

MISSOURI STATE BOARD OF EDUCATION AGENDA ITEM:**February 2015**

CONSIDERATION OF CHARTER SCHOOL APPLICATION
RENEWAL FOR CARONDELET LEADERSHIP ACADEMY

STATUTORY AUTHORITY:

Sections 160.400 and 160.405, RSMo

Consent
ItemAction
ItemReport
Item

DEPARTMENT GOAL NO. 1:

All Missouri students will graduate college and career ready.

SUMMARY:

The 1998 session of the Missouri legislature authorized establishment of charter schools. Renewal charter applications are submitted every five (5) years. Section 160.405.9 RSMo requires the State Board of Education to vote to renew the charter after the sponsor has demonstrated compliance with state and federal law.

The Department has received a request for a renewal of a charter school application approved by the University of Missouri – Columbia (UMC). Carondelet Leadership Academy currently serves 428 students in grades K-8. Test scores, attendance records, and financial data will be presented for the past four (4) years. The charter school has requested that UMC renew its charter for a term of five (5) years beginning July 1, 2015, and ending June 30, 2020.

PRESENTER(S):

Curt Fuchs, Coordinator of Educational Support Services, will assist in the presentation and discussion of this item.

RECOMMENDATION:

Based on the compliance with the application process, the Department recommends that the State Board of Education authorize Carondelet Leadership Academy to continue operations pursuant to the charter renewal granted by University of Missouri – Columbia, effective July 1, 2015 for a five (5) year period.

Carondelet Leadership Academy Charter Renewal July 1, 2015 – June 30, 2020

**Presentation for the
State Board of Education**

February 2015



School Information

- Sponsored by: University of Missouri – Columbia
- Number of students served: 428 (Fall of 2014)
- Students eligible for free or reduce price lunch: 84.1%
- Grades served: K-8
- Number of campuses: 1
- Opened: Fall of 2010

Academic, Attendance, and Financial Information

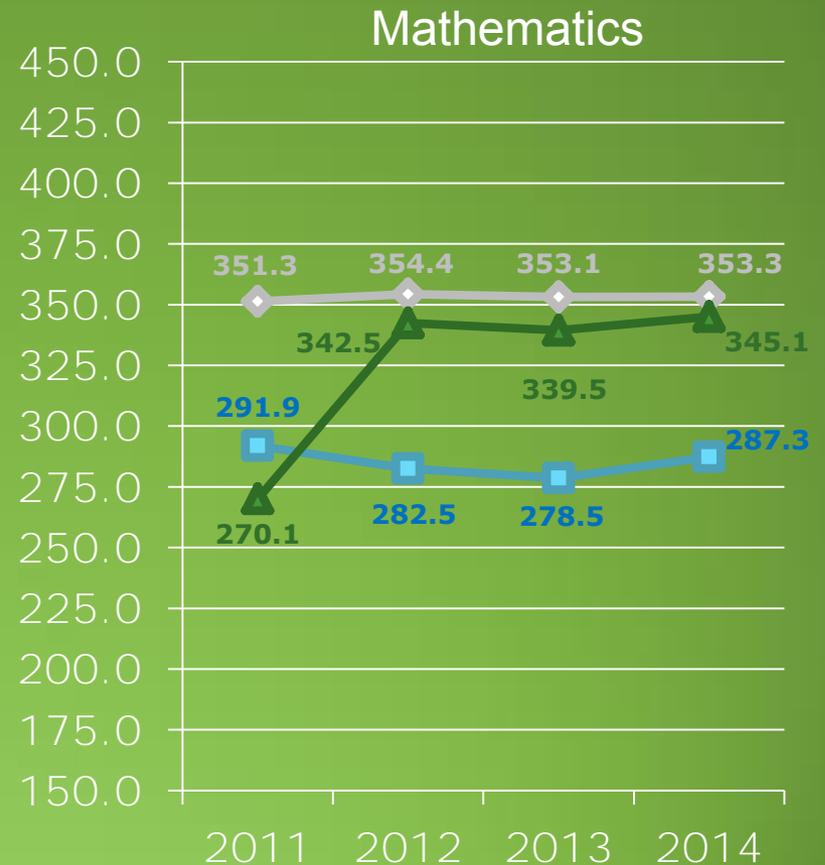
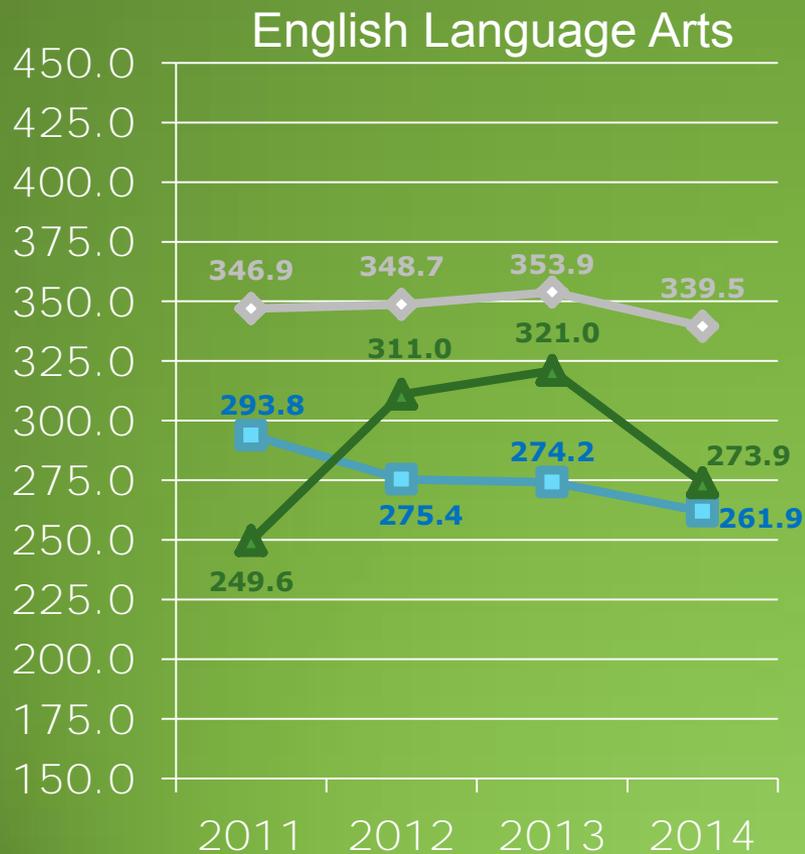
Annual Performance Report	
2013	2014*
58.6%	62.9%

Attendance Rate		
2012	2013	2014
80.9%	78.4%	85.3%

Financial Reserve Balances		
2012	2013	2014
-2.56%	14.94%	22.59%

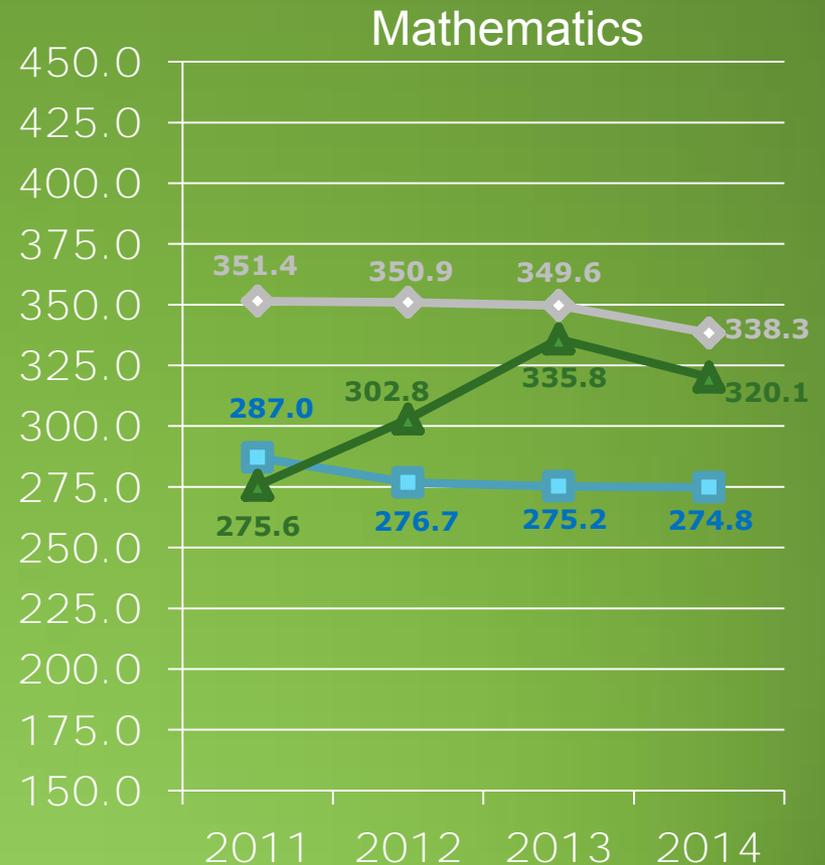
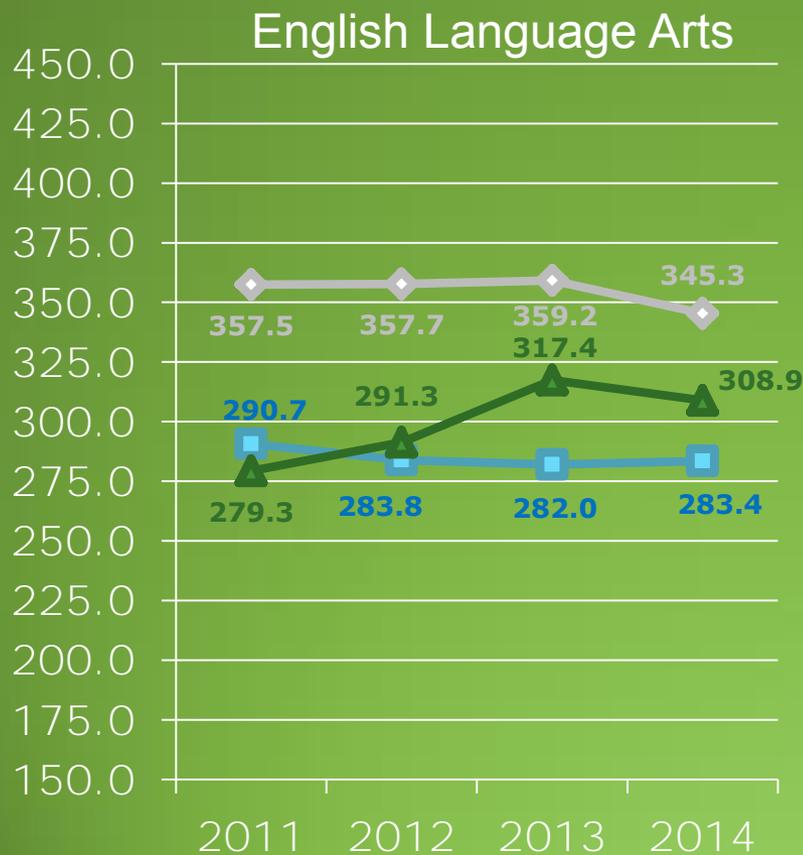
* Grade configuration for 2014 APR was grades K-8

Academic Achievement – 3rd Grade MPI Scores – Past 4 Years



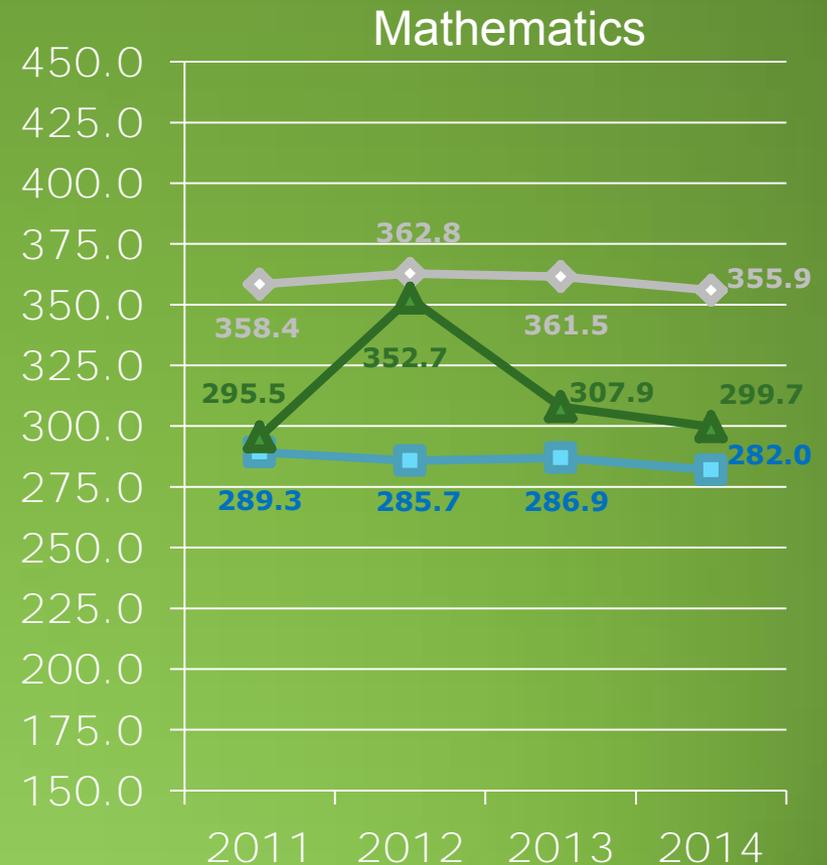
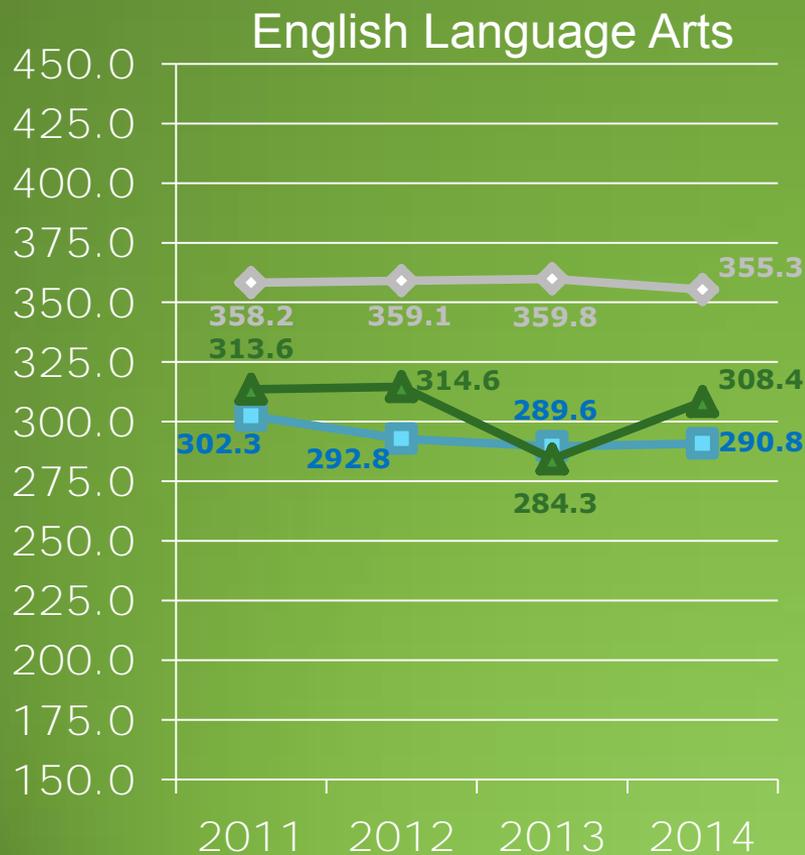
Legend: State **St. Louis** Carondelet

Academic Achievement – 4th Grade MPI Scores – Past 4 Years



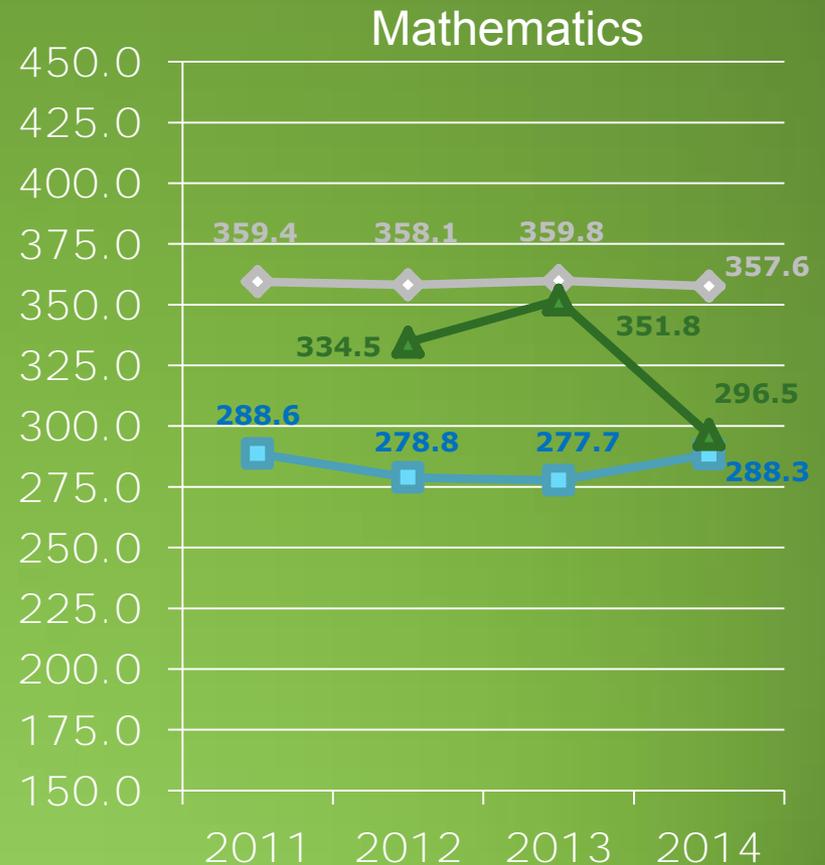
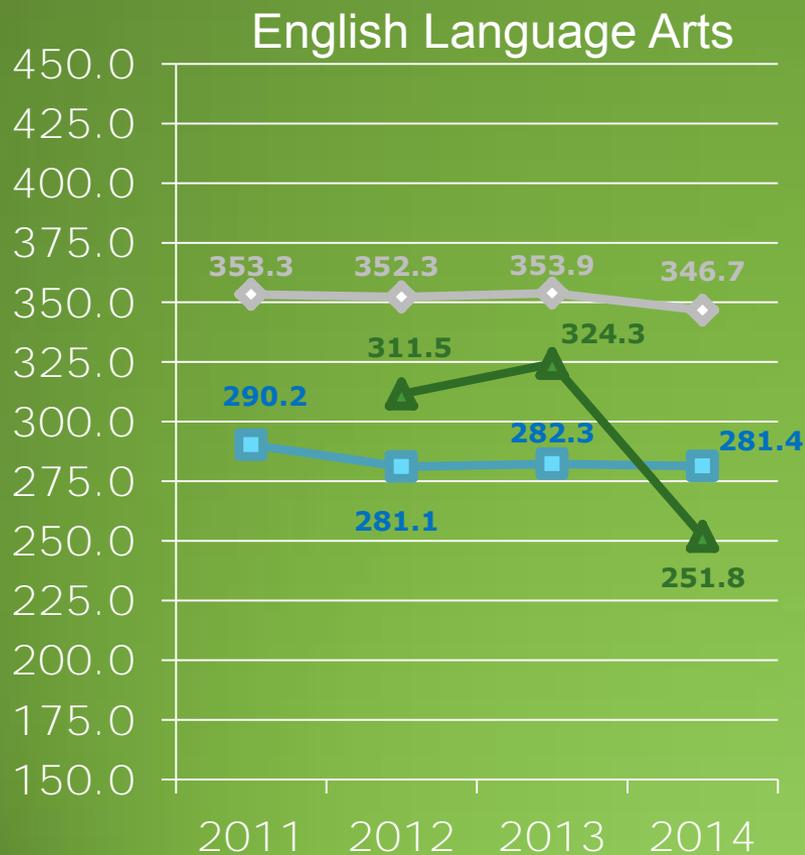
Legend: State **St. Louis** Carondelet

Academic Achievement – 5th Grade MPI Scores – Past 4 Years



Legend: State **St. Louis** Carondelet

Academic Achievement – 6th Grade MPI Scores – Past 4 Years



Legend: State **St. Louis** Carondelet

Performance Contract Summary 2015-2020

School Year	Criteria for State Academics	Action Steps Upon Not Meeting Criteria
2015-16	<ul style="list-style-type: none"> • "On track" in all categories 	One year of not performing at the St. Louis average results in additional monitoring and an improvement plan.
2016-17	<ul style="list-style-type: none"> • "On track" in all categories 	One year of not performing at the St. Louis average results in additional monitoring and an improvement plan.
2017-18	<ul style="list-style-type: none"> • "On track" in all categories 	Two years of decreasing performance, or below the St. Louis average results in probation.
2018-19 <i>Renewal Year Begins August 2019</i>	<ul style="list-style-type: none"> • "On track" in all categories 	Probation at the end of the charter period following a sustained period of decline results in a decision to lapse the charter.

*Carondelet Leadership Academy's Renewal Contract

Contact Us

www.dese.mo.gov

Email: webreplyimprcharter@dese.mo.gov

Phone: 573-751-2453



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UNIVERSITY *of* MISSOURI

CHARTER SCHOOL OPERATIONS

COLLEGE OF EDUCATION

January 27, 2015

Dr. Curt Fuchs, Coordinator
Educational Support Services
205 Jefferson Street
PO Box 480
Jefferson City, MO 65102-0480

Dear Dr. Fuchs:

As the sponsoring institution for Carondelet Leadership Academy (CLA), I write to request a five-year renewal of their charter. The current application reflects significant changes and improvement to their original charter application. Transitioning from a management company to in-house operations has been a considerable change in operations and has necessitated a complete review of mission, vision and governance structures. We are confident these changes will lead to improved academic outcomes in the new term. CLA has been a stable community presence through sound administration and strong, capable leadership.

Currently, CLA carries a large special education caseload—one that is higher than the St. Louis Public Schools average. They have recently opened a special autism classroom and initiated administering the Algebra End of Course exam for 8th grade. Significant changes at the end of their charter term did not yield desired annual progress report scores, but this application, and their Corrective Action Plan, due in April, both address their new initiatives.

MU is proud to sponsor CLA and looks forward to working with them and monitoring their progress for another five year term. If I can provide further information necessary for review of their application, please let me know.

Sincerely,



Deb Carr
Director, Charter School Operations





Charter School Renewal Application
2014

Missouri Charter School Renewal Application Cover Sheet

Carondelet Leadership Academy

NAME OF RENEWING CHARTER SCHOOL

University Of Missouri

Name of Sponsor

Carondelet Leadership Academy Charter Holder

NAME OF NOT-FOR-PROFIT 501 (C) (3) ORGANIZATION THAT WILL HOLD THE CHARTER

Patrice Coffin

PRIMARY CONTACT PERSON

Executive Director

TITLE

7604 Michigan Avenue St. Louis, MO 63111

MAILING ADDRESS

314-802-8744

TELEPHONE

pcoffin@stlclacademy.org

EMAIL ADDRESS

same as above

PHYSICAL ADDRESS OF SCHOOL

St. Louis Public Schools

DISTRICT IN WHICH THE SCHOOL WILL BE LOCATED

ENROLLMENT PROJECTIONS

	Grades	Enrollment
School Yr 2015	K-8	460
School Yr 2016	K-8	460
School Yr 2017	K-8	460
School Yr 2018	K-8	460
School Yr 2019	K-8	460

During the next five years, this school intends to serve grade levels K to 8 with a projected total enrollment of 460.

SCHOOL DESCRIPTION

Carondelet Leadership Academy seeks to create a challenging learning environment that encourages high expectations for success through appropriate instruction that allows for individual differences and learning styles. Our school strives to provide young men and women with a solid foundation of basic academic and social skills, which will ensure success both at the secondary school level and in post-secondary education and/or the workplace. Carondelet Leadership Academy serves grades kindergarten through eighth grade and is sponsored by the University of Missouri. We are a neighborhood school designed for students who want a school with a close-knit community of students, teachers, and families, and an academically challenging, hands-on learning environment.

APPLICATION CERTIFICATION

I certify that I have the authority to submit this RENEWAL application and that all information contained herein is complete and accurate. I recognize that any misrepresentation could result in disqualification from the application process or revocations after award. The person named as the contact person for the application is so authorized to serve as the primary contact for this application on behalf of the organization.


SIGNATURE 12-15-14
DATE

PATRICE COFFIN
PRINTED NAME


SIGNATURE OF AUTHORIZED SPONSOR 12-15-14
DATE

DEBORAH L CARR
PRINTED NAME

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Carondelet Leadership Academy has operated in compliance with its original charter. The original mission and vision have been reviewed, re-evaluated and approved by the CLA board as part of our long-range strategic planning process. In addition, the school has met all regulations and submitted all state and federal reports, as required.

Additional adjustments were made to the original charter and this renewal application fully incorporates those changes. Most significantly, the founding Board of Directors contracted with an education management company from 2009-2014, but in 2014, the board determined it would not renew this contract and CLA would become an independent charter school. In July 2014, CLA staff and board took over all operations of the school.

Also, in our instructional program, the school has adopted the Fountas and Pinnell reading program, the Journeys curriculum materials, and the Benchmark Assessment System (BAS) which aligns with this program. The original charter was submitted with the SRA Open Court program and the DIBELS assessment.

The school has almost reached its full planned enrollment capacity, with the addition of a second building that opened in the 2014 school year. This addition houses the kindergarten center. CLA continues to operate with an open enrollment policy—accepting students in any grade in which there are openings. We exceed the St. Louis Public Schools average special education population percentage (16.20% versus 14.51%), and recently added a special autistic classroom for six students. Our autistic classroom is staffed with one certified teacher and one paraprofessional, for six students.

CLA has maintained a strong, stable and engaged board, developed a plan for recruiting new board members and is financially sound. With the addition of the kindergarten center and the accompanying improvements in other parts of our campus, we have primarily completed the foundation we need for our next ten years. We are confident that as we begin our next five years that all our energy can be focused on academic achievement and we look forward to continued academic and operational improvements in our second term.

A. Mission, Vision, and Goals

Mission

Carondelet Leadership Academy seeks to create a challenging learning environment that encourages high expectations for success through developmentally appropriate instruction that allows for individual differences and learning styles. Our school strives to prepare young men and women with a solid foundation of basic academic and social skills, which will ensure success both at the secondary school level and for future participation in post-secondary education and/or the workplace.

We seek to accomplish our mission through the creation of an educational institution utilizing a rigorous curriculum, high quality teachers, a critical thinking/problem solving teaching strategy, and a school culture that encourages and respects students, welcomes parent involvement and rewards teachers as professionals.

Vision

Our vision is for Carondelet Leadership Academy to be known for its ability to transform the lives of students and for its resolve to incite excellence within the Carondelet community and the city of St. Louis. Carondelet Leadership Academy will be a premier community asset that not only stems the tide of families moving out of the area, but also attracts families to move into the area because of our high-quality academic program, strong parent and community involvement, and unwavering commitment to a culture of success. We strive to create a neighborhood school that becomes a magnet for neighborhood activities and is a school of which entire community is proud.

Our revised mission and vision will be reviewed annually. Excellence of high quality instruction will be measured through student standardized test scores, such as the BAS (benchmark assessment system), the NWEA (Northwestern Evaluation Association), Saxon Benchmark, and MAP (Missouri Assessment Program). These instruments, however, may or may not capture other informal, intuitive lessons that our school will infuse within modules purposefully developed to foster cultural pride, leadership skills and academic excellence. We envision that Carondelet Leadership Academy will be known for its ability to transform lives in the Carondelet community, the City of St. Louis and nationwide.

Performance Goals

1. Students will make adequate yearly academic growth as defined by the MAP (Missouri Assessment Program).
2. Students will reach annual target growth on the NWEA (Northwestern Evaluation Association) in mathematics and reading.

3. Students will make sufficient quarterly gains on BAS (Benchmark Assessment System) and Saxon Benchmark towards grade level expectations.

These goals are addressed in detail in Section C. Student Performance.

Despite common urban challenges, and CLA’s open enrollment policy, we continue to make positive progress and perform better than the SLPS average. The 2014 APR decreased due to the transition to the Algebra EOC, but two more years of Algebra data will result in credit for those students. In addition, as we continue to build on the success of our current programs, we expect scores to improve, as reflected in our new Performance Contract (Appendix 1)

Culture Goal

4. Carondelet Leadership Academy will reduce its discipline referrals each year, which will create a school climate that fosters strong social skills and an environment where students feel valued, safe, and able to acquire a solid foundation of basic academic skills. (See below.)
5. 95% of the students will be in attendance daily, which will positively impact student learning and achievement. (See below.)
6. Carondelet Leadership Academy will attract and retain individuals who are committed to the mission of the school and to ongoing professional development to create a stable group of teachers who contribute to the positive culture of the school. (Addressed in Section B.)

Student Characteristics and Admissions

Research indicates that our population of students benefits from smaller class size and our teachers perform at a higher level with fewer students in their classrooms. Specific benefits are fewer behavioral and classroom management issues, more personal attention for students, more time for differentiation, increased opportunity to communicate with parents, and lower stress levels for teachers.

	K	1	2	3	4	5	6	7	8
# of Students per Classroom	20	21	21	23	23	23	23	23	23

CLA opened in 2010 with twelve (12) classrooms: three kindergartens, two first grades, two second grades, two third grades, two fourth grades, and one fifth grade. We have added grades six through eight and additional classrooms each year since. The chart below shows growth in number of students by grade.

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
KG	69	73	68	70	60
First	32	58	73	46	75
Second	31	37	60	70	49
Third	29	37	43	49	67
Fourth	30	40	31	44	48
Fifth	23	34	38	24	40
Sixth		23	35	31	26
Seventh			27	34	32
Eighth				27	27

Mobility is a significant concern for all urban schools, and Carondelet is no exception. CLA measures mobility as the percent of children in a grade at the end of the year who were not present all year. CLA has averaged a 25% change in students throughout a school year, and the school loses 11% of its students from one year to the next. Both contribute to changes in school population, but the mobility rate throughout the year impacts classes more in some ways. Causes of mobility vary and CLA tracks why students leave. A small percentage leave because of dissatisfaction with the school. Most leave because of housing related issues. The Board and administrators have discussed ways to address this problem, but solutions are often beyond our resources and control.

	2010-2011	2011-2012	2012-2013
Mobility Rate	23%	27%	25%

Discipline referrals have increased in our first four years, from 38 in our first year of operation to 215 in the last year. Though much of this can be attributed to growth and aging of the student population, we have developed a plan to address these issues and will continue to work toward decreasing these numbers.

COUNSELING, SOCIAL SERVICES AND PROFESSIONAL DEVELOPMENT

This year, we hired a full time licensed professional counselor, in addition to our school counselor, and we are working with our sponsor to implement Master of Social Work student practicums and other strategies developed jointly with the school. Also, the LPC holds small group and individual counseling sessions. We sent four staff members to the national training in Love and Logic, our new character education program. We

have monthly Parent University classes focusing on bullying and conflict resolution, and ongoing parent meetings are held with families of students who are struggling.

Despite mobility, referrals and other challenges, we are proud to maintain a high and consistent attendance rate:

Metric	2010-2011	2011-2012	2012-2013	2013-2014
	%	%	%	%
Average Daily Attendance	93	94	94	94

Admission and Lottery

CLA admits students in the Carondelet neighborhood who primarily reside in the zip codes of 63111, 63116, and 63118 regardless of race, ethnicity, national origin, disability, English language proficiency, gender, or income. As a neighborhood charter school, we strive to serve students from our specific neighborhood. Preference is given to children with siblings enrolled in CLA and to children of employees who live in the City of St. Louis.

While CLA has not had to hold a lottery, the policy and procedure is as follows:

- Initial enrollment for students who attend Carondelet Leadership Academy is established through a lottery system. All applicants must be residents of St. Louis City with priority enrollment given to students in zip codes 63111, 63116, and 63118.
- Lotteries are held the last Monday of each month beginning in March for available openings.
- A completed student enrollment application and all required documents must be on file in school office to be entered in the lottery.
- Children must turn 5 years of age before August 1st to enter the lottery for Kindergarten for the upcoming school year.
- Applications are available for grades K-8.
- Applications selected in the lottery are notified via phone and in writing and are given an acceptance deadline to accept the invitation to join the Carondelet Leadership Academy.

- Preference will only be given to families who have siblings currently enrolled.
- Student applications remain active in the lottery for the applicable school year only. An application is removed from the lottery when the applicable school year lottery closes, or if the school receives no response after selection from applicant’s family by the published deadline, or if a student is officially withdrawn from the lottery by their parent/guardian.
- Once selected, the parent/guardian and student must sign the Carondelet Leadership Academy Parent/Student handbook indicating their willingness to follow the policies and procedures at Carondelet Leadership Academy.

Curriculum

Carondelet Leadership Academy’s curriculum stresses language and math, devotes time daily to science and social studies, and has specials in art, music, physical education, library/media, and Spanish. The curriculum is aligned with Missouri Learning Standards and Grade Level Expectations. Textbooks were selected that align with the Missouri standards and GLEs. Carondelet Leadership Academy is in the process of creating its own curriculum that aligns with Missouri requirements. The sample teacher program below demonstrates what is taught and how much time is devoted to different subjects (minutes per week).

Comm Arts	Math	Science/Social Studies	PE	Art	Music	Library/Media	Recess
1,105	645	195	60	45	30	30	135

In addition, teachers use the following programs and resources to aide their instruction:

Build Your Own Curriculum (BYOC) is a web-based solution that allows teachers to locate current curriculum requirements and resources. Our teachers are able to create, update and customize their lessons so that they align with Missouri Show-Me Standards, as well as Common Core and Grade Level Expectations. This tool allows for planning which can occur not only across the grade level, but vertically as well. Administrators can gain instant access to the learning paths in each building, grade, and classroom. They can also view this information by standards, by teaching objective, and by key concept.

Balanced Literacy is a balance between whole language and phonics approaches to instruction. The strongest elements of each are incorporated into a literacy program that aims to guide students toward proficient and lifelong reading. The teachers will use the Benchmark Assessment System to flexibly group students into levels based on the Fountas and Pinnell Text Gradient, A-Z. The purpose of such groups is to ensure that students are reading and working with texts that are appropriate for them. As students become more proficient, they move down the text gradient. During the reading block,

students will work on Daily 5 (read to self, work on writing, read to someone, listen to reading, word work) while the teacher pulls reading groups.

Journeys is a communication arts program based on a solid foundation of proven instruction with an easy-to-manage organizational structure. Reading units include guided reading, differentiated instruction, intervention kits, and English language supports to help ensure that every child is successful. With the emphasis on instruction at students' levels during reading groups, *Journeys* also allows for exposure and discussion around literature that is both grade and content appropriate for all students.

Saxon is a math program that focuses on incremental development and continual practice and review. The incrementalization of topics is combined with continual practice and review, where all previously learned material is reviewed in every lesson. Topics are never dropped but are instead increased in complexity and practiced every day, providing time required for concepts to become familiar and understood. As part of the math block, teachers take the time to also host math groups. These groups allow for the teacher to differentiate the main concept for students who are struggling and for those who are advanced.

Science curriculum follows Missouri Show-Me Standards and Grade Level Expectations for grades k-8. The scope and sequence is as follows: Matter & Energy, Force & Motion, Living Organisms, Ecology, Earth Systems, Universe, Scientific Inquiry, and Science, Technology & Human Activity. Students at Carondelet Leadership Academy engage in experiments on a regular basis, while seeing the relationship to science and the world around them.

Social Studies curriculum follows Missouri Show-Me Standards and Grade Level Expectations for grades k-8. The scope and sequence is as follows: Principals of Constitutional Democracy, Principles & Processes of Governance Systems, MO, US, and World History, Economic Concepts & Principles, Elements of Geographical Study & Analysis, Relationships of Individuals & Groups to Institutions & Traditions. Social studies at Carondelet Leadership Academy is often project based and technologically engaging.

B. Organizational/Governance

Carondelet Leadership Academy is a non-profit corporation, incorporated in 2008. It is governed by its Board of Directors. Board By-Laws and Articles of Incorporation have not changed since the original charter was submitted, and the IRS determination can be found in Appendix 2. The board meets eleven (11) times a year (the 4th Monday of the month, except December, at 6:00 p.m. at the school). The day and time of board meetings are posted on the school website and school bulletin board. The meetings are open to the public and Sunshine Laws are observed in all activities and operations. Copies of selected meeting minutes are found in Appendix 3. CLA has been insured since its beginning in 2010, and copies of insurance policies for 2013-2014, as well as evidence of requisite surety bond for school financial officer are in Appendix 4, along with statements of compliance with all federal programs.

Governing Board

The current Board has nine members. The board members have a variety of backgrounds and expertise. As required by law, each of our board members has had the requisite background checks and annually submits Conflict of Interest Disclosure forms. These assurances can be found in Appendix 5.

1. Joanna W. Owen is an AV Preeminent rated attorney licensed in Missouri and Illinois. Ms. Owen has spent the past decades advising clients—individuals and companies—on a wide variety of corporate and business law issues and has negotiated and drafted thousands of contracts in that time. She has an emphasis in real estate law, particularly in the area of affordable housing and tax credit transactions. In addition, Ms. Owen has developed an active health care practice advising practice groups, hospitals and other health care providers in the area of regulatory issues. Term 11-1-14/6-30-17
2. Joe Jacobson is a lawyer in private practice in Clayton, Missouri. His law practice focuses primarily on business disputes and civil appeals. Jacobson is a long-time resident of University City and moved to the City of St. Louis, Tower Grove South neighborhood, three years ago. Jacobson has two adult children who attended a mix of public and private schools in the University City and Clayton areas. Term 10-1-14/6-30-17
3. Joana Ocros-Ritter is a French and Latin teacher at The Wilson School in St. Louis, MO. She was a freelance translator for textbooks, as well as literature. She studied Romance Languages; Ludwig-Maximilians at the Universitaet; Munich, Germany and studied Medicine at UniversitadegliStudi; Padova, Italy. Joana received the “Excellence in Teaching Award” in 2012. She is also a photographer. Her current exhibit, 2014-2015 “Through Their Eyes: Children See St. Louis History”; can be found at The Sheldon; St. Louis, MO. Term 11-1-14/6-30-17

4. Nathan Jividen earned his Bachelors of Science in Business Administration – Accounting (summa cum laude) as well as his Master of Professional Accountancy from West Virginia University. Upon graduation, he began working as a CPA with Arnett & Foster, PLLC in Charleston, WV where he assisted in the completion of audits and other attest services in the banking and healthcare industries. After 3 years with Arnett & Foster he moved to BKD, LLP in St. Louis, MO where for the past two years he has been responsible for planning, coordinating and conducting the audit of various healthcare entities within metro St. Louis as well as the surrounding states he is a member of the AICPA and Missouri Society of CPAs. Term 7-1-14/6-30-17
5. Lori Kindler is a founding member of Carondelet Leadership Academy, and was the Founding President. Since then, Mrs. Kindler has held the position of Secretary. She has 20 years experience as a Human Resources professional, and is currently the Director of Human Resources for a manufacturer in Fenton. Mrs. Kindler has lived in the Carondelet neighborhood since 1997, is married and has 2 children. Term 7-1-08/6-30-15
6. Alice Duarte-Fletcher brings over 26 years of financial prowess; integrated with business management experience and excellent interpersonal and communication skills. Her MA in International Business paved her career path to hold positions from Senior Accountant, Controller, Vice President of Finance and Accounting, and Chief Financial Officer in the housing and senior living industries; managing \$54 million to \$265 million in these markets. Highly educated and accomplished to hold key financial positions, she completes herself to serve the community and volunteers in several housing and educational associations and not-for-profit organizations. Responsibilities for these include organizing fund-raising campaigns, solicitation of donations, increasing education/awareness, and marketing. Term 7-1-08/6-30-15
7. Peter Fairchild offers over 40 years of experience in the field of architecture including 12 years as a General Partner with his own firm in Hartford, CT. He has been an architectural project manager and senior design architect for several nationally known design build companies specializing in health care and financial institutions, as well as Vice President and Director of Design for a multi-disciplined A/E firm in St. Louis, MO. Since 2002, Peter has been practicing architecture with his own firm- Peter W. Fairchild, architect. Term 7-1-10/6-31-16
8. Tim Bick is a senior accountant at Mallinckrodt Pharmaceuticals and has been with the company for a little over a year. Previously, he was a manager at BKD, LLP with over 5 years' experience performing audits of non-for-profit organizations and health care facilities. He is a member of the American Institute of Certified Public Accountants and Missouri Society of Certified Public Accountants. He is a graduate of the University of Missouri-St. Louis, earning a B.S.B.A with an emphasis in accounting in 2007 and a Masters of Accountancy in 2008. He has been on the Carondelet Leadership Academy's Board since July

2013 and also volunteers with Big Brothers Big Sisters of Eastern Missouri. Term 7-1-13/6-30-16

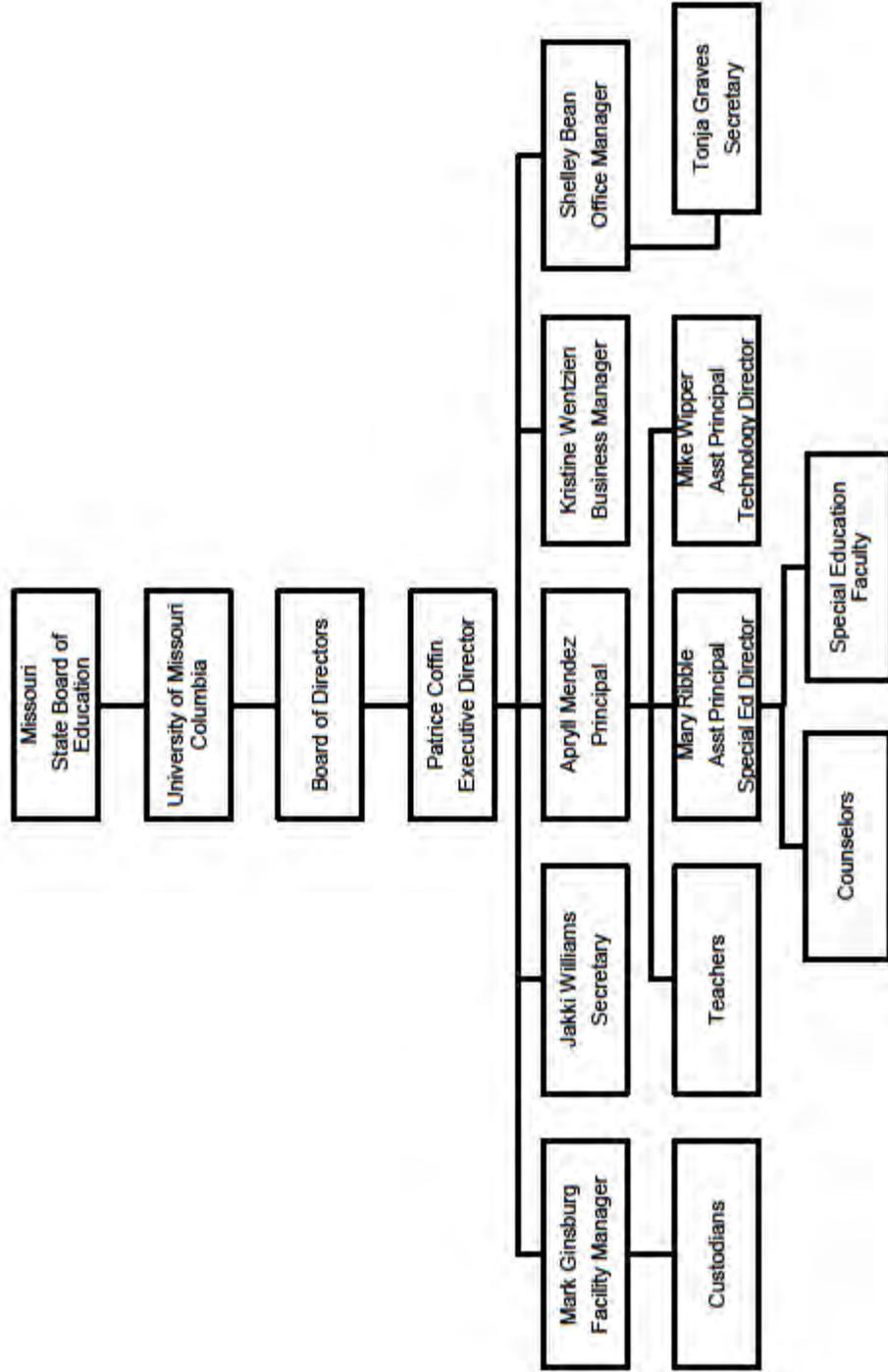
9. Since 2007, Dr. Yvonne Johnson has served as the Dean of the Liberal Arts Division at the Meramec Campus of St. Louis Community College. From 1994-2007, she was Professor of History and Coordinator of the Women's Studies Program at the University of Central Missouri. She also taught full time at Collin College in Plano, Texas for six years. She has authored one book and edited two other volumes, and she has published numerous articles and entries. In addition to her service on the Board of Trustees at Carondelet Leadership Academy, she is a member of the Board of the Webster Groves Chamber of Commerce and is an active member of the Webster Groves Rotary Club. Term 7-1-13/6-30-16

Board Training

Our board members obtain and seek training annually. The entire board engaged with a consultant provided by MCPSA utilizing Charter School University, An Introduction to Effective Charter School Governance by Brian L. Carpenter. Board members also attend the ongoing training sessions provided by MCPSA. When needed, the CLA board also retains the service of specific consultants for additional training.

Organization

Carondelet Leadership Academy 2014-2015



The original administrative staff of CLA consisted of an Executive Director, Principal, and two Assistant Principals. However, the non-teaching staff expanded over the first four years. In our third year of operation we hired a part time federal grants manager, a full time business director, and a full time facility manager. All employees- teaching and non-teaching- must complete background checks as required by State Law.

Job Descriptions

Executive Director

SUPERVISES: Principal, Administrative Office, Business Manager, Technology Coordinator, Facilities Coordinator, Federal Grants Manager, and other administrative staff as assigned.

Summary: Serves as chief operating officer Carondelet Leadership Academy. The Executive Director operates under the policy direction of the Board and University of Missouri and in accordance with federal and state laws; provides assistance in developing, formulating, and revising guidance documents in school finance, school program planning, and educational program review. The Executive Director has the authority to specify actions required and to detail how the school will operate. Work is accomplished by providing leadership to the school employees and members of the community, and by system management that recognizes the need to achieve student, staff and Board goals, as well as the system improvement plans and objectives. Communications are provided to all levels within the school, the government, the community served by the school, and state organizations and agencies. Each of the programs must be conducted in compliance with policies and procedures of the School Board, as well as state rules and regulations and state and federal statutes.

Essential duties and responsibilities include the following. Other duties may be assigned.

PERFORMS AS EDUCATIONAL LEADER OF THE SCHOOL

- Supervises and evaluates school administrators.
- Works with the Principal and Assistant Principals to oversee planning and evaluation of curriculum and instruction.
- Maintains a current knowledge of developments in curriculum and instruction.
- Works with the administrative staff and committees to prepare long- and short-term goals for the school, including student achievement.
- Communicates vision/mission to school personnel.
- Participates in professional activities to enhance knowledge and skills and shares expertise with colleagues.

SERVES AS CHIEF OPERATING OFFICER OF THE SCHOOL

- Implements policies of the school board.
- Reports to the school board about the status of programs.

- Recommends actions and alternatives to the board.
- Acts as liaison between the school board and school staff.
- Informs the board about rules and regulations of the MO Department of Education and state and Federal laws.
- Informs the board about current trends and developments in education.

OVERSEES STAFF PERSONNEL MANAGEMENT

- Works with the Business Manager to develop a recruitment plan and organize recruitment of personnel.
- Oversees the assignment of personnel.
- Ensures administration of human resource policies and programs
- Oversees the implementation a personnel evaluation system that differentiates the performance of employees in the system.
- Works in conjunction with the Business Manager to maintain up-to-date job descriptions for all personnel.
- Oversees the planning and evaluation of the professional learning program.
- Oversees employee discipline consistent with Board policies and employment standards.
- Recommends salary changes or dismissal/renewal of staff to the School Board, in conjunction with the program directors.

OVERSEES FACILITIES MANAGEMENT

- Prepares long- and short-range plans for facilities and sites.
- Works with the Facilities Coordinator and the administrators to
 - a. Ensure the maintenance of school property.
 - b. Monitor any construction, renovation, or demolition of school facilities.
 - c. Maintain and implement policies for the use of school property.
 - d. Oversee and implement policies for safe school facilities.

OVERSEES FINANCIAL MANAGEMENT

- Works with through the designated budgetary process, as outlined in policy to:
 - a. Prepare with Business Manger the overall school budget.
 - b. Ensure that expenditures are within limits approved by the school board.
 - c. Monitor compliance with policies and laws.
 - d. Report to the school board on the financial condition of the school system.
 - e. Establish and monitor procedures for procurement of equipment and supplies.
 - f. Oversees preparation and dissemination of financial reports to required stake holders.

DIRECTS COMMUNITY RELATIONS ACTIVITIES

- Articulates educational programs and needs to the community.
- Maintains contact with news media.
- Participates in community affairs.
- Involves the community in planning for the schools.

OVERSEES STUDENT SUPPORT SERVICES

- Works with the school administrators to:
 - a. Monitor student support services.
 - b. Monitor student data collection and state reporting.
 - c. Implement policies and programs relating to behavior and discipline of pupils.
 - d. Maintain programs for the health and safety of pupils.

ENSURES ORGANIZATIONAL MANAGEMENT

- Provides leadership for the development of a systematic plan for continuous school improvement
- Maintains, directly or through delegation, student, personnel, business and other records according to school policy.
- Ensures filing of all required reports by University Of Missouri, state and federal law/regulation.
- Advises committees and the Board of the need for new and revised policies. Involves staff and committees in the process.
- Makes administrative decisions necessary for the effective and efficient operation of the school, including working with consultants, as needed.
- Attends, or delegates a representative to attend, meetings of municipal agencies at which matters pertaining to the school appear on the agenda or are expected to be raised.

PROMOTES SCHOOL, COMMITTEE AND COMMUNITY INVOLVEMENT

- Visits classrooms in order to observe the quality of the educational environment. Attends a reasonable number of student/staff events.
- Seeks to stay informed about issues and activities in the schools that add to, or distract from, the mission, vision and beliefs.
- Has a reasonable level of knowledge regarding the interaction of school administrators, staff, students, and parents.
- Keeps the public informed about educational practices and trends as well as the policies, practices, success and challenges of the school.

PROMOTES POSITIVE COMMUNICATION AND INTERACTION

- Actively participates with parents and staff to promote communication and collaboration.
- Works with school administrators to ensure that there is a developed and effective system of communication between teachers, staff, students and parents.

ENSURES ESSENTIAL MARKETING

- Works with the public relations/marketing consultant to direct marketing efforts as needed to ensure budgeted enrollment.

SPECIAL EDUCATION AND TITLE PROGRAMS

- Works with the Assistant Principal/ Special Education Director to ensure compliance with the guidelines established by the Missouri Department of Education and ensures implementation of administrative procedures for Special Education, Title and other programs consistent with federal law, state school law

and guidelines.

- Works with the administrators to ensure consistent implementation of special education services across programs.
- Ensures that IEP meetings and placement review meetings for special education students are held in accordance with state law.
- Acts as school administrative representative to Individual Education Plan meetings and evaluations on high-level IEP meetings.
- Ensures that a response to Intervention and a Care Team process is in place and implemented in accordance with state and federal guidelines.
- Ensures that a 504 evaluation process is in place and implemented in accordance with state and federal guidelines.
- Works with the administrators to ensure that Title I personnel as given direction, supervised and evaluated.
- Works with the administrators and the Business Manger to submit annually all the necessary documents for Title I and II.

EVALUATION: Performance will be evaluated by the School Board using the Executive Director Evaluation Instrument tied to this job description.

QUALIFICATIONS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Essential Knowledge/Skills: Knowledge of Board policies, MO statutes, policies and procedures of the MO Department of elementary and Secondary Education. Awareness of community support, community expectations for the schools, curriculum and instructional theory and practices, management principles and financial planning, management information systems and leadership techniques is essential. The position requires, among other qualities, managerial, observational, communications, and leadership skills and abilities, or any equivalent combination of experience and training that would provide the required knowledge, skills and abilities.

Education and Experience:

- At least five years of successful teaching and 3 years of education administration experience. Prefer school or school system administrative experience in a public charter with concentration in administration, supervision, curriculum, finances and personnel management;
- Current Missouri K-12 administrative license; and
- Education Specialist (Ed.S.) degree or higher in Administration and Supervision or Educational Leadership.

Principal

REPORTING:The Executive Director and Board of Directors are responsible for hiring and evaluating the Principal.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Ensure a safe learning environment for students, staff, and faculty
- Implement the directives of the Board, with a special focus on insuring that all minority employment and student practices set by the Board are followed.
- Be responsible for reviewing student behavior and discipline matters
- Recruit, hire, train, and evaluate academic staff
- Define curriculum, in accordance with Board guidelines, and set school schedules
- Supervise the creation and lead implementation of the parent involvement program
- On a daily basis, be responsible for overseeing the teaching/learning process
- Regularly monitor student achievement
- Serve as the public persona of CLA, function as the school liaison to other schools and be the school official responsible for media contacts

Qualifications:

- MA/MS degree in School Administration
- Missouri principal's license
- Experienced urban principal

- Proven ability to hire, train, and evaluate teachers
- Commitment to our mission, goals, expectations
- Record of working well with children and parents
- Strong leadership skills

Assistant Principal and Special Education Coordinator

REPORTING:The Executive Director and Principal will hire and evaluate the Assistant Principal and Special Education Coordinator.

Essential duties and responsibilities include the following. Other duties may be assigned.

- General oversight of Special Education Program
- General oversight of Special Education children's needs and family needs
- Collection, organization, and dissemination on SPED of students and families
- Assist in identifying needs of students/families

- In conjunction with the Principal, insure a safe learning environment for students, staff, and faculty
- Be responsible for reviewing student behavior and discipline matters
- Recruit, hire, train, and evaluate all academic staff
- Assist Principal in setting school schedules
- Assist in parent involvement program
- On a daily basis, be responsible for overseeing the teaching/learning process

Qualifications:

- MA/MS degree in School Administration
- Missouri principal's license
- Proven ability to hire, train, and evaluate teachers
- Commitment to our mission, goals, expectations
- Record of working well with children and parents
- Strong leadership skills
- Experience in Special Education Programs and Policies

Assistant Principal and Technology Coordinator

REPORTING: The Executive Director and Principal will hire and evaluate the Assistant Principal and Technology Coordinator.

Essential duties and responsibilities include the following. Other duties may be assigned.

- General oversight of all technology
- General oversight of children's needs and family needs
- In conjunction with the Principal, insure a safe learning environment for students, staff, and faculty
- Be responsible for reviewing student behavior and discipline matters
- Recruit, hire, train, and evaluate all academic staff
- Assist Principal in setting school schedules
- Assist in parent involvement program
- On a daily basis, be responsible for overseeing the teaching/learning process

Qualifications:

- MA/MS degree in School Administration
- Missouri principal's license
- Proven ability to hire, train, and evaluate teachers
- Commitment to our mission, goals, expectations
- Record of working well with children and parents
- Strong leadership skills
- Experience in technology programs

Teacher

REPORTING: Teachers will be hired, supervised, and evaluated by the principal

Essential duties and responsibilities include the following. Other duties may be assigned.

- Maintain a safe and orderly classroom
- Treat all students with respect, fairness, and kindness
- Have high expectations for all students
- Organize the physical space of the classroom to be functional and appealing
- Plan, organize, and deliver instruction and other student activities
- Assess student progress, using formative and summative assessment tools
- Modify instruction based upon assessment information
- Communicate/cooperate/collaborate with other teachers
- Communicate with parents regularly
- Participate in and help maintain the community life of the school

Qualifications:

- BA/BS degree, knowledgeable, and well educated
- Teaching certificate
- Teaching experience (student teaching minimum)
- Experience working with children (3 years)
- Comfort and ability with computers
- High expectations for students
- Agreement with our mission and goals
- Culturally sensitive and aware
- Tough-minded, organized, and disciplined
- Naturally warm and nurturing
- Lively and energetic
- Creative
- Good with children
- Resourceful and capable of growth

Secretary

REPORTING: The school secretary will be hired, supervised, and evaluated by the principal.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Daily attendance
- Mail
- Take/deliver messages

- General clerical work in daily/annual operations of school

Qualifications:

- Experienced secretary (3 years) with strong references
- Experience in school or school-like setting
- Evidence of mastery of essential clerical skills
- Strong work ethic
- Flexibility
- Ability to do many things at once
- Personable, positive, good with both adults and children
- Patient

Facility Manager

REPORTING:The facility manager will be hired by the Executive Director to whom he/she will report and by whom he/she will be evaluated.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Daily cleaning of school building
- Care of school grounds, including keeping yard and playground clear of trash/mowed, trimmed, and in good repair
- Maintenance of all custodial equipment
- Manage all custodians
- Ordering custodial supplies
- Routine maintenance, repair, and replacement tasks
- Oversight of maintenance needs, regular reporting to Executive Director of needs, and coordination of all maintenance work
- Snow removal from walks and parking lots
- Annual summer cleaning of building

Qualifications:

- Experienced in managing others and in custodial-like work
- Conscientious and reliable
- Hard worker
- Able and willing to do a variety of tasks
- Capable of developing commitment to school and students
- Gentle, kind-hearted, and patient

Business Manager

REPORTING:The business manager will be hired by the Executive Director to whom he/she will report and by whom he/she will be evaluated.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Overseeing and supervising the school's activities and employees
- Ensure the school is meeting financial goals
- Develop and implement budget
- Prepare reports
- Ensure employees have resources to complete their work

Qualifications:

- BA/BS degree
- Experience in managing
- Excellent written and verbal communication skills
- Problem solver

Office Manager

REPORTING:The office manager will be hired by the Executive Director to whom he/she will report and by whom he/she will be evaluated.

Essential duties and responsibilities include the following. Other duties may be assigned.

- Core data reporting
- Pay bills and manage accounts
- Take/deliver messages
- Order supplies
- General clerical work/daily operations of school

Qualifications:

- Experienced manager (3 years) with strong references
- Experience in school or school-like setting
- Evidence of mastery of essential clerical skills
- Strong work ethic
- Flexibility
- Ability to do many things at once
- Personable, positive, good with both adults and children
- Patient

Staffing and Human Resources

CLA administration has recruited staff for four years. It has evaluated candidates on the basis of educational background, teaching experience, references, personality, and commitment to the mission of the school. Searches have been made through job fairs at local universities and REAP.

Staffing decisions have been driven by the educational needs and availability of funds.

In 2010, CLA opened with fifteen (15) teachers, including special education, art, music, physical education. Below are data showing qualifications, salaries, and growth of teaching staff.

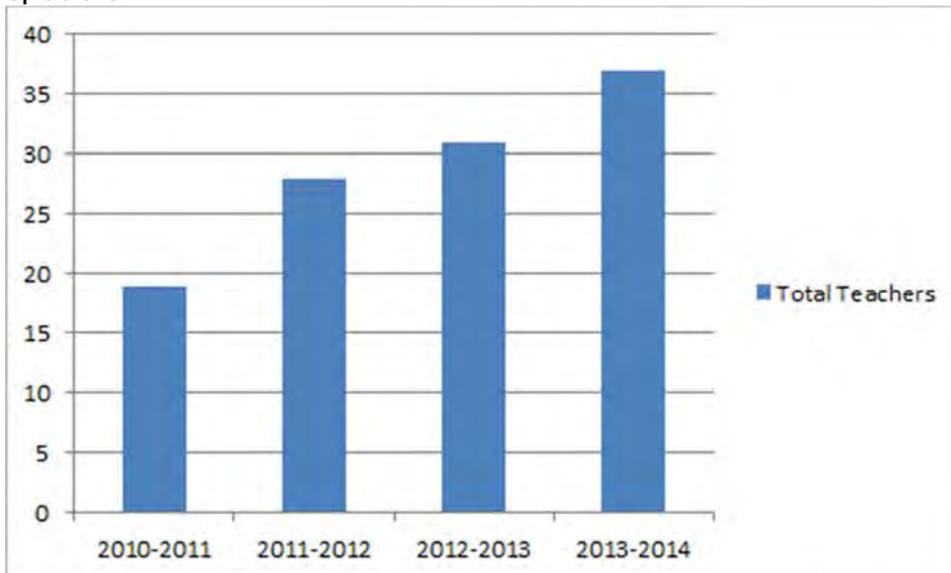
Highly Qualified Teachers

	2010-2011	2011-2012	2012-2013	2013-2014
% of Highly Qualified Teachers	100	100	100	97

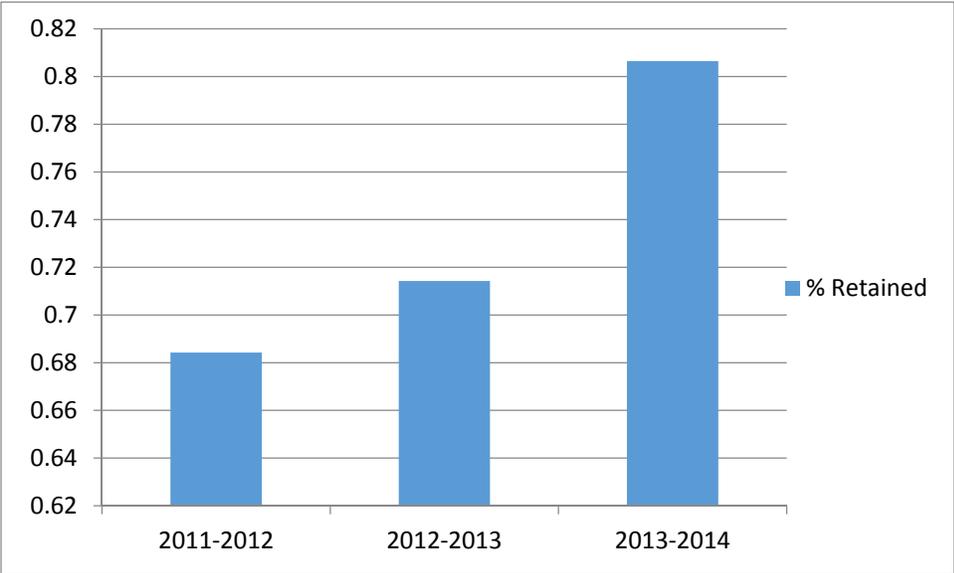
Average Teacher Salary

	2010-2011	2011-2012	2012-2013	2013-2014
Average Salary	34667	35927	35478	37969

The CLA teaching staff has grown each year with addition of new grades and addition of specials.



CLA teaching staff retention:



C: Student Performance

Carondelet Leadership Academy believes that each individual learns in their own unique way and by providing ongoing assessments, we can track the learning of our students and tailor our instruction to meet their individual needs. When the results of assessment suggest that a student is having a difficult time mastering a skill, the teacher will create a Response to Intervention (RTI) plan that allows the child to have specific objectives that have multiple strategies of how they will master the skill.

Because one assessment does not provide a comprehensive picture of student growth and progress, we use a number of different assessments. The absolute or standardized measure used is NWEA. The state assessment, MAP, was administered to our 3rd-5th grades in the spring of 2011. We began with grades K-5 and added a grade per year to 8th grade. In the spring of 2014 eighth grade students were given the End of Course test in algebra. By providing this opportunity for our students our eighth grade math and overall math scores for 2013 declined, however, offering the EOC for our 8th graders will yield positive scoring gains in the long-term. CLA does not publish its own report card, as required by RSMo section 160.522, but uses the DESE report card developed for all schools.

Performance Goals

SMART Goal (Specific, Measurable, Achievable, Relevant and Timely):
Each year on the MAP Assessment, CLA will move 50% of the students in Below Basic to Basic and 50% of the students in Basic to Proficient until 5% or less of students are Below Basic and 90% of students are Proficient or Advanced.
Rationale (name the existing conditions/data points to support the selection of the objective/goal):
The data revealed that the proficiency rate for the students in grades 3-8 at Carondelet Leadership Academy were below the grade level target in reading and math. MAP data indicates that 24% of students are proficient or advanced, and that 76% of students are basic or below basic in communication arts, and 26% are proficient or advanced, and that 74% are basic or below basic in math.
Research Based Strategy(ies) for Implementation:
<ul style="list-style-type: none"> • Administer NWEA during fall, winter, and spring and analyze data to guide instruction and assign additional resources for students who fall below the 49th percentile. • Develop and implement Response to Intervention (RTI) plans for the most at risk students who fall below the 34th percentile. • Develop a weekly synopsis detailing student interaction, skill review, and progression. • One-on-one and small group instruction will be provided by Title I Reading and Math Specialist and Instructional Assistants for the kindergarten-eighth grades. • Teachers will use a variety of periodic assessments (Journeys Benchmark, ongoing running records, performance events, constructed response items, open-ended questions, etc.) to monitor and evaluate student progress. • Teachers will implement a balanced literacy program within their classroom and

<p>meet monthly during grade level meetings to discuss, evaluate, and assess its progress.</p> <ul style="list-style-type: none"> • Special Education students will be supported in meeting their NWEA targets. • Flexible groupings for small group work and one-on-one assistance. • Teachers will follow individualized education program and make accommodations and modifications as written in the plan. • Teachers will implement Build Your Own Curriculum.
<p>SMART Goal (Specific, Measurable, Achievable, Relevant and Timely):</p>
<p>Each student scoring below grade level on NWEA will progress at least 20% above expected growth in reading and math until the student is at grade level and then will progress at least at expected growth thereafter.</p>
<p>Rationale (name the existing conditions/data points to support the selection of the objective/goal):</p>
<p>NWEA data indicates that 49% of students at the Carondelet Leadership Academy are meeting or exceeding their NWEA target, and that 51% of students are not meeting their NWEA target in reading, and 58% are meeting or exceeding their NWEA target, and that 42% are not meeting their NWEA target in math.</p>
<p>Research Based Strategy(ies) for Implementation:</p>
<ul style="list-style-type: none"> • Develop and implement Response to Intervention (RTI) plans for the most at risk students who fall below the 34th percentile. • Develop a weekly synopsis detailing student interaction, skill review, and progression. • One-on-one and small group instruction will be provided by Title I Reading and Math Specialist and Instructional Assistants for the kindergarten-eighth grades. • Teachers will use a variety of periodic assessments (Journeys Benchmark, ongoing running records, performance events, constructed response items, open-ended questions, etc.) to monitor and evaluate student progress. • Teachers will implement a balanced literacy program within their classroom and meet monthly during grade level meetings to discuss, evaluate, and assess its progress. • Special Education students will be supported in meeting their NWEA targets. • Flexible groupings for small group work and one-on-one assistance. • Teachers will follow individualized education program and make accommodations and modifications as written in the plan. • Teachers will implement Build Your Own Curriculum.
<p>SMART Goal (Specific, Measurable, Achievable, Relevant and Timely):</p>
<p>Each student scoring below grade level on BAS will progress at least 20% above expected growth until the student is at grade level and then will progress at least at expected growth thereafter.</p>
<p>Rationale (name the existing conditions/data points to support the selection of the objective/goal):</p>
<p>BAS data indicates that 65% of students are reading below grade level expectations.</p>
<p>Research Based Strategy(ies) for Implementation:</p>
<ul style="list-style-type: none"> • Develop and implement Response to Intervention (RTI) plans for the most at risk students who fall below the 34th percentile.

- Develop a weekly synopsis detailing student interaction, skill review, and progression.
- One-on-one and small group instruction will be provided by Title I Reading Specialist and Instructional Assistants for the kindergarten-eighth grades.
- Teachers will use a variety of periodic assessments (Journeys Benchmark, ongoing running records, performance events, constructed response items, open-ended questions, etc.) to monitor and evaluate student progress.
- Teachers will implement a balanced literacy program within their classroom and meet monthly during grade level meetings to discuss, evaluate, and assess its progress.
- Special Education students will be supported in meeting their NWEA targets.
- Flexible groupings for small group work and one-on-one assistance.
- Teachers will follow individualized education program and make accommodations and modifications as written in the plan.
- Teachers will implement Build Your Own Curriculum.

Assessments

1. The Missouri Assessment Program (MAP) is a criterion-referenced test taken by students in the spring of each year to measure student progress toward the Missouri Show-Me Standards. Students are tested in Communication Arts and Mathematics in grades 3-8, and Science in grades 5& 8. A student's performance on the MAP test is reported in one of four levels of achievement: *Below Basic*, *Basic*, *Proficient*, and *Advanced*.

2. The Benchmark Assessment System (BAS) by Fountas and Pinnell is a one-on-one, comprehensive assessment to determine independent and instructional reading levels and for placing students on the F&P Text Level Gradient™, A-Z. This assessment combines oral reading, silent reading, writing and comprehension. The BAS will be given three times a year to document growth in reading.

3. The Saxon Benchmark, for grades 3-8, simulates MAP questions to gauge student progress. We give this assessment twice a year. It is a beginning of the year assessment that measures what the students learned in their previous grade. The end of the year assessment measures current grade level progress. For grades k-2, the Saxon Benchmark is a hands-on, individual, oral assessment that determines what level they are currently operating at. The same assessment is given at the end of the year that measures their progress.

4. The Northwestern Evaluation Association (NWEA) is a nationally recognized, computer-based, norm-referenced achievement test that will be administered three times per year. Students' test scores are instantaneous, and are analyzed by both teachers and students to identify the skills and concepts students know and what they need to learn to keep growing in reading and math for grades k-8 and science for grades 5-8. We compare student performance by monitoring the same group of

students each year to determine what growth is being made from year to year. In addition, the NWEA is an instructional resource that enables teachers to group students with similar needs, develop individual learning plans, communicate specific goals to parents and recognize academic diversity across subject areas.

5. Student report cards will be issued quarterly throughout the school year and parents will have the opportunity to attend conferences twice a year to discuss their student's achievement. Report cards include all subject areas taught but also contain specific information in sub-topics pertaining to reading, language arts, and math. This informs parents of their student's areas of strengths and weaknesses in critical subjects.

6. Parents will be able to monitor their child's schoolwork real-time through PowerSchool, and interested parties will be able to track the school's educational progress by visiting the school website.

Student Outcomes

1. NWEA

2010-2011

Grade Level	% of students meeting or exceeding target	% of students meeting or exceeding target
	Reading	Math
Kindergarten	62.2	49.1
First	60.7	43.3
Second	35.2	52.9
Third	38.7	61.2
Fourth	60.0	72.4
Fifth	50.0	45.4

2011-2012

Grade Level	% of students meeting or exceeding target	% of students meeting or exceeding target
	Reading	Math
Kindergarten	46.4	62.9
First	39.6	64.2
Second	43.8	45.2
Third	48.3	65.5
Fourth	29.4	67.6
Fifth	51.7	72.4
Sixth	59.1	77.3

2012-2013

Grade Level	% of students meeting or exceeding target	% of students meeting or exceeding target
	Reading	Math
Kindergarten	62.7	55.0
First	39.4	40.9
Second	60.4	67.9
Third	74.4	73.7
Fourth	52.0	64.0
Fifth	46.9	45.2
Sixth	84.4	46.9
Seventh	81.8	72.7

2013-2014

Grade Level	% of students meeting or exceeding target	% of students meeting or exceeding target
	Reading	Math
Kindergarten	67.3	64.6
First	25.5	39.0
Second	54.0	68.0
Third	60.5	55.2
Fourth	54.0	89.5
Fifth	42.0	55.0
Sixth	32.0	42.0
Seventh	48.0	59.0
Eighth	58.0	50.0

2. Proficiency Levels on MAP by Grade and Subject

Year	Grade	Comm Arts	Math
		Proficient/Advanced	Proficient/Advanced
2010-2011	Third	6.7	16.7
2010-2011	Fourth	6.9	10.3
2010-2011	Fifth	31.8	31.8
2011-2012	Third	30.6	42.9
2011-2012	Fourth	30.6	25.0
2011-2012	Fifth	35.3	44.1
2011-2012	Sixth	34.6	53.8
2012-2013	Third	34.9	46.5
2012-2013	Fourth	39.3	50.0
2012-2013	Fifth	15.8	26.3
2012-2013	Sixth	36.4	54.5
2012-2013	Seventh	30.8	42.3
2013-2014	Third	19.1	45.2
2013-2014	Fourth	27.2	29.5
2013-2014	Fifth	30.4	21.7
2013-2014	Sixth	13.8	24.1
2013-2014	Seventh	24.2	30.3
2013-2014	Eighth	28.4	6.7

The performance indicators below are an extrapolation from the Carondelet Leadership Academy Schoolwide Plan for 2010-2014. Refer to Appendix A.7 for the Schoolwide Plan. They chart the projected curve of growth in performance for the next five years.

Two facts guided the projections:

1. Our students will make steady and sustained progress at rates determined by NWEA growth projections and at a minimum of one year growth per school year.
2. 75% of our students can perform at grade level (proficient or on target) after three consecutive years at CLA.

Indicator #1: Annual Performance Report (APR)

Measures	Metric	2014	2015	2016	2017	2018	2019
APR Determination	State Accreditation Standards for K-8 schools	62%	70%	75%	80%	83%	88%

Indicator #2: Student Achievement Levels: Status- MAP Scores: Schoolwide Total

Measures	Metric	2014	2015	2016	2017	2018	2019
Comm Arts	% of students scoring proficient or advanced	30.9	37.9	45.9	54.9	64.9	75.9
Math	% of students scoring proficient or advanced	35.1	42.1	50.1	59.1	69.1	80.1
Science	% of students scoring proficient or advanced	25.0	32.0	40.0	49.0	59.0	70.0

Indicator #3: Student Achievement Levels: Growth- Internal Assessment (NWEA)

Measures	Metric	2014	2015	2016	2017	2018	2019
% of students meeting growth projections in reading (all grades)	NWEA	60.0	65.0	70.0	75.0	80.0	85.0
% of students meeting growth projections in math (all grades)	NWEA	68.0	73.0	78.0	83.0	88.0	92.0

Indicator #5: Student Engagement

Attendance

Metric	2010-2011		2011-2012		2012-2013		2013-2014	
	%	#	%	#	%	#	%	#
Average Daily Attendance Rate	.93	198.9578	.94	281.0681	.94	342.7338	.94	364.8290

Use of Assessment Data

All assessments provide the school leaders with critical information to determine that student learning and educational progress is taking place. The principal is ultimately responsible for CLA's testing programs. Assessment data is used to modify and improve the education program and classroom instruction. Teachers meet in grade

level teams once a month to analyze and discuss ongoing assessment data. Students who are not meeting grade level requirements are given a Response to Intervention (RTI) plan that details what strategies will be used to help reach grade level expectations.

Assessment data will also be used as a tool to decide what professional development teachers will receive. Professional development may occur onsite by Carondelet Leadership Academy staff or CLA may bring in other professionals to implement staff development. Teachers may also be sent to offsite conferences which may include a range of topics paid for by CLA.

Promotion & Graduation

The curriculum of CLA is rigorous. It is the intention of the school to promote preparedness for each child to progress through the grade levels successfully. Any child who is not prepared to exit a grade level is not permitted to continue on to the next grade until they have attained adequate achievement in their present grade. Students who receive a final grade of “F” in Reading and/or Mathematics will not be promoted to the following grade.

The students of the Carondelet Leadership Academy MUST meet the following minimum graduation requirements.

- Passing grades in the core subjects of Mathematics, Language Arts, Science and Social Studies. End-of-the-year grades in each subject are determined by averaging the 4quarter grades.
- Not more than 1 failing grade in any Specials classes (Art, Computer, P.E., Library, and Music).

Special Student Populations

The Carondelet Leadership Academy will comply with all applicable state laws, the Individuals with Disabilities Education Act (IDEA & IDEA-97), the Family Educational Rights and Privacy Act (FERPA), and section 504 of the Rehabilitation Act of 1973. We may provide services both directly and under contract with outside providers.

We are committed to a program of responsible inclusion for students with special needs. This means that we will offer an education program designed to meet the learning needs of the broadest possible spectrum of students within the regular classroom. Our continuing commitment to serve all students resulted in opening an autism program this year, which required hiring two additional teachers.

Special education teachers work with classroom teachers and special needs students within the regular classroom and also in separate settings when necessary, to meet the individualized needs of the child. Special education teachers and classroom teachers work together to ensure that special students remain activated and focused. ELL and homeless students will be identified by completing a survey on the school enrollment form. All identified students will be provided with all state and federal requirements regarding education and following the McKinney Vento Act.

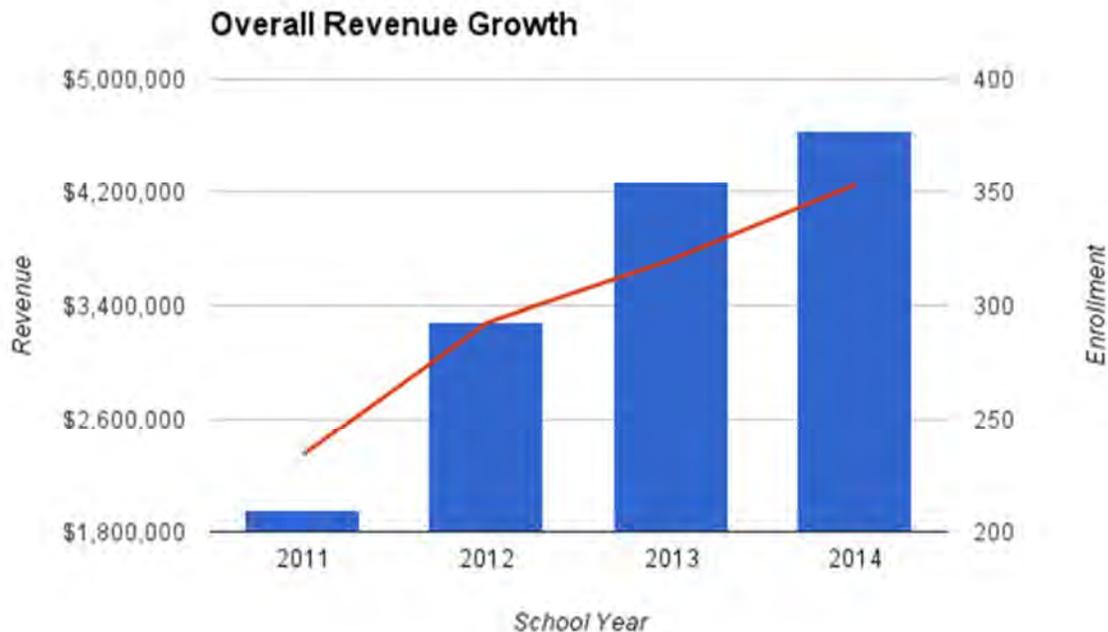
D. Financial/Business Plan

The annual independent audits for CLA have been completed by Pritchard Osborne, LLC. A monthly financial committee meeting of the Board of Directors is held each month to review the month's financial statements. During the school's first four years of operation, the meetings were guided by the business department of American Quality Schools. In our current fifth year of operation, these monthly reviews are held with our CPA firm: Kerber, Eck, and Braekel. The school adheres to all generally accepted accounting practices, has a procurement plan and the guidance of board financial policies. The board provides consistent fiscal oversight, including approval of all payments that exceed \$2000.00 or exceed an aggregate monthly amount of \$ 10,000.00 prior to check issuance and approval of the check register at the next months regular meeting. The detailed five-year budget can be found in Appendix 6 with general goals in that period being:

- Submit an ASBR with a reserve ratio of at least 15%;
- Sustain a cash reserve of \$400,000 from 7/1/14 through 6/30/20; and
- Continue to have successful audits without significant findings.

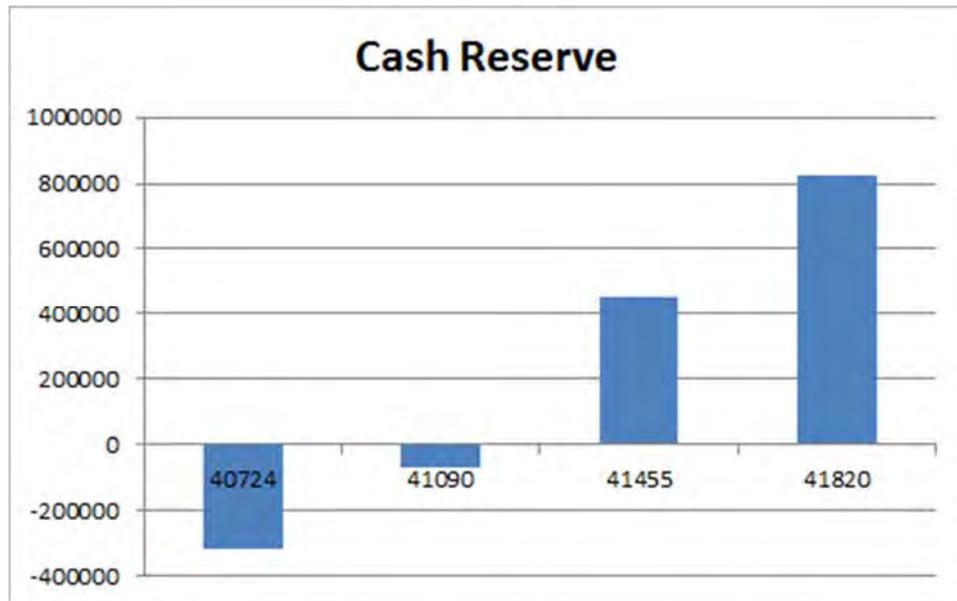
Overall Revenue Growth

The growth of revenue is linked to the increase of enrollment during your school years 2011-2014. The graph below illustrates our revenue to enrollment.



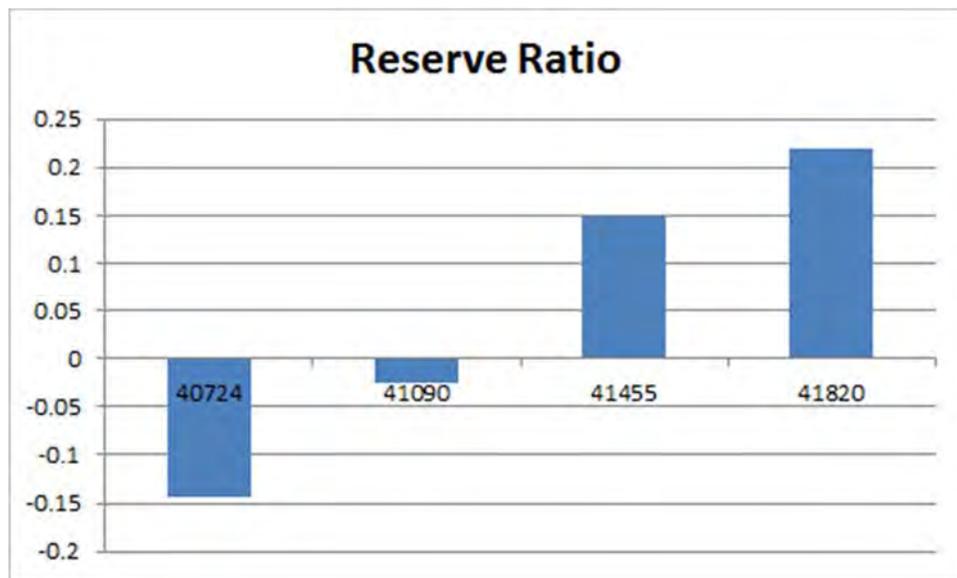
Cash Reserve

As the chart below indicates, the school has improved its financial stability since 2011.



Reserve Ratio

Our end of year cash reserve also indicates a healthy turn around, allowing the school to present a strong financial picture.



Facility

Carondelet Leadership Academy is located in south St. Louis City near Interstate 55 and Loughborough Street. The original buildings were the campus of St. Boniface, a St. Louis Catholic Archdiocese school and church. In the summer of 2010 the main school building, consisting of 36,000 square feet, was renovated for our first school year, serving grades K-5. This project was financed through a \$745,000.00 leasehold and a \$245,000.00 furniture, fixture, and equipment loan, both with IFF.

In the spring of 2014 the former rectory, consisting of over 8,000 square feet was renovated into our Kindergarten center. This project was also financed with IFF, utilizing a \$745,000.00 leasehold loan. The next phase of our facility plan will be executing our purchase options for both buildings and adjacent parking lots. This project will be completed in 2015.

E. Closure Policy

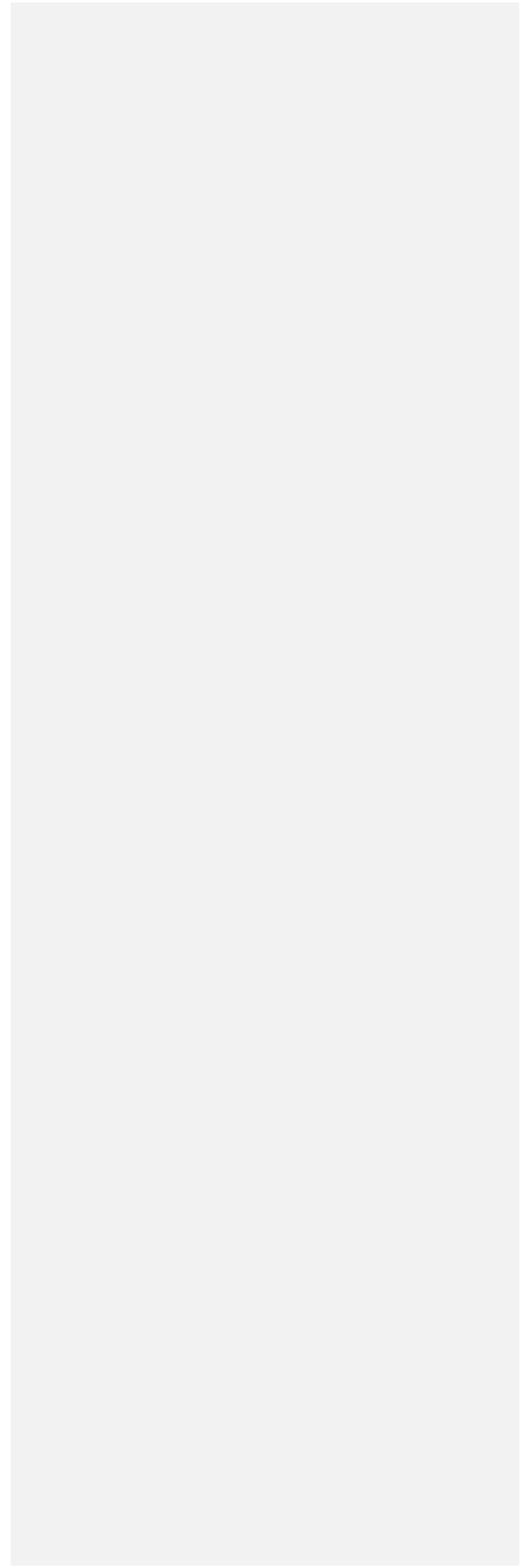
The Board of Directors and staff of Carondelet Leadership Academy (CLA) understand that closure of a charter school can be very difficult for school stakeholders, particularly students, families, and school staff. If closure of CLA is determined necessary – for any reason – CLA’s Board of Directors will work with our charter sponsor and school management to ensure the orderly closure of the school to protect the best interests of displaced families and staff with a focus on assisting successful transitions for all parties involved.

Some actions necessary for orderly school closure will take place within one week of the decision to close, some will be completed within 30 days of the decision to close, and others will be ongoing until the school closure is complete. Refer to the School Closure Checklist that maps the timing of activities, which range from actions taken immediately following a decision to close through final closure activities. The key categories of tasks are summarized below, and fully detailed in the Checklist in Appendix 7, and all closure activities will be in accordance with 5 CSR 100.265 addressing charter school closure.

1. **Immediate Tasks** (Immediately and up to one week of the decision to close): A Transition Team dedicated to ensuring the smooth transition of students and staff and to close down the school’s business will be formed. We recognize that complete closure information will not be available immediately, but in keeping with our organization’s value of transparent communications, the Transition Team will notify our students and their parents/guardians, faculty and staff, local school districts, and the State Board of Education of the decision to close the school.
2. **Ongoing Activities** (Through completion of the closure process): The Transition Team will ensure that instruction continues through closure and that school and board operations continue through closure.
3. **Pre-Closure Tasks** (Within 30 days of the decision to close): These consist of priority tasks essential to high-quality and on-time closure of the school and transitions for all parties involved. Actions include identifying closure reserve funds and the acceptable use of such funds to support the orderly closure of the school; providing detailed closure plan information to parents/guardians, including enrollment options and information on other schools; providing detailed closure plan information to faculty and staff; and notifying creditors, debtors, contractors, vendors, and agencies/organizational partners, as applicable.
4. **Post-Closure Tasks** (Within one week to 120 days after the last day of instruction): Dissolution tasks during this period after the end of instruction include parental notification of final report cards, archival and transfer of student records, extensive financial reporting (including a closeout audit), formal document records archival and transfer, and submission of final reports to our charter sponsor, DESE and the State Board of Education as applicable. CLA’s Principal is accountable for ensuring that

student records are up-to-date and complete and that all records are archived and transferred appropriately. CLA's Board Chair is responsible for the disposition of records, including (but not limited to) personnel records, financial documents, contracts, assets, and grants.

Appendix 1. Performance Contract





University of Missouri
Office of Charter School Operations
Carondelet Leadership Academy Performance Contract 2016-2019

As the official charter school sponsor of Carondelet Leadership Academy (CLA), the University of Missouri-Columbia (MU) is legislatively required to monitor compliance and performance of the school, recommend sanctions, if necessary, and closure when the school demonstrates an inability to meet standards. This performance contract represents expectations in the second five-year charter term.

Governance

Charter schools are governed by an independent board of directors that are required to abide by all laws governing 501(c)3 organizations, and public schools. In the first four years of this charter, the board of CLA shall:

1. Consistently abide by all Missouri laws, including the Missouri Sunshine Law in all its operations.
2. Maintain an active, involved board as described in their charter.

Finances

The school depends on the board maintaining proper fiduciary responsibility. In the first four years of this term, CLA shall:

3. Comply with annual auditing and ASBR requirements, and remedy all audit findings.
4. Maintain adequate fiscal health, as evidenced by producing regular financial statements, ensuring board review and oversight of payments, and paying all obligations in a timely manner.

Compliance

Schools maintain and submit large amounts of data to all regulatory authorities. MU monitors compliance of all these requirements using Epicenter (though it maintains the right to change that system at any time). In the first four years of this charter, CLA shall:

5. Maintain a 90% compliance rate in Epicenter (or other system) for submitting required data and reports.
6. Consistently comply with DESE reporting requirements and requests, including MOSIS submissions and Tiered Monitoring requirements.

Environment

CLA measures satisfaction with school climate internally, and MU assesses it using various measures, as needed. In the first four years of the charter, CLA shall:

7. Promptly and adequately answer any and all issues or complaints raised on an MU site visit report, or in a public complaint.
8. Maintain participation and commitment in Love and Logic or similar program of professional development and cultural intervention to maintain and continue to implement improvements.

Teaching and Learning

The most important measure of success in any school is student outcomes and quality teaching is the most important input to successful outcomes. In the first four years of this charter, CLA shall:

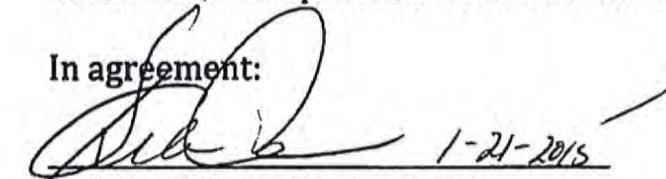
9. Maintain a professional development system that includes: a teacher evaluation system that meets state requirements, retention of excellent teachers, and removal or development of teachers that are not meeting expectations.
10. Meet MSIP-5 academic achievement targets below:

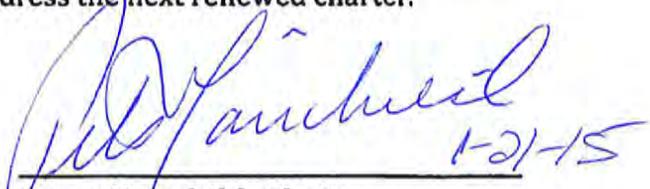
Indicator	2016	2017	2018	2019
Academic Achievement	On Track	On Track	On Track	On Track
Subgroup Achievement	On Track	On Track	On Track	On Track
High School Readiness	On Track	On Track	On Track	On Track
Attendance	On Track	On Track	On Track	On Track
Overall APR				At least 70%

CLA and MU agree that substantial failure to meet any of the ten (10) terms of accountability will cause CLA to be placed on probation. Probation will require a remediation plan for addressing all deficiencies in the following year. Failure to remediate will result in a recommendation for closure.

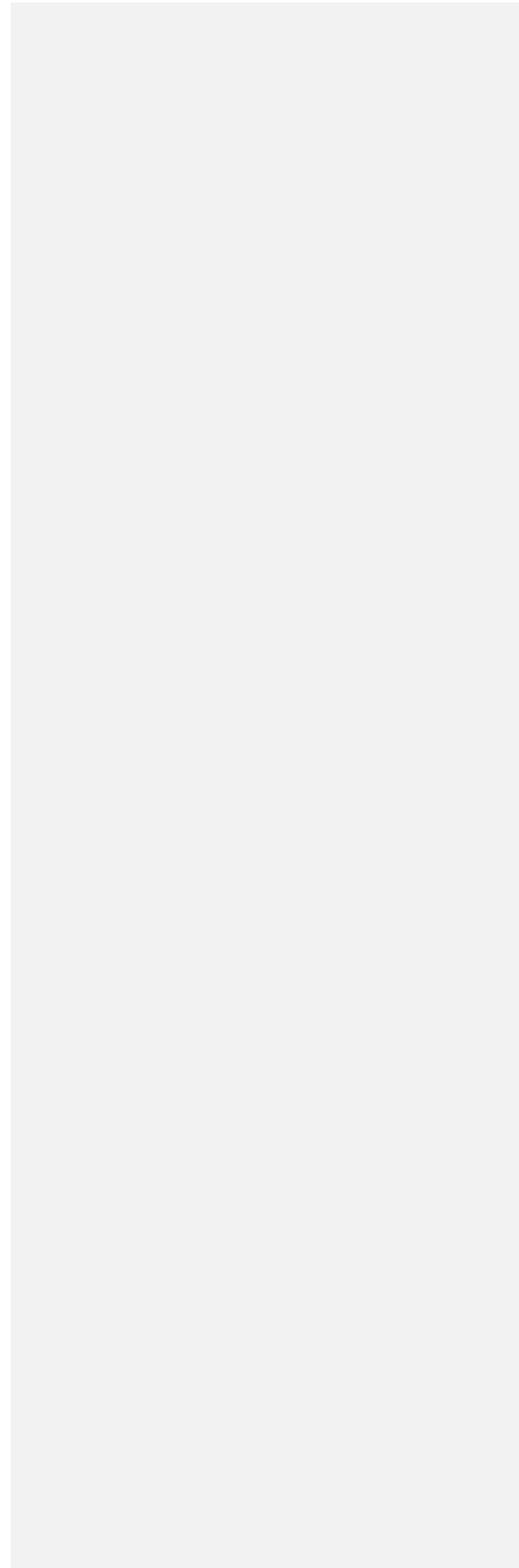
Furthermore, this contract is for four years. In the fourth year, CLA and MU will determine, based on MU policy and procedures and successful completion of this contract, if the school is prepared for renewal. At that time, a new performance contract will be created to address the next renewed charter.

In agreement:


1-21-2015
Deb Carr, Executive Director
MU Office of Charter School Operations


1-21-15
Peter Fairchild, Chair
CLA Board of Directors

Appendix 2. Nonprofit Corporation Status



State of Missouri

LIMITED EXEMPTION FROM MISSOURI SALES AND USE TAX ON PURCHASES AND SALES (Public School)

Issued to:

Missouri Tax I.D. 20892578

CARONDELET LEADERSHIP ACADEMY CHARTER HOLDER
7604 MICHIGAN AVE
ST LOUIS MO 63111

Effective Date: 07/29/2010

Your application for sales/use tax exempt status has been approved pursuant to Section 144.030.2(19), RSMo. This letter is issued as documentation of the exempt status of your organization. The organization above must adhere to the requirements of this exempt status.

This is a continuing exemption subject to legislative changes and review by the Director of Revenue. Outlined below are specific requirements regarding this exemption. This summary is not intended as a complete restatement of the law. You should review the law to ensure your understanding and compliance.

- This exemption is not assignable or transferable. It is an exemption from sales and use taxes only and is not an exemption from real or personal property tax.
- Purchases by your organization are not subject to sales or use tax if conducted within your organization's exempt functions and activities. When purchasing with this exemption, furnish all sellers or vendors a copy of this letter.
- Individuals making personal purchases may not use this exemption.
- A contractor may purchase and pay for construction materials exempt from sales tax when fulfilling a contract with your organization only if your organization issues a project exemption certificate and the contractor makes purchases in compliance with the provisions of Section 144.062 RSMo.
- Sales by your organization are not subject to sales or use tax if conducted within your organization's exempt charitable and educational functions and activities.
- Any alteration to this exemption letter renders it invalid.

If you have any questions regarding the use of this letter, please contact the Taxation Division, P.O. Box 358, Jefferson City, Missouri 65105-0358, Email salestaxexemptions@dor.mo.gov, or call 573-751-2836.

(016061)

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: NOV 23 2009

CARONDELET LEADERSHIP ACADEMY
CHARTER HOLDER
C/O SISTER MARY ANN NESTEL
6408 MICHIGAN AVE
ST LOUIS, MO 63111

Employer Identification Number:
26-3429656

DLN:

17053322302018

Contact Person:

ANDREA SPECK

ID# 95044

Contact Telephone Number:

(877) 829-5500

Accounting Period Ending:

December 31

Public Charity Status:

509(a)(2)

Form 990 Required:

Yes

Effective Date of Exemption:

September 24, 2008

Contribution Deductibility:

Yes

Addendum Applies:

Yes

Dear Applicant:

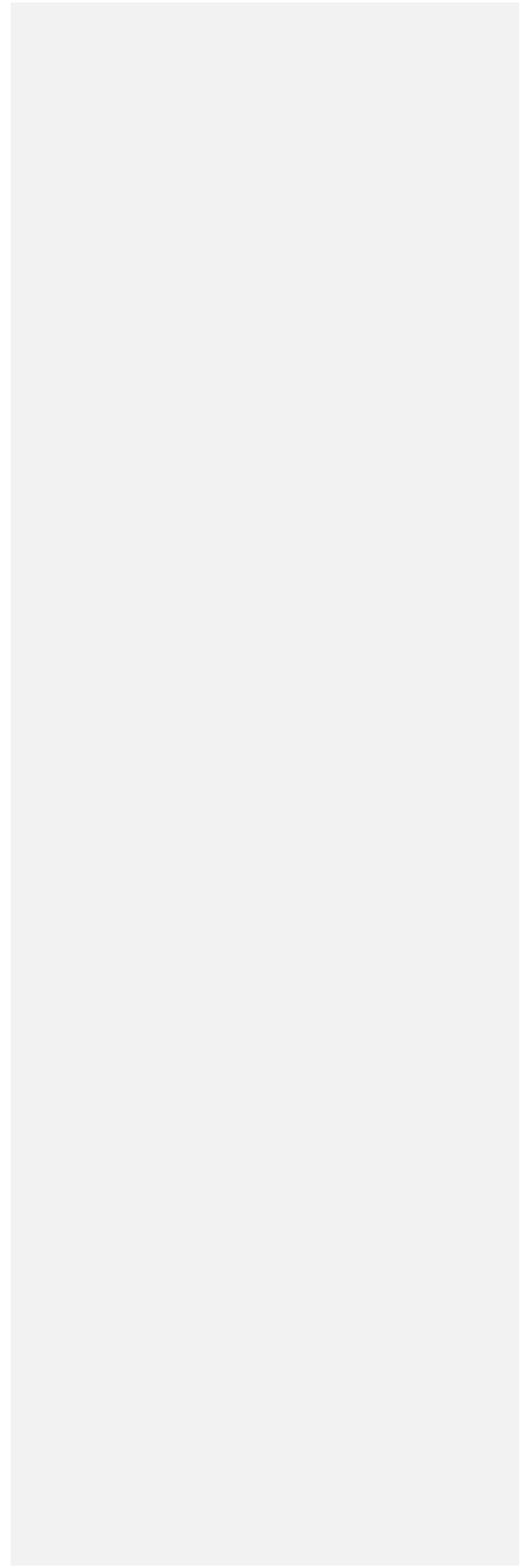
We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (D0/CG)

Appendix 3. Board Meeting Minutes



BOARD MEETING

**April 28, 2014
6:00
CLA Library**

Agenda Items

Topic

Presenter

Opening Remarks and Call to Order

Mr. Bredehoft

Roll Call

Mr. Bredehoft

All present

Additions, Corrections, Modifications to Agenda

Mr. Bredehoft

None

Motion to approve- Peter, 2ns Yvonne, unanimously approved

Approval of Agenda

Mr. Bredehoft

Public Comments

Principal's Report

Ms. Coffin

387 enrolled

90% attendance –continuing to communicate with parents and offer incentives to students to improve attendance

MAP starts 05/05

DESE coming for first site visit

Provided 22 glasses via UMSL optometry

Conferences 04/03-04/04

GOTR – run is May 10th

Doing the right thing Kids went to Cardinal game

Field trips planned for the rest of the yea

Pre-K from Headstart came for visit.

United Way confirmed for Board recruitment

Discipline improved in K-5, 6-8 having challenges, including 1 child 10 day suspension. Primary issue is with 8th graders. Police, juvenile, and family services are all involved in assisting to resolve situations.

Getting some press through UMC. Pat will send article when published.

Recruiting/selection of staff is underway.

Charter application update – data has been added, but need MAP data before going further.

Questions – Ms. Duarte-Fletche asked for stats of where the graduates will be going? Approximately 20 going to “select” schools. She will bring stats to May meeting.

Facilities Report

Mr. Fairchild

Not a lot to report. Designs of construction coming along, need to work more on interior spaces. Most of decision that have been made are to satisfy codes. Design agreements have been agreed to and signed. Still in process to get permits. Pre – permit items – windows, etc.. have been ordered.

Has it been decided as to where the 5% CLA is putting up will be going? Mr. Bredehoft will be speaking with IFF for specific information. Anything we pay that is in regards to this project will count towards 5%. Ms. Duarte-Fletcher put forth the idea that we need to develop specifics on this. Account opened in mid-April, but we need to put the funds into the account.

Mr. Mueller requests that any inventory purchased, but not onsite, whomever holding it must have proper insurance.

Mr. Bredehoft met with RedBrick Mgmt regarding lease.

IFF Loan Update

Mr. Fairchild

Financial Report

Mr. Mueller

Mr. Mueller sent out financials. There are no issues.

Spoke with investigating a \$30K ongoing question. It appears to be that we owe AQS the money. Mr. Mueller and Mr. Bick asked Ms. Wentzien for summary covering the amount and then would recommend making partial payments until fully paid.

Current year insurance – AQS is paying the bill, but we do not have estimate of our share. Mr. Mueller recommends Ms. Wentzien contact AQS to get estimated bill to avoid a surprise invoice at the end of the year.

Ms. Wentzien has been accruing estimate all year on the budget, but nothing has been paid out.

1. Action Items (Consent)

-Approval of Minutes: Regular, February 24, 2014

Recommended Action: that the governing board approves the Minutes of the February 24, 2014 regular meeting as presented in the April 28, 2014 board material.

-Approval of Minutes: Regular, March 24, 2014

Recommended Action: that the governing board approves the Minutes of the March 24, 2014 regular meeting as presented in the April 28, 2014 board material.

-Approval of Resolution to Approve IFF Loan

Recommended Action: that the governing board approves the Resolutions of the Board of Directors to approve the IFF Loan as presented in the April 28, 2014 board material.

-Approval of School Calendar for 2014-2015 School Year

Recommended Action: that the governing board approves the school calendar for the 2014-2015 school year as presented in the April 28, 2014 board material.

-Approval of MAP Testing Security Protocol

Recommended Action: that the governing board approves the MAP testing security protocol as presented in the April 28, 2014 board material.

-Approval of Financial Statements: February 2014 through March 2014

Recommended Action: that the governing board approves the

February 2014 and March 2014 financial statements as presented in the April 28, 2014 board material and as discussed in the April 28, 2014 board meeting.

Motion to accept and approve action items – motion – Mr. Bick, 2nd by Mr. Mueller, unanimously approved.

Action Items (Individual)

University of Missouri

Dr. Carr

Completion rate of survey – Teachers response 100%, Information sent from U of Chicago, Students will also be surveyed. Five Essentials.

The board received “Sunshine Law” booklet. The MIZZOU team will start training with Epicenter, which will allow the board and others to send information to one place and all people who need it can access, then pull data as needed.

Charter Application Update

Board retreat on April 12th. Mr. Bredehoft is still fleshing stuff out. Ms. Kindler had moved CLACH current policies into the UMC suggested policies. These are in red and will continue to be reviewed and finalized into a single document.

AQS Transition

Ms. Wentzien – currently entering Mar/Apr into the Quickbooks.

Working with insurance brokers – Health – working with 4 vendors, looking to get 3 quotes. Affordable care act has been changing things. We may be impacted by number of employees due to HealthCare Act.

Liability/WC etc... insurance – working with KEB to secure bids.

HR Consultant waiting for a couple of items on employee handbook. Board should expect to see at least a draft next month.

Tech –Mr. Wipper – things are moving along. Worst case scenario –we should be able to re-create system quickly, with minimal down time if AQS shut everything down on 07/01. Ms. Coffin and Mr. Wipper are confident all contingencies are covered.

Mr. Bredehoft – What do you need from board and/or AQS? Mr. Wipper – nothing, Ms. Wentzien – M. Osborn contacted Ms. Wentzien that he is concerned about access for financial information after 07/01. Recommends we create a letter of agreement to cover cooperation for getting information after we separate from AQS.

Board Recruitment

See Ms. Coffin's comments regarding United Way. Mr. Bredehoft will be meeting with people. Mr. Bick has spoken with a couple, but one is not able. Potentially another will be interested. We will continue to reach out.

Closed Session

Next Meeting Date: Tuesday May 27, 2014

Motion – Peter, Tim seconded. Unanimously approved.

Adjournment

BOARD MEETING

**May 27, 2014
6:00
CLA Library**

Agenda Items

Topic

Presenter

Opening Remarks and Call to Order

Mr. Bredehoft

Roll Call

Mr. Bredehoft

Mr. Bredehoft, Ms. Duarte-Fletcher, Mr. Fairchild, Ms. Kindler, Mr. Mueller present
Mr. Bick, Dr. Johnson absent

Additions, Corrections, Modifications to Agenda

Mr. Bredehoft

Minutes from Board retreat will be tabled until next meeting.

Approval of Agenda

Mr. Bredehoft

Motion to approve – Ms. Duarte-Fletcher 2nd Mr. Bick Unanimously approved

Public Comments

Non

Principal's Report

Ms. Coffin

See attached. Attendance up at 93%
FSP Contract needs to be signed (Mr. Bredehoft stated the board had approved the contract previously)
Field trips being done
MAP – completed as scheduled
NWEA-completed, report in June
Staffing is completed barring any resignations
Staff will be presented with new benefits options
Ms. Coffin gave info on where all graduates will be attending HS
Promotion June 3rd at 7:00

Facilities Report

Mr. Fairchild

Meeting last week – major items: Permit, unconfirmed that it has been attained but was supposed to be done last Friday. Plans have been finalized and sent to IFF. Still on schedule to finish Aug 5th. Budget we are now \$60K over what was originally planned. This is due to many things including a structural engineer being required and the discovery of needed exterior stairs as well as a changed location of the elevator. Savings will be realized thru lower fire extinguishing costs. Mr. Fairchild is working with Blackline to keep costs in line moving forward.
Mr. Bredehoft asked how the pro forma for the renovation was run at \$675K or \$725K

IFF Loan Update

Mr. Fairchild/Ms. Coffin/Mr. Bredehoft

Mr. Bredehoft said we have made a lot of progress and IFF has almost everything they need. Jennifer indicated they are reviewing and will get back with us. The lease has been signed. Open items – options agreement (being revised), the dispersing process. He has contacted the title company to determine next steps, but has not been heard back from them yet and will call them again.

Ms. Coffin said that Blackline still needs to provide some information for the IFF loan. She will be looking for those by end of week for submittal to IFF.

Financial Report

Mr. Mueller

Budget – Ms. Coffin says we have a good draft done, but it is not finalized. Mr. Mueller indicated that he is working with Ms. Wentzien to finalize, keeping in mind the “true up” needed to end things for this year.

Mr. Bredehoft said to keep the numbers for the renovation in mind as we finalize the budget, which will be voted on next year. We will be budgeting for 440-450 students, although we anticipate 460 conservatively.

In June we will have a double hit on salaries due to end of year. Not unexpected, but Mr. Mueller wants us to be aware of it.

1. Action Items (Consent)

-Approval of Minutes: Special, April 12, 2014

Recommended Action: that the governing board approves the Minutes of the April 12, 2014 special meeting as presented in the May 27, 2014 board material.

Tabled for next meeting.

-Approval of Minutes: Regular, April 28, 2014

Recommended Action: that the governing board approves the Minutes of the April 28, 2014 regular meeting as presented in the May 27, 2014 board material.

-Approval of Resolution to Adopt the Model Compliance Plan for Implementing the Individuals with Disabilities Act

Recommended Action: - that the governing board adopts the Model Compliance Plan made available by the Department of Elementary and Secondary Education for implementing the Individuals with Disabilities Act (IDEA) Option A as discussed in the May 27, 2014 board meeting.

-Approval of CSD Trust as Benefits Insurance Broker for the 2014-2015 School Year

Recommended Action: that the governing board approves CSD Trust as the benefits insurance broker for the 2014-2015 school year as discussed in the May 27, 2014 board meeting.

-Approval of April 2014 Financial Statements

Recommended Action: that the governing board approves the

April 2014 financial statements as presented in the May 27, 2014 board material and as discussed in the May 27, 2014 board meeting.

Motion to approve by Mr. Mueller, 2nd by Ms. Duarte-Fletcher, motion approved unanimously.

Action Items (Individual)

Motion to change loan signatures allowed on closing documents as Mr. Bredehoff may be out of town .

Motion to approve Ms. Kindler, 2nd Mr. Fairchild; unanimously approved.

University of Missouri

Dr. Carr

Charter Application Update

Mr. Bredehoff plans to review the policies that Ms. Kindler has added current policies to for consideration and passage. Mrs. Duarte-Fletcher indicated she had updated job descriptions/org chart/etc... has been updated to have CLACH information. Ms. Kindler needs to write a history of CLA.

Dr. Carr introduced Standards and Evaluation Protocols; this will be something the board will need to do. See attached. The Board will need to determine whether to accept or not. The Board will need to vote to use this or not as a pilot. Action steps recommended – read it, see if you want to add/delete anything. Determine if Exec Dir as a title will work and vote in June. Goals should be designed around the school's strategic plan.

Strategic plan is almost complete. Ms. Coffin will submit revised draft of strategic plan to Dr. Johnson and Ms. Kindler for a final review.

Dr. Carr would like us to send everything into them in draft form. We can work with MIZZOU from there

AQS Transition

Ms. Coffin says everything is going fine. Ms. Wentzien did receive invoice on insurance. AQS has confirmed individuals will have access to the various systems, etc... as needed. Mr. Mueller recommends holding off on full payoff to AQS as we move completely away from the AQS systems. Mr. Bredehoff questioned when the accounts will be correctly expended to us. Ms. Duarte-Fletcher recommends waiting until the auditors give us the all clear in August.

Board Recruitment

Mr. Bredehoff said CLACH has re-applied to the United Way board recruitment. Ms. Coffin has publicized our need to various parties.

Maxine Clark (of Build a Bear) has recommended creating a summit with boards to strategize about recruiting young board members in St. Louis area.

Mr. Bredehoff let us know that he is not going to make himself available for holding an office in 2014-2015 and will not be able to complete his term as a general board member.

Board Officer Nominations

We will need to have some email communications to determine nominees for next year.

Closed Session

Nothing.

Next Meeting Date: Monday June 23, 2014

Budget, policy, evaluations, approve loan, draft of charter renewal to MIZZOU

Adjournment

Motion by Mr. Fairchild, 2nd by Mr. Mueller, unanimously approved.

Adjourn 7:20 pm

BOARD MEETING

**June 23, 2014
6:00
CLA Library**

Agenda Items

Topic

Presenter

Opening Remarks and Call to Order

Mr. Bredehoft

Roll Call

Mr. Bredehoft

Mr. Bredehoft, Mr. Fairchild, Mr. Mueller, Ms. Kindler, Dr. Johnson, Ms. Duarte-Fletcher, Mr. Bick present.
None absent.

Additions, Corrections, Modifications to Agenda

Mr. Bredehoft

Approval of Agenda

Mr. Bredehoft

Motion to approve by Ms. Duarte-Fletcher, seconded by Dr. Johnson; Ailce, 2nd Yvonne, unanimously approved.

Public Comments

None

Principal's Report

Ms. Coffin

Due to technical problems, computers were down. As such the test graphs were not available and the "dashboard" was given verbally). MWEA/EOC test results. See attached. Next year's 8th graders will not take Spring NWEA to focus on EOC testing. Ms. Mendez believes the focused study did assist in raising the test scores.

Attendance – 93% for the year

Enrollment – 381. Recruiting events planned.

MAPP data in August, no firm date.

Discipline – looking to increase parent participation/component to reduce in/out of school suspension (64 individual students received discipline getting suspension). So, looking for ways to support parents in helping the kids so they aren't out of school. Ms. Kiebert will be spearheading this. Using some title funds for this, as allowed by the state.

Facilities Report

Mr. Fairchild

The cross on top of the school has fallen off the building due to storms, and will not be replaced. Discussion ensued regarding the loan and distribution of funds for contractors (see IFF loan update).

IFF Loan Update

Mr. Fairchild/Ms. Coffin/Mr. Bredehoft

Conditional use permit hearing is this Thursday. Ms. Coffin is planning to attend. Closing should be complete by 08/04. Blackline is getting survey completed as required by IFF. We need to get the loan closed as soon as we can to ensure smooth distribution. We have funds to cover working while the loan is completed, but steps are complicated.

Option agreement – Mr. Bredehoft advised that the platt is being subdivided into 3 sections (vs. the 1 for the entire property). This is in preparation of closing by 01/2016 in the purchase of the properties (school and Kgarten ctr).

IFF wants subcontractor list. This will be supplied at Mr. Fairchild's direction.

Financial Report

Mr. Mueller

Ms. Duarte-Fletcher requested Ms. Wentzien be present at board meetings to answer questions.

The committee recommends we approve the \$30K debt to AQS and that we work with KEB (see below) for audit purposes.

Ms. Duarte-Fletcher informed the board of changes that are necessary for board policies regarding check writing/signatures. Ms. Coffin will be forwarding information (originally from Ms. Wentzien) to fine tune policies to address CLA specific needs regarding who signs what....

Action Items (Consent)

-Approval of Minutes: Special, April 12, 2014

Recommended Action: that the governing board approves the Minutes of the April 12, 2014 special meeting as presented in the June 23, 2014 board material. It was noted that Mr. Bick was not present at the meeting and the notes will be updated to reflect this.

-Approval of Minutes: Regular, May 27, 2014

Recommended Action: that the governing board approves the Minutes of the May 27, 2014 regular meeting as presented in the June 23, 2014 board material with changed name for approval of agenda in met.

-Approval of May 2014 Financial Statements

Recommended Action: that the governing board approves the

May 2014 financial statements as presented in the June 23, 2014 board material and as discussed in the June 23, 2014 board meeting.

-Approval of 2014-2015 Fiscal Year Budget

Recommended Action: that the governing board approves the

2014-2015 fiscal year budget as presented in the June 23, 2014 board material and as discussed in the June 23, 2014 board meeting.

-Approval of Engagement of Kerber, Eck & Braeckel LLP for Preparation of Annual Audit, Preparation of ASBR Report, and Examination of Schedule of Selected Statistics

Recommended Action: that the governing board approves the engagement of Kerber, Eck & Braeckel LLP for preparation of annual audit for fiscal year ending as of June 30, 2014, for preparation of the annual secretary of the board report for the year ending as of June 30, 2014 and for examination of the schedule of selected statistics as presented in the June 23, 2014 board material and as discussed in the June 23, 2014 board meeting.

Motion to approve made by Mr. Bick, seconded by Dr. Johnson; unanimously approved

Action Items (Individual)

Approval of executive director evaluation

Motion to approve made by Mr. Fairchild, seconded by Ms. Duarte-Fletcher; unanimously approved

Approval of board policies

Tabled for next meeting

Approval of benefit provider and employee benefit package for 2014-2015 fiscal year

Motion to approve the 90/10 package as presented by CSD trust made by Mr. Bick, seconded by Ms. Duarte-Fletcher; unanimously approved.

University of Missouri

Dr. Carr

MIZZOU is doing epicenter training. CLA is holding off until transition away from AQS is approved. Reminds us we need to complete the board policies to move forward on renewal.

Charter Application Update

What is timeline to complete the policies? Mr. Bredehoft indicated we will need to meet again (week of 30th) to continue moving forward with completing them. Finance committee will meet to finalize recommendations for finance policies. Mr. Bredehoft will host a meeting with Dr. Johnson and Mr. Fairchild for all other policies, the full Board in will meet on Monday, July 14th at 6:00 to finalize policies for submittal to MIZZOU.

AQS Transition

Ms. Coffin

One final payroll run, some odds and ends and other than that, we are ready to go independent.

Discuss selection of attorney

We received 2 bids. Yvonne motion, Peter 2nd, unanimously approved to accept

Board Recruitment

Ms. Kindler

Nathan Jividen was presented for consideration. Motion to approve Mr. Jividen made by Mr. Bick, seconded by Mr. Mueller; unanimously approved.

Ms. Kindler will work with Nathan to get his background check completed and have him here for July meeting.

Board Officer Elections

President – Peter Fairchild; nominated by Ms. Kindler; seconded by Dr. Johnson Lori, Yvonne

Vice President – Yvonne Johnson; Nominated by Mr. Bredehoft, seconded by Mr. Fairchild

Treasurer –Tim Bick; nominated by Dr. Johnson; seconded by Mr. Mueller

Secretary – Lori Kindler; nominated by Dr. Johnson; seconded by Mr. Fairchild

Motion to approve slate made by Mr. Mueller, seconded by Ms. Duarte-Fletcher; unanimously approved.

Other:

Prior to the meeting's end, Mr. Bredehoft thanked Mr. Mueller for his work with the board as he completes his term of service.

Next Board Meeting Date:

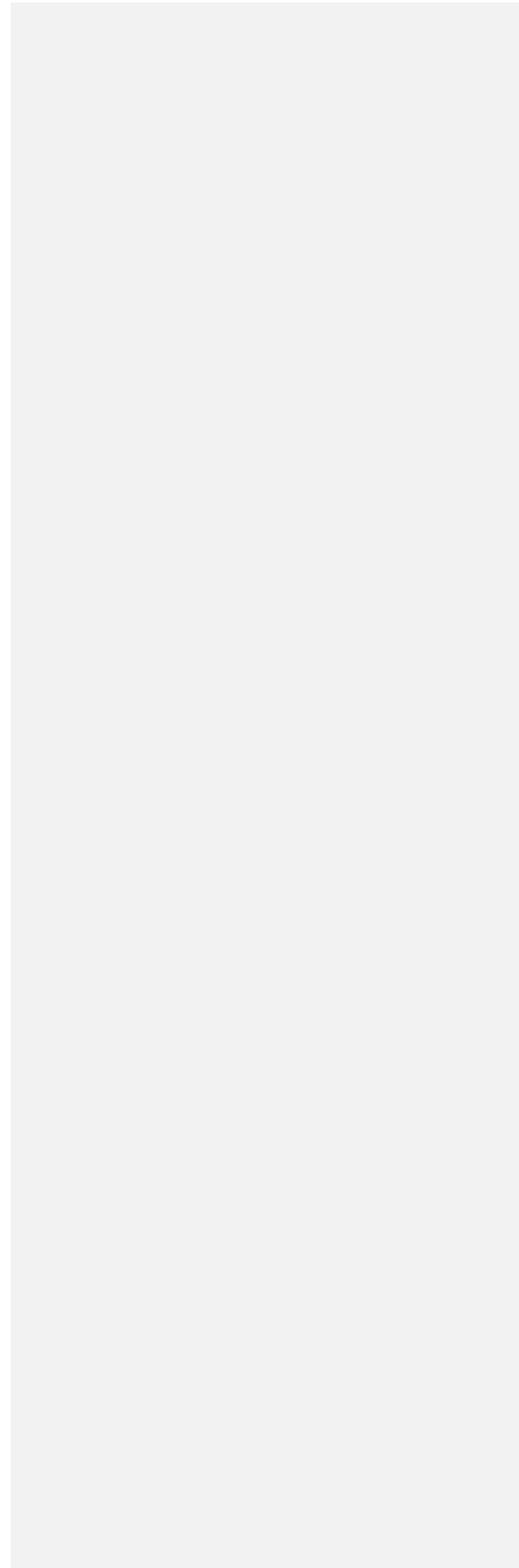
Monday July 14, 2014 – to discuss and approve Board policies

Monday July 28, 2014 – regularly scheduled Board Meeting

Adjournment

Motion to adjourn by Mr. Fairchild, seconded by Mr. Bick, approved unanimously. Meeting adjourned at 7:45 pm.

Appendix 4. Evidence of Insurance





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
08/27/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 12444 Powerscourt Drive St. Louis, MO 63131 Steve Wightman	1-314-965-4346	CONTACT NAME: Stella Osterloh PHONE (A/C, No. Ext): 314-800-2214 E-MAIL ADDRESS: stella_ostroh@ajg.com	FAX (A/C, No): 855-644-8286
INSURED Carondelet Leadership Academy 7604 Michgan Ave St. Louis, MO 63111		INSURER(S) AFFORDING COVERAGE	
		INSURER A: ARCH INS CO	NAIC # 11150
		INSURER B: LEXINGTON INS CO	19437
		INSURER C: HARTFORD UNDERWRITERS INS CO	30104
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES

CERTIFICATE NUMBER: 41181620

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			NCPKG0327500	07/01/14	07/01/15	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 100,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 3,000,000
							PRODUCTS - COMP/OP AGG	\$ 3,000,000
								\$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			NCPKG0327500	07/01/14	07/01/15	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
B	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input checked="" type="checkbox"/> CLAIMS-MADE DED RETENTION \$			48883291-121	07/01/14	07/01/15	EACH OCCURRENCE	\$ 5,000,000
							AGGREGATE	\$ 5,000,000
								\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			72WEGE3484	07/01/14	07/01/15	<input checked="" type="checkbox"/> WC STATUTORY LIMITS	OTHER
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Evidence of Insurance

CERTIFICATE HOLDER

Carondelet Leadership Academy
Attn: Kristine Wentzien
7604 Michgan Ave
St. Louis, MO 63111
USA

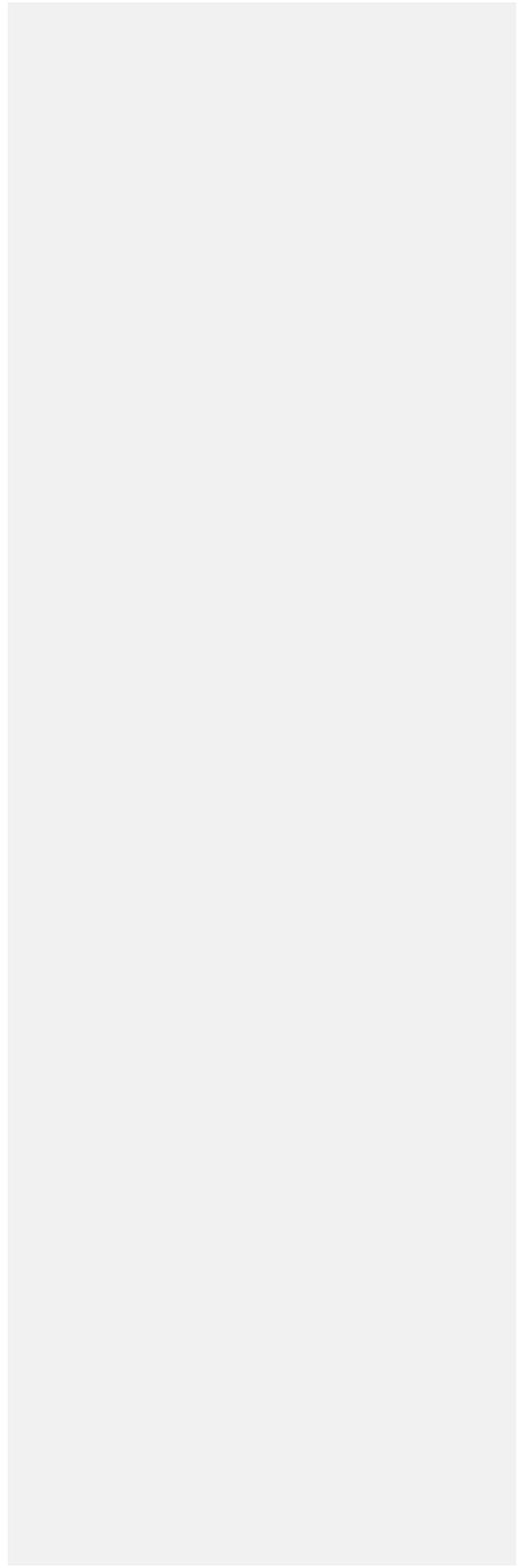
CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
Craig R. Parnis

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Appendix 5. Assurances and Background Checks

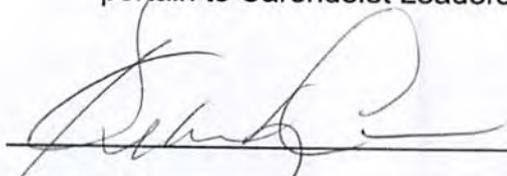


Assurances

As the authorized representative of Carondelet Leadership Academy (CLA), I hereby certify that the information submitted in this application for the school designated by the charter is true to the best of my knowledge and belief; and further I understand that, if awarded a renewal charter, CLA:

1. Will not charge tuition, fees, or other mandatory payments for attendance at the charter school, or for participation in its programs.
2. Will enroll any eligible student who submits a timely application, unless the school receives a greater number of applicants than there are spaces for students, in which case, students will be selected through a lottery or through other means consistent with state law.
3. Will provide the number of students enrolled in charter school, the name of each student, free and reduced lunch count and the school district in which each student resides to the Missouri Department of Elementary and Secondary Education by the date established thereby.
4. Will submit an annual report to the DESE in the form required thereby.
5. Will make available and provide upon request the school's charter, financial statements, financial audits and the school's most recent report card. The school may charge reasonable fees for furnished copies in accordance to state law.
6. Will submit attendance records, student performance data (including baseline data for at least the first three years of operation), financial information, any information necessary to comply with state and federal government requirements, and any other information specified in the charter to the sponsor.
7. Will acknowledge that the DESE shall retain 1.5% of the amount of state and local funding allocated to the charter school not to exceed \$125,000 annually per school, for the purpose of sponsorship expenses.
8. Will participate in the St. Louis Public School Teacher's Retirement Fund.
9. Will maintain separate accountings of all funds received and disbursed by the school.
10. Will conduct criminal background and child abuse registry checks for the original charter school incorporators and/or governing board and will make them available upon request.
11. Will not employ or contract with members of the governing board.
12. Will permit certified employees at the charter school the opportunity to organize and bargain collectively if they so choose.
13. Will operate with the organizer serving in the capacity of fiscal agent for the charter school and in compliance with generally accepted government accounting principles.
14. Will at all times maintain all necessary and appropriate insurance coverage.
15. Will comply with health and safety laws, regulations and standards established by the state of Missouri and the City of St. Louis and comply with the minimum education standards.
16. Will follow all federal, state and local laws and constitutional provisions that prohibit discrimination on the basis of the following: disability, race, color, gender, national origin, religion, sexual orientation and ancestry.

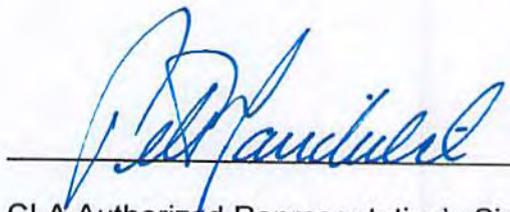
17. Will adhere to all provisions of the federal law relating to students with disabilities, including the IDEA, section 504 of the Rehabilitation Act of 1974, and Title II of the Americans with Disabilities Act of 1990, that are applicable to it.
18. Will be non-religious in its programs, admissions policies, governance, employment practices, and all other operations, and its curriculum will be completely secular.
19. Will follow all state laws concerning operations and governance of non-profit corporations.
20. Will adhere to all provisions of federal law relating to students who are limited English proficient (LEP), including Title VI of the Civil Rights Act of 1964 and the Equal Educational Opportunities Act of 1974, that are applicable to it.
21. Will follow any and all other federal, state and local laws and regulations that pertain to Carondelet Leadership Academy or the operations of its campus.



MIZZOU Authorized Representative's Signature

1-21-2015

Date



CLA Authorized Representative's Signature
BOARD PRESIDENT

December 1, 2014

Date

FBI/Missouri Highway Patrol Fingerprint Check Dates

CLA Board Members 2014-15

Lori Kindler, Secretary

11/08/13

Alice Duarte-Fletcher,

10/12/12

Peter Fairchild, President

10/11/12

Yvonne Johnson, Vice President

03/12/14

Timothy Bick, Treasurer

07/17/13

Nathan Jividen

07/07/14

Joana Ocross-Ritter

11/24/14

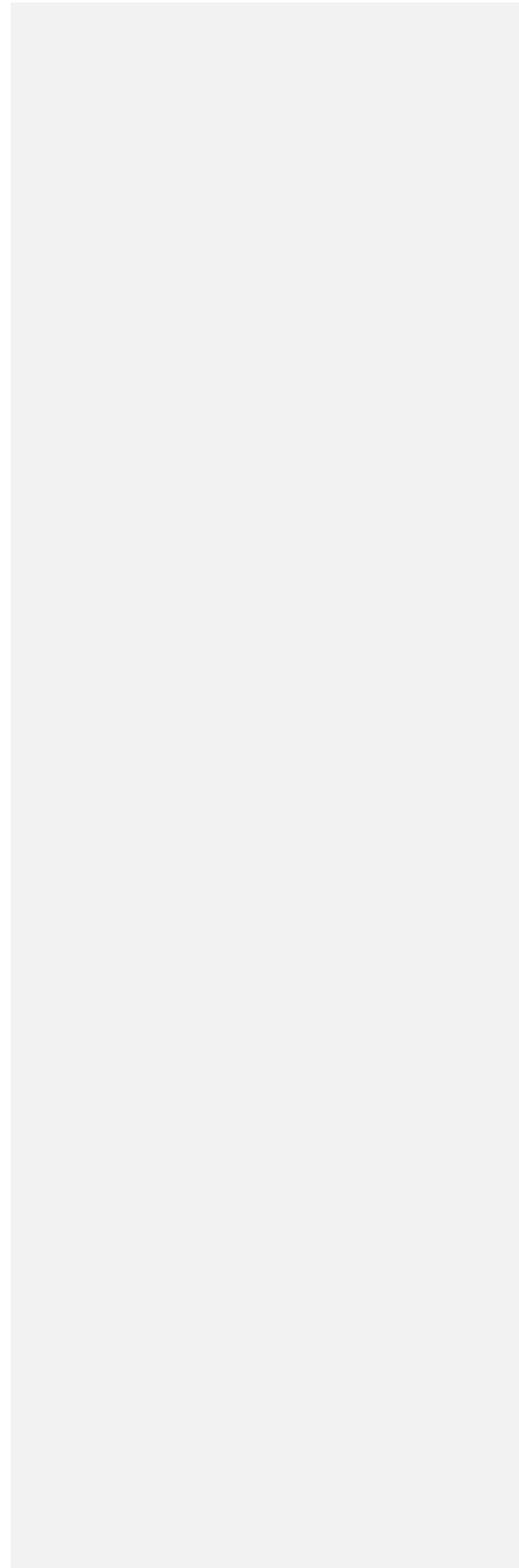
Joanna Warren Owen

11/14/14

Joe Jacobson

11/24/14

Appendix 6. Budget



	2014-2015 Baseline Budget	2015-2016 Forecast Budget	2016-2017 Forecast Budget	2017-2018 Forecast Budget	2018-2019 Forecast Budget
Assumed ADA	425,30036	425,30036	425,30036	425,30036	425,30036
Beginning Fund Balance:	557,194	1,663,222	2,725,365	3,687,516	4,516,396
Local Revenue:					
5113 Prop C	325,355	325,355	325,355	325,355	325,355
5140 Earnings on Investments	-	-	-	-	-
5150 Food Service - Pupils	13,382	13,382	13,382	13,382	13,382
5161 Sales to Adults	1,000	1,000	1,000	1,000	1,000
5170 Student Activities	-	-	-	-	-
5180 Community Services	-	-	-	-	-
5192 Foundations/Corporations	-	-	-	-	-
5193 Individuals	-	-	-	-	-
5194 Special Event	-	-	-	-	-
5195 Other Revenue from Local Sources	-	-	-	-	-
5199 SUBTOTAL - LOCAL REVENUE	339,737	339,737	339,737	339,737	339,737
County Revenue:					
5234 Other County Revenue	-	-	-	-	-
5299 SUBTOTAL - COUNTY REVENUE	-	-	-	-	-
State Revenue:					
5311 Basic Formula Per Pupil (WADA 480.6314 * prior yr + 1%)	3,956,662	3,996,228	4,036,191	4,076,563	4,117,318
5312 Transportation (No transportation provided)	-	-	-	-	-
5319 Classroom Trust	162,571	162,571	162,571	162,571	162,571
5368 Walton Grant	-	-	-	-	-
5368 Charter School Program Grant	-	-	-	-	-
5899 Special Education	58,950	58,950	58,950	58,950	58,950
5399 SUBTOTAL - STATE REVENUE	4,178,183	4,217,749	4,257,712	4,298,074	4,338,839
Federal Revenue:					
5441 Individuals with Disabilities Act (IDEA)	-	-	-	-	-
5445 Food Service-Federal Lunch	248,706	256,168	263,853	271,768	279,921
5446 Food Service-Federal Breakfast	342,061	342,061	342,061	342,061	342,061
5451-5465 Consolidated Federal Programs	590,767	598,229	605,914	613,829	621,962
Non-Current Revenue					
5690 E-Rate Funding	-	-	-	-	-
5690 AQS Loans of Mgmt Fee & Paid Expenses	-	-	-	-	-
5690 FSP Loan for Food Service Program Deficit	(21,926)	(21,550)	(21,162)	(20,762)	(20,348)
5690 FSP Loan for Financed Equipment and Buildout	-	-	-	-	-
5690 Dell Financing of Computers	-	-	-	-	-
5690 IFF Loan Proceeds	-	-	-	-	-
5699 SUBTOTAL - NON-CURRENT REVENUE	(21,926)	(21,550)	(21,162)	(20,762)	(20,348)
GRAND TOTAL REVENUES	5,086,762	5,134,164	5,182,200	5,230,878	5,280,210

	2014-2015 Baseline Budget	2015-2016 Forecast Budget	2016-2017 Forecast Budget	2017-2018 Forecast Budget	2018-2019 Forecast Budget
1111 Elementary					
6111 Certified Teacher Salaries	1,247,764.08	1,256,740	1,307,010	1,359,290	1,413,662
6121 Certified - Part-time Substitute Pay	16,170	16,817	17,489	18,189	18,917
6131 Supplemental Pay	62,841	65,355	67,969	70,688	73,515
6151 Classified Salaries - Regular	93,600	97,344	101,238	105,287	109,499
6161 Classified Salaries - Part-time	5,408	5,624	5,849	6,083	6,327
6211 Teachers' Retirement	196,591	229,053	262,071	299,795	342,943
6221 Non-Teacher Retirement	14,851	17,839	20,411	23,349	26,709
6231 FICA @ 6.2%	88,399	89,397	92,972	96,691	100,559
6232 Medicare @ 1.45%	2,981	2,885	2,792	2,904	3,020
6233 Medicare - Teachers @ 1.45%	18,093	18,223	18,952	19,710	20,498
6241 Employee Insurance	135,449	136,979	142,458	148,156	154,082
6261 Worker's Compensation Insurance	6,844	6,921	7,198	7,486	7,785
6271 Unemployment Compensation	17,574	17,574	17,574	17,574	17,574
6311 Instructional Services	-	-	-	-	-
6312 Instructional Program Improvement	570	570	570	570	570
6316 Data Processing Services	6,508	6,508	6,508	6,508	6,508
6319 Other Professional / Technical Services	2,000	2,000	2,000	2,000	2,000
6332 Repairs and Maintenance	-	-	-	-	-
6334 Rentals - Equipment	-	-	-	-	-
6343 Travel	-	-	-	-	-
6363 Printing and Binding	18,364	18,364	18,364	18,364	18,364
6371 Dues & Memberships	3,000	3,000	3,000	3,000	3,000
6391 Other Purchased Services	16,000	16,000	16,000	16,000	16,000
6411 Educational Supplies	33,250	33,250	33,250	33,250	33,250
6431 Textbooks	20,988	20,988	20,988	20,988	20,988
6491 Other Supplies and Materials	40,000	40,000	40,000	40,000	40,000
6542 Furniture-Classroom	25,000	25,000	25,000	25,000	25,000
6542 Equipment-Classroom	60,000	60,000	60,000	60,000	60,000
SUBTOTAL - ELEMENTARY	2,131,844	2,186,229	2,289,662	2,400,881	2,520,769
1411 Student Activities					
6319 Other Professional / Technical Services	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-
6343 Travel	5,000	5,000	5,000	5,000	5,000
6391 Other Purchased Services	-	-	-	-	-
6411 Supplies	-	-	-	-	-
6491 Other Supplies and Materials	-	-	-	-	-
6492 Admission	5,247	5,247	5,247	5,247	5,247
6493 Emergency Assistance	-	-	-	-	-
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - STUDENT ACTIVITIES	10,247	10,247	10,247	10,247	10,247
1999 TOTAL INSTRUCTION (K-12 ONLY)	2,142,091	2,196,476	2,299,909	2,411,128	2,531,016
2120 Guidance Services					
6111 Certified Guidance Salaries- Counselor/Social Worker	46,800	48,672	50,619	52,644	54,749
6121 Certified - Part-time	-	-	-	-	-
6131 Supplemental Pay	520	541	562	585	608
6211 Teachers' Retirement	7,098	8,526	9,755	11,159	12,765
6231 FICA	2,934	3,051	3,173	3,300	3,432
6233 Medicare - Teachers	686	714	742	772	803
6241 Employee Insurance	4,495	4,675	4,862	5,057	5,259
6261 Worker's Compensation Insurance	227	236	246	255	266
6261 Unemployment Insurance	606	606	606	606	606
6313 Pupil Services	-	-	-	-	-
6319 Other Professional / Technical Services	-	-	-	-	-
6343 Travel	-	-	-	-	-
6411 Supplies	1,000	1,000	1,000	1,000	1,000
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - GUIDANCE SERVICES	64,367	68,021	71,566	75,378	79,489
2134 Nursing Services					
6131 Supplemental Pay	500	500	500	500	500
6151 Classified Salaries - Regular	38,480	40,019	41,620	43,285	45,016
6161 Classified Salaries - Part-time	-	-	-	-	-
6221 Non-teacher Retirement	5,847	7,020	8,028	9,179	10,496
6231 FICA	2,417	2,512	2,611	2,715	2,822
6232 Medicare	643	682	720	761	805
6241 Employee Insurance	3,703	3,849	4,001	4,160	4,324
6261 Worker's Compensation Insurance	285	296	307	320	332

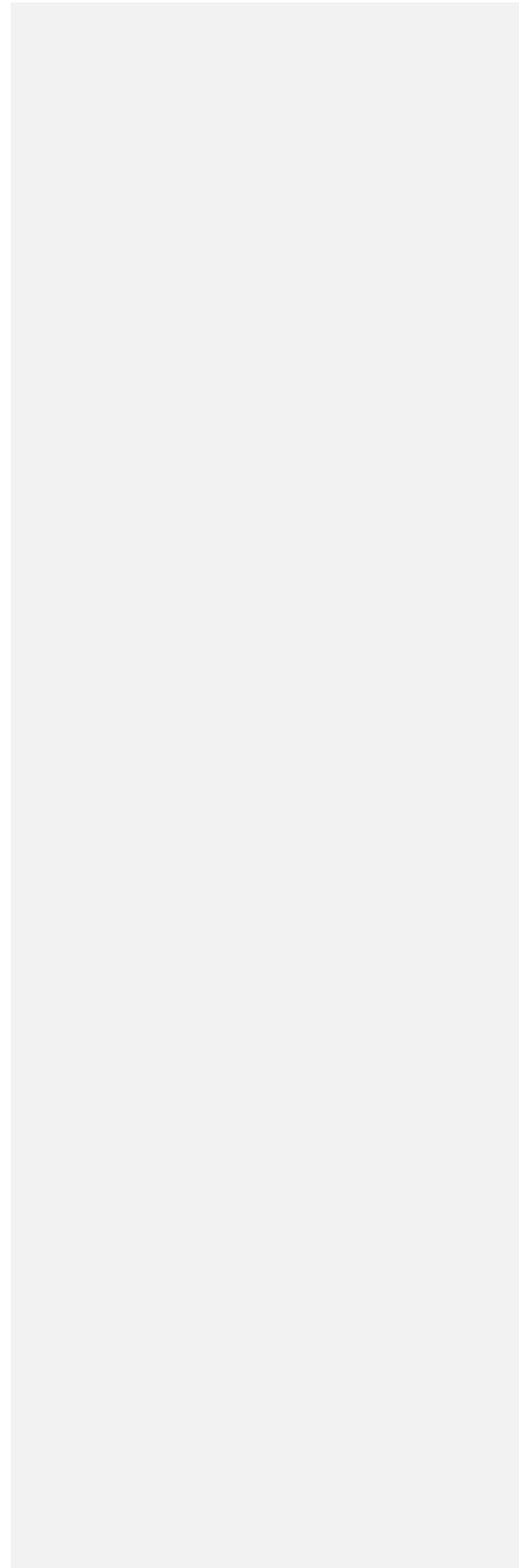
	2014-2015 Baseline Budget	2015-2016 Forecast Budget	2016-2017 Forecast Budget	2017-2018 Forecast Budget	2018-2019 Forecast Budget
	606	606	606	606	606
6271 Unemployment Compensation	-	-	-	-	-
6313 Pupil Services	-	-	-	-	-
6319 Other Professional / Technical Services	-	-	-	-	-
6343 Travel	1,500	1,500	1,500	1,500	1,500
6411 Supplies	-	-	-	-	-
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - NURSING SERVICES	53,980	56,985	59,894	63,025	66,401
2143 Psychological Counseling Services	5,000	5,000	5,000	5,000	5,000
6313 Pupil Services-Evaluation	27,000	27,000	27,000	27,000	27,000
6319 Professional Services-PTOT	-	-	-	-	-
6343 Travel	-	-	-	-	-
6411 Supplies	-	-	-	-	-
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - PSYCHOLOGICAL COUNSELING	32,000	32,000	32,000	32,000	32,000
2150 Speech Pathology and Audiology Services	41,600	43,264	44,995	46,794	48,666
6111 Certified Speech Pathologist Salaries	-	-	-	-	-
6121 Certified - Part-time	-	-	-	-	-
6131 Supplemental Pay	520	541	562	585	608
6151 Classified Salaries - Regular	-	-	-	-	-
6161 Classified Salaries - Part-time	-	-	-	-	-
6211 Teachers' Retirement	6,318	7,589	8,683	9,933	11,363
6221 Non-Teacher Retirement	-	-	-	-	-
6231 FICA	2,611	2,716	2,825	2,938	3,055
6232 Medicare	-	-	-	-	-
6233 Medicare - Teachers	611	635	661	687	714
6241 Employee Insurance	4,001	4,161	4,328	4,501	4,681
6261 Worker's Compensation Insurance	202	219	219	227	237
6271 Unemployment Compensation	606	606	606	606	606
6313 Pupil Services-Evaluation	-	-	-	-	-
6319 Professional Services	-	-	-	-	-
6343 Travel	-	-	-	-	-
6411 Supplies	1,000	1,000	1,000	1,000	1,000
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - SPEECH PATHOLOGY AND AUDIOLOGY	57,470	60,723	63,878	67,271	70,930
2210 Improvement of Instruction Staff	39,571	39,571	39,571	39,571	39,571
6312 Instructional Program Improvement	-	-	-	-	-
6319 Support Staff Training Services	-	-	-	-	-
6391 Other Purchased Services	3,000	3,000	3,000	3,000	3,000
6343 Travel	3,891	3,891	3,891	3,891	3,891
6411 Supplies	-	-	-	-	-
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - INSTRUCTION AND CURRICULUM	46,462	46,462	46,462	46,462	46,462
2220 Educational Media Services	43,680	45,427	47,244	49,134	51,099
6111 Librarian Salary - Full-time	520	541	562	585	608
6131 Supplemental Pay	-	-	-	-	-
6151 Library Aides	6,630	7,964	9,112	10,424	11,924
6221 Non-Teacher Retirement	2,740	2,850	2,964	3,083	3,206
6231 FICA	641	667	693	721	750
6232 Medicare	4,150	4,316	4,488	4,668	4,854
6241 Employee Insurance	212	229	229	239	248
6261 Worker's Compensation Insurance	606	606	606	606	606
6271 Unemployment Compensation	-	-	-	-	-
6319 Other Professional / Technical Services	-	-	-	-	-
6343 Travel	-	-	-	-	-
6411 Supplies	1,500	1,500	1,500	1,500	1,500
6441 Library Books	25,200	25,200	25,200	25,200	25,200
6542 Regular Equipment & Furniture	2,250	2,250	2,250	2,250	2,250
SUBTOTAL - EDUCATIONAL MEDIA SERVICES	88,129	91,541	94,850	98,408	102,246
2311 Service Area (Board)	21,750	21,750	21,750	21,750	21,750
6315 Audit Services	500	500	500	500	500
6319 Legal Services	3,000	3,000	3,000	3,000	3,000
6319 Other Professional / Technical Services	4,000	4,000	4,000	4,000	4,000
6352 Liability Insurance	500	500	500	500	500
6353 Fidelity Bond Premium	15,000	15,000	15,000	15,000	15,000
6362 Advertising	2,500	2,500	2,500	2,500	2,500
6371 Dues and Memberships	-	-	-	-	-

	2014-2015 Baseline Budget	2015-2016 Forecast Budget	2016-2017 Forecast Budget	2017-2018 Forecast Budget	2018-2019 Forecast Budget
6411 Supplies	3,000	3,000	3,000	3,000	3,000
SUBTOTAL - SERVICE AREA (Board)	50,250	50,250	50,250	50,250	50,250
2321 Executive Administration Services					
6111 Certified Teacher Salaries Director/Principal	109,326	113,699	118,247	122,977	127,896
6131 Supplemental Pay	3,120	3,245	3,375	3,510	3,650
6151 Classified Salaries - Regular	-	-	-	-	-
6211 Teachers' Retirement	16,867	20,260	23,181	26,518	30,334
6221 Non-teacher Retirement	-	-	-	-	-
6231 FICA	6,972	7,251	7,541	7,842	8,156
6232 Medicare	-	-	-	-	-
6233 Medicare - Teachers	1,630	1,696	1,764	1,834	1,907
6241 Employee Insurance	10,682	11,110	11,554	12,016	12,497
6261 Worker's Compensation Insurance	540	561	584	607	631
6271 Unemployment Compensation	606	606	606	606	606
6316 Data Processing Services	-	-	-	-	-
6319 Professional Service-AQS	-	-	-	-	-
6343 Travel	5,000	5,000	5,000	5,000	5,000
6352 Liability Insurance	-	-	-	-	-
6361 Postage	2,500	2,500	2,500	2,500	2,500
6371 Dues & Memberships	-	-	-	-	-
6391 Bank Service Charges	300	300	300	300	300
6411 Supplies	1,000	1,000	1,000	1,000	1,000
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - EXECUTIVE ADMINISTRATION	158,543	167,227	175,650	184,710	194,478
2400 Support Services - School Administration					
6111 Certified Salaries	-	-	-	-	-
6131 Supplemental Pay	2,080	2,163	2,250	2,340	2,433
6151 Classified Salaries - Regular	131,540	136,802	142,274	147,985	153,883
6211 Teachers' Retirement	-	-	-	-	-

	2014-2015 Baseline Budget	2015-2016 Forecast Budget	2016-2017 Forecast Budget	2017-2018 Forecast Budget	2018-2019 Forecast Budget
6221 Non-teacher Retirement		24,076	27,546	31,254	36,054
6231 FICA	20,043	8,616	8,960	9,319	9,692
6232 Medicare	8,284	2,015	2,096	2,179	2,267
6233 Medicare - Teachers	1,937	-	-	-	-
6241 Employee Insurance	12,496	12,996	13,516	14,057	14,619
6261 Worker's Compensation Insurance	641	667	694	721	750
6271 Unemployment Compensation	1,818	1,818	1,818	1,818	1,818
6316 Data Processing Services	-	-	-	-	-
6319 EMO Fees - AQS	-	-	-	-	-
6319 EMO Fees - ACS Fee Recovery	-	-	-	-	-
6319 Sponsor Fees	59,350	59,943	60,543	61,148	61,760
6319 Purch Services	-	-	-	-	-
6343 Travel	-	-	-	-	-
6352 Liability Insurance	12,000	12,000	12,000	12,000	12,000
6371 Dues & Memberships	19,400	19,400	19,400	19,400	19,400
6411 Supplies	2,500	2,500	2,500	2,500	2,500
6542 Regular Equipment	272,091	282,995	293,596	304,701	317,176
SUBTOTAL - SUPPORT SERVICES		1,650	1,650	1,650	1,650
2525 Financial Accounting Services					
Software	150	150	150	150	150
Accountant Supplies	1,500	1,500	1,500	1,500	1,500
Accounting Services - AQS	1,650	1,650	1,650	1,650	1,650
SUBTOTAL - FINANCIAL ACCOUNTING SERVICES		1,650	1,650	1,650	1,650
2541 Operation and Maintenance of Plant Services					
6131 Supplemental Pay		110,937	115,374	119,989	124,789
6151 Classified Salaries - Regular	106,670	19,220	21,990	25,156	28,776
6221 Non-teacher Retirement	16,001	6,878	7,153	7,439	7,737
6231 FICA	6,614	1,609	1,673	1,740	1,809
6232 Medicare	1,547	1,034	1,061	1,139	1,185
6241 Employee Insurance	10,134	10,539	10,961	11,399	11,855
6261 Worker's Compensation Insurance	7,787	8,098	8,422	8,759	9,110
6271 Unemployment Compensation	202	202	202	202	202
6319 Professional Services	5,000	5,000	5,000	5,000	5,000
6331 Cleaning Services	10,000	10,000	10,000	10,000	10,000
6332 Repairs and Maintenance	10,000	10,000	10,000	10,000	10,000
6333 Rentals - Land and Building	180,000	206,400	224,976	245,224	267,294
6335 Water and Sewer	5,500	5,500	5,500	5,500	5,500
Trash Removal	3,000	3,000	3,000	3,000	3,000
6351 Property Insurance	12,100	12,100	12,100	12,100	12,100
6361 Communication - Telephone & Internet	15,000	15,000	15,000	15,000	15,000
6411 Supplies	15,000	15,000	15,000	15,000	15,000
6481 Electric	33,000	33,000	33,000	33,000	33,000
6482 Gas - Natural	16,500	16,500	16,500	16,500	16,500
6542 Regular Equipment	1,000	1,000	1,000	1,000	1,000
SUBTOTAL - PLANT SERVICES	455,053	489,983	516,852	546,008	577,672
2546 Security Services					
6391 Other Purchased Services	2,500	2,500	2,500	2,500	2,500
6411 Supplies	1,000	1,000	1,000	1,000	1,000
6542 Regular Equipment	3,500	3,500	3,500	3,500	3,500
SUBTOTAL - SECURITY SERVICES		1,000	1,000	1,000	1,000
2562 Food Preparation Services					
6319 FSP Labor	86,329	88,919	91,587	94,335	97,165
6319 FSP Fees	23,588	24,259	24,951	25,664	26,397
6391 Misc.	5,809	5,925	6,044	6,164	6,288
6471 Food & Packaging Purchases	130,256	133,966	137,786	141,720	145,772
6542 Regular Equipment	-	-	-	-	-
SUBTOTAL - FOOD PREPARATION SERVICES	245,984	253,070	260,367	267,862	275,621

	2014-2015 Baseline Budget	2015-2016 Forecast Budget	2016-2017 Forecast Budget	2017-2018 Forecast Budget	2018-2019 Forecast Budget
2633 Public Information Services					
6319 Other Professional / Technical Services	4,000	4,000	4,000	4,000	4,000
6363 Printing and Binding	-	-	-	-	-
6391 Other Purchased Services	2,750	2,750	2,750	2,750	2,750
SUBTOTAL - PUBLIC INFORMATION SERVICES	6,750	6,750	6,750	6,750	6,750
2642 Recruitment and Placement					
6362 Other Purchased Services	1,750	1,750	1,750	1,750	1,750
SUBTOTAL - RECRUITMENT AND PLACEMENT	1,750	1,750	1,750	1,750	1,750
2661 Data Processing Services					
6319 Professional Services	20,000	20,000	20,000	20,000	20,000
6332 Repairs and Maintenance	-	-	-	-	-
6411 General Supplies	-	-	-	-	-
SUBTOTAL - DATA PROCESSING SERVICES	20,000	20,000	20,000	20,000	20,000
2998 TOTAL SUPPORT SERVICES	1,557,979	1,632,907	1,699,015	1,769,746	1,846,376
2999 TOTAL INSTRUCTION AND SUPPORT	3,700,070	3,829,383	3,998,924	4,180,874	4,377,392
4000 Facilities Acquisition and Construction Services					
6500 Capital Outlay	-	-	-	-	-
SUBTOTAL - FACILITIES ACQUISITION	-	-	-	-	-
5000 Long and Short Term Debt					
IFF \$745,000 Principal & Interest	75,441	75,441	75,441	75,441	75,441
IFF \$285,000 Principal & Interest	64,540	21,513	-	-	-
FSP	38,034	38,034	38,034	38,034	38,034
Deil lease - per POLLC Amort Sch	-	-	-	-	-
Exp Advances from ACS	-	-	-	-	55,233
SUBTOTAL SHORT - TERM LOANS	178,014	134,987	113,474	113,474	168,707
3912 Parental Involvement					
6100 Salaries	-	-	-	-	-
6200 Employee Benefits	-	-	-	-	-
6300 Purchased Services	500	500	500	500	500
6400 Supplies	1,500	1,500	1,500	1,500	1,500
6500 Equipment	-	-	-	-	-
SUBTOTAL - COMMUNITY SERVICES	2,000	2,000	2,000	2,000	2,000
9998 TOTAL NON-INSTRUCTIONAL AND SUPPORT	180,014	136,987	115,474	115,474	170,707
9999 GRAND TOTAL EXPENDITURES	3,880,084	3,966,370	4,114,399	4,296,348	4,548,099

Appendix 7. Closure Checklist



School Closure Checklist

Item/Action	Responsibility	Due Date	Status
Immediate Tasks (Immediately and up to one week of the decision to close):			
1	<p>Establish Transition Team and Assign Roles A team dedicated to ensuring the smooth transition of students and staff and to close down the school's business. Team to include (at a minimum):</p> <ul style="list-style-type: none"> • CLA Board Chair; • CLA Executive Director; • CLA Principal; • CLA Business Manager; and, • Lead person from sponsoring organization 	Within one week of decision to close	
2	<p>Assign Transition Team Action Item Responsibilities Distribute contact information to all transition team members, set calendar for meetings and assign dates for completion of each charter school closure action item.</p> <ul style="list-style-type: none"> • The Transition Team will move quickly to establish a Student Transition Plan that focuses on enrolling students in a new, appropriate school. The Plan will establish clear deadlines for key activities and will not be considered complete until every student has been enrolled in a new school. • A School Closure Coordinator will be designated so that families, staff and other stakeholders have access to a direct line of support that can provide guidance through the transition. 	Within one week of decision to close	
3	<p>Press Release Create and distribute a press release that includes the following:</p> <ul style="list-style-type: none"> • History of school; • Reason(s) for school closure; • Briefly outline of support for students, parents and staff; and, • Contact information for CLA School Closure Coordinator. 	Within one week of decision to close	
4	<p>Initial Closure Notification Letter: Parents & School Distribute letter to faculty, staff and parents outlining:</p> <ul style="list-style-type: none"> • Reason(s) for school closure; • Initial timeline for transition; and, • Contact information for School Closure Coordinator. 	Within one week of decision to close	
5	<p>Initial Closure Notification Letter: State & Local Agencies Letter to the State Board of Education and local school districts (as necessary to inform local district for purposes of enrolling students from the closing school) to include:</p>	Within one week of decision to close	

	<ul style="list-style-type: none"> • Notification materials distributed to faculty, staff and parents; • Reason(s) for school closure; and • Copy of any termination agreement(s) (if applicable). 			
Ongoing Activities (Through completion of the closure process):				
	Continue Current Instruction	CLA Principal	Ongoing until end of classes	
6	Continue instruction under current education program per CLA charter contract until end of school calendar for regular school year.			
	Continue to Administer MAP Tests	CLA Principal	Ongoing until end of classes	
7	Continue to administer MAP tests in accordance with regulations and policies.			
	Board Communication	CLA Board Chair	Ongoing until completion of dissolution	
8	Provide advance copies of all meeting agendas, minutes, financials, all supporting documentation for Board minutes, and all documents as outlined throughout this Checklist.			
	Maintain Insurance	CLA Business Manager	Ongoing until completion of dissolution	
9	<p>CLA's assets and any assets in the school that belong to others must be protected against theft, misappropriation and deterioration. CLA will:</p> <ul style="list-style-type: none"> • Maintain existing insurance coverage until the disposal of such assets under the school closure action plan; • Continue existing insurance for the facility and other assets until 1) disposal or transfer of real estate or termination of lease, and 2) disposal, transfer or sale of other assets are sold; • Negotiate facility insurance with entities that may take possession of school facility (lenders, mortgage holders; bond holders, etc.); • Maintain existing directors and officers liability (D&O) insurance, if any, until final dissolution of the school. 			
	Reporting of Financial Condition	CLA Business Manager	Ongoing until completion of dissolution	
10	<p>CLA will prepare the following financial documents on a monthly basis as of the close of the following month until finalization of closure</p> <ul style="list-style-type: none"> • A current balance sheet as of the month just ended before the closure decision; • A current income statement as of the month just ended before the closure decision; and, • A month-to-month cash flow statement to operate the school through the closure date which accounts for the full disposition of assets. 			
Pre-Closure Tasks (Within 30 days of the decision to close):				
	Establish Use of Reserve Funds	CLA Board Chair	Within 30 days of decision to close dissolution	
11	Identify closure reserve funds and acceptable use of such funds to support the orderly closure of the school. These funds may be used to pay the following entities:			

	<ul style="list-style-type: none"> • Retirement systems; • Teachers and staff; • Employment taxes and federal taxes; • Audit preparation; • Private creditors; and, • Overpayments from DESE. 			
12	<p>Student Enrollment Options CLA will compile a list of student enrollment options, including the following information:</p> <ul style="list-style-type: none"> • List of all public, charter, private and parochial schools in the area; • Contact information for the schools; and • Required enrollment information for the schools, including all relevant deadlines. 	CLA Principal	Within 15 days of decision to close, and prior to sending Parent/Guardian Letter	
13	<p>Parent/Guardian Closure Transition Letter CLA will distribute a letter with detailed guidance regarding transition plan. Notification will include, but not be limited to:</p> <ul style="list-style-type: none"> • Date of the last day of regular instruction; • Cancellation of any planned summer school; • Date(s) of any planned school choice fair(s); • List of detailed student enrollment options; • Information on obtaining student records before the end of classes; • Date for upcoming parent/guardian closure meeting; and, • Contact information for CLA School Closure Coordinator. 	CLA Executive Director	Within 15 days of decision to close	
14	<p>Convene Parent/Guardian Closure Meeting Include the following discussion points:</p> <ul style="list-style-type: none"> • Provide overview of closure decision; • Provide calendar of important dates for parents; • Provide specific remaining school vacation days and date for end of classes; • Present student enrollment options; • Present timeline for transitioning students; • Present timeline for closing down of school operations; and, • Provide contact information for CLA School Closure Coordinator. 	CLA Executive Director	Within 30 days of decision to close	
15	<p>Employees and Benefit Providers CLA will establish an employee termination date and:</p> <ul style="list-style-type: none"> • Notify all employees of termination of employment and/or contracts (include in Staff/Faculty Closure Transition Letter); 	CLA Business Manager	Within 15 days of decision to close	

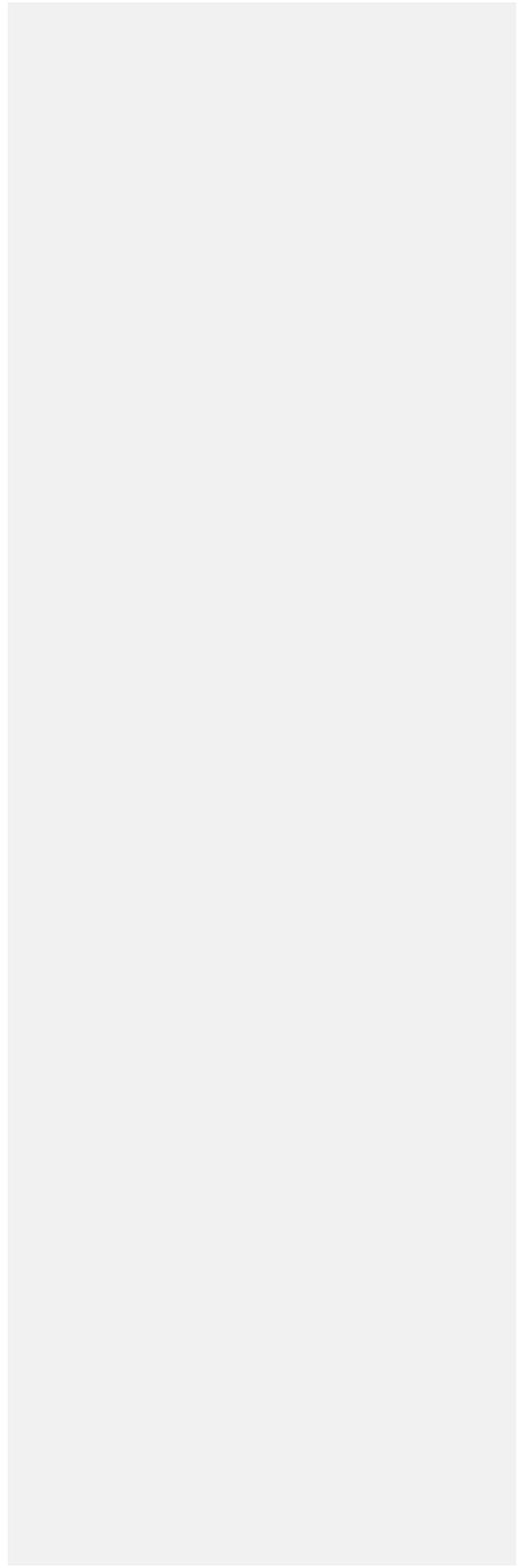
	<ul style="list-style-type: none"> Notify benefit providers of pending termination of all employees; Notify payroll processor of pending closure of the school; Notify employees and providers of termination of all benefit programs contracts (include in Staff/Faculty Closure Transition Letter); and Terminate all benefits programs as of the last date of service in accordance with applicable law and regulations (e.g., COBRA). 			
16	<p>Staff/Faculty Closure Transition Letter CLA will distribute a letter which outlines transition plans and timelines for staff, including but not limited to:</p> <ul style="list-style-type: none"> Commitment of school's board to transitioning staff; Commitment to positive transition for children into new educational settings; Any transition to new employment assistance board anticipates providing (such as job fairs); Timelines for compensation and benefits; Timelines for outstanding professional development issues; COBRA information; Processing of year-end tax documents (W-2's, 1099's, etc.) Pertinent licensure information; Date for upcoming staff/faculty closure meeting; and, Contact information for CLA School Closure Coordinator. 	CLA Board Chair & Executive Director	Within 15 days of decision to close	
17	<p>Convene Faculty/Staff Meeting Include the following discussion points:</p> <ul style="list-style-type: none"> Commitment to continuing coherent school operations throughout closure transition; Plan to assist students and staff by making closing as smooth as possible; Reasons for closure; Timeline for transition details; Compensation and benefits timeline; and, Contact information for CLA School Closure Coordinator. 	CLA Board Chair & Executive Director	Within 30 days of decision to close	
18	<p>Notify Agencies/Organizational Partners Agency notifications will include (at a minimum):</p> <ul style="list-style-type: none"> Missouri teacher retirement system; Organizations and/or institutions with which the school has partnered 	CLA Business Manager	Within 30 days of decision to close	
19	<p>Notify Contractors/Vendors CLA will formulate a list of all contractors and vendors with contracts in effect and:</p> <ul style="list-style-type: none"> Notify them regarding school closure and cessation of operations; 	CLA Business Manager	Within 30 days of decision to close	

	<ul style="list-style-type: none"> Instruct contractors and vendors to make arrangements to remove any property from the school by a date certain (copying machines, water coolers, other rented property); Retain records of past contracts as proof of full payment; and, Maintain telephone, gas, electric, water, insurance, Directors and Officers liability insurance long enough to cover the time period required for all necessary closure procedures to be complete 			
20	<p>Notify Creditors and Debtors CLA will formulate list of creditors and debtors and any amounts accrued and unpaid with respect to such creditor or debtor and:</p> <ul style="list-style-type: none"> Solicit from each creditor a final accounting of the school's accrued and unpaid debt. Compare the figures provided with the school's calculation of the debt and reconcile. Where possible, negotiate a settlement of debts consummated by a settlement agreement reflecting satisfaction and release of the existing obligations. Contact all debtors and demand payment. If collection efforts are unsuccessful, consider turning the debt over to a commercial debt collection agency. All records regarding such collection or disputes by debtors regarding amounts owed must be retained. 	CLA Business Manager	Within 30 days of decision to close	
21	<p>Audit Engagement CLA will engage, by a vote of the board, an independent auditor subject to DESE approval, to conduct a final close-out audit of the school. CLA will submit a signed and dated copy of the engagement letter to DESE along with an estimated timeline for the start and completion of the audit.</p>	CLA Board Chair & Executive Director	Within 30 days of decision to close	
Post-Closure Tasks (Within one week to 120 days after the last day of instruction):				
22	<p>Final Report Cards After the last day of instruction, CLA will:</p> <ul style="list-style-type: none"> Compile all student records and final report cards; Provide parents/guardians with copies of final report cards and notice of where student records will be sent with specific contact information 	CLA Principal	Within one week after the last day of instruction	
23	<p>Archival and Transfer of Student Records CLA will ensure that each student continues his or her education and has complete student records (academic, health, special education) archived and transferred to their new school. Student records include:</p> <ul style="list-style-type: none"> Grades and any evaluation; All materials associated with Individual Education Plans or 504s; Immunization records; and, Parent/guardian information 	CLA Principal	Within 30 days after the last day of instruction	

24	<p>Payroll and Employment Verification Reports CLA will provide a list of all payroll reports including taxes, retirement or adjustments on employee contracts as well as employment verification report to each employee, including:</p> <ul style="list-style-type: none"> • Evidence of having made payment and arrangements for the timely and complete processing of all payroll documentation (W-2's, 1099's, etc.). Evidence of such will consist of a signed and dated assurance from the provider. • An employment verification report to each employee at the end of their employment which includes the dates that the individual worked at the school, the position(s) held (including grade and subject taught if a teacher), and salary history. 	CLA Business Manager	Within 30 days of the last day of instruction
25	<p>Itemized Financials CLA will review, prepare and make available:</p> <ul style="list-style-type: none"> • Fiscal year-end financial statements; • Cash analysis; • List of compiled bank statements for the year; • List of investments; • List of payables (and determinations of when a check used to pay the liability will clear the bank); • List of all unused checks; • List of petty cash; • List of bank accounts; and, • List of all payroll reports including taxes, retirement or adjustments on employee contracts • Additionally, collect and void all unused checks as well as close accounts once transactions have cleared. 	CLA Business Manager	Within 30 days after the last day of instruction
26	<p>Final Reporting CLA will submit any and all final reports and cooperate with any remaining oversight requirements of the sponsor, DESE, or the State Board of Education.</p>	CLA Executive Director	Within 60 days of the last day of instruction
27	<p>Conduct an Inventory and Plan for Disposition of Assets CLA will plan for the disposition of all assets, property, and inventory, including assets purchased with federal and Missouri State funds. Specifically, CLA will:</p> <ul style="list-style-type: none"> • Create a fixed asset list segregating Missouri State and federal dollars; • Note source codes for funds and price for each purchase; • Establish fair market value, initial and amortized for all fixed assets; • Ensure that all liabilities and obligations of the School are paid and discharged to the extent of the School's assets; and, 	CLA Business Manager	Within 60 days of the last day of instruction

	<ul style="list-style-type: none"> • Ensure that any unobligated assets be returned to DESE. <p>Documenting the Disposition of and Transfer of Corporate Records</p> <p>CLA's Board will maintain all corporate records related to:</p> <ul style="list-style-type: none"> • Employees (background checks, personnel files); • Loans, bonds, mortgages and other financing; • Contracts; • Leases; • Assets and asset sales; • Grants (records relating to federal grants must be kept in accordance with 34 CFR 8042.) • Governance (minutes, by-laws, policies); • Accounting/audit, taxes and tax status; • Employee benefit programs and benefits; and, • Any items provided for in the closure action plan 	CLA Board Chair	Within 60 days of the last day of instruction and ongoing	
28				
29	<p>Audit</p> <p>The school must submit a final closeout audit (by an independent CPA firm or Missouri State auditor, as determined by statute), which documents disposition of all liabilities.</p>		Within 120 days of the last day of instruction	

Appendix 8. Articles of Incorporation and Bylaws





File Number:
N00921553
Date Filed: 09/24/2008
Robin Carnahan
Secretary of State

**ARTICLES OF INCORPORATION
OF
A MISSOURI NONPROFIT CORPORATION**

Honorable Robin Carnahan
Secretary of State
State of Missouri
P.O. Box 778
Jefferson City, MO 65102

The undersigned natural person of the age of eighteen years or more for the purpose of forming a corporation under the Nonprofit Corporation Law of Missouri adopts the following Articles of Incorporation:

ARTICLE I

The name of the corporation is Carondelet Leadership Academy Charter-Holder.

ARTICLE II

This corporation is a Public Benefit Corporation.

ARTICLE III

The period of duration of the corporation is perpetual.

ARTICLE IV

The name and street address of the Registered Agent and Registered Office in Missouri is Sister Mary Ann Nestel, C.S.J., 6401 Michigan Avenue, St. Louis, MO 63111.

ARTICLE V

The name and street address of the incorporator is Frank W. Kriegel, Jr., 3427 Longfellow Boulevard, St. Louis, MO 63104.

ARTICLE VI

This corporation shall not have members.

ARTICLE VII

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for payment of all of the liabilities of the corporation, distribute all of the assets of the corporation to such organization or organizations which are organized

for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986 (the "Code"), or corresponding section of any future federal tax code, or such assets shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by the Circuit Court of the county in which the principal office of the corporation is then located, exclusively for the purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

ARTICLE VIII

The purposes for which the corporation is organized are:

(a) To engage in any lawful act or activity for which corporations may be organized under the Nonprofit Corporation Law of Missouri, including but not limited to establishing a charter school in the City of St. Louis in the Carondelet neighborhood.

(b) Exclusively for charitable, religious, educational and scientific purposes, including for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Code, or the corresponding section of any future federal tax code.

(c) No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, directors, officers or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in this Article.

(d) No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these Articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Code, or corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code, or corresponding section of any future federal tax code.

ARTICLE IX

The corporation reserves the right to amend, alter, or repeal any provisions in these Articles of Incorporation in the manner specified by the Bylaws, in the manner now or hereafter prescribed by statute and by these Articles of Incorporation.

ARTICLE X

The power to make, alter, amend or repeal the Bylaws and to adopt new Bylaws shall be in the manner specified by the Bylaws.

IN WITNESS WHEREOF, I have hereunto set my hand this 24th day of September, 2008.

Frank W. Kriegel Jr.
FRANK W. KRIEDEL, JR.

STATE OF MISSOURI)
) SS
CITY OF ST. LOUIS)

I, Annette Cepluch, a Notary Public, do hereby certify that on the 24th day of September, 2008, personally appeared before me Frank W. Kriegel, Jr., being by me duly sworn, and acknowledged that he signed as his free act and deed the foregoing document in the respective capacity therein set forth and declared that the statements therein contained are true, to his best knowledge and belief.

Annette Cepluch
Notary Public

My Commission Expires:



ANNETTE CEPLUCH
My Commission Expires
March 27, 2011
St. Louis County
Commission #07516885

**BY-LAWS OF:
CARONDELET LEADERSHIP ACADEMY GOVERNING BOARD
CHARTER HOLDER
A NOT FOR PROFIT CORPORATION**

ARTICLE I

Location

The principal office of the corporation shall be at 6401 Michigan Avenue, St. Louis, Missouri, 63111, or such other place in the City of St. Louis as the Governing Board may designate from time to time.

ARTICLE II

Purpose

The purpose of the corporation is to maintain and operate a charter school as a not-for-profit enterprise. The corporation also has such powers as are now or may hereafter be granted by the General Not-for-Profit Corporation Act of the State of Missouri. It shall be the policy of the Governing Board and the school not to discriminate in admissions and hiring practices in violation of the law.

ARTICLE III

Offices

The corporation shall have and continually maintain in this state a registered office and a registered agent whose office is identical with such registered office, and may have other offices within or without the State of Missouri as the Governing Board may from time to time determine.

ARTICLE IV

Governing Board

Section 1: General Powers.

The affairs of the corporation shall be managed by its Governing Board. The Governing Board primary duties include the hiring and evaluation of the Head of School, the setting of general institutional policies, strategic planning, fund-raising, and assessment of the school's effectiveness in manifesting the mission of the corporation.

Section 2: Number, Tenure, and Qualifications.

- (a) The affairs and properties of the corporation shall be managed by a Governing Board, which shall consist of nine (9) Members. Initially three (3) Members shall serve a one-year term at the end of which their successors shall serve a three-year term. Likewise initially, three (3) Members shall serve a two-year term, at the end of which their successors shall serve a three-year term. The remaining three initial Members shall serve a three-year term.
- (b) Potential members for the board shall be nominated and selected by the Board from a pool of parents, past parents, grandparents, alumni, patrons, and community members by criteria defined by the Board. The Head of the School shall be a nonvoting, ex-officio member, whose term shall be renewable each year until terminated by action of the Board or by resignation.
- (c) All newly elected board members shall serve for a term of three (3) years to begin on July 1. Following the first term of service, members may be re-elected to serve a second three (3) year term. Except as provided above, members shall serve a three (3) year term of office and will be eligible, if nominated and elected, to serve one successive three (3) year term. No member may be elected to term beyond the second term without first having been off the board for at least one year, unless elected as an officer of the Board. The Board shall be divided into staggered classes so that the terms of only approximately one-third of the voting members shall expire each year. In the event that a voting member does not complete his or her term on the Board, a new member may be elected to fill out the unexpired term and then that member is eligible to be nominated for one or more full terms.
- (d) Honorary Members may be elected by the Board from among former Members who shall have served with distinction and from among distinguished friends and major contributors to the School who shall not have served previously as Members. Honorary Members shall be invited to attend all meetings of the Board but shall not be entitled to vote.

Section 3: Annual Meeting

There shall be an annual meeting of the Governing Board of the corporation, which shall be held no later than October 1 of each year, at the principal office of the corporation or at such other place as the Governing Board may determine within the City of St. Louis.

After each annual meeting, the Governing Board which shall serve as such during the ensuing year shall meet for the purpose of organization, election of officers, and the transaction of other business.

Section 4: Special Meetings

Special meetings of the Governing Board may be called by the President or Vice President or at the request of the School Leader or any two (2) voting members of the Board, upon five (5) days written notice given by the Secretary of the Governing Board. The person or persons calling such meeting may fix any place as the place for holding any special meeting of the Board called by them within the City of St. Louis.

Section 5: Place of Meetings:

The place of any meeting of the Governing Board is to be within the State of Missouri. Members of the Governing Board or any committee designated by the Governing Board, including the executive committee, may participate in a meeting of the Board or such committee by means of conference telephone or similar communication equipment by means of which all persons participating in the meeting can hear each other, and such participation in a meeting shall constitute presence in person at such meeting.

Section 6: Notice

Notice of any special meeting of the Governing Board shall be given at least five (5) days previously thereto by written notice given by the Secretary of the Governing Board delivered personally or sent by mail or telegram to each member of the Board at the address as shown by the records of the corporation. If mailed, such notice shall be deemed to be delivered when deposited in the United States Mail in a sealed envelope so addressed, with postage thereon prepaid. If notice be given by electronic means, such notice shall be deemed to be delivered when the notice is sent. Any member of the Board may waive notice of any meeting.

The attendance of a member at any meeting shall constitute waiver of notice at such meeting, except where a member of the Board attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of such meeting, unless specifically required by law or these by-laws.

Section 7: Quorum

A majority of the voting members of the Board as from time to time constituted shall constitute a quorum for the transaction of business at any meeting of the Board, provided that if a quorum shall not be present at such meeting, a majority of the voting members of the Board present may adjourn the meeting from time to time without further notice until a quorum shall be present.

Section 8: Manner of Action

The act of a majority of the voting members of the Board present at a meeting at which a quorum is present shall be the act of the Governing Board, except where otherwise provided by law or by these by-laws.

Unless otherwise restricted by the corporation's Articles of Incorporation, these By-Laws, or any law, members of the Governing Board or of any committee designated by the Board may participate in a meeting of the Board or its committees by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in a meeting in such a manner shall constitute presence in person at such meeting. Meetings in which a quorum is present must be held in accordance with the Sunshine Law: Missouri's Open Meetings and Records Law (*Sections 610.010 to 610.028, RSMo*).

Section 9: Informal Action

Unless otherwise restricted by statute, the certificate of incorporation or these by-laws, any action required or permitted to be taken at any meeting of the Governing Board or of any committee thereof may be taken without a meeting, if (i) a written consent thereto is signed by all the voting members of the Board or by all the members of such committee, as the case may be, and (ii) such written consent is filed with the minutes of proceedings of the Board or of such committee.

Section 10: Removal

Any member of the Board may be removed at any regular or special meeting of the Board by an affirmative vote of two-thirds of the voting members of the Governing Board as from time to time constituted whenever, in their judgment, the best interest of the corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. The member being removed shall be notified of the meeting at which the removal action will be taken, and the specific charges against him or her, at least five (5) days prior to the meeting.

Section 11: Vacancies

The Governing Board may fill any vacancy occurring in the Governing Board at any regular or special meeting.

Section 12: Compensation

Members of the Board as such shall not receive any stated salaries for their services.

Section 13: Presumption of Assent

A Member of the corporation who is present at a meeting of the Governing Board at which action on any corporate matter is taken shall be conclusively presumed to have assented to the action taken unless his or her dissent shall be entered in the minutes of the meeting or unless he or she shall file his or her written dissent to such action with the person acting as the secretary of the meeting before the adjournment thereof or shall forward such dissent by registered mail to the secretary of the corporation immediately after the adjournment of the meeting. Such right to dissent shall not apply to a Member who voted in favor of such action.

Section 14: Conflict of Interest Policy

The Governing Board affirms that the members, officers, administrators, faculty and other employees of the School have an obligation to exercise their authority and to carry out the duties of their respective positions for the sole benefit of the School. They should avoid placing themselves in positions in which their personal interests are, or may be, in conflict with the interests of the School. Where a potential conflict of interest exists, it shall be the responsibility of the person involved or any other person with knowledge to notify the Governing Board of the circumstances resulting in the potential conflict so that the Governing Board can provide such guidance and take such action as it shall deem appropriate. Areas of potential conflict of interest are:

1. Financial Interest.

(A) Ownership by the individual directly or indirectly of a material financial interest in any business or firm (i) from which the School obtains goods or services, or (ii) which is a competitor of the School.

(B) Competition by the individual, directly or indirectly, with the School in the purchase or sale of property or any property right or interest.

(C) Representation of the School by the individual in any transaction or activity in which the individual, directly or indirectly, has a material financial interest.

(D) Any other circumstance in which the individual may profit, directly or indirectly, from any action or decision by the School in which he or she participates, or which he or she has knowledge.

2. Inside Information

Disclosure or use by the individual of confidential information about the School, its activities or intentions, for the personal profit or advantage of the individual or any person.

3. Conflicting Interests other than Financial

Representation as director, officer, agent or fiduciary of another company, institution, agency or person in any transaction or activity which involves this school as an adverse party or with adverse interests.

4. Gifts and Favors

Acceptance of gifts or favors from any firm or individual which does or seeks to do business with, or is a competitor of, the School under circumstances which imply reasonably that such action is intended to influence the individual in the performance of his or her duties.

No Member who directly or indirectly is involved in a potential conflict of interest shall be counted in determining the existence of quorum at any meeting of the Board where the potential conflict is considered, nor shall the member vote on any action of the Board regarding that potential conflict.

ARTICLE V

Officers

Section 1: Officers

The officers of the corporation shall be a Chair of the Governing Board, a Past Chair, a Vice Chair, a Head of School, a Treasurer, a Secretary, and such number of assistant treasurers, assistant secretaries, and other officers as may be elected or appointed by the Governing Board. Any two or more offices may be held by the same person, except the office of Chair and Secretary.

Section 2: Election and Term of Office

The officers of the corporation shall be elected annually by the Governing Board at the annual meeting of the Board. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as is convenient. Vacancies may be filled or new offices created and filled at any meeting of the Governing Board. Each officer shall hold office until his or her successor shall have been duly elected and shall have qualified.

Section 3: Removal

Any officer or agent elected or appointed by the Governing Board may be removed by the Board whenever, in its judgment, the best interests of the corporation would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. See Article IV, Section 10.

Section 4: Vacancies

A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board for the unexpired portion of the term with the elected Member serving until the next annual meeting of the Board of Directors, or until their successors are duly elected.

Section 5: Chair of the Board, Past Chair, First Vice Chair

The Chair of the Board shall be the chief officer of the corporation and shall preside at all meetings of the Governing Board. He shall exercise such authority and perform duties as the Board of Directors may from time to time assign him. He or she may sign, with the Head of School, or Secretary, or any other proper officer or agent of the corporation authorized by the Board, any deeds, mortgages, bonds, contracts, or other instruments which the Governing Board has authorized to be executed, except in cases where the signing and execution thereof shall be otherwise expressly delegated by the Board from time to time. The Chair shall, at the conclusion of his or her term or terms, serve as immediate Past Chair until the office is filled by his or her successor.

In the event of the death, absence, incapacity, inability or refusal to act of the Chair, the Vice Chair shall possess all the powers and perform all the duties of the Chair, and shall do or perform such other duties and exercise such other authority as may be from time to time imposed upon or assigned to him by the Governing Board.

The Past Chair or First Vice Chair must preside at meetings of the Board in the absence of the Chair.

Section 6: Head of School/School Leader

The Head of School shall be the chief administrative officer of the corporation and shall in general supervise and control all of the operational and educational affairs of the corporation, including recruiting and supervision of teachers, school curriculum, student admission standards, general supervision of students, financial matters, building and grounds, fund raising, liaison with the parent body, and such other duties as may be prescribed by the Governing Board from time to time. The Head of the School shall be a nonvoting, ex-officio member,

whose term shall be renewable each year until terminated by action of the Board or by resignation.

Section 7: Treasurer

The Treasurer shall have charge of and custody of and be responsible for all funds and securities of the corporation; receive and give receipts for moneys due and payable to the corporation from any source whatsoever, and deposit all moneys in the name of the corporation in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of Article VIII of these by-laws; and in general perform all the duties incident to the office of treasurer and such other duties as from time to time may be assigned to him or her by the Chair or by the Governing Board. If required by the Governing Board, the treasurer shall give bond for the faithful discharge of his or her duties in such sum and with such surety as the Governing Board shall determine, the cost of such bond being paid for with funds of the corporation.

The Treasurer shall render to the Chair and Members, whenever required, a written detailed account of his transactions as Treasurer and of the financial conditions of the corporation, including a statement of all its asset, liabilities, and financial transactions.

The Treasurer shall be relieved of all responsibility for any securities or monies or the disbursement thereof committed by the Members to the custody of any other person or corporation, or the supervision of which is delegated by the Governing Board to any other Member, agent or employee, or for the first performance of any other duties of the Treasurer delegated by the Governing Board to any other Member, agent or employee, and he shall not be responsible for any actions of any other Member, agent or employee of the corporation.

Section 8: Secretary

The Secretary shall keep the minutes of the meetings and record all votes of the members of the Governing Board in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these by-laws or as required by Missouri State Law; be custodian of the corporation's records and of the seal of the corporation and see that the seal of the corporation is affixed to all documents, the execution of which on behalf of the corporation under its seal is duly authorized in accordance with the provisions of these by-laws; and in general perform all duties incident to the office of secretary and such duties as from time to time may be assigned to him or her by the Chair or by the Governing Board.

Section 9: Assistant Treasurers and Assistant Secretaries

The assistant treasurers and assistant secretaries, in general, shall perform such duties as shall be assigned to them by the treasurer, secretary or by the Chair of the Governing Board. If required by the Governing Board, the assistant treasurers shall give bond for the faithful discharge of their duties in such sum and with such surety as the Governing Board shall determine, the cost of such bond being paid for with funds of the corporation.

ARTICLE VI

Committees

Section 1: Committee of Members of the Governing Board

The Governing Board by resolution adopted by a majority of the voting members as from time to time constituted may designate one or more committees, each of which shall consist of two or more voting members of the Governing Board (plus any non-board members as the Board sees fit to appoint), which committees to the extent provided in such resolution shall have and exercise the authority of the Governing Board in the management of the corporation; but the designation of such committees and the delegation thereto of authority shall not operate to relieve the Governing Board or any individual member thereof of any responsibility imposed on it, him, or her by law.

Section 2: Executive Committee

(a) The Executive Committee shall be comprised of the Chair of the Governing Board, the Past Chair and the chair of each standing committee, and shall function as a long-range planning committee to set goals and objectives for the corporation. The Executive Committee shall be authorized to expedite the transaction of business and management of the corporation between regular meetings of the Governing Board. Subject to any specific limitation imposed by the certificate of incorporation, the Executive Committee shall have such further specific powers as may from time to time be conferred upon it by resolution of the Governing Board, and the Executive Committee may exercise such powers in such manner as it shall deem for the best interests of the corporation in all cases in which specific directions shall not have been given by the Board.

(b) The Chair of the Board, or in the absence of the Chair, an member of the Executive Committee selected by those voting members present, shall preside at meetings of the Executive Committee, and the secretary of the corporation or, if the secretary of the corporation is not a member of the Executive Committee, a member of the Executive Committee designated by the members thereof shall be the secretary of the Executive Committee. In the event of absence from any meeting of the secretary of the Executive Committee, the members of the Executive Committee present at the meeting shall select a member of the Executive Committee to be secretary of the meeting.

(c) The Executive Committee may prescribe for the conduct of its business such rules and regulation, not inconsistent with these bylaws or with such resolutions for the guidance and control of the Executive Committee as may from time to time be passed by the Board, as it shall deem necessary or desirable, including, without limitation, rules fixing the time and place of meetings and the notice to be given thereof, if any. A majority of the voting members of the Executive Committee shall constitute a quorum. The adoption of any resolution or the taking of any other actions shall require the affirmative vote of a majority of all the voting members of the Executive Committee as from time to time constituted. The Executive Committee shall keep minutes of its proceedings, and it shall report all action taken by it to the Board at the meeting thereof held next after the taken of such action. All action taken by the Executive Committee shall be subject to revision or alteration by the Board at the meeting of the Board at which any such action has been reported to the Board; provided, however that such revision or alteration shall not affect any action taken by any officer or employee of the corporation, or by a third

party, or any rights of third parties that have vested, in reliance upon any action or direction of the Executive committee.

(d) The Executive Committee shall not have the authority to act on behalf of the Governing Board for the purpose of: 1) amending these by-laws, 2) amending the budget, or 3) making decisions covering the selection or retention of the Head of School. The Executive Committee can act on behalf of the Governing Board in decisions regarding routine business of the School.

Section 3: Other Committees

Other committees not having and exercising the authority of the Governing Board in the management of the corporation may be designated by a resolution adopted by a majority of the voting members present at a meeting at which a quorum is present. The Chair of the Governing Board shall appoint the members of such committee, except as otherwise provided in the resolution designating such committees. Any member thereof may be removed by the person or persons authorized to appoint such member whenever in their judgment the best interests of the corporation shall be served by such removal.

Section 4: Terms of Office of Committee Members

Each member of a committee shall continue to serve until his or her successor is appointed, unless the committee shall be sooner terminated, or unless such member is removed from such committee, or unless such member shall cease to qualify as a member thereof.

Section 5: Chair

Except as otherwise provided herein, two members of each committee shall be appointed by the Chair of the Board as, respectively, Chair and Vice Chair of such committee.

Section 6: Vacancies

Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointments.

Section 7: Quorum

Unless otherwise provided herein or in the resolution of the Governing Board designating a Committee, a majority of the voting members of the whole committee shall constitute a quorum and the act of a majority of the voting members present at a meeting at which a quorum is present shall be the act of the committee.

Section 8: Rules

Each committee may adopt rules for its own government not inconsistent with these by-laws or with rules adopted by the Governing Board.

ARTICLE VII

Indemnification of Members, Officers and Employees

Section 1: General: Indemnification of Members and Officers

Each person who is or was a Member, Officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a Member, Officer, employee, trustee or agent of another corporation, partnership, joint venture, trust or other enterprise shall be indemnified by the corporation in the manner and to the full extent that the corporation has power to indemnify such person under Missouri law as now in effect or hereafter amended; provided , however, that the corporation shall not so indemnify such person, or purchase or maintain indemnity insurance for the benefit of such person, in the event such indemnification or expenditure would either (i) then constitute an act of “self-dealing” or a “taxable expenditure”, as defined by Section 4941(d)(1) and 4945(d), respectively, of the Internal Revenue Code of 1954, as amended (or the corresponding provision of any future United States Internal Revenue Law, which would give rise to any liability for the excise taxes imposed by Section 4941(a) of said Code, as amended , or (ii) violate the provisions of Section 355.530 or any other section of the Revised Statutes of Missouri as then in effect.

Section 2: Indemnification of Members and Officers: Actions By or In the Right of the Corporation

The corporation shall, to the fullest extent to which it is empowered to do so by any applicable laws as may from time to time be in effect, indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the corporation to procure a judgment in favor of the corporation by reason of the fact that such person is or was a Member or officer of the corporation, or that such person is or was serving at the request of the corporation as a member, director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, against all judgments, fines, reasonable expenses (including attorneys' fees) and amounts paid in settlement actually and reasonably incurred by such person in connection with the defense or settlement of such action, suit or proceeding, if such person acted in good faith and in a manner he or she reasonable believed to be in, or not opposed to the best interests of the corporation, provided that no indemnification shall be made in respect of any claim, issue or matters as to which such person shall be made in respect of any claim, issue or matters as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his or her duty to the corporation, unless, and only to the extent that the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability, but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses as the court shall deem proper.

Section 3: Authorization of Indemnification

Any indemnification under Section 1, Section 2 or Section 5 of this Article (unless ordered by a court) shall be made by the corporation only as authorization in the specific case, upon a determination that indemnification of the Member, officer, employee or agent is proper in the circumstances because he or she has met the applicable standard of conduct set forth in Sections 1, 2, or 5 of this Article. Such determination shall be made by (1) the Governing Board by a majority vote of a quorum consisting of Members who were not parties to such action, suit

or proceeding, or (2) if such a quorum is not obtainable, or even if obtainable, if a quorum of disinterested Members so directs, by independent legal counsel in a written opinion.

Section 4: Contract with the Corporation

The provisions of this Article VII shall be deemed to be a contract between the corporation and each Member or officer who serves in any capacity at any time while this Article VII is in effect, and any repeal or modification of this Article VII shall not affect any rights or obligations hereunder with respect to any state of facts then or theretofore existing or any action, suit or proceeding theretofore brought or threatened based in whole or in part upon any such state of facts.

Section 5: Indemnification of Employees and Agents

Persons who are not covered by the foregoing provisions of this Article VII and who are or were employees or agents of the corporation, or who are or were serving at the request of the corporation as employees or agents of another corporation, partnership, joint venture, trust or other enterprise, may be indemnified to the extent authorized at any time or from time to time by the Governing Board, subject to the same standard of conduct set forth in Sections 1 and 2 of this Article; provided, however, that to the extent that such employee or agent has been successful, on the merits or otherwise, in the defense of any action, suit or proceeding to which he or she was made a party by reason of the fact that he or she is or was an employee or agent acting in the above described capacity, or in the defense of any claim, issue or matter therein, the corporation shall indemnify such employee or agent against expenses (including attorneys' fees) actually and reasonably incurred by him or her in connection therewith.

Section 6: Payment of Expenses in Advance

Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the corporation in advance of the final disposition of such action, suit or proceeding, as authorized by the Governing Board in the specific case, upon receipt of an undertaking by or on behalf of the Member, officer, employee, or agent to repay such amount, unless it shall ultimately be determined that such Member, officer, employee, or agent is entitled to be indemnified by the corporation as authorized by this Article VII.

Section 7: Insurance against Liability

The corporation may purchase and maintain insurance on behalf of any person who is or was a Member, officer, employee, or agent of the corporation, or who is or was serving at the request of the corporation as a Member, director, officer, employee, or agent of another corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against such person and incurred by such person in any such capacity, or arising out of such person's status as such, whether or not the corporation would have the power to indemnify such person against such liability under the provisions of these by-laws.

Section 8: Other Rights of Indemnification

The indemnification provided or permitted by this Article VII shall not be deemed exclusive of any other rights to which those indemnified may be entitled by law or otherwise, and shall continue as to a person who has ceased to be a Member, officer, employee, or agent and shall inure to the benefit of the heirs, executors, and administrators of such person.

ARTICLE VIII

Contracts, Checks, Deposits, and Funds

Section 1: Contracts

The Governing Board may authorize any officer or officers, agent or agents of the corporation, in addition to the officers so authorized by these by-laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the corporation and such authority may be general or confined to specific instances, with a majority vote.

Section 2: Checks, Drafts, Etc.

All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation, shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Governing Board. In the absence of any such determination by the Governing Board, such instruments shall be signed by the treasurer or an assistant treasurer and countersigned by the Head of School.

Section 3: Deposits

All funds of the corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the Governing Board may select.

Section 4: Gifts

The Governing Board may accept on behalf of the corporation any contribution, gift, bequest, or device for the general purposes or for any specific purpose of the corporation.

ARTICLE IX

Books and Records

The corporation shall keep correct and complete books and records of account and shall also keep records of Member votes and minutes of the proceedings of the Governing Board and committees having any of the authority of the Governing Board.

ARTICLE X

Fiscal Year

The fiscal year of the corporation shall begin on the 1st day of July and end on the last day of June in each year.

ARTICLE XI

Waiver of Notice

Whenever any notice whatever is required to be given under the provisions of the General Not-for-Profit Corporation Law of the State of Missouri or under the provisions of the articles of incorporation of the by-laws of the corporation, a waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice.

ARTICLE XIII

Amendments to By-laws

These by-laws may be altered, amended or repealed and by-laws may be adopted by a majority of the voting members of the Board present at any regular meeting or at any special meeting, provided that at least five (5) days written notice is given of intention to alter, amend, or repeal or to adopt new by-laws at such meeting. Any amendment to the By-laws will be voted only after examination of any possible conflicts with the Articles of Incorporation.

ARTICLE XIV

Internal Affair Governance

Whenever not otherwise provided in the By-Laws, the internal affairs of the corporation shall be governed by the procedures established in The General Not-For-Profit Corporation Law of the State of Missouri.

As approved by the Board of Directors on [Date]

By: _____ Secretary