



**Annual Retreat of the
Board of Directors of Citizens of the World Kansas City**

Location: Arupe Hall, Room 114
Rockhurst University
5351 Forest Ave.
Kansas City, MO 64110

Date: Saturday, August 10th, 2024, 9:00am – 2:00pm

Proposed Minutes

1. Call to Order

Ms. Finocchario called the meeting to order at 9:09 a.m.

Ms. Finocchario welcomed the members of the public in attendance and gave an overview of the meeting order.

2. Roll Call by Board Chair

Ms. Finocchario called roll as follows:

Present:

Hon. Ardie Bland
Ms. Sophia Bond
Mr. James Brown
Mrs. Lydia Butler
Mrs. Angela DeWilde
Ms. Brandi Finocchario
Dr. Asia Foster (9:11 am)
Dr. Sarah Hicks
Mr. Jim MacDonald
Ms. Selina Rios

Absent:

Mr. Roosevelt Lyons

Ms. Finocchario determined that with 9 of 11 (later 10 of 11) Board Members present, a quorum is established for purposes of holding the meeting and voting.

3. Review & Consideration of Proposed Agenda *[Board Action]*

Dr. Miles proposed an order change to the proposed agenda (moving "Into the Future" earlier and "Strategic Priorities" later) in order to accommodate Board Members who need to leave early.

Mr. Brown moved to approve the agenda as modified and Mrs. DeWilde provided a second to the motion. The motion was unanimously approved with none abstaining.

Dr. Foster arrived at 9:11 am

4. Public Comments

Ms. Finocchario introduced herself, thanked the public, and provided an overview of the public comment process and guidelines. Ms. Finocchario then invited public comment; no public comment was made.

5. Consent Agenda *[Board Action]*

- a. Review & Consideration of minutes from the July 25th, 2024 regular meeting of the Board
- b. Strategic Plan Dashboard
- c. Board & Committee Calendar
- d. Staffing Report
- e. Events Calendar
- f. Review & Consideration of the 2024-2025 Operation Breakthrough Academic Calendar
- g. Review & Consideration of the 2024-2025 Special Education Compliance Plan
- h. Review & Consideration of Appointing Ms. Jessica Cox (Social Worker) as the 2024-2025 McKinney-Vento Homeless Coordinator
- i. Review & Consideration of Appointing Ms. Jessica Cox (Social Worker) as the 2024-2025 Foster Care Coordinator
- j. Review & Consideration of Appointing Ms. Angela Garcia (ELL & Special Education Interventionist) as the 2024-2025 ELL Coordinator

Ms. Finocchario presented the Consent Agenda and asked the Board if any member wanted to remove any item from the Consent Agenda in order to further discuss and/or solely vote on that item; no member did.

Ms. Rios moved to approve the Consent Agenda as proposed and Mrs. DeWilde provided a second. The motion was unanimously approved with none abstaining.

6. Retreat Working Session

9:00a Welcome

Mrs. Finocchario welcomed Board Members to the retreat; Dr. Hicks welcomed the Board to Rockhurst University.

9:15a Connection Circle (Ms. Johanna Chambers)

Ms. Chambers led the Board and staff through a Connection Circle activity.

9:45a Charter Goals (Ms. Brandi Finocchario & Dr. Danielle Miles)

Dr. Miles reviewed the school's mission and core values, as well as Citizens of the World's three strands of learning (Academics, Social/Emotional Learning, and Difference & Inclusion).

The national network gives the school the learning model, core values, and supports. The State of Missouri guides the school with the law. Then the Missouri Charter Public School Commission, through the school charter, gives oversight to who Citizens is as a school. Dr. Miles reminded the Board this is Year Four (of Five) of the charter, so the team will soon be undergoing work to prepare our charter renewal – the team and the Board have the opportunity to define and set the course for the following five years. She also provided context that the Commission, not CWCS, approves the charter and holds accountability for the school to the goals set out in the school's charter.

Dr. Miles led a high-level review of the charter goals, asked the Board to frame this discussion through the lens of “what data does the Board need to help the meet these goals?” She reminded the Board that these goals were written collaboratively between the prior Executive Director, CWCS, and the contemporaneous Board.

Academic Goal 1 – Students will demonstrate an understanding of Missouri Learning Standards. At least 50% of students at a CWKC school will score Proficient or Advanced on the Missouri MAP ELA Assessments.

Target/Actual:

2021-22: 40%/32%

2022-23: 45%/31%

2023-24: 48%/28%

2024-25: 50%

Dr. Miles said that the school has clearly held stagnant here. While this goal was written during the pandemic, and she believes the goal might be unrealistic, she wants to balance it with realistic and achievable growth.

Mrs. DeWilde asked how does this performance compare to peer schools? Dr. Miles responded that anecdotally, most all peer schools are similar, with a handful doing well.

Dr. Hicks reminded the Board that, during the most recent annual review, MCPSC commented that this particular goal was high and actually encouraged the school on performance.

Academic Goal 2 - Students will demonstrate an understanding of the Missouri Learning Standards. At least 45% of students at a CWCKC school will score Proficient or Advanced on the Missouri MAP Math Assessments.

Discussion quickly agreed that outcomes and data are very similar to Academic Goal 1.

Academic Goal 3 – CWCKC will work intentionally and effectively to close differences in student performance among CWCCC students of color on the Missouri MAP assessment will have no more than 5% variance in both ELA and Math assessments.

Target/Actual:

2021-22: <10%/7% (ELA) <17%/13% (Math)

2022-23: <8%/0% (ELA) <12%/2% (Math)

2023-24: <5% (ELA) <10% (Math)

2024-25: <5% (ELA) <5% (Math)

Ms. Rios commented that "students of color" can tend to hide Hispanic/Latino performance and highlight Black/African-American performance and suggested clarifying future wording accordingly.

Academic Goal 4 – At least 80% of students who have completed one year at CWCKC will read at or above grade level by the end of second grade as measured by Fountas & Pinnell's Benchmark Assessment System.

Target/Actual:

2021-22: >70% / 33%

2022-23: >73% / 57%

2023-24: >77% / 68%

2024-25: >80%

Dr. Miles commented on the recent educational criticism of Fountas & Pinnell and Mrs. DeWilde and Dr. Foster suggested rewriting this goal accordingly to utilize a different measurement system.

Academic Goal 5 – 60% of CWCKC students will meet both Math & ELA projected growth targets as measured by MWEA MAP assessment each year.

Target/Actual:

2021-22: 40%/40% (ELA) 40%/45% (Math)

2022-23: 45%/48% (ELA) 45%/46% (Math)

2023-24: 55%/50% (ELA) 55%/52% (Math)

2024-25: 60%

Dr. Miles reflected that NWEA is one of the better measurement tools we have – primarily because it is a growth goal. There was broader Board discussion on the difference between MAP (performance) and NWEA (growth).

Attendance Goal: CWKC will achieve an average attendance rate of 93% by year five of this charter.

2021-22: 93%/--
2022-23: 93%/89%
2023-24: 93%/88%
2024-25: 93%

Discussion was held, both briefly on providing transportation (there would be a significant impact on the budget, involving an entire reboot and realignment of most programming) as well as a Truancy Officer. Initial discussion centered around a "truancy officer" being too punitive, but Hon. Bland's experience did encourage consideration of leniency of family situations and supportive services, such as possibly renaming to "Attendance Officer," etc. The Board tabled this idea for future discussion.

Parent/Caregiver Engagement Goal: CWKC will achieve at least an overall parent/caregiver engagement rate of 80% as indicated by parent/caregiver surveys.

2021-22: 80%/--
2022-23: 80%/46%
2023-24: 80%/42%
2024-25: 80%

The Board had broad and concurring discussion on entirely revamping this goal, basing engagement on actual engagement and not box-checking (like attendance at conferences/activities/etc.).

Student Discipline Goal: CWCKC will reduce exclusionary classroom discipline events by 60% to fewer than 1 per student (on average) as evidenced by internal student reporting.

2021-22: 2.25/1.25
2022-23: 1.75/1.66
2023-24: 1.25/4.58
2024-25: 1

Miles noted that the jump was, in her opinion, reflective of an Student Information System district change that staff began to utilize more effectively in 2023-24 to track activities directly and accurately, not a reflection of behavior incidents increasing.

Hon. Bland voiced his opinion that this statistic does not have context (is 1.75 or 1.25 good or bad? How is this skewed – 85 incidents by 1 person, or 1 incident by 85 students)? Ms. Rios provided further context that, in her more in-depth evaluation work throughout this past year, the SIS did not seem to be consistently utilized still, so results were skewed. Additionally, the new system is an easier reporting lift (instead of "doing paperwork" and filling out a form, it's a quick button click, so it naturally would seem to lead to more behaviors being reported). The Board discussed revamping this goal as well – possibly based on a number (or percentage) of students.

Financial Stability Goal: CWCKC will retain a cash reserve of at least 60 days cash on hand by the end of the year at the end of this charter.

2021-22: 40/-

2022-23: 45/85

2023-24: 55/134

2024-25: 60

The Board discussed this goal, with scant desire to update wording.

Board Engagement Goal: At least 80% of the CWC Board of Directors will attend 80% of the meetings in a fiscal year.

2021-22: 80% / 50%

2022-23: 80% / 36%

2023-24: 80% / 64%

2024-25:

Dr. Miles encouraged the Board to self-accountable, especially with encouraging low-attending Board Members.

To conclude, Dr. Miles shared her own reflections on the goals and said that, looking to 2024-2025, she is making the following shifts:

- Leadership Team Collaboration, including set aside times for retreat and planning.
- Establishing and codifying the "Tier 1 Experience"
- Year-Long focus on "Collaborative Cultures," including:
 - Collaboration with school leadership
 - Feedback loops & consistent reflection
 - Protocols & accountability
 - School Principals leading most of the work (including Special Education and Curriculum & Instruction).

Finally, planning ahead for Charter Renewal, she would like to:

- Change percentages to MAP Index points (the school needs to report a performance goal, but index points can reflect growth better).

Mrs. Butler asked if the school would have the ability to go back and look at and/or report on those past historical index points? Dr. Miles affirmed so and agreed that it would be helpful for planning these goals too.

- Base Family Engagement on participation on events and conferences.
- Adjust the marker to measure the performance gap between students of color and white students.

10:45a Into the Future (Dr. Danielle Miles)

Dr. Miles prepared to share her vision on where she would like to lead the school by sharing the process she went through to develop it, as well as level-setting that this vision is still high-level and not operationalized. However, she is excited and very confident in her ability to lead through this tangible vision instead of through the current ambiguity.

The Board discussed at length.

11:45a Lunch

During Lunch, the Board discussed identifying and setting a date for the 2025 Annual Board Retreat.

Ms. Rios proposed moving the previously scheduled regular June 26, 2025 meeting to June 21, 2025 and designating that as the 2025 Annual Board Retreat. Hon. Bland provided a second to the motion. The motion was unanimously approved with none abstaining.

Dr. Hicks also reminded the Board that the Missouri Charter Public School Association scheduled a virtual training session for school board members and leaders on August 14th. She asked that if anyone attends, to please let Dr. Miles know so she can record it for reporting.

12:30p Strategic Priorities & Committee Discussion (Dr. Danielle Miles)

Dr. Miles recapped the current Strategic Priorities with the Board, reviewing 2023-24 and previewing 2024-25. The 2023-24 focus was primarily on facilities and professional development. She set out her priorities for the upcoming year, which include codifying the academic vision, and working on the Culture/Vision, HR, and Family Engagement processes.

Ms. Bond left at 12:49p

More specifically, her 2024-25 priorities are broken into four buckets:

1. Academic Excellence
2. Cohesive Culture
3. Operational Sustainability
4. Collaborative Communities

Each bucket has 2-3 goals, with 1-3 initiatives in each. Dr. Miles presented each, as follows:

Citizens of the World - Kansas City
2024-25 Strategic Priorities
[Proposed August 2024]

Big Rocks/North Stars	Academic Excellence	Cohesive Culture	Operational Sustainability	Collaborative Communities
Goal #1	CWCKC Instructional Leadership will create align from the state standards to lesson planning in three content areas by the end of the 2024-25 school year.	CWCKC collaborative groups will design rituals and structures that focus on building community and celebrating culture.	Secure Stable Facilities	Build a Comprehensive Fundraising Strategy
Initiative 1.1	Alignment of K-8 ELA instruction: The academic vision (with enabling conditions, teacher actions, and students actions) for ELA is written down and internalized by the instructional leadership team.	Teachers in grades K-5 will develop a consistent morning and closing ritual.	Identify new building for 2025-26 school year (for K-8 on one campus)	Identify and cultivate X funders in Kansas City to support school-wide priorities.
Initiative 1.2	Math vision & practices: Establish the structures for educator collaboration in K-8 math. Strengthen educator content awareness through alignment on standards.	Middle school teachers, counselors, and school leadership will participate in Restorative Practice and Circle training and implement connections and restorative circles.		Develop a fundraising plan that involves donors (donor plan) (multi-year strategy)
Initiative 1.3	Alignment of PBL instruction: The academic vision (with enabling conditions, teacher actions, and student actions) for PBL across grades 2-8 is written down and internalized by the instructional leadership team	School leadership in collaboration with teachers will establish structures to authentically celebrate students and teachers		
Goal #2	CWCKC Instructional Leadership team will develop collaborative cultures to address student achievement/growth and optimal school functioning by providing protected time, group structures, and clear outcomes to by the end of the 2024-25 school year.	CWCKC leadership and staff will engage our families in a more inclusive way	Ensure Long-Term Financial Sustainability	Establish and Strengthen Partnerships with city- and state-wide LEAs
Initiative 2.1	Coaching System (Teachers): Refine and implement the coaching process to align with ELA, Math, and PBL walkthrough rubrics, and to surface areas of development for educators and future PD needs. <Metric: Instructional leadership team is meeting on a consistent basis to review trends, identify strengths and opportunities for growth>	Caregivers serving in a leadership capacity on school based committees are representative of our broader student population.	Establish a clear timeline for when and how the operational budget is no longer reliant on grants	Participate in district & charter school communities of practice.
Initiative 2.2	Collaborative communities: All educators and instructional leaders have a clear cadence of collaboration spaces across grade levels and departments.	Establish and host a series of community events (coffee with the principal, ice cream social, chili cook off, movie night) that bring staff and families together.	Establish and implement a decision-making model/framework for vendors (rubric)	Resource sharing with smaller LEAs (e.g. SpEd coordinator, debate teacher)
Initiative 2.3	Leadership Collaboration: School leaders implement collaborative decision making models to address concerns in curriculum, instruction, and assessment and develop formal ways to provide input on the functions of the school.	Establish a data collection mechanism to measure the number of families that attend academic related events. Metric: On average, X caregivers attend academic events (PBL showcases, student-led conferences) over the course of the year.	Develop a multi-year financial plan for classroom-based expenditures (technology, subject areas) - establish a cycle of financial spend	
Goal #3	CWCKC Instructional Leadership will develop data systems to measure student achievement & growth, student & teacher experience, and teacher instructional execution by the end of the 2024-25 school year.	CWCKC leadership will create HR policies and procedures that prepares new/current staff for the vision of annual work	Strengthen the Capacity and Effectiveness of the CWCKC Board	
Initiative 3.1	Aligned data-driven approach measuring & monitoring student achievement & growth: Identifying how we will capture evidence of grade-level growth and achievement and how/where that data will be stored and analyzed. Pilot with X classrooms prior to school-wide roll-out.	Teacher/Staff Onboarding: Series of onboarding tasks that include videos, presentations, surveys, and trainings that immerse staff in the culture, provides modes of operation, and build specific skills.	Ensure a minimum of two potential board candidates are in the pipeline for consideration each year	
Initiative 3.2	Design system of surveys to collect perceptual data from students and teachers about their experience in specific learning environments.	Talent Pipeline: Develop relationships with new teacher programs in the city and develop job fair calendar for year	Codify the process for recruiting, selecting and onboarding Board members	
Initiative 3.3	Utilize walkthrough data in coaching meetings to improve the alignment from state standards to teacher moves to student actions, skills, & knowledge.		Codify and implement a Professional development plan for the board with the goal of increasing the capacity of board members	

REASONABLE ACCOMMODATION FOR ANY INDIVIDUAL WITH A DISABILITY Pursuant to the *Rehabilitation Act of 1973* and the *Americans with Disabilities Act of 1990*, any individual with a disability who requires reasonable accommodation to attend or participate in a meeting or function of the Citizens of the World Kansas City Board may request assistance by contacting Dr. Danielle Miles at Danielle.Miles@cwckansascity.org, or by phone at (816) 499-8000.

Dr. Miles and the Board discussed these. Once established, Dr. Miles then requested the Board discuss any Committee realignments as well as Committee meeting schedules to specifically support these priorities.

The Board established Committees as follows:

1. Executive Committee

- **Members:** Board Officers (Ms. Finocchiaro, Ms. Rios, Dr. Hicks, Hon. Bland, Mrs. Butler)
- **Purpose:** Oversight of Governance:
- **Meeting Time:** 2nd Wednesday (8 days) prior to the regular monthly Board Meeting
- **Priority Task:** Recruit 2 board members (HR and Education expertise) to fill Dr. Hicks and Dr. Foster's expiring terms.
- **Task Force #1 - Charter Renewal:** Mrs. DeWilde, Ms. Rios, Dr. Foster. Oversee efforts to prepare for the school's charter renewal.
- **Task Force #2 – HR Review:** Members TBD. Oversee efforts to review the organization's HR policy and structure.
- **Task Force #3 – Brand Identity:** Mrs. DeWilde (lead), Hon. Bland, Mr. MacDonald, Mr. Lyons. Led efforts to finalize the partnership decision with CWCS and any potential next steps. Will plan to virtually meet the 1st Wednesday of the month at 12p.

2. Finance & Development Committee

- **Members:** Mrs. Butler (lead), Ms. Finocchiaro, Mr. Brown
- **Purpose:** Oversight of Finance and Operations
- **Meeting Time:** Tuesday (2 days) prior to the regular monthly Board Meeting
- **Task Force #1 - Facilities:** Mr. Lyons, Mrs. Butler, Mr. MacDonald. Oversee efforts to plan for the school's purchase and renovation of the Broadway building.
- **Task Force #2 – 10-Year Celebration:** Mr. Brown (lead), Ms. Rios, Hon. Bland. Oversee efforts to plan a 10-Year celebration and fund-raising event for the school.

3. Educational Equity

- **Members:** Dr. Foster (lead), Dr. Hicks, Ms. Rios
- **Purpose:** Oversight of Academic Data & Review
- **Meeting Time:** 2nd Monday of the month at 4pm.

4. Audit Committee

- **Members:** To be confirmed, either Ms. Bond or Hon. Bland as lead.
- **Purpose:** Review the annual audit and present for approval
- **Meeting Time:** To be determined, in December.

1:30p Reflection & Closing

Dr. Miles informed the Board she will be out of the country August 29 – September 7. Oversight responsibilities will be covered by Mr. Brennan (Operations), Mrs. Denney (Academics, Special Education, HR), and Ms. Chambers (Student Support).

The Board provided reflection on the day's session, including takeaways of: "clarity, reflective conversations, direction, vision, and celebration." Multiple Board members underscored the comment that "this is the first time the vision has felt like your [Dr. Miles'] own, instead of trying to figure out someone else's vague idea."

7. Adjourn *[Board Action]*

Ms. Rios moved to adjourn and Hon. Bland provided a second. The motion was unanimously approved with none abstaining. The meeting was adjourned at 1:53 pm.

[/rb]