scales Kairos to full middle and high school enrollment

	SY 2023-24	SY 2024-25	SY 2025-26	SY 2026-27 FULLY ENROLLED
Grades served	5-9	5-10	5-11	5-12
# Students	500?	650	800	950
# Staff Network # Staff School				
Total Revenue	TBD by 9/23	TBD by 9/23	TBD by 9/23	TBD by 9/23
Total Expense	TBD by 9/23	TBD by 9/23	TBD by 9/23	TBD by 9/23
Net Income	TBD by 9/23	TBD by 9/23	TBD by 9/23	TBD by 9/23
Facilities	HS Closing and Building	Building	Opening	

2. Who we are

Mission, Vision, Values, Profile of a Graduate

**Our mission is to
empower students
to direct their own
lives and learning.**

**Our vision is to
prepare St. Louis
students to design
their own future and
thrive in an
ever-changing world.**

Values

When the Kairos community leans into our **values** of **excellence**, **agency**, **diversity**, and **love**, we create collective **empowerment**.



Kairos Values

- We give 100% of what we have daily by being present and engaged.
- We apply a growth mindset, embracing feedback.
- We regularly define and redefine our best practices in order to improve performance and satisfaction.
- We recognize that success is not always measured by a number.

Love

- We intentionally spend time building connections
- We follow through on our commitments
- We express empathy and understanding toward each other
- We are respectful to each other and communicate honestly.



Diversity

- We proactively disrupt inequity.
- We celebrate differences as they bring value to our community and ourselves.
- We recognize unconscious bias and build cultural competence.
- We commit to diverse learning across our organization.

Powered by BoardOnTrack

Agency

- We initiate change when we see something isn't working.
- We own the decisions we make and their related outcomes.
- We encourage each other to take our own path and learn from mistakes.
- We seek input from others when making decisions.

Profile of a Kairos Graduate

A Kairos Graduate is a...

Lifelong Learner prepared to thrive in an ever-changing world.

- **Content master.** A Kairos graduate has acquired core academic knowledge and skills critical for access to college and a living-wage career.
- **Critical thinker and problem solver.** A Kairos graduate thinks “outside the box”, uses data to search for solutions, and considers multiple perspectives to creatively solve the real-world challenges.

Leader that strengthens their families, neighborhoods, cities, and the world.

- **Advocate.** A Kairos graduate values their own voice and uses it to advocate for what’s right. They communicate and collaborate with others to make positive change in their community.
- **Emotionally Intelligent.** A Kairos graduate knows themselves and is attuned to others. They negotiate the needs of each to better manage themselves and more effectively lead.

Architect of their own life.

- **Self-directed.** A Kairos graduate knows *how* to learn. They have the critical life skills they need to marshall their organization and time management skills. They set goals for themselves, take actions toward those goals, and reflect on their decisions both to reach their intended outcome and to grow in the process.
- **Resilient.** A Kairos graduate maintains emotional balance—even as they persevere through adversity.

Connector who embraces and appreciates diversity in all forms.

- **Interculturally competent.** A Kairos graduate works and communicates effectively with people from different cultural backgrounds. They approach others with an open heart and open mind; they seek and appreciate different perspectives.
- **Bridge builder.** A Kairos graduate interrogates their own biases and uses that understanding to make more equitable decisions, to solve seemingly intractable problems, and to build a more just world.

3. What we do

Value Proposition, Theory of Action,
Big Bets

Value proposition

For St. Louis families from all backgrounds seeking a school anchored in rigorous academics and student-centered support, Kairos equips students for a life of purpose by challenging them to advocate for themselves, make confident choices, connect across lines of difference, and learn *how* to learn.

Theory of Action

Kairos Academies - Kairos Academies Monthly Board Meeting - Agenda - Thursday June 29, 2023 at 6:00 PM

	IF WE....	THEN	BY 2027...
Academic Excellence	Deliver high-quality curriculum and instruction <ul style="list-style-type: none">Engage students in a rigorous, personalized, competency-based curriculumEnsure students apply their learning to real-world problems through a project-based curriculumCreate targeted supports for critical student populations	All students will... <ul style="list-style-type: none">Engage deeply in academics and master content at an individually rigorous paceDevelop the collaboration and critical thinking skills required to thrive in school and lifeLeverage the supports they each need to achieve at high levels	Kairos students are prepared to thrive in an ever-changing world
Agency and Executive Functioning	Empower students and families through relationships <ul style="list-style-type: none">Teach students how to exercise choices within our flexible environment.Partner each student with an on-staff mentor who supports them to set academic goals, make choices toward goals, and reflect and iterate on their decision making process.Cultivate meaningful relationships among students using a structured curriculum.Deepen engagement and a sense of community with our families.	All students and families will... <ul style="list-style-type: none">Adapt to the choice-rich environments of college and the modern economyBuild the executive functioning skills necessary to thrive in work and lifeDevelop an understanding of their identity, their emotions, and how to build healthy relationships with othersBenefit from a home and school community working in partnership to ensure student success and family satisfaction	
Org Health	Scale a community built for the future <ul style="list-style-type: none">Invest in creating transparent and effective systems for talent acquisition, management, and developmentBuild our values into our structures and systemsMaintain a financially sustainable organization that leverages effective operational systems and efficienciesSecure a world-class facility in a cost effective way that responds to family and student needs	All community members will... <ul style="list-style-type: none">Feel connected to Kairos's mission and purposeFeel supported in their own growth and developmentHave the tools, systems, and resources, they need to thrive in their roles, even through scaleHave the facility they need to support a robust middle and high school program	

Strategic Initiatives building a better Kairos:

- Academic Excellence
- Agency and Executive Functioning
- Strengthen Organizational Health

Academic Excellence

Vision: Our students not only learn content, they *learn to learn* by engaging in challenging, rigorous growth opportunities, every day. We integrate a personalized, self-paced curriculum with creative, collaborative project-based learning to ensure students have the content knowledge and critical thinking skills they need to solve real-world problems.

Strategic initiatives to achieve our vision for Academic Excellence:

Rigorous, personalized learning

- Codify the full-scale Kairos Education model to ensure quality and consistent implementation.
- Design and implement portfolio and end-of-year presentation system so that all students reflect on their progress.

Project-based learning

- Provide staff with comprehensive training to implement Summit consistently, with high fidelity.

Equitable/targeted support

- Create Kairos intervention model (Multi-tiered system of support) that includes staffing, curriculum, and instructional strategies and is consistent with Summit and Kairos values .

College and Career Access

- Create key systems to prepare kids to/through college and/or into a liveable wage-career

Agency and Executive Functioning

Vision: Our students understand themselves through individual reflection with their mentor where they make decisions about their own learning within our flexible environment and framework.

Close communication between their mentor and their family both supports and holds students accountable to becoming the person they say they want to be. Students also engage with a close group of their peers to better understand others and themselves and learn how to navigate their emotions, their identity, and their relationships.

Strategic initiatives to achieve our vision for agency and executive functioning:

Individual reflection and growth through 1:1 mentoring

- Create, disseminate, and provide training on structures that standardize key elements of our agency and executive functioning model including
 - Mentoring scheduling and communication processes that track mentoring effectiveness.
 - Executive Functioning curriculum and strategies handbook to support mentors

Executive functioning practice in a choice-rich environment

- Codify, disseminate, and provide training and support on student ownership continuum (choices available to students)

Identity, relationship, and emotional development through being in community with others

- Implement formal SEL programming that leverages a close group of peers to ensure development in community with others.

Strengthen Organizational Health

Vision: Our strong organizational health is essential to the holistic support of our students. Our facilities, systems, structures, and financial health position Kairos to serve our community for generations to come.

Strategic initiatives to achieve our vision for organizational health:

Best-in-class talent and a system to support our team's growth and happiness at Kairos

- Develop comprehensive talent strategy and succession plan
- Improve and codify learning structures including professional development and other learning opportunities throughout the year
- Create a set of keystone events and peak memorable moments to define and reinforce Kairos' unique culture and infuse a sense of joy and appreciation.

Financially sound long-term budget

Improve core communications with all stakeholders

Secure a facility that meets the needs of our community and allows us to live into the academic and extracurricular vision of the school.

4. Organizational Goals

Goals: By June 2027...

Note: Implementation plan includes detailed downstream metrics and annual benchmarks to measure progress over time.

Academic Excellence	<p>Students across all subgroups develop the content knowledge and cognitive skills they need to be college and career ready.</p> <ul style="list-style-type: none"> • 85% of students will meet grade-level Cognitive Skills Rubric (Summit) • Missouri MAP: 30% advanced, 60% proficient or higher, 90% of students are basic or higher • 85% of our students hit their 1x NWEA growth goal
Agency and Executive Functioning	<p>Students will have key social-emotional and executive functioning skills and experience a meaningful connection between school and home.</p> <ul style="list-style-type: none"> • 100% of Kairos graduates have a concrete next step, either are accepted to a four-year college or have a job with a living wage • 85% of students receive "effective" mentoring as measured by survey evaluation tool
Sustainable Organization	<p>Our school is financially healthy and our stakeholders are highly satisfied.</p> <ul style="list-style-type: none"> • Charter renewed in 2023/24 school year • 85% retention rate of highly-effective staff year over year • 85% of faculty and staff rate Kairos as a "Great Place to Work" • 85% student retention rate year over year • 90% Average Daily Attendance ADA (90/90 goal) • Meets financial indicators of Missouri Public Charter School Commission

Goals: Baseline (2023) compared to 2027

	Baseline: 2023 Most baseline data avail Sept 2023	2027
Academic Excellence	Data available August 2023 <ul style="list-style-type: none"> • Cognitive Skills Rubric 2023 • Missouri Map 2023 • % students who hit 1x NWEA goal (data will be avail at end of June) 	<ul style="list-style-type: none"> • 85% of students will meet grade-level Cognitive Skills Rubric (Summit) • Missouri MAP: 30% advanced, 60% proficient or higher, 90% of students are basic or higher • 85% of our students hit their 1x NWEA growth goal
Agency and Executive Functioning	<ul style="list-style-type: none"> • N/A • Tool not developed. Estimate is 23-24 SY 	<ul style="list-style-type: none"> • 100% of Kairos graduates have a concrete next step, either are accepted to a four-year college or have a job with a living wage • 85% of students receive "effective" mentoring as measured by survey evaluation tool
Sustainable Organization	<ul style="list-style-type: none"> • Charter: will know Oct/Nov '23 • Retention rate of highly-effective staff will know August '23 • 64% faculty rate Kairos GPTW (20% growth between fall and spring) • 2022-23 student retention rate: August • 2022-23 ADA: End of June • Meets financial indicators: August 	<ul style="list-style-type: none"> • Charter renewed in 2023/24 school year • 85% retention rate of highly-effective staff year over year • 85% of faculty and staff rate Kairos as a "Great Place to Work" • 85% student retention rate year over year • 90% Average Daily Attendance ADA (90/90 goal) • Meets financial indicators of Missouri Public Charter School Commission

5. How we'll get there

Implementation Roadmap
(Note: summary will be included in final plan.)

SUMMARY: Our near term implementation focus will be on codifying our model and securing our High School facility to ensure we scale with quality.

	SY 2023-24	SY 2024-25	SY 2025-26	SY 2026-27
Academic Excellence				
Agency and Executive Functioning				
Sustainable Organization				

Effort required KEY	Lighter lift	Medium Lift	Heavy lift
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DETAIL: Academic Excellence

	SY 2023-24	SY 2024-25	SY 2025-26	SY 2026-27
Rigorous, personalized learning	<p>Focused standards mapping for ELA/Math w/Summit</p> <p>Introduce student portfolios to schools team</p>	<p>Focused standards mapping for SS/SCI w/Summit</p> <p>Implementation of portfolios W/8th & 11th grade</p>	<p>Focused standards mapping for Electives w/Summit</p> <p>All School implementation</p>	
Project-based learning		<p>Map out PBL toolkit for staff</p>	<p>Training for SY focused on PBL practices</p>	<p>Review of PBL efforts-MS and HS</p>
Equitable/targeted support	<p>Implement RTI team data protocols for CSI populations</p>	<p>Map out Special Pops Framework</p> <p>Codified key trainings and resources for staff</p>	<p>Student and family reviews of key trainings and resources</p>	
College and Career Access		<p>Review of college and career framework and Y1 action plan</p>	<p>Y2 action plan and review of 1st graduating class</p>	<p>Implementation of Kairos through college</p>

DETAIL: Agency and Executive Functioning

	SY 2023-24	SY 2024-25	SY 2025-26	SY 2026-27
Individual reflection and growth through 1:1 mentoring	<p>Transition mentorship ownership to school-based direct managers—all mentors meeting all basic expectations</p> <p>Finalize unifying framework for EF and identify based MESH skills</p> <p>Finalize 101 curriculum for EF skills, taught in advisory</p>	<p>Refine Mentor Coaching and developing cycle (ala instructional development)</p> <p>implement EF 101 curriculum in first 3 months of advisory classes</p> <p>Codify MESH handbook for use by mentors</p>	<p>Teach MESH handbook use-cases to all staff mentors</p>	
Executive functioning practice in a choice-rich environment	<p>Partner with transcend to design/build iterations of ownership continuum for levels for 5-6, 7-8, and 9-10,</p> <p>Build MVP of 11-12 ownership continuum for following year</p>	<p>Transcend: design-build test year 2 revisions</p> <p>Explore state funding opportunities for work from home and work off campus options</p>	<p>Codify work from home and work off campus options for higher level choice students</p>	
Identity, relationship, and emotional development through being in community with others		<p>Compass Camp: Faculty onboarding year (MS and HS)</p> <p>Powered by BoardOnTrack</p>	<p>Compass Camp: Student Implementation Year 1 (MS and HS)</p>	<p>Become certified Powered By Compass Campuses at MS and HS</p>

DETAIL: Sustainable Organization

	SY 2023-24	SY 2024-25	SY 2025-26	SY 2026-27
Best-in-class talent and a system to support our team's growth and happiness at Kairos	<p>Codify talent systems for talent acquisition /Talent Management</p> <p>Beginning implementation of Kairos Career pathway</p>	<p>Codify talent development (schools team/talent team)</p> <p>First full year of Kairos career pathway</p>	Evaluating and doing internal analysis on system effectiveness	
Financially sound long-term budget	<p>Review budget process with use of SAGE</p>	<p>Financial modeling for multi-outcome growth for 5 yrs done annually</p> <p>Scaled growth of finance department</p>	Internal review of financial policies	
Secure a facility that meets the needs of our community	<p>Align facilities plan for phase 1 growth</p>	<p>Map out phase 2 facilities needs</p>	Begin phase 2 facilities process	

6. Next Steps

Financials

The leadership team is working to get the board financials aligned to the the strategic initiatives of the strategic plan

- Awaiting real estate projections (July-September)to create budget
- Org charts aligned to strategic plan are drafted for all four years
- Will need to control for tight budgets in SY23-24 and SY 24-25 while the school is still not fully enrolled.
- **Board will approve budget aligned to strategic plan in September/October 2023**

Next steps for implementation

- **Create accountability calendar** to ensure leadership team and board are clear on roles and discuss progress toward strategic plan across the school year. (Simmons by July 30)
- **Create implementation plan** (LT)
 - Create playbook that organizes documentation of key components of the implementation plan (by July 30)
- **Create communications plan** for strategy (Simmons by July 30)

Coversheet

MCPSC APR Update

Section:	II. Executive Committee Updates
Item:	B. MCPSC APR Update
Purpose:	
Submitted by:	
Related Material:	KA 22FY Annual Board Presentation.pptx

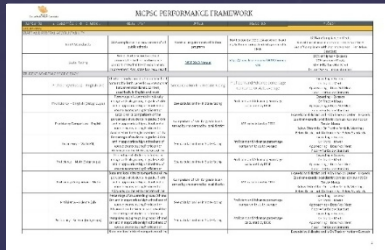
Annual Report Board Presentation

Presented by
Missouri Charter Public School Commission

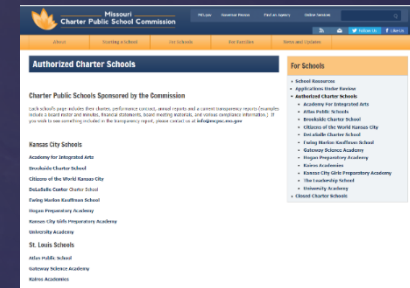


____ Missouri ____
Charter Public School Commission

Charter Accountability



The screenshot shows a detailed table titled "MCPSC PERFORMANCE FRAMEWORK". It lists various performance metrics and standards across different categories, including Academic Achievement, Financial Management, Learning Environment, Governance, and Operations. The table is organized into columns for different metrics and standards, with specific details for each.

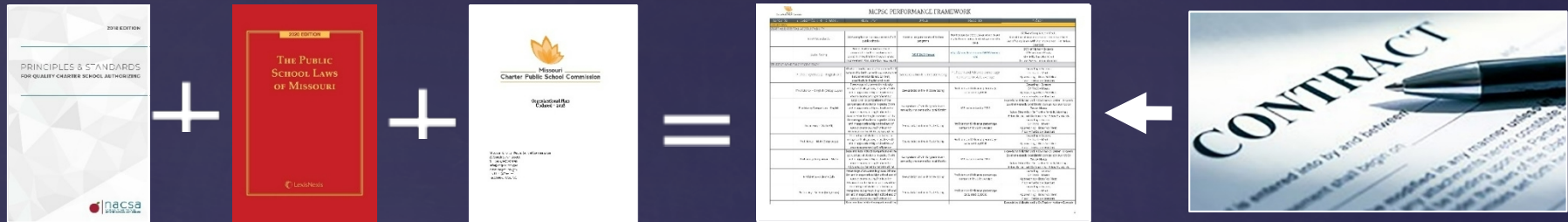


- Performance standards are established in the Performance Framework. Annual Reports are produced using data collected in the monitoring plan and the standards established in the Performance Framework.
- Reports are distributed to governing boards and posted on our website.

What is an Annual Report?

- Comprehensive report that details a school's performance throughout the preceding year in the following areas:
 - Academics
 - Financial Management
 - Learning Environment
 - Governance
 - Operations
- The annual report is a comprehensive body of evidence designed to tell us how well a school is working towards meeting statutes, provisions of their performance contracts and the Commission's policies.
- Its purpose is to create forward-thinking conversations around school performance with individual school boards and MCPSC as it relates to the conditions of our contract and student success.

Performance Framework



- The Performance Framework is built on national best practice, Missouri Law, MCPSC values and beliefs. It contains key performance measures, metric, specific evidence collected and performance targets.
- MCPSC contract includes specific performance measures and is aligned to the same documents as the framework.

What Does Your Annual Report Say?

Strengths

- *ELA trending in positive direction*
- *Financial Management, Governance and Operations are all meets.*

Areas for Improvement

- *Proficiency rates in Math fell in FY22*
- *Growth in all subjects*
- *Family satisfaction*

Where Do We Go From Here?

- Does our Board, collectively, have a clear understanding of both where we are and where we expect to be?
- How do our most recent results compare to our Performance Contract expectations?
- Does our Board's Annual Calendar force us to routinely examine the key elements of the Annual Report?
- Does our Board, collectively understand what it will take in resources and support to accelerate achievement gains?
- Based on the Annual Report, what are the Board's and schools most important levers of focus moving toward renewal in FY25?

Contact Information

Robbyn Wahby - Executive Director

Robbyn.Wahby@mcpsc.mo.gov

Martha McGeehon- Deputy Director for Accountability

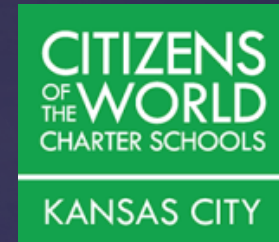
Martha.McGehoon@mcpsc.mo.gov

Tonya Richardson, PhD - Program Specialist

Tonya.Richardson@mcpsc.mo.gov

Shawn Williams – Deputy Director of School Engagement

Shawn.Williams@mcpsc.mo.gov



Coversheet

SY 23-24 Budget (Vote)

Section:	III. Finance Committee Updates
Item:	A. SY 23-24 Budget (Vote)
Purpose:	
Submitted by:	
Related Material:	23-24 Budget - Sheet1.pdf

SY23-24	
Local	
The Opportunity Trust	\$308,925
NSVF	\$0
Fundraising [unidentified]	\$200,000
Prop C	\$644,547
Food	\$32,821
Local Revenue	\$1,186,293
State	
Basic Formula	\$8,064,531
Classroom Trust	\$254,524
State Revenue	\$8,319,055
Federal	
Medicaid	\$56,320
Esser	\$0
IAL	\$74,585
IDEA	\$147,573
Food Service - Lunch	\$98,462
Food Service - Breakfast	\$42,240
Title I	\$794,880
Title IVA	\$45,424
Title II	\$36,461
CSP	\$19,000
Federal Revenue	\$1,314,944
Total Revenue	\$10,820,291
Expenses	
Salaries and benefits	\$5,812,842
	\$1,748,572
PSRS backpay	\$0
Rent	\$1,216,950
Staff Costs	\$153,016
Facilities + Construction	\$215,168
Debt Service	
Direct Student Expenses	\$612,174
Food Service Expense	\$139,130
Office + Business Expense	\$632,341
Transportation	\$41,026
Total Expenses	\$10,571,220
Net Income	\$249,072

Net Income Percentage	2.30%
-----------------------	-------

Coversheet

Monthly Financials (May) (Approve)

Section:	III. Finance Committee Updates
Item:	B. Monthly Financials (May) (Approve)
Purpose:	
Submitted by:	
Related Material:	Copy of May 2023 Financial Report.xlsx Executive Summary (2).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](#):

Copy of May 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](#):

Executive Summary (2).xlsx

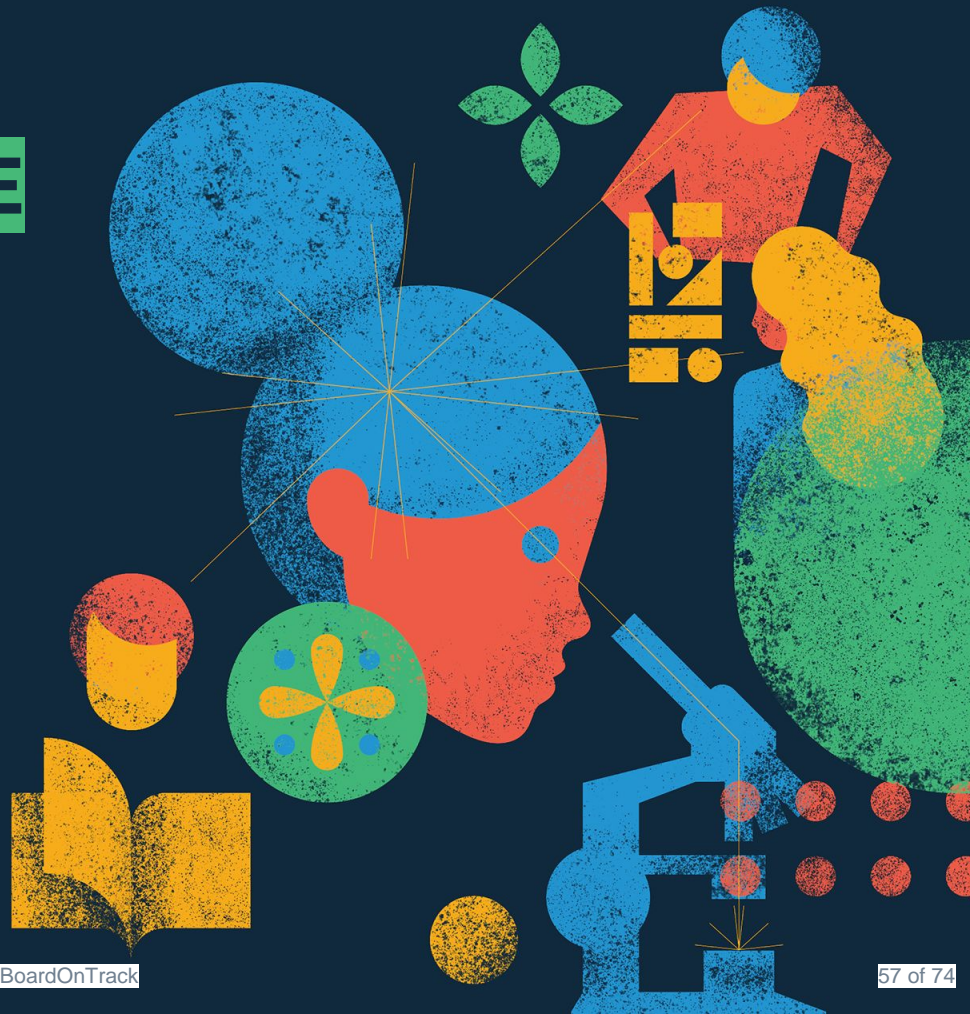
Coversheet

Vote of SY 23-24 PCs and Color Art purchase (Vote)

Section:	III. Finance Committee Updates
Item:	C. Vote of SY 23-24 PCs and Color Art purchase (Vote)
Purpose:	
Submitted by:	
Related Material:	Staff PC Purchase Proposal.pdf KAIROS_2023 CLSRM FURN_QT#198945_V3_042123.pdf Q200111_KAIROS_2nd+5thFL Walls_05.05.23.pdf

STAFF PC PURCHASE PROPOSAL

Nathan Jacobs



Purpose:

- **Propose Staff PCs Prices**
- **Provide full transparency on large cost purchases to the board**

PC Quote 1 - \$51,612

#	Image	Description	Part #	Tax	List Price	Qty	Unit Price	Total
1		Dell Latitude 3420, XCTO 14" Screen, 3Yr onsite warranty	xctol342014usr	Yes	\$1,348.50	55	\$938.41	\$51,612.55

Note: 11th Gen Intel® Core™ i5-1135G7 (8 MB cache, 4 cores, 8 threads, 2.40 GHz to 4.20 GHz Turbo)

Windows 10 Pro (Includes free upgrade to Windows 11 Pro), English, French, Spanish

Intel i5-1135G7, Integrated Intel Iris Xe Graphics CY22

8 GB, 1 x 8 GB, DDR4, 3200 MT/s, single-channel, Non-ECC

256 GB, M.2, PCIe NVMe, SSD, Class 35

14" FHD (1920 x 1080) AG Non-Touch, 250nits, Camera w/shutter & Microphone, WLAN Capable CY22

Single Pointing Backlit Keyboard, English US

WLAN DW1820 WLAN Driver MOD

Qualcomm QCA61x4A, 2x2, 802.11ac, MU-MIMO, Bluetooth® wireless card

4 Cell, 54 Wh, ExpressCharge™ Capable

65W Type-C Adapter

E4 Power Cord 1M for US

AutoPilot

EPEAT 2018 Registered (Gold)

3 Years Hardware Service with Onsite/In-Home Service After Remote Diagnosis

PC Quote 2 - \$95,850

▼ Dell - 14"

Qty	Description	Price	Ext. Price
-----	-------------	-------	------------

Please note:

Global supply constraints have made pricing and availability highly unpredictable right now. If this is urgent, we recommend you approve it right away or available stock may be gone. In order to best serve you, this quote is valid until the expiration date. After the expiration date, we will need to re-issue this quote.

****\$345 deployment fee will be invoiced per machine at the time they are deployed****

<input checked="" type="checkbox"/>	<input type="text" value="55"/>	Dell Latitude 5000 5430 14" Notebook	\$1,439.99	\$79,199.45
<input checked="" type="checkbox"/>	<input type="text" value="55"/>	Dell ProSupport Plus - 3 Year - Warranty	\$299.99	\$16,499.45
<input checked="" type="checkbox"/>	<input type="text" value="1"/>	Shipping and Handling	\$150.00	\$150.00
Subtotal				\$0.00

PC Quote 3 - \$49,319

Dell Latitude 3520, XCTO	xctol352015usr	Yes	\$1,289.00	55	\$896.71	\$49,319.05
--------------------------	----------------	-----	------------	----	----------	-------------

15" Screen, 3Yr onsite warranty

Note: 11th Gen Intel® Core™ i5-1135G7 (8 MB cache, 4 cores, 8 threads, 2.40 GHz to 4.20 GHz Turbo)

Windows 10 Pro (Includes free upgrade to Windows 11 Pro), English, French, Spanish

CY22 Intel i5-1135G7, NVIDIA GeForce MX350

8 GB, 1 x 8 GB, DDR4, 3200 MT/s, single-channel, Non-ECC

256 GB, M.2, PCIe NVMe, SSD, Class 35

CY22 15.6" HD (1366 x 768) AG Non-Touch, 220nits, Camera & Microphone, WLAN Capable

Single Pointing Backlit Keyboard, US English, 10 Key Numpad

WLAN DW1820 WLAN Driver MOD

Qualcomm QCA61x4A, 2x2, 802.11ac, MU-MIMO, Bluetooth® wireless card

4 Cell, 54 Wh, ExpressCharge™ Capable

65W Type-C Adapter

E4 Power Cord 1M for US

AutoPilot

3 Years Hardware Service with Onsite/In-Home Service After Remote Diagnosis

PC Quote 4 - \$52,290

▼ Lenovo - 14" Non-Touch - 8 GB

Qty	Description	Price	Ext. Price	
<i>Please note:</i> <i>Global supply constraints have made pricing and availability highly unpredictable right now. If this is urgent, we recommend you approve it right away or available stock may be gone. In order to best serve you, this quote is valid until the expiration date. After the expiration date, we will need to re-issue this quote.</i>				
<i>**\$345 deployment fee will be invoiced per machine at the time they are deployed**</i>				
<input checked="" type="checkbox"/>	55	Lenovo ThinkBook 14 G4 ABA 14" Notebook	\$799.00	\$43,945.00
<input checked="" type="checkbox"/>	55	Lenovo Warranty/Support - 4 Year - Warranty	\$149.00	\$8,195.00
<input checked="" type="checkbox"/>	1	Shipping and Handling	\$150.00	\$150.00
Subtotal				\$0.00



Thank You!

**Color Art Furniture**

1325 N. Warson Rd., St. Louis, MO 63132
314 432 3000 • color-art.com

Quotation 198945

Quote Date 04/21/23

Customer 061726

Terms 60% Dep; Net 30 Bal

Account Representative MEREDITH JONES

Quote To

ACCOUNTS PAYABLES
KAIROS ACADEMIES
2315 MIAMI STREET
SAINT LOUIS MO 63118-3910

Ship To

NATHAN JACOBS
KAIROS ACADEMIES
2315 MIAMI STREET
SAINT LOUIS MO 63118-3910

ACCOUNTING@KAIROSACADEMIES.ORG

nathan.jacobs@kairosacademies.org

Sales Location Color Art Furniture

2023 2ND FL CLSRM FURN

Description		Quantity	Unit Price	Extended Price						
1	<p>SMGRV33849 - Groove 18"H A Shell Stack Chair</p> <p>Shell Finish: Smith System Plastic NAVY - NAVY</p> <p>Frame Finish: Smith System Paint PLT - PLATINUM</p> <p>Glides: Standard Nylon Base Glide</p> <p>SMITH SYST</p> <p>Tag For 2023 ADDED CLASSROOM FURNITURE Groove</p> <table><thead><tr><th>Qty</th><th>Description</th></tr></thead><tbody><tr><td>44</td><td>CH_01 (22 PER CLASSROOM)</td></tr><tr><td>64</td><td>EXTRA FOR EXISTING CLASSROOMS</td></tr></tbody></table>	Qty	Description	44	CH_01 (22 PER CLASSROOM)	64	EXTRA FOR EXISTING CLASSROOMS	108	77.85	8,407.80
Qty	Description									
44	CH_01 (22 PER CLASSROOM)									
64	EXTRA FOR EXISTING CLASSROOMS									
2	<p>SMINC03082 - Interchange; Desk-Diamond</p> <p>Worksurface Finish: Smith System Laminate 499660 - HIGH RISE LAMINATE</p> <p>Edge Type: 1 1/4in Top w 3/8in Bmpr TMld</p> <p>Edge Finish: Smith System T-Mold NVY - NAVY T MOLD</p> <p>Frame Finish: Smith System Paint PLT - Platinum</p> <p>SMITH SYST</p> <p>Tag For 2023 ADDED CLASSROOM FURNITURE 30/34</p> <table><thead><tr><th>Qty</th><th>Description</th></tr></thead><tbody><tr><td>44</td><td>DESK_01 (22 PER CLASSROOM)</td></tr><tr><td>64</td><td>EXTRA FOR EXISTING CLASSROOMS</td></tr></tbody></table>	Qty	Description	44	DESK_01 (22 PER CLASSROOM)	64	EXTRA FOR EXISTING CLASSROOMS	108	176.69	19,082.52
Qty	Description									
44	DESK_01 (22 PER CLASSROOM)									
64	EXTRA FOR EXISTING CLASSROOMS									
3	<p>SMINC17576 - Interchange; 3 inch dual wheel casters-Pack of 4, Locking</p> <p>SMITH SYST</p>	81	56.32	4,561.92						

By signing below, you are agreeing to our full Terms and Conditions of sale located here: <http://www.color-art.com/terms>

ACCEPTED BY Nathan Jacobs TITLE Chief Operating Officer DATE 5/23/23

**Color Art Furniture**

1325 N. Warson Rd., St. Louis, MO 63132
314 432 3000 • color-art.com

Quotation 198945

Page 2 / 3 (cont'd)

Description		Quantity	Unit Price	Extended Price
3	Tag For 2023 ADDED CLASSROOM FURNITURE CSTR/4 Qty Description 33 DESK_01 48 EXTRA FOR EXISTING CLASSROOMS			
4	SMSLT01631 - Silhouette Sit-Stand Student Desk, Collaborative, 21x30 Worksurface Finish: Smith System Laminate 499660 - HIGH RISE LAMINATE Edge Type: V -3/4in Top w Bullet TMld Edge Finish: Smith System T-Mold ORG - ORANGE T MOLD Frame Finish: Smith System Paint PLT - Platinum SMITH SYST Tag For 2023 ADDED CLASSROOM FURNITURE 20/30 Qty Description 1 LECT_01O	1	370.49	370.49
5	SMSLT01631 - Silhouette Sit-Stand Student Desk, Collaborative, 21x30 Worksurface Finish: Smith System Laminate 499660 - HIGH RISE LAMINATE Edge Type: V -3/4in Top w Bullet TMld Edge Finish: Smith System T-Mold PRP - PURPLE T MOLD Frame Finish: Smith System Paint PLT - Platinum SMITH SYST Tag For 2023 ADDED CLASSROOM FURNITURE 20/30 Qty Description 1 LECT_01P	1	370.49	370.49
6	SMSLT76518 - Sit-Stand Book Basket Bookbox Finish: Smith System Paint BLK - Black SMITH SYST Tag For 2023 ADDED CLASSROOM FURNITURE BB Qty Description 2 LECT_01	2	44.17	88.34
7	FREIGHT - FREIGHT SMITH SYST	1	4,716.62	4,716.62
8	LABOR - LABOR TO INSTALL PRODUCT DURING NORMAL BUSINESS HOURS	1	3,227.00	3,227.00

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ACCEPTED BY Nathan Jacobs TITLE COO DATE 5/23/23

**Color Art Furniture**

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314 432 3000 • color-art.com

Quotation 198945

Page 3 / 3 (cont'd)

Description	Quantity	Unit Price	Extended Price
8 COLOR ART			
9 SUPPLY CHAIN - Please be advised that the commercial furniture industry is experiencing disruptive supply chain issues. This is causing extended lead times and could delay your order delivery, we are monitoring the situation daily. We are proactively bringing this to your attention to keep you informed and to help you make business decisions to adjust your orders or projects as needed. COLOR ART	1	N/C	N/C

COLOR-ART INTEGRATED INTERIORS IS PLEASED TO PRESENT THE FOLLOWING FOR YOUR REVIEW AND ACCEPTANCE. A 60% DEPOSIT IS REQUIRED PRIOR TO ORDER ENTRY. **A CONVENIENCE FEE WILL BE CHARGED IF THE METHOD OF PAYMENT IS ANYTHING OTHER THAN COMPANY CHECK OR EFT.***
PASS THROUGH TAXES WILL APPLY IF APPLICABLE. PURCHASE IS SUBJECT TO STATE SALES TAX. SELLER RETAINS A SECURITY INTEREST.
DUE TO THE INCREASING COMMODITY PRICES, INCREASED FREIGHT RATES AND LABOR PRESSURE, THIS QUOTE WILL ONLY BE VALID FOR 30 DAYS UNLESS NOTED OTHERWISE.
IF DELIVERY & INSTALLATION IS QUOTED, THE PRICING IS BASED ON DELIVERY AND INSTALLATION DURING NORMAL WORKING HOURS, MON-FRI 8:00 AM - 3:00 PM UNLESS NOTED OTHERWISE.
IF YOUR ORDER IS QUOTED TO SHIP DIRECT TO SITE AND NEEDS TO BE REROUTED TO OUR WAREHOUSE TO RECEIVE, ADDITIONAL HANDLING AND DELIVERY CHARGES WILL BE APPLIED.
IF PRICING IS BASED ON PRODUCT SHIPPING DIRECTLY TO THE CUSTOMER TO RECEIVE, OFFLOAD AND PLACE/INSTALL. COLOR ART TO BE NOTIFIED OF ANY DAMAGES (VISIBLE OR CONCEALED) WITHIN 7 DAYS OF RECEIPT
PRODUCT LEAD TIMES WILL DEPEND ON FABRIC AVAILABILITY AT THE TIME OF ORDER ENTRY.
FAILURE TO FOLLOW THE RECOMMENDED TEXTILES CLEANING PROTOCOLS PUBLISHED BY THE TEXTILE MANUFACTURERS WILL VOID THE TEXTILE WARRANTY. COLOR ART WILL NOT BE RESPONSIBLE FOR ANY FAILED UPHOLSTERY WHEN CLIENT CHOOSES TO OPERATE OUTSIDE THE WARRANTY.
BY ACCEPTING THIS QUOTE, YOU ARE AGREEING TO OUR FULL TERMS & CONDITIONS LOCATED HERE: [WWW.COLOR-ART.COM/TERMS](http://www.color-art.com/terms). WE APPRECIATE YOUR BUSINESS AND IF YOU HAVE ANY QUESTIONS, PLEASE CONTACT YOUR ACCOUNT MANAGER.

Quotation Totals

Sub Total	40,825.18
CADESIGN DESIGN	Actual
Grand Total	40,825.18

End of Quotation

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ACCEPTED BY Nathan Jacobs TITLE COO DATE 5/23/23

**Color Art Furniture**

1325 N. Warson Rd., St. Louis, MO 63132
314 432 3000 • color-art.com

Quotation 200111

Quote Date 05/05/23

Customer 061726

Terms 30% dep bal net 15 d

Account Representative MEREDITH JONES

Quote To

ACCOUNTS PAYABLES
KAIROS ACADEMIES
2315 MIAMI STREET
SAINT LOUIS MO 63118-3910

Ship To

NATHAN JACOBS
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2315 MIAMI STREET
SAINT LOUIS MO 63118-3910

ACCOUNTING@KAIROSACADEMIES.ORG

nathan.jacobs@kairosacademies.org

Sales Location Color Art Furniture

23-166 ARCH WALLS 2ND FL + 5TH FL RECON

Description	Quantity	Unit Price	Extended Price
5TH FLOOR RECONFIGURE			
1 STEELCASE WALLS - Steelcase PRIVACY WALL Parts & Components to reconfigure existing product on 5th floor based on "PRELIMINARY SHOP DRAWINGS" dated 3/24/2023 •Vapor paint finish to match existing product on 5th floor •Ceiling height to match existing product on 5th floor •Excludes power & power components •Permits are not included in this budget •Excludes data •Excludes frosting or films •Color Art is not responsible for Building Code requirements. Client / Contractor / Design Firm is responsible for ensuring application meets all local/applicable building codes and pulling applicable permits. **FIELD DIMENSIONS WILL BE TAKEN BEFORE PRODUCT IS ORDERED** PRICING IS SUBJECT TO REVISION BASED ON FIELD DIMENSIONS After site is field verified, Color Art will generate the "FINAL SHOP DRAWINGS" for client to review and approve before product is manufactured. STEELCAS	1	6,630.00	6,630.00
2 CACI - LABOR TO RECONFIGURE AND INSTALL NEW PARTS ON 5TH FLOOR PRODUCT DURING NORMAL BUSINESS HOURS. INCLUDES STAIR CARRY. NO ELECTRIC CA CONSTRU	1	10,085.00	10,085.00
3 SPECS1 - DESIGN AUTOCAD AND INSTALLATION DRAWINGS	10	Actual	Actual

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ACCEPTED BY Nathan Jacobs TITLE COO DATE 5/23/23

**Color Art Furniture**

1325 N. Warson Rd., St. Louis, MO 63132
314 432 3000 • color-art.com

Quotation 200111

Page 2 / 2 (cont'd)

Description	Quantity	Unit Price	Extended Price
3 CADESIGN			
Sub Total			16,715.00
Total			16,715.00
2ND FLOOR NEW CLASSROOMS			
4 STEELCASE WALLS - Steelcase PRIVACY WALL Parts & Components for 2 classrooms on 2ND FL based on "PRELIMINARY SHOP DRAWINGS" dated 3/24/2023 •Vapor paint finish to match existing product on 5th floor •Ceiling height to match existing product on 5th floor •Excludes power & power components •Permits are not included in this budget •Excludes data •Excludes frosting or films •Color Art is not responsible for Building Code requirements. Client / Contractor / Design Firm is responsible for ensuring application meets all local/applicable building codes and pulling applicable permits. **FIELD DIMENSIONS WILL BE TAKEN BEFORE PRODUCT IS ORDERED** PRICING IS SUBJECT TO REVISION BASED ON FIELD DIMENSIONS After site is field verified, Color Art will generate the "FINAL SHOP DRAWINGS" for client to review and approve before product is manufactured. STEELCAS	1	59,506.25	59,506.25
5 CACI - LABOR TO INSTALL NEW PARTS ON 2ND FLOOR PRODUCT DURING NORMAL BUSINESS HOURS. NO ELECTRIC CA CONSTRU	1	23,655.00	23,655.00
6 SPECS1 - DESIGN AUTOCAD AND INSTALLATION DRAWINGS CADESIGN	20	Actual	Actual
Sub Total			83,161.25
Total			83,161.25
Quotation Totals			
Sub Total			99,876.25
Grand Total			99,876.25

End of Quotation

By signing below, you are agreeing to our full Terms and Conditions of sale located here: <http://www.color-art.com/terms>

ACCEPTED BY Nathan Jacobs TITLE COO DATE 5/23/23

Coversheet

Board Approved calendar update (Vote)

Section:	VII. CEO Updates
Item:	B. Board Approved calendar update (Vote)
Purpose:	
Submitted by:	
Related Material:	23_24_Kairos Academic Calendar .xlsx Final Board Dates SY23-24 (1).pdf

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](#):

23_24_Kairos Academic Calendar .xlsx



SY 23-24 Board Dates

	Board Date	Facilities at 2 pm the last Friday prior to Board Meeting	Programming at 5 pm the last Monday prior to the Board Meeting	Finance at 8 am on the last Tuesday of the month	Governance at 6 pm the Wednesday Prior to the Board Meeting	Executive Committee at 7 pm 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	12/8	12/11	12/12	12/13	12/13
Mid-Year Board Retreat	Jan 6 or Jan 13					
January	Not Applicable	1/26	Not Applicable	1/30	Not Applicable	Not Applicable
Cycle 4	2/8	2/23	2/5	2/6	2/7	2/7
March	Not Applicable	3/22	Not Applicable	3/26	Not Applicable	Not Applicable
Cycle 5	3/28	3/22	3/25	3/26	3/27	3/27
April		4/26		4/30		
Cycle 6	5/23	5/17	5/20	5/21	5/22	5/22
Cycle 7	6/27	6/21	6/24	6/25	6/26	6/26



Coversheet

School Org Goals

Section: VII. CEO Updates
Item: C. School Org Goals

Purpose:
Submitted by:

Related Material:
(Network Version) BOY Ready - Fast Start 23-24 - Goals for Schools 23-24.pdf

Driver Goal	Metric	Owner	Completion Date
MAP Proficiency	90% Basic, 60% Proficient, 30% Advanced on MAP	Instructional leaders	Q1 (following year)
NWEA Growth	70% of students meet growth target	Instructional leaders	Q4
CSI Growth	50% of Students meet 2+ Growth	Instructional leaders	Q4
Mentoring Effectiveness	75% of mentoring expectations met	Manager of Student Experience, GTLs	Q4
Great Place to Work	85% GPTW	Campus Lead Team, GTLs	Q4
Avg. Daily Attendance	95% ADA	DOO, GTLs, Manager of Student Experience	Q4
Stakeholder Satisfaction	85% Satisfaction on EOY Survey	Campus Lead Team, GTLs	Q4
Student persistence	85% Student Persistence	Manager of Student Experience, GTLs, DOO	Q1 (following year)
Budget	95% on track with budget	Principal, DOO	Q1 (following year)
Enrollment	100% Fully enrolled on FDOS/95% enrolled throughout SY	DOO, GTLs, Manager of Student Experience	Q4
staff retention	85% Employee Retention	Campus Lead Team, GTLs	Q1 (following year)
FDOS Ready	100% Operational by FDOS	Campus Lead Team	Q1