



EWING MARION

KAUFFMAN SCHOOL

**EWING MARION KAUFFMAN SCHOOL, INC.
BOARD OF DIRECTORS MEETING PACKET
Wednesday, November 9th, 2022**

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EWING MARION KAUFFMAN SCHOOL, INC.

BOARD OF DIRECTORS - MEETING AGENDA

MEETING INFORMATION

Ewing Marion Kauffman School
Wednesday, November 9th
Board of Directors Meeting (8:30am CT)

All board members will participate via conference call line
The conference line may be accessed through a Zoom video link or via telephone:

<https://us02web.zoom.us/j/3695951828>

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

Meeting ID: 369 595 1828

AGENDA

- **CALL TO ORDER**
 - Welcome guests
 - Review and discuss meeting agenda
 - Action: Approve meeting minutes (10.19.2022 and 10.24.2022)
 - Board Chair Comments
- **FINANCE**
 - Action: Approve Treasurer's Report
 - Action: Approve Audit Report
 - Action: Closed Session with Auditor
- **GOVERNANCE**
 - Action: Approve Executive Succession Plan Policy
- **LEADERSHIP REPORT**
 - Overview of Learning Journey
- **COMMUNITY FORUM**
 - The Board will hear comments from community members regarding items on the agenda or other issues that should be brought to the Board's attention. Individual comments are limited to three minutes. It is anticipated the time allotted for the community forum will be no longer than fifteen minutes, unless time is extended by the Board Chair. Individuals who do not have an opportunity to speak during the allotted time will be given first opportunity at the next regularly scheduled Board of Directors meeting.
- **CLOSED SESSION / EXECUTIVE SESSION**
 - Close meeting pursuant to R.S.Mo 610.021(6) - discussion of a student matter, R.S.Mo 610.021(1) - discussion of legal matters and R.S.Mo 610.021(3) - discussion of a personnel matter
- **ADJOURN**

FUTURE MEETINGS

- Committee Meetings: Monday, December 12th (5:00 pm CST)
- Board Meeting: Wednesday, December 14th (8:30 am CST)

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

10.19.2022

A regular meeting of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at its headquarters in Kansas City, Missouri on October 19, 2022, pursuant to public notice provided at least 24 hours in advance. The meeting was held in person at the School.

Participating were Tracy McFerrin, Kelly Barnes, Kristin Bechard, Juan Rangel, Corey Scholes, Jerry Williams. Participating via Zoom such that all could hear and be heard and see and be seen was Brett Hembree.

Also participating from the School were Hannah Lofthus, President and Chief Executive Officer; John Tyler, Secretary and General Counsel; and Katie Pasniewski, Chief Operating Officer.

Aaron North, Vice President of Education at the Ewing Marion Kauffman Foundation, was also in attendance. No one else from the community was present.

Ms. McFerrin chaired the meeting. Mr. Tyler served as secretary. Ms. McFerrin called the meeting to order at 8:32 am, welcomed those in attendance, and previewed the agenda. She gave a special welcome to Ms. Barnes who is attending her first meeting as a board member.

After discussion and motion duly made (Williams) and seconded (Rangel), the board unanimously approved minutes from the meetings of September 7, 2022.

Ms. McFerrin turned the time over to Mr. North to provide an update from the Foundation, after which he described the Foundation's grounding in Mr. Kauffman's experiences and intent, its education mission and strategy as rooted in pursuing inclusive prosperity, its priority target areas, programs it has catalyzed, recent and current activities, how the strategies and tactics are evolving, and top-line impact measures for the next ten years. Discussion followed.

Mr. North continued by beginning discussion of possibly formalizing longer-term financial planning for the School and the Foundation's funding, including various factors and considerations. Discussion followed, including with regard to next steps.

Mr. North left the meeting.

Leadership Report

Ms. Lofthus provided an update on DEIA staff metrics, including that as of September 2022 48% of staff identify as BIPOC (which is only 2% short of the goal), 70% of instructional leaders identify as BIPOC, and 50% of promotions for 2021-2022 school year identified as BIPOC which meets the goal. Discussion followed, including that comparative data against benchmarks and others is not yet available.

She then presented highlights from early end-of-year testing for 2021-2022, including that 100% of content and grade levels at the middle school increased proficiency, a majority of AP content at the high school level improved compared to the prior two years with still a long way to go to exceed pre-COVID numbers. Discussion followed.

Ms. Lofthus described plans for her extended leave, including that it will be intermittent through the spring (which is consistent with how others have taken their leaves), how leadership responsibilities will be managed during her leave, how preparations have been made for those transitions and supports, that Ms. Lofthus will continue to be involved with longer-term planning as referenced by discussion with Mr. North.

Ms. Lofthus provided context for the School tour.

Mr. Hembree and Ms. Bechard left the meeting.

The tour commenced and concluded with staff and student ambassadors joining.

Discussion occurred following the tour as Dr. Amber Hurd, Dean of Instruction, and Richard Abrams, Dean of Students, joined the meeting back in the board meeting space. They also left during the prior discussion. Appreciation was expressed for the opportunities presented by the tour and interactions, with special appreciation for the positive environment and culture along with the hard work from many people that makes those experiences possible.

Treasurer's Report

Ms. Pasniewski presented the treasurer's report and report from the finance committee. She presented the status of key performance indicators, including days of cash on hand, fund balance percentage, student enrollment, and staffing. The first two KPIs are well ahead of benchmarks. Enrollment is less than budget presumptions by about 50 students, which was then discussed. Staffing is over-budget by 3.4 full time equivalents, which is accounted for by considerations relative to the teacher shortage so hiring strong teachers when available is important as are opportunities for development and training of less experienced teachers. Discussion followed, including about the financial impact of the staff overage and how the new funding from the State of Missouri will help or cover the overages.

Ms. Pasniewski presented the forecast overview comparing the forecast to the budget with explanations for the variances.

After discussion and upon the recommendation from the Finance Committee with a motion made (Scholes), the Board voted unanimously to approve the Treasurer's report as presented.

Community Forum

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

There being no further business, the meeting adjourned at 10:33 am.

John Tyler, Secretary

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

10.24.2022

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 at Andino's Restaurant, 171 Atwells Avenue, Providence, Rhode Island 02903, pursuant to public notice provided at least 24 hours in advance. The meeting was held in person.

Present for the meeting were Tracy McFerrin (Chair), Jerry Williams, Juan Rangel, Brett Hembree, Kelley Barnes and Corey Scholes (Vice Chair and Governance Committee Chair). Kristen Bechard could not attend.

Also present was the board's guest, Jason Brown, an alumni and member of the Ewing Marion Kauffman School's (EMKS) first fifth grade class. No other members from the community were present.

Ms. McFerrin chaired the meeting and served as acting secretary. Ms. McFerrin called the meeting to order at 6:45 pm, welcomed those in attendance, previewed the agenda, and expressed her appreciation for all taking special time out of their schedules to attend.

Ms. Scholes introduced the board's guest. Ms. Scholes told the board that Mr. Brown is a graduate of EMKS, a member of the school's very first class and is now a senior at Brown University.

Ms. McFerrin asked Ms. Scholes to say a few words to the board about how the trip to Providence came about as part of Ms. Scholes' role as Vice Chair and Chair of the Governance Committee. Ms. Scholes indicated that the trip was fulfilling the board's duty to engage in professional development and training. The trip is based on the Kauffman Foundation's "Great Schools Visit" program in which community members were invited to learn about the education ecosystem by visiting different types of schools across the country. She stated that the board will visit the Metropolitan Regional Career and Technical Center (MET), which was created nearly thirty years ago and is a highly regarded model for career and technology education and real world learning. Ms. Scholes reminded the board that the goal of the trip is to explore the education landscape in a broader context by seeing different types of school models, prompting discussion about the board's views about the current state of education in general, and to give the board an opportunity to learn, exchange ideas/perspectives and grow together. She mentioned that the board will also visit another school in Kansas City at a later date.

Ms. Scholes then facilitated a conversation between the board and Mr. Brown. Discussion ensued regarding Mr. Brown's experience while a student at EMKS and his experience currently as a university student.

The board expressed how thankful they were to have the opportunity to talk to Mr. Brown about his experiences. Discussion ensued around how the board could have more opportunities to connect with students and alums. Ms. McFerrin thanked Mr. Brown for taking the time and wished him well with his senior year. Ms. McFerrin also thanked Ms. Scholes for arranging the meeting and the trip for the board.

There being no further business or community members present, Ms. McFerrin adjourned the meeting at 8:01 pm.

Tracy McFerrin, Acting Secretary

Treasurer's Report



EWING MARION
KAUFFMAN SCHOOL

September 2022 Financials

PREPARED NOV'22 BY



Contents



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

- EMKS finishes September with a forecast 251 days of cash on hand and a year end cash balance of \$14.18M, \$94K ahead of our original projection.

- Income Statement Notes:

- Revenue:

- Total increase to Revenue for the month was \$1.2M.
 - Adjustments made for funding equity, current enrollment, special populations, and attendance. Net impact is an increase of \$1.19M (12.6%) in State Revenue or \$1,245.58 per enrolled student.
 - \$13.3K in interest income which was unbudgeted. The remaining increase is from higher than anticipated Prop C revenue, reported in August 2022.

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- Income Statement Notes:

- Expenses:

- Salaries & Benefits forecast for the year are \$824K higher than budgeted.
 - This is due to the addition of open positions (not currently filled) being added to the full year forecast.
 - We have also paid out retention bonuses to returning employees. These were not budgeted.
 - EMKS had several unbudgeted expenses this month for student services.
 - a \$14K student technology purchase (chrome books)
 - a \$8.5K purchase for SPED services

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▪ **Income Statement Notes:**

Change in Cash:

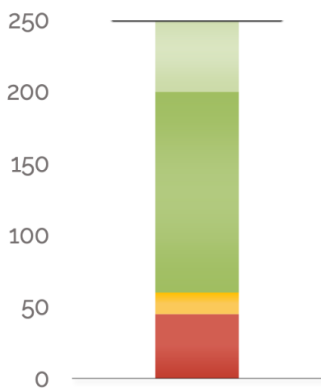
- Net increase of \$94K (a 32% improvement vs. our original YE forecast)

The State of MO issued direction in October regarding payments to eliminate the student funding gap. As a result, we can adjust our full year State funding projections in the September financials. As noted last month, this increase has helped offset the higher than budgeted expenses for the year and improved our outlook for year end cash.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

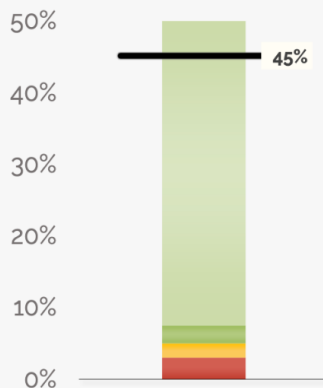


251 DAYS OF CASH AT YEAR'S END

The school will end the year with 251 days of cash. This is above the recommended 60 days.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses

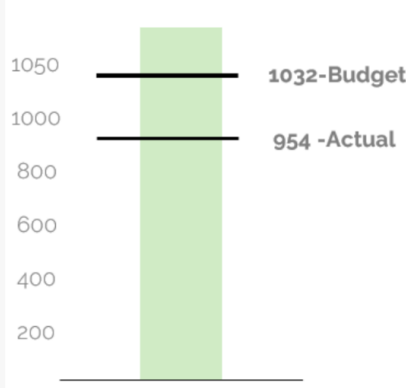


45.15% AT YEAR'S END

The school is projected to end the year with a fund balance of \$9,426,670. Last year's fund balance was \$9,611,585. The fund balance drops to \$4,426,670 (21.22%) if considering funds set aside for capital projects and strategic planning.

Student Enrollment

Current vs. Budgeted Enrollment

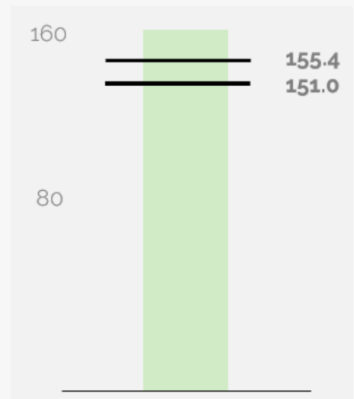


92.4% of BUDGET

The school is currently 7.6% below the projected enrollment of 1032.

Staffing

Current vs. Budgeted Staffing



103% of BUDGET

The school is currently 4.4 FTEs over the budgeted enrollment of 151 FTEs. This includes 6 open positions.

Forecast Overview



	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$20.7m	\$19.5m	\$1.2m		Improvement is due to adjustments to State revenue for funding equity, Prop C revenue which is higher than budgeted, and interest expense which was not forecast.
Expenses	\$20.9m	\$19.9m	-\$1m		YTD expenses are 5% higher than budgeted due to overages in salary expense, a student technology purchase that was not forecast and facilities improvements, also not forecast.
Net Income	-\$185k	-\$379k	\$194k		
Cash Flow Adjustments	\$564k	\$664k	-\$100k		Cash flow adjustments are tied to \$29K for teacher computers and \$71K for facilities improvements.
Change in Cash	\$379k	\$285k	\$94k		Net change in cash is due to increased State funding for student equity offset by higher than budgeted expenses for salaries/benefits and student direct expenses.

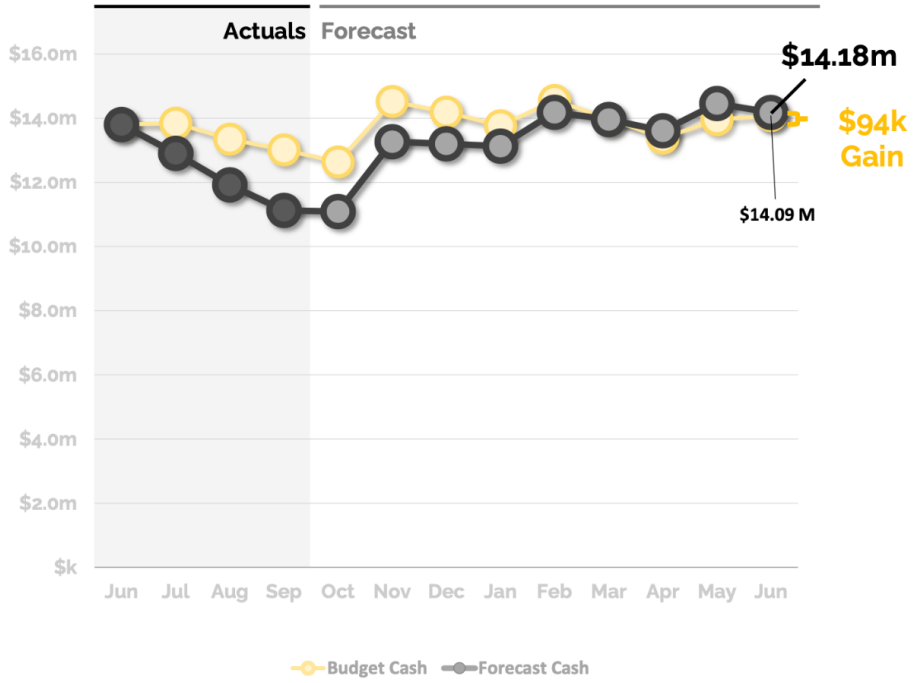
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Cash Forecast



251 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$14m**, **\$94k** above budget.



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QUESTIONS?

Please contact your EdOps Finance Team:

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	Year-To-Date			Annual Forecast			Remaining
	Actual	Budget	Variance	Forecast	Budget	Variance	
Revenue							
Local Revenue	460,439	307,060	153,379	1,247,734	1,228,240	19,493	787,294
State Revenue	2,270,033	2,349,536	(79,502)	10,586,426	9,398,143	1,188,283	8,316,392
Federal Revenue	863,266	864,641	(1,375)	3,458,764	3,458,563	200	2,595,497
Private Grants and Donations	73,349	73,349	-	4,793,396	4,793,396	-	4,720,047
Earned Fees	111,180	148,520	(37,341)	607,389	594,081	13,308	496,209
Total Revenue	3,778,268	3,743,106	35,162	20,693,708	19,472,424	1,221,284 ①	16,915,440
Expenses							
Salaries	2,308,926	2,110,880	(198,046)	9,224,926	8,443,520	(781,406)	6,915,999
Benefits and Taxes	739,112	759,999	20,887	3,082,922	3,039,995	(42,927)	2,343,810
Staff-Related Costs	157,223	48,750	(108,473)	195,913	195,000	(913)	38,690
Rent	73,349	73,349	-	293,396	293,396	-	220,047
Occupancy Service	570,353	570,700	347	2,282,800	2,282,800	0	1,712,447
Student Expense, Direct	450,237	224,894	(225,343)	1,818,746	1,695,960	(122,786)	1,368,509
Student Expense, Food	156,763	167,862	11,099	839,310	839,310	0	682,548
Office & Business Expense	510,915	431,567	(79,348)	1,297,948	1,297,309	(638)	787,032
Transportation	230,609	297,027	66,418	1,485,135	1,485,135	0	1,254,526
Total Ordinary Expenses	5,197,487	4,685,028	(512,459)	20,521,095	19,572,425	(948,670)	15,323,608
Net Operating Income	(1,419,219)	(941,922)	(477,298)	172,613	(100,001)	272,614	1,591,832
Extraordinary Expenses							
Equipment	29,806	-	(29,806)	29,806	-	(29,806)	-
Facility Improvements	48,723	-	(48,723)	48,723	-	(48,723)	-
Depreciation and Amortization	66,811	69,750	2,938	278,999	278,999	0	212,188
Total Extraordinary Expenses	145,340	69,750	(75,590)	357,528	278,999	(78,529)	212,188
Total Expenses	5,342,827	4,754,778	(588,050)	20,878,623	19,851,424	(1,027,199) ②	15,535,796
Net Income	(1,564,559)	(1,011,672)	(552,888)	(184,915)	(379,000)	194,085 ③	1,379,644
Cash Flow Adjustments	(1,106,245)	454,651	(1,560,896)	563,685	663,901	(100,216)	1,669,930
Change in Cash	(2,670,804)	(557,021)	(2,113,784)	378,770	284,901	93,869 ④	3,049,574

① **REVENUE: \$1.2M AHEAD**
Due to equity funding, increased Prop C and unbudgeted interest.

② **EXPENSES: \$1M**
Due to higher than budgeted staff salaries, more FTE than budgeted, student technology expenses.

③ **NET INCOME: \$194K ahead**

④ **CASH ADJ: \$100K BEHIND**
Due to purchase of admin staff computers and facilities improvements.

⑤ **NET CHANGE IN CASH: \$94K AHEAD**

Monthly Financials

Income Statement	Actual			Forecast										TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Revenue														
Local Revenue	168,751	156,087	135,601	87,477	87,477	87,477	87,477	87,477	87,477	87,477	87,477	87,477	1,247,734	
State Revenue	769,831	748,862	751,341	924,044	924,044	924,044	924,044	924,044	924,044	924,044	924,044	924,044	10,586,426	
Federal Revenue	229,706	307,120	326,440	288,389	288,389	288,389	288,389	288,389	288,389	288,389	288,389	288,389	3,458,764	
Private Grants and Donations	0	73,349	0	0	2,323,349	0	0	1,198,349	0	0	1,198,349	0	4,793,396	
Earned Fees	928	103,229	7,023	55,134	55,134	55,134	55,134	55,134	55,134	55,134	55,134	55,134	607,389	
Total Revenue	1,169,216	1,388,647	1,220,405	1,355,044	3,678,393	1,355,044	1,355,044	2,553,393	1,355,044	1,355,044	2,553,393	1,355,044	20,693,708	
Expenses														
Salaries	647,746	716,896	944,284	733,259	751,009	751,009	751,009	751,009	751,009	751,009	751,009	925,676	9,224,926	
Benefits and Taxes	197,698	259,622	281,792	248,727	257,595	257,595	257,595	257,595	257,595	257,595	257,595	291,917	3,082,922	
Staff-Related Costs	133,396	3,285	20,543	4,299	4,299	4,299	4,299	4,299	4,299	4,299	4,299	4,299	195,913	
Rent	0	73,349	0	0	73,349	0	0	73,349	0	0	73,349	0	293,396	
Occupancy Service	205,568	182,905	181,880	190,272	190,272	190,272	190,272	190,272	190,272	190,272	190,272	190,272	2,282,800	
Student Expense, Direct	42,583	248,162	159,492	79,680	79,680	79,680	79,680	79,680	237,343	361,503	291,580	79,680	1,818,746	
Student Expense, Food	0	17,705	139,057	75,839	75,839	75,839	75,839	75,839	75,839	75,839	75,839	75,839	839,310	
Office & Business Expense	100,913	254,737	155,265	87,448	87,448	87,448	87,448	87,448	87,448	87,448	87,448	87,448	1,297,948	
Transportation	0	42,379	188,230	139,392	139,392	139,392	139,392	139,392	139,392	139,392	139,392	139,392	1,485,135	
Total Ordinary Expenses	1,327,903	1,799,041	2,070,543	1,558,916	1,658,883	1,585,534	1,585,534	1,658,883	1,743,196	1,867,356	1,870,783	1,794,523	20,521,095	
Operating Income	-158,688	-410,394	-850,138	-203,872	2,019,510	-230,490	-230,490	894,510	-388,153	-512,313	682,610	-439,480	172,613	
Extraordinary Expenses														
Depreciation and Amortization	21,869	23,044	21,898	23,576	23,576	23,576	23,576	23,576	23,576	23,576	23,576	23,576	278,999	
Facility Improvements	22,011	23,777	2,935	0	0	0	0	0	0	0	0	0	48,723	
Equipment	29,806	0	0	0	0	0	0	0	0	0	0	0	29,806	
Total Extraordinary Expenses	73,687	46,820	24,833	23,576	23,576	23,576	23,576	23,576	23,576	23,576	23,576	23,576	357,528	
Total Expenses	1,401,590	1,845,861	2,095,376	1,582,492	1,682,459	1,609,110	1,609,110	1,682,459	1,766,773	1,890,933	1,894,359	1,818,100	20,878,623	
Net Income	-232,374	-457,214	-874,971	-227,449	1,995,933	-254,067	-254,067	870,933	-411,729	-535,889	659,033	-463,056	-184,915	
Cash Flow Adjustments	-663,356	-524,073	81,185	185,548	185,548	185,548	185,548	185,548	185,548	185,548	185,548	185,548	563,685	
Change in Cash	-895,730	-981,288	-793,786	-41,901	2,181,481	-68,519	-68,519	1,056,481	-226,181	-350,341	844,581	-277,508	378,770	

Balance Sheet

	Previous Year End 6/30/2022	Current 9/30/2022	Year End 6/30/2023
Assets			
Current Assets			
Cash	13,801,775	11,130,970	14,180,545
Accounts Receivable	761,541	1,112,084	376,640
Other Current Assets	133,376	464,816	133,376
Total Current Assets	14,696,693	12,707,870	14,690,561
Noncurrent Assets			
Facilities, Net	936,665	1,007,568	1,007,568
Operating Fixed Assets, Net	165,422	128,417	-83,772
Total Noncurrent Assets	1,102,087	1,135,985	923,796
Total Assets	15,798,780	13,843,855	15,614,358
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	4,365	27,914	4,365
Accounts Payable	851,091	668,423	851,091
Accrued Salaries and Benefits	231,739	493	232,232
Total Current Liabilities	1,087,195	696,830	1,087,688
Total Long-Term Liabilities	0	0	0
Total Liabilities	1,087,195	696,830	
Equity			
Unrestricted Net Assets	14,711,585	14,711,585	14,711,585
Net Income	0	-1,564,559	-184,915
Total Equity	14,711,585	13,147,026	14,526,670

- **Vendor: Bluford Healthcare Leadership Institute**
 - **Spend: HS Programming - \$15,000.00**

- **Vendor: Morgan Hunter Education LLC**
 - **Spend: Substitute Teachers - \$4,113.60**

- **Vendor: Chi Tsang**
 - **Spend: Science Curriculum Consulting - \$4,500.00**

Ewing Marion Kauffman School Check Register - September 2022 by Date

<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
5243	09/09/2022	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5244	09/09/2022	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5245	09/09/2022	X			BROWNUNIV	Brown University	250.00
5246	09/09/2022	X			ARROWSTAGE	Busco, Inc.	1,195.00
5247	09/09/2022	X			MOSCITECHU	Curators of the University of Missouri	250.00
5248	09/09/2022	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5249	09/09/2022	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5250	09/09/2022	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5251	09/09/2022	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5252	09/09/2022	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5253	09/09/2022	X			UNIVMO	Curators of the University of Missouri (UM)	250.00
5254	09/09/2022				DILLUNIV	Dillard University	250.00
5255	09/09/2022	X			ELITESPORT	Elite Sportswear	1,202.25
5256	09/09/2022				EMORYUNIV	Emory University	250.00
5257	09/09/2022				FONTBONNEU	Fontbonne University	250.00
5258	09/09/2022				FONTBONNEU	Fontbonne University	250.00
5259	09/09/2022				FONTBONNEU	Fontbonne University	250.00
5260	09/09/2022	X			GUARDIAN	The Guardian Life Insurance Co	11,868.37
5261	09/09/2022	X			METROCCKC	The Junior College District of Metropolitan Kansas City	250.00
5262	09/09/2022	X			METROCCKC	The Junior College District of Metropolitan Kansas City	250.00
5263	09/09/2022	X			METROCCKC	The Junior College District of Metropolitan Kansas City	250.00
5264	09/09/2022	X			KCARTINST	Kansas City Art Institute	3,500.00
5265	09/09/2022	X			LYCOMINGC	Lycoming College	250.00
5266	09/09/2022	X			MACALESTER	Macalester College	250.00
5267	09/09/2022	X			MORGHUNT	Morgan Hunter Education, LLC	2,480.40
5268	09/09/2022	X			OCCCOLLEGE	Occidental College	250.00
5269	09/09/2022	X			PARKUNIV	Park University	250.00
5270	09/09/2022	X			PARKUNIV	Park University	250.00
5271	09/09/2022	X			RHODESCOL	Rhodes College	250.00
5272	09/09/2022	X			ROCKHURSTU	Rockhurst University	250.00
5273	09/09/2022	X			ROCKHURSTU	Rockhurst University	250.00
5274	09/09/2022	X			ROCKHURSTU	Rockhurst University	250.00
5275	09/09/2022	X			ROCKHURSTU	Rockhurst University	250.00
5276	09/09/2022	X			STOLAFCOLL	St Olaf College	250.00
5277	09/09/2022	X			SWARTHMORE	Swarthmore College	250.00
5278	09/09/2022	X			UNICENTMO	University of Central Missouri	250.00
5279	09/09/2022	X			UNICENTMO	University of Central Missouri	250.00
5280	09/09/2022	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5281	09/09/2022	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5282	09/09/2022	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5283	09/09/2022	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5284	09/09/2022	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5285	09/09/2022	X			UMKCAR	University of Missouri-Kansas City AR	250.00
5286	09/09/2022	X			VANDERUNIV	The Vanderbilt University	250.00
5287	09/09/2022	X			VICTCHEER	Victory Cheer Uniforms	3,900.00
5288	09/09/2022	X			WELLESOLL	Wellesley College	250.00
5289	09/09/2022	X			WHITTIER	Whittier College	250.00
5290	09/09/2022	X			WINDSTAR	Windstar Lines Inc	2,066.00
90920221	09/09/2022	X			COMMERCE	COMMERCE BANK	16,788.18
14867	09/09/2022	X			ADVTECH	Advantage Tech, Inc.	633.75
14868	09/09/2022	X			COMMERCE	COMMERCE BANK	16,788.18

14869	09/09/2022	X	TRAVTRANS	Corporate Travel Management North America, Inc	146.00
14870	09/09/2022	X	EDOPS	Education Business Solutions Inc	16,933.25
14871	09/09/2022	X	FIDWORKPL	Fidelity Workplace Investing LLC	16,943.22
14872	09/09/2022	X	FIDWORKPL	Fidelity Workplace Investing LLC	3,259.14
14873	09/09/2022	X	KOPALDSE	Seth Kopald	120.00
14874	09/09/2022	X	SIPVINE	sipVine, Inc.	598.50
14875	09/09/2022	X	SMITHMADI	Madison Smith	1,000.00
14876	09/09/2022	X	UNITEDHEA	United Healthcare Insurance Company	118,270.78
14877	09/09/2022	X	YEAGERDAN	Danielle Yeager	1,980.00
14878	09/09/2022	X	AMERFOOD	American Food and Vending Corp.	16,114.20
5291	09/16/2022	X	BERSERKAT	Berserk Athletics	2,500.00
5292	09/16/2022	X	BLUFORD	BLUFORD HEALTHCARE LEADERSHIP INSTITUTE	15,000.00
5293	09/16/2022	X	ARROWSTAGE	Busco, Inc.	5,265.00
5294	09/16/2022	X	CERTIFIED	Certified Languages International LLC	13.05
5295	09/16/2022	X	JOSTENS	Jostens Inc	471.22
5296	09/16/2022	X	MORGHUNT	Morgan Hunter Education, LLC	1,237.20
5297	09/16/2022	X	TSCHANGCHI	CHI-YOUNG TSCHANG	4,500.00
5298	09/16/2022	X	UMKCAR	University of Missouri-Kansas City AR	100.00
15029	09/16/2022	X	ADVTECH	Advantage Tech, Inc.	955.50
15030	09/16/2022	X	COLEMANDA	Dana Coleman Consulting LLC	568.75
15031	09/16/2022	X	PLATINUM	Jaymie Huffman	260.00
15032	09/16/2022	X	JONESJERR	Jerrad Jones	1,378.12
15033	09/16/2022	X	YELLOWDOG	Yellow Dog Networks, Inc.	18,381.00
15034	09/16/2022	X	AJILON	ADO Professional Solutions, Inc.	1,848.00
15035	09/16/2022	X	AMERFOOD	American Food and Vending Corp.	24,826.20
15036	09/16/2022	X	CUSHMAN	Cushman & Wakefield U.S., Inc	220,109.30
5301	09/20/2022	X	BARNETTLES	LeSondra Barnett	329.00
5302	09/20/2022	X	ARROWSTAGE	Busco, Inc.	3,115.00
5303	09/20/2022	X	CASTATED	California State Disbursement Unit	392.00
5304	09/20/2022	X	HUSCHBLA	Husch Blackwell LLP	3,425.49
5305	09/20/2022	X	SOURCEPO	Jeff and Jeff Promotions, LLC	34,508.50
5306	09/20/2022	X	MORGHUNT	Morgan Hunter Education, LLC	396.00
5307	09/20/2022	X	PERFFOODGR	Performance Food Group Inc	7,035.76
5308	09/20/2022	X	TALKSPACE	Talkspace Network LLC	3,750.00
92020221	09/20/2022	X	COMMERCE	COMMERCE BANK	21,001.18
15037	09/20/2022	X	COMMERCE	COMMERCE BANK	21,001.18
15038	09/20/2022	X	FIDWORKPL	Fidelity Workplace Investing LLC	16,590.18
15039	09/20/2022	X	FIDWORKPL	Fidelity Workplace Investing LLC	3,259.14
92720221	09/27/2022	X	COMMERCE	COMMERCE BANK	13,424.82
21	09/30/2022		LYLESBRIDG	Bridgette Lyles	300.00
22	09/30/2022		LENZCALEB	Caleb Lenz	150.00
23	09/30/2022		CROCKETTC	Candace Crockett	450.00
24	09/30/2022		MAJGWEN	Gwen Major	150.00
25	09/30/2022		NELSONMARC	Marcus Nelson	250.00
26	09/30/2022		BRANCHMIT	Mitchell Branch	400.00
27	09/30/2022		WATSONLACE	Lacey Watson	150.00
28	09/30/2022		BLOUNTTL	Leo Blountt	150.00
5309	09/30/2022		ARROWSTAGE	Busco, Inc.	945.00
5310	09/30/2022		KCAV	KANSAS CITY AUDIO-VISUAL, INC.	1,850.00
15306	09/30/2022	X	COMMERCE	COMMERCE BANK	13,424.82
15307	09/30/2022	X	SMITHMADI	Madison Smith	250.00
15308	09/30/2022	X	WESTBROOK	Westbrook & Co., P.C.	3,939.35
100420221	10/04/2022	X	COMMERCE	COMMERCE BANK	69,859.71
100420222	10/04/2022	X	CONCURTEC	Concur Technologies, Inc.	378.23
					764,325.92

Ewing Marion Kauffman School Check Register - September 2022 by Vendor

<u>Check Number</u>	<u>Check Date</u>	<u>Cleared</u>	<u>Void</u>	<u>Void Date</u>	<u>Entity ID</u>	<u>Entity Name</u>	<u>Check Amount</u>
14867	09/09/2022	X			ADVTECH	Advantage Tech, Inc.	633.75
15029	09/16/2022	X			ADVTECH	Advantage Tech, Inc.	955.50
15034	09/16/2022	X			AJILON	ADO Professional Solutions, Inc.	1,848.00
14878	09/09/2022	X			AMERFOOD	American Food and Vending Corp.	16,114.20
15035	09/16/2022	X			AMERFOOD	American Food and Vending Corp.	24,826.20
5246	09/09/2022	X			ARROWSTAGE	Busco, Inc.	1,195.00
5293	09/16/2022	X			ARROWSTAGE	Busco, Inc.	5,265.00
5302	09/20/2022	X			ARROWSTAGE	Busco, Inc.	3,115.00
5309	09/30/2022				ARROWSTAGE	Busco, Inc.	945.00
5301	09/20/2022				BARNETTLES	LeSondra Barnett	329.00
5243	09/09/2022	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5244	09/09/2022	X			BELOITCOL	Board of Trustees of Beloit College	250.00
5291	09/16/2022	X			BERSERKAT	Berserk Athletics	2,500.00
28	09/30/2022				BLOUNTTL	Leo Blountt	150.00
5292	09/16/2022	X			BLUFORD	BLUFORD HEALTHCARE LEADERSHIP INSTITUTE	15,000.00
26	09/30/2022				BRANCHMIT	Mitchell Branch	400.00
5245	09/09/2022	X			BROWNUNIV	Brown University	250.00
5303	09/20/2022	X			CASTATED	California State Disbursement Unit	392.00
5294	09/16/2022	X			CERTIFIED	Certified Languages International LLC	13.05
15030	09/16/2022	X			COLEMANDA	Dana Coleman Consulting LLC	568.75
90920221	09/09/2022	X			COMMERCE	COMMERCE BANK	16,788.18
14868	09/09/2022	X			COMMERCE	COMMERCE BANK	16,788.18
92020221	09/20/2022	X			COMMERCE	COMMERCE BANK	21,001.18
15037	09/20/2022	X			COMMERCE	COMMERCE BANK	21,001.18
92720221	09/27/2022	X			COMMERCE	COMMERCE BANK	13,424.82
15306	09/30/2022	X			COMMERCE	COMMERCE BANK	13,424.82
100420221	10/04/2022	X			COMMERCE	COMMERCE BANK	69,859.71
100420222	10/04/2022	X			CONCURTEC	Concur Technologies, Inc.	378.23
23	09/30/2022				CROCKETTC	Candace Crockett	450.00
15036	09/16/2022	X			CUSHMAN	Cushman & Wakefield U.S., Inc	220,109.30
5254	09/09/2022				DILLUNIV	Dillard University	250.00
14870	09/09/2022	X			EDOPS	Education Business Solutions Inc	16,933.25
5255	09/09/2022	X			ELITESPORT	Elite Sportswear	1,202.25
5256	09/09/2022				EMORYUNIV	Emory University	250.00
14871	09/09/2022	X			FIDWORKPL	Fidelity Workplace Investing LLC	16,943.22
14872	09/09/2022	X			FIDWORKPL	Fidelity Workplace Investing LLC	3,259.14
15038	09/20/2022	X			FIDWORKPL	Fidelity Workplace Investing LLC	16,590.18
15039	09/20/2022	X			FIDWORKPL	Fidelity Workplace Investing LLC	3,259.14
5257	09/09/2022				FONTBONNEU	Fontbonne University	250.00
5258	09/09/2022				FONTBONNEU	Fontbonne University	250.00
5259	09/09/2022				FONTBONNEU	Fontbonne University	250.00
5260	09/09/2022	X			GUARDIAN	The Guardian Life Insurance Co	11,868.37
5304	09/20/2022	X			HUSCHBLA	Husch Blackwell LLP	3,425.49
15032	09/16/2022	X			JONESJERR	Jerrad Jones	1,378.12
5295	09/16/2022	X			JOSTENS	Jostens Inc	471.22
5264	09/09/2022	X			KCARTINST	Kansas City Art Institute	3,500.00
5310	09/30/2022				KCAV	KANSAS CITY AUDIO-VISUAL, INC.	1,850.00
14873	09/09/2022	X			KOPALDSE	Seth Kopald	120.00
22	09/30/2022				LENZCALEB	Caleb Lenz	150.00
5265	09/09/2022	X			LYCOMINGC	Lycoming College	250.00
21	09/30/2022				LYLESBRIDG	Bridgette Lyles	300.00

5266	09/09/2022	X	MACALESTER	Macalester College	250.00
24	09/30/2022		MAJGWEN	Gwen Major	150.00
5261	09/09/2022	X	METROCCKC	The Junior College District of Metropolitan Kansas City	250.00
5262	09/09/2022	X	METROCCKC	The Junior College District of Metropolitan Kansas City	250.00
5263	09/09/2022	X	METROCCKC	The Junior College District of Metropolitan Kansas City	250.00
5267	09/09/2022	X	MORGHUNT	Morqan Hunter Education, LLC	2,480.40
5296	09/16/2022	X	MORGHUNT	Morqan Hunter Education, LLC	1,237.20
5306	09/20/2022	X	MORGHUNT	Morgan Hunter Education, LLC	396.00
5247	09/09/2022	X	MOSCITECHU	Curators of the University of Missouri	250.00
25	09/30/2022		NELSONMARC	Marcus Nelson	250.00
5268	09/09/2022	X	OCCCOLLEGE	Occidental College	250.00
5269	09/09/2022	X	PARKUNIV	Park University	250.00
5270	09/09/2022	X	PARKUNIV	Park University	250.00
5307	09/20/2022	X	PERFFOODGR	Performance Food Group Inc	7,035.76
15031	09/16/2022	X	PLATINUM	Jaymie Huffman	260.00
5271	09/09/2022	X	RHODESCOL	Rhodes College	250.00
5272	09/09/2022	X	ROCKHURSTU	Rockhurst University	250.00
5273	09/09/2022	X	ROCKHURSTU	Rockhurst University	250.00
5274	09/09/2022	X	ROCKHURSTU	Rockhurst University	250.00
5275	09/09/2022	X	ROCKHURSTU	Rockhurst University	250.00
14874	09/09/2022	X	SIPVINE	sipVine, Inc.	598.50
14875	09/09/2022	X	SMITHMADI	Madison Smith	1,000.00
15307	09/30/2022	X	SMITHMADI	Madison Smith	250.00
5305	09/20/2022	X	SOURCEPO	Jeff and Jeff Promotions, LLC	34,508.50
5276	09/09/2022	X	STOLAFCOLL	St Olaf College	250.00
5277	09/09/2022	X	SWARTHMORE	Swarthmore College	250.00
5308	09/20/2022		TALKSPACE	Talkspace Network LLC	3,750.00
14869	09/09/2022	X	TRAVTRANS	Corporate Travel Management North America, Inc	146.00
5297	09/16/2022	X	TSCHANGCHI	CHI-YOUNG TSCHANG	4,500.00
5280	09/09/2022	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5281	09/09/2022	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5282	09/09/2022	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5283	09/09/2022	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5284	09/09/2022	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5285	09/09/2022	X	UMKCAR	University of Missouri-Kansas City AR	250.00
5298	09/16/2022	X	UMKCAR	University of Missouri-Kansas City AR	100.00
5278	09/09/2022	X	UNICENTMO	University of Central Missouri	250.00
5279	09/09/2022	X	UNICENTMO	University of Central Missouri	250.00
14876	09/09/2022	X	UNITEDHEA	United Healthcare Insurance Company	118,270.78
5248	09/09/2022	X	UNIVMO	Curators of the University of Missouri (UM)	250.00
5249	09/09/2022	X	UNIVMO	Curators of the University of Missouri (UM)	250.00
5250	09/09/2022	X	UNIVMO	Curators of the University of Missouri (UM)	250.00
5251	09/09/2022	X	UNIVMO	Curators of the University of Missouri (UM)	250.00
5252	09/09/2022	X	UNIVMO	Curators of the University of Missouri (UM)	250.00
5253	09/09/2022	X	UNIVMO	Curators of the University of Missouri (UM)	250.00
5286	09/09/2022	X	VANDERUNIV	The Vanderbilt University	250.00
5287	09/09/2022	X	VICTCHEER	Victory Cheer Uniforms	3,900.00
27	09/30/2022		WATSONLACE	Lacey Watson	150.00
5288	09/09/2022	X	WELLESROLL	Wellesley College	250.00
15308	09/30/2022	X	WESTBROOK	Westbrook & Co., P.C.	3,939.35
5289	09/09/2022	X	WHITTIER	Whittier College	250.00
5290	09/09/2022	X	WINDSTAR	Windstar Lines Inc	2,066.00
14877	09/09/2022	X	YEAGERDAN	Danielle Yeager	1,980.00
15033	09/16/2022	X	YELLOWDOG	Yellow Dog Networks, Inc.	18,381.00
					764,325.92

Policy Statement

It is the policy of the Ewing Marion Kauffman School (EMKS) to be prepared for an eventual permanent change in leadership – either planned or unplanned – to ensure the stability and accountability of the organization until such time as new permanent leadership is identified. The board of directors shall be responsible for implementing this policy and its related procedures.

It is also the policy of the board to assess the permanent leadership needs of the organization to help ensure the selection of a qualified and capable leader who is representative of the community, a good fit for the school's mission, vision, values, goals and objectives, and who has the necessary skills for the organization. To ensure the school's operations are not interrupted while the board of directors assesses the leadership needs and recruits a permanent executive officer, the board will appoint interim executive leadership as described below. The interim chief executive officer shall ensure that the school continues to operate without disruption and that all organizational commitments previously made are adequately executed, including but not limited to loans approved, reports due, licenses, certifications, memberships, obligations to lenders of the school and others.

It is also the policy of EMKS to develop a diverse pool of candidates and consider at least three finalist candidates for its permanent CEO position. EMKS shall implement an external recruitment and selection process, while at the same time encouraging the professional development and advancement of current employees. The interim CEO and any other interested internal candidates are encouraged to submit their qualifications for review and consideration by the transition committee according to the guidelines established for the search and recruitment process.

Procedures for Succession:

In the event the chief executive officer of EMKS is no longer able to serve in this position, the CEO Evaluation Committee of the board of directors shall do the following:

1. Within 5 business days appoint an interim CEO according to the following line of succession:
 - a. Chief Operating Officer (COO)
 - b. Chief Academic Officer (COA)
 - c. Chief of Staff
 - d. External consultant
2. Within 15 business days appoint an Executive Transition Committee, in the event that a permanent change in leadership is required. This committee shall be comprised of at least one member of the CEO Evaluation Committee and two members of the board of directors. It shall be the responsibility of this Committee to implement the following preliminary transition plan:
 - a. Communicate with key stakeholders regarding actions taken by the board in naming an interim successor, appointing a Transition Committee and implementing the succession policy. The organization shall maintain a current list of key stakeholders who must be contacted, such as lenders, foundations, government agencies and others.

- b. Consider the need for consulting assistance (i.e., transition management or executive search consultant) based on the circumstances of the transition.
- c. Review the organization's strategic plan and conduct a brief assessment of organizational strengths, weaknesses, opportunities and threats to identify priority issues that may need to be addressed during the transition process and to identify attributes and characteristics that are important to consider in the selection of the next permanent leader.
- d. Establish a time frame and plan for the recruitment and selection process.

The board should use similar procedures in case of an executive transition that simultaneously involves the chief executive officer and other key management. In such instances, the board may also consider temporarily subcontracting some of the organizational functions from trained consultants or other organizations.