



## Kairos Academies

### Kairos Academies Monthly Board Meeting

#### NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

Published on March 29, 2023 at 4:28 PM CDT  
Amended on March 29, 2023 at 7:37 PM CDT

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#### Date and Time

Thursday March 30, 2023 at 6:00 PM CDT

#### 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
<b>I. Opening Items</b>			<b>6:00 PM</b>
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. Vision Statement</b>			5 m
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.			
<b>F. Approve January 26, 2023 Board Meeting Minutes</b>	Approve Minutes		
<b>G. Approve Board Retreat minutes</b>	Approve Minutes		5 m
Approve minutes for Kairos Academies Spring Board Retreat on March 4, 2023			
<b>II. Finance Committee Updates</b>			<b>6:10 PM</b>
<b>A. Draft Budget Update</b>			5 m
<b>B. MCPSC Loan underwriting</b>			
<b>III. Executive Committee Updates</b>			<b>6:15 PM</b>
<b>A. Strategic Planning Update</b>			5 m
<b>B. Charter Renewal and Public Hearing Update</b>			
<b>C. Facilities voting</b>			
<b>IV. Governance Committee Updates</b>			<b>6:20 PM</b>
<b>A. Board member oath</b>			
<b>B. MCPSC Charter Renewal Update</b>			
<b>C. Missouri Ethics Commission Personal Financial Disclosure (MEC PFD)</b>	Discuss		5 m
<b>V. Program Committee Updates</b>			<b>6:25 PM</b>
<b>A. POSSIP</b>			
<b>B. IXL</b>			
<b>C. Summit Learning</b>			
<b>D. GROW</b>			

	Purpose	Presenter	Time
E. Testing			5 m
<b>VI. Facilities Committee Update</b>			<b>6:30 PM</b>
A. Community Engagement Update			5 m
B. 2023-2024 Facility Updates at CPH			5 m
C. Closed Session			5 m
RSMo Section 610.021.(2)			
<b>VII. CEO Updates</b>			<b>6:45 PM</b>
A. Teaching and Learning			5 m
B. School Finance and OPS Updates			
C. Compliance and Recruitment Updates			
D. Advocacy and Development			
E. Senior Leadership February Goal Updates			
<b>VIII. Closing Items</b>			<b>6:50 PM</b>
A. Adjourn Meeting	Vote		

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# Coversheet

## Approve January 26, 2023 Board Meeting Minutes

**Section:** I. Opening Items  
**Item:** F. Approve January 26, 2023 Board Meeting Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:**  
Minutes for Kairos Academies Monthly Board Meeting on January 26, 2023

DRAFT



## Kairos Academies

### Minutes

#### Kairos Academies Monthly Board Meeting

#### NOTIFICATION OF KAIROS ACADEMIES MONTHLY BOARD MEETING

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##### **Date and Time**

Thursday January 26, 2023 at 6:00 PM

##### **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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##### **Directors Present**

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

##### **Directors Absent**

H. Eastwood

##### **Ex Officio Members Present**

K. Graham (remote)

##### **Non Voting Members Present**

K. Graham (remote)

##### **Guests Present**

Bristol (remote), J. Krewson (remote), Jazminique Holley (remote), Karie Handley (remote), Lauriel (remote), Louis Rosche (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 Jan 26, 2023 at 6:03 PM.

### **C. Public Comment**

No public comment.

### **D. Approve December 8, 2022 Board Meeting Minutes**

M. Vachow made a motion to approve the minutes from Kairos Academies Monthly Board Meeting on 12-08-22.

K. Kerr seconded the motion.

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

## **II. Finance Committee Updates**

### **A. Monthly financials**

Revenue is slightly down due to decreased student enrollment. The next initiative is to reforecast the budget to reflect updated revenue and expense expectations.

### **B. 2022 Audit**

We did not have the PNC account fully insured. We working to remedy that account ASAP by moving money to First Bank.

## **III. Executive Committee Updates**

### **A. Strategic Planning Update**

Board needs to formally approve the ad hoc committee. We received preliminary results from the SWOT analysis.

N. Plair made a motion to approve ad hoc committee for the strategic planning committee.

E. Schlafly seconded the motion.

committee includes Jack Krewson, Katie Owens, Khalil Graham, Marnae Chavers, and Whitney Young

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

### **B. Charter Renewal and Public Hearing**

April 18th is the date for the charter renewal. The public hearing will be at 5pm.

The board interview is at 6pm. Marnae will provide an overview in March as well as an opportunity for a mock interview.

N. Plair made a motion to begin the process to renew our charter.

E. Schlafly seconded the motion.

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

## **IV. Governance Committee Updates**

### **A.**

**Review draft Board member oath (i.e., commitment to Board) and collect feedback**

We will distribute a draft to the board for feedback prior to the next board meeting.

**B. Review annual organizational decision chart and collect feedback**

The plan is to have a draft ready for the off site, and then finalize the document following the off site.

**C. Align Board member recruitment action plan**

So far 9 is the appropriate number for the board, understanding a fundraising gap is still present. Advisors may be a good path to augment capability gaps. Nicole will connect with committee heads about requirements, roles, and responsibilities needed for an effective committee advisor. Kevin is responsible for ensuring our board policies are aligned with the MCPSC audit.

Marnae is going to email a document that is required to be read by every board member. This document entails the revocation policies of a charter.

**V. Program Committee Updates**

**A. POSSIP/ IXL/ Summit Learning/ GROW/ Testing**

We feel better about our NWEA metrics than our MAP metrics. We have committed additional resources to the Summit Learning program by looking at lessons learned and providing additional training to staff.

**VI. Facilities Committee Update**

**A. Community Engagement Update**

We are talking to the Dutchtown South Community Association to improve our engagement with the community. We are not currently pursuing the site at Broadway.

**B. 2023-2024 Facility Updates at CPH**

The facility can hold 635 students ranging from grades 5-10.

**C. Closed Session in accordance with RSMo 610.021.2**

W. Young made a motion to enter closed session pursuant to RSMo 610.021.2.

A. Sullivan seconded the motion.

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

**Roll Call**

M. Vachow Aye

K. Owens Absent

H. Eastwood Absent

A. Jackson Aye

K. Kerr Aye

N. Plair Aye

W. Young Aye

A. Sullivan Aye

E. Schlafly Aye

W. Young made a motion to to exit closed session pursuant to RSMo 610.021.2.

A. Sullivan seconded the motion.

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

**Roll Call**

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

**VII. CEO Updates**

**A. Priorities Update / Retention / Recruitment Update**

The strategy team is working on a values refresh to inculcate them into everyday decisions. 9th grade is oversubscribed. 10th grade is on target. 5-8th grade is under target.

**B. Teacher Certification**

84% of our full-time instructional staff meet Missouri's teacher certification standards. We will compensate teachers to pursue a certification.

**C. Senior Leadership December Goal Updates**

Leaders and direct reports conducted 2x2 surveys focusing on personal successes and opportunities for improvement.

**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 7:38 PM.

Respectfully Submitted,  
K. Kerr

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# Coversheet

## Approve Board Retreat minutes

**Section:** I. Opening Items  
**Item:** G. Approve Board Retreat minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:**  
Minutes for Kairos Academies Spring Board Retreat on March 4, 2023

DRAFT



## Kairos Academies

### Minutes

#### Kairos Academies Spring Board Retreat

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##### **Date and Time**

Saturday March 4, 2023 at 8:00 AM

##### **Location**

4220 Duncan Ave, St. Louis, MO 63110, USA

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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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##### **Directors Present**

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

##### **Directors Absent**

K. Kerr

##### **Ex Officio Members Present**

K. Graham

##### **Non Voting Members Present**

K. Graham

##### **Guests Present**

J. Krewson (remote), M. Chavers, S. Lettre (remote)

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#### **I. Opening Items**

##### **A. Record Attendance**

##### **B.**

### **Call the Meeting to Order**

A. Jackson called a meeting to order on Saturday Mar 4, 2023 at 8:09 AM.

### **C. Approve Minutes**

Not applicable.

## **II. Board Retreat Agenda**

### **A. Welcome**

Board President Aaron Jackson welcomes board members to the retreat and shares a high-level overview of the agenda.

### **B. Mission, Vision, Values Review**

Khalil Graham reviews the current and draft versions of Kairos Academies mission and vision statements. Board members give their input on the two versions as part of the Strategic Planning process.

Board members review the updated Kairos values (Love, Excellence, Agency, Diversity) and discuss how they relate to the mission and direction of Kairos.

### **C. Get input and feedback on vision, value prop (30 min) VIRTUAL**

Simmons Lettre reviews draft versions of the Kairos mission and vision. Board members engage in an exercise to create a third version of the mission and vision as part of the strategic planning process.

Board members discuss the Kairos values proposition as it relates to which students receive the most value by attending Kairos Academies.

### **D. Design session re portrait of a graduate (1 hour) VIRTUAL**

Board members break into three groups (two in-person and one virtual) to discuss portraits of a Kairos graduate.

Groups overview the faculty advisories vision of a Kairos graduate.

Board members determine what the portrait of a Kairos graduate has as it relates to Social-Emotional skills, hard skills, and preparedness after high school.

### **E. RsMo Section 610.021 (1) Sunshine Review**

Closed session with school lawyer to discuss Sunshine laws.

### **F. Charter Renewal and SQR Report**

Jack Krewson shares a high level overview of the original Kairos charter and the changes leadership has made overtime to the original document in preparation for the Charter Renewal Public Hearing.

Khalil Graham reviews the School Quality Review as it relates to the Charter School Renewal. The SQR was provided by Building Excellent Schools and is the first step of the charter renewal process.

### **G. Q4 Planning and Action Steps**

Khalil Graham reviews senior leadership organizational priorities and action steps as it relates Quarterly goals and action steps.

#### **H. Board Calendar Review**

Marnae Chavers shares drafts of two board calendars. One calendar sets board members on a cyclical timeline that mirrors the school calendar. The second calendar mirrors the current Kairos Academies board calendar with 10 meetings a year.

#### **I. Wrap-Up and Close**

### **III. 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 3:43 PM.

Respectfully Submitted,  
H. Eastwood

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# Coversheet

## Board member oath

<b>Section:</b>	IV. Governance Committee Updates
<b>Item:</b>	A. Board member oath
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	Board Member Oath Draft 2022-2023 School Year.docx.pdf

I, \_\_\_\_\_ understand that as a member of the Board of Trustees of Kairos Academies I have a legal and moral responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

I have read, understand and am willing to comply with the following:

- I will focus my attention on fulfilling the Board's responsibilities of goal setting, policymaking, and evaluation and support Committees and the duties outlined as needed, agreeing to invest at least 3-5 hours per month on Board related matters
- I will diligently prepare for and attend 90% or more of the Board meetings inclusive of longer working sessions and retreats; in cases where I need to miss a meeting, I will proactively reach out to the Chairman of the Board to communicate my absence and discuss a plan of action
- I will review and complete all Board of Directors orientation materials and activities in the timeline communicated
- I will complete the conflict of interest form and comply with all conflict of interest policies during my tenure and comply with all Missouri Ethics Commission policies and rules during my tenure
- I will complete annual training, as required
- I will consistently uphold all applicable laws (inclusive of the Board of Director by-laws), rules, policies, and governance procedures; this includes reading and adopting the Charter Commission policy, continuing to be up to date with the Missouri Board Charter requirements and completing the Board policy checklist
- I will be accountable to the public by representing School policies, programs, priorities, and progress accurately
- I will keep in mind that, alone, I am not the Board and as such I will not act on behalf of the Board or make representations on behalf of the Board unless specifically authorized to do so
- I will attend School events to express my enthusiasm and encouragement toward students and staff.
- I will be fair, just, and impartial in all my decisions and actions
- I will accord others the respect I wish for myself
- I will encourage expressions of different opinions and listen with an open mind to others' ideas
- I will respect the majority of the decision as the decision of the Board
- I will not release confidential information

If I ever find myself in a situation where I am unable to fulfill these expectations I will have a discussion with the Chairman of the Board and/or Governance Committee and work collaboratively to determine if a resignation from the Board is necessary.

In turn, the organization will be responsible to me in several ways:

1. I will be provided, without request, a monthly committee updates, when applicable, in the Board meeting
2. I will be provided with orientation materials and activities to help me understand the school vision & approach, Board activities and Board member expectations
3. The Chairman of the Board and CEO will help me perform my duties by keeping me informed about issues in the industry and field in which we are working, and by offering me opportunities for professional development as a board member
4. Board members and the CEO will respond in a straightforward fashion to questions I have that are necessary to carry out my board and committee-related responsibilities to this organization
5. Board members and the CEO will work in good faith with me towards achievement of our goals
6. If the organization does not fulfill its commitments to me, I can call on the Chairman of the Board to discuss these responsibilities.

Date:

Member, Board of Directors

Date:

Chair, Board of Directors

# Coversheet

## Senior Leadership February Goal Updates

<b>Section:</b>	VII. CEO Updates
<b>Item:</b>	E. Senior Leadership February Goal Updates
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	March_CoS_GoalsUpdate.docx _SDFHR- February Priority Update (1).docx February Priority Updates_MDS.docx February Board Update—CSO.docx





## CoS Board Update

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

—Wayne Dyer

### Role Priorities

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

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

## February Priorities



1. Have a complete agenda for the board stepback ready to share with the entire board

**Final Metric:** Have a completed board roles and duties doc that includes committee goals and chair descriptions. Have two draft calendars ready to share with AJ/board for the board retreat (one that follows Inservice, one that mirrors the schedule this year).

**Causes:**

1. I asked Nathan to share the draft Academic calendar with me to determine what days made sense to have board meetings.
2. Spent Feb admin day using BoT resources to draft committee chair roles, and adding goals to Board roles and duties doc.
3. Met with AJ to review and brainstorm the board agenda.

**Next Steps:** Share draft board calendars at the board retreat 3/4. Once the board oath is complete add it, along with the final board calendar to the roles and duties doc to share with the board.

2. Have a complete agenda for the board stepback ready to share with the entire board

**Final Metric:** Have a complete agenda for the board stepback ready to share with the entire board.

**Causes:** 1. Collected draft topics from external stakeholders, shared with AJ at 2/9 check-in with KG

2. Met with AJ 2/20 to finalize the agenda
3. Calendared time to prepare edits of the board agenda.

**Next Steps:** Share board retreat logistics and agenda with the board via email and text.



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

**Final Metric:** Observe each huddle twice and shared feedback with the facilitator and manager via GROW.

Action Steps:

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

**Next Steps:** Share huddle observations at the Senior Leadership Stepback 3/2

## March Big Rock:

**Final Metric:** Observe eat huddle at least one time, share feedback with facilitator and manager

I will:

- Share OPS rubric with facilitator via email.
- Choose initial obs and OPTIONAL follow-up obs date on calendar.
- Attend meeting and share the feedback with the facilitator and their manager.

**Next Steps:**

- Follow-up with meeting facilitators who haven't invited me to huddles. Organize calendar to include huddles, move relevant meetings.





## SDFHR Board Update

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

—Carter G Woodson

### **ROLE AND PRIORITIES**

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

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

## January Priority Report



**100%  
Paycor  
System  
Implementation**

**Outcome:** 100% Paycor System has been implemented

**Causes**

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

• **Solutions**

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

**22-23 Budget  
Revisions**

**Outcomes**

- Complete

**Causes:**

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

**Solutions/Next Steps:**

- Forward to to LDR so they can update financial document



**Design PD on  
coaching, counseling,  
corrective action**

**Outcomes:** 70% percent complete, Discussion with the team this PD is a need and I didnt want to rush the process. Pd will take place March 27.

**Causes:**

- Leaders are not providing consistent, objective and fair process for disciplining
- Using discipline to improve performance
- Provides important documentation should a termination become necessary.

**Solutions/Next Steps**

- The Senior Leadership team will see PD 03/17 and I will make updates based on their critique.

## March Priorities

### Big Rock

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

**Causes:**

1. Coaching - Leaders will have a firm grasp on when coaching is appropriate.
2. Performance Documentation - Leaders will understand the importance of documenting sub-par performance and/or highlight positive behavior.





3. Professional Development Plan (PDP) - Leaders will know the do's and don't of a PDP

**Next steps:**

- 1. Complete Powerpoint**
- 2. Have Senior Leadership Team review**
- 3. Teach PD March 27**





## MDS Board Update

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*"Failure is success, if we learn from it"*

### Role Priorities

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

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

## February Priorities (Accountability)



**(1) Academics****Driver Goals**

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

**➤ Outcome:****Students on Grade Level**

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

**NWEA Projections of Missouri MAP****(Below Basics/ Proficient or Advanced)**

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

**Student NWEA Growth**

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



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

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

➤ **Causes:**

**NWEA**

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

○ **ADA**

- 82.49% MS YTD
- 87.51% HS YTD

○ **Coaching**

- 75% MS Check-ins
- 58% HS Check-ins

**Summit**

Goal 100% of scholars receive CP feedback within 2 weeks

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

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

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

○ **Student Accountability Conversations**

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

➤ **Solution/Next Steps:**

○ **Academics**

- Student Accountability Conversations
  - Academics (75% or above) Culture (No suspension and less than 15 detentions) and Attendance (92% or above)
- [HS Risk of Retention List](#)
- [MS Risk of Retention List](#)
- [MS Promotion Requirements](#)

○ **Attendance**



- [MS Daily ADA Tracker](#)
- [HS Daily ADA Tracker](#)
- [Kairos Escalation Matrix](#)
  - Truancy Prevention Measures
  - ADA Contest

○ **Progress Monitoring**

- MOY Star and NWEA test in January
- Personalized MAP plan in IXL
  - Incentive to push students and coaches to engage more with IXL
  - Moving to have scholars set goals in content classes and to track IXL and PFA completion in Intervention, Double Dose, SD and Choice
- Plan to test 100% of scholars MOY
  - Text families
  - Check-in with Podlings
  - Network Newsletter
  - Call parent the day of to bring student into the building

○ **Data Meeting**

- Weekly data meetings with clear agenda and actions steps
  - Track Summit Cog Scores and PFA completion
  - Projects in Summit, PFA, IXL - is this sufficient is this enough
  - Progress Monitoring - STAR growth each cycle for Intervention and Double Dose scholars
  - Analyze data weekly for trends, create reteach plans and create sub-groups and targeted instruction



**(2) Culture**

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

➤ **Outcome:**

Coaching and Development of Director of Culture

**Possip: Parent/Staff Pulse Checks**

MS Possip (Parents, Staff and Students)	HS Possip (Parents, Staff and Students)
Goal: 85% Positivity or Greater	Goal: 85% Positivity or Greater
<ul style="list-style-type: none"> <li>• Parents: 43% <b>Yes</b>; 38% <b>Mostly</b>; 19% <b>No</b></li> <li>• Staff: 20% <b>Yes</b>; 42% <b>Mostly</b>; 39% <b>No</b></li> <li>• Scholars: 22% <b>Yes</b>; 59% <b>Mostly</b>; 19% <b>No</b></li> </ul>	<ul style="list-style-type: none"> <li>• Parents: 52% <b>Yes</b>; 38% <b>Mostly</b>; 10% <b>No</b></li> <li>• Staff: 26% <b>Yes</b>; 37% <b>Mostly</b>; 37% <b>No</b></li> <li>• Scholars: 24% <b>Yes</b>; 64% <b>Mostly</b>; 11% <b>No</b></li> </ul>
Goal : Participation Rate 50% or greater	Goal: Participation Rate 50% or greater
<ul style="list-style-type: none"> <li>• Parents: 56.57%</li> <li>• Staff: 58.89%</li> <li>• Scholars: 33.8%</li> </ul>	<ul style="list-style-type: none"> <li>• Parents: 50.69%</li> <li>• Staff: 70%</li> <li>• Scholars: 36.57%</li> </ul>

Possip● **Causes**

- No designated time on Wednesday to take survey for scholars
- It was not fully owned by the Director of Culture
- Principals did not communicate about student Possip due to technical delays
- Principals and their leaders did not have access to the dashboards
- Scholars are not invested because of a quick turn around on feedback
- Staff are surveyed frequently
- Parents don't see the results they are seeking

➤ **Solution/Next Steps:**

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





- Touch base with principals weekly about high priority concerns





**(3) Principal Development**

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

**➤ Outcome:**

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

Week of March 6th- 10th				
Manager	Team Size	Observations per Teacher per Week	Meetings per Teacher per Week	Quick Feedback per Teacher per Week
<i>Allyson</i>	7	0	2	3
<i>Brie</i>	11	1	0	0
<i>Sam Orf</i>	2	0	0	3
<i>Sarah</i>	6	2	5	2
<i>Sherman</i>	5	2	2	7
<i>Tyler</i>	8	0	8	3
<i>Bristol</i>	1	0	1	6
<i>Carrie</i>	4	0	0	3
<i>Tambra</i>	5	0	1	6
<i>Nilesh</i>	5	0	0	1

**➤ Causes:**

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

**➤ Solution/Next Steps:**

- Start accountability checks in Instructional session weekly
- Norm schoolwide that all teachers receive 2 pieces of feedback weekly at a minimum
  - Classroom Observation (ID)
  - Culture observation (RJC)
  - Lesson internalization feedback (ID)
- **Instruction**
  - Lesson Internalization
    - [The Plans Tab: Making Quality Plans](#)
    - Norm lesson internalization document uploaded into Grow
  - [Quality Feedback](#): Define and provide examples of quality Grow Feedback. Two Glows, One-Two Glows, One Action Step
  - [Cycle 5 Instructional Sessions](#)
  - [Instructional Look Fors](#)
  - [Summit Learning Coaching Cycle](#)
  - [Grow feedback](#)



■ [Assessment](#)

**March Priorities (in addition to next steps above)**

1. Instruction: Summit Lesson Structure- Facilitate Work Time
  - a. Focus: The Plans Tab, Teacher Annotated Exemplars, Framing the Lesson, Facilitating Goal Setting
2. Cycle 6 Testing
3. ADA Incentives: Perfect attendance YTD and each cycle
4. Possip Pulse Checks
  - a. **Parents (Fridays/Biweekly)** March 10, April 7, April 21, May 5, May 19, June 16  
**Staff and Student (Wednesdays/Monthly)** March 15, April 26, May 17, June 28.
5. GTL Weekly meetings and Weekly Data Meetings
6. School Leadership Levers: 6A(Coach and Manage Leaders)

**Highlights**





## On My Mind

Good thinking is expensive. Bad thinking costs a fortune. One way to force yourself to think is to write. Good writing requires good thinking. Forcing yourself to make your thinking visible gives poor thinking nowhere to hide. You can't simply take a few minutes here and there, get the gist of the problem, and expect to have clear writing. It doesn't work that way. Good writing, like good thinking, takes time. —Shane Parrish

### Role Priorities

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

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

## February Priority Report



## Student Recruitment Strategy Mapping

**Outcome:** Completed strategy doc + accompanying Asana GAANT chart of strategies. Recruitment work group assembled to systematize weekly reporting on progress to key strategies and tactics + coordinate information across ops, school, and strategy team

### Causes

- Spent the time to start with the data as basis of the correct strategies
- Prioritized this work as big rock over all else

### Solutions/next steps

- Revise tactic timeline at the end of March to align with present data

## Building Benchmarks

### Outcomes

- MOU signed with Neighborhood Association (relevant for rezoning)
- Pending Lawsuit on the site resolved
- Concept design finalized
- Historic review eliminated as hurdle

### Causes:

- Created list of of key risks and timeline to navigate decision-making process
- Leveraged expertise of our consultants

### Solutions/Next Steps:

- Decide when to pull trigger on due diligence
- Clear rezoning review + environmental phase work



## Building 2 Community Engagement

### Outcomes:

- MOU signed with Neighborhood Association
- Have made personal contact with ~10 direct neighbors
- 100+ petition signatures and statements of support from families

### Causes:

- Created timeline with clear benchmarks for stages of this process

### Solutions/Next Steps

- Utilize to track successful recruitment actions

## Recruitment Team Direct Support

### Outcome:

- Canvassing with recruitment team 6 hour per week
- Direct meeting 1 hour per week + 15 minutes per day
- Created template weekly schedule and processes

### Causes

- Discussed importance of more direct management with directs and build buy in for my involvement and new systems

### Solutions/Next Steps:

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



## Strategic Planning

### Outcome:

- Presented vision, value proposition, and values at board stepback

### Causes

- Simmons keeping us on track with the action steps

### Solutions/Next Steps:

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

## Faculty Recruitment Strategy Mapping

### Outcome:

- Pushed to march—unstarted at end of Feb

### Causes

- Focus on big rock priority; did not properly account for time when setting projects for this month

### Solutions/Next Steps:

- Create and implement! It's already in process

## March Priorities

1. Faculty Recruitment Strategy Mapping
2. Building Benchmarks
3. Building 2 Community Engagement
4. Recruitment Direct Support
5. Strategic Planning



## Highlights

- Seeing recruitment team come together

## Support Needed

- Repost recruitment and talent related social media content to your networks

