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

June 8, 2020

A regular meeting of the Governance Committee of the Board of Directors of Ewing Marion Kauffman School, Inc., a Missouri nonprofit corporation exempt from federal taxation under Internal Revenue Code § 501(c)(3), was held at the Ewing Marion Kauffman Foundation in Kansas City, Missouri on June 8, 2020, pursuant to public notice provided at least 24 hours in advance. Due to shelter in place and emergency declarations for Kansas City, Jackson County, and the State of Missouri because of the coronavirus and COVID-19, the meeting was held using audio-video technology with a link provided in the notice and with opportunities for all to hear and be heard and see and be seen.

Participating via Zoom technology such that all could hear and be heard and had the option of seeing and being seen were Joe Allen, Gloria Jackson Leathers, and Aaron North. Maurice Watson was not able to participate.

Also participating from the School such that all could hear and be heard and have the option of seeing and being seen were John Tyler, Secretary and General Counsel; and Katie Pasniewski, Chief Operating Officer.

No community members were present.

Mr. North chaired the meeting and Mr. Tyler served as secretary. Mr. North called the meeting to order at 5:04 pm. and welcomed those in attendance.

Mr. North previewed the agenda.

After discussion and upon motion duly made (Allen) and seconded (Jackson Leathers), the committee unanimously approved the minutes from its meeting of May 11, 2019.

Ms. Pasniewski reviewed the proposed 2020-2021 school year calendar, which is approximately 17 days longer than the DESE required times. After discussion and upon motion duly made (Jackson Leathers) and seconded (Allen), the committee unanimously recommended that the board approve the calendar attached as Exhibit A.

Ms. Pasniewski reviewed proposed changes to the paid time off policy in the personnel policies that allow the School to compensate for unused paid time off at the end of the fiscal year. Discussion followed. After discussion and upon motion duly made (Allen) and seconded (Jackson Leathers), the committee unanimously recommended that the board approve the changes to the paid time off policy in the personnel policies by making the following changes:

Other Details

The following other details are applicable under the Kauffman School’s PTO policy:
- PTO is tracked by Human Resources. Employees are able to view details of used and remaining PTO in a web-based platform which will be introduced during July/August Professional Development.
• For team members’ convenience, PTO is tracked hourly. For purposes of PTO tracking only, 1 full day of PTO is equivalent to 10 hours.
• The PTO calendar runs from July 1 to June 30 of each year.
• PTO may not be carried over from one year to the next and will not be paid out at the time of termination of employment.
• For team members hired on or after November 1, allowable PTO for that year is prorated at up to 3 days. For team members hired on or after April 1, allowable PTO for that year is prorated at up to 1 day.
• Team members who are re-hired are considered new hires for purposes of PTO eligibility.
• Benefit eligible part-time team members receive a pro-rated PTO benefit based on their percent of full time status.
• If a team member chooses to take time off that is not approved by the organization, the day(s) will be considered unpaid and could lead to further disciplinary action.

Unused PTO Compensation

The following policy will go into effect as of July 16, 2020.

As of June 30 of each year, Human Resources will confirm each employee’s unused PTO balance. Employees who remain employed through June 30 will be compensated in the July 15 payroll for any unused PTO from the period of July 1 through June 30 at a rate of $12 per hour. Employees who voluntarily or involuntarily separate from the School prior to June 30 will not be compensated for any unused PTO.

Employees will be required to sign and submit a form confirming their compensation for unused PTO no later than July 15th of each year. This form will be created by Human Resources and sent to each employee on or before June 30.

Ms. Pasniewski explained proposed changes to the staff monetary compensation policy, particularly as they relate to administrative staff adjustments and providing compensation for unused paid time off. After discussion and upon motion duly made (North) and seconded (Allen), the committee unanimously recommended that the board approve changes to Policy 4150 regarding staff monetary compensation as provided in attached Exhibit B.

There being no further business, the meeting adjourned at 5:18 pm.

_________________________
John Tyler, Secretary
## Academic Year Calendar

### July 20
- School Release at 1:30pm
- Holidays/Breaks (no school)
- End of Quarter for Grades
- Teacher Workday (no school for students)
- Report Card Conf.
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

### August 20
- School Release at 1:30pm
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

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### September 20
- School Release at 1:30pm
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

### October 20
- School Release at 1:30pm
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

### November 20
- School Release at 1:30pm
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

### December 20
- School Release at 1:30pm
- Progress Reports/Mailed Report Card
- STEP (Grades 5-8)
- ANET (Grades 5-8)
- Graduation (Evening)
- Advanced Placement Exam (10-12)
- ACT Practice Tests (9-12)
- HS Interims (Grades 9-12)
- MAP (Grades 5-8)
- Admin Work Weeks
- AP Exams
- ACT District Exam On Site

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EXHIBIT A

Ewing Marion Kauffman School
2020-2021

Academic Year Calendar

**Legend:**
- **Gold:** School Release at 1:30pm
- **Green:** Holidays/Breaks (no school)
- **Black:** End of Quarter for Grades
- **Teal:** Teacher Workday (no school for students)
- **Blue:** Report Card Conf.
- **Red:** Progress Reports/Mailed Report Card
- **Yellow:** STEP (Grades 5-8)
- **Purple:** ANET (Grades 5-8)
- **Green:** Graduation (Evening)
- **Purple:** Advanced Placement Exam (10-12)
- **Gold:** ACT Practice Tests (9-12)
- **Blue:** HS Interims (Grades 9-12)
- **Green:** MAP (Grades 5-8)
- **Orange:** Admin Work Weeks
- **Gray:** AP Exams
- **Purple:** ACT District Exam On Site
### Start and End of School Year

- **Aug 17th**: 5th grade start
- **Aug 19th**: 6th - 12th grade start
- **May 26**: 12th grade last day
- **June 4**: 5th - 11th grade last day

### Quarter & Semester Key Dates:

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missouri MAP Tests (Grades 5-8)</td>
<td>May 11-14, May 17-21</td>
<td>5-8</td>
</tr>
<tr>
<td>Missouri EOC Tests</td>
<td>Jan 26-27, Oct 24, Dec 12, Apr 17, June 12</td>
<td>9-10, 11-12, 12</td>
</tr>
<tr>
<td>ACT State Exams</td>
<td>Oct 6, 2020, March 30, 2021</td>
<td>9-10, 11-12</td>
</tr>
<tr>
<td>AP Exams</td>
<td>May 3, 4, 18, 19, 20</td>
<td>9-12</td>
</tr>
<tr>
<td>AP Summer PD</td>
<td>June 6-17, 2022</td>
<td></td>
</tr>
</tbody>
</table>

### ANET/Interim Assessments (Grades 5-8)

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep. 29-Oct.1 ANET 1 (Grades 5-8)</td>
<td></td>
<td>5-8</td>
</tr>
<tr>
<td>Jan. 26-28 ANET 3 (Grades 5-8)</td>
<td></td>
<td>5-8</td>
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<tr>
<td>Mar. 16-18 ANET 4 (Grades 5-8)</td>
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### Missouri EOC Tests

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
<th>Grades</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 26-27 Pre-Test 1 (9, Bio &amp; Alg, 10 Eng., 12 Gov)</td>
<td></td>
<td>9-10, 11-12, 12</td>
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<tr>
<td>March 9-10 Pre-Test 2 (9, Bio &amp; Alg, 10 Eng., 12 Gov)</td>
<td></td>
<td>9-10, 11-12, 12</td>
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<tr>
<td>Apr. 27-28 (9, Bio &amp; Alg, 10 Eng., 12 Gov)</td>
<td></td>
<td>9-10, 11-12, 12</td>
</tr>
</tbody>
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### ACT State Exams

- **October 6, 2020** (Makeup)
- **March 30, 2021** (Makeup April 13, 2021 recommended instead)
- **National Exam Dates**: Sep. 12, Oct. 24, Dec. 12, Feb. 6, Apr. 17, June 12, July 17

### ACT Practice Tests

- **Need 12th grade ACT diagnostic in September**
- **ACT 1**: October 9 (Grades 9-11)
- **ACT 2**: December 7 (11)
- **ACT 3**: Feb 12 (9-11)

### Missouri EOC Tests

- **May**: final ACT practice for 9-10 (11th won't be doing - prepping for June 12)

### AP Exams

- **AP US Government - Monday**: May 3 (12th)
- **AP Calculus AB - Tuesday**: May 4 (12th)
- **AP US History**: May 6 (11th)
- **AP Chemistry - Friday**: May 7 (TBD)

### AP Summer PD

- **June 6-17, 2022**

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**EXHIBIT A**

### Site Visits

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
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</tr>
</thead>
<tbody>
<tr>
<td>HS: 9th Grade week of May 10-12</td>
<td>May 19-21</td>
<td>9-12</td>
</tr>
<tr>
<td>5-8: May 13th &amp; 14th</td>
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<td>5-8</td>
</tr>
</tbody>
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### Overnight Trips

- **HS: 9th Grade week of May 10-12**: May 19-21
- **5-8: May 13th & 14th**
Policy 4150: Employment – Staff Monetary Compensation

The School recognizes that monetary compensation is an integral part of a performance culture that recognizes achievement. It is also one of several factors that contribute to attracting, retaining, motivating, and rewarding the talented staff members that make the School great and that contribute to student success academically and in other ways. These objectives are achieved best when monetary compensation is known with clarity and/or able to be determined with certainty in advance.

School personnel generally fall into four categories regarding compensation:

1. Instructional Staff, who are hired for two (2) year terms (although either may terminate the arrangement early), who work 11 months per year, and who are paid in equal installments on regular paydays over a twelve (12) month period from on or about July 16 through July 15 of each;
2. Early Instructional Staff are Instructional Staff with less than three (3) years of independent classroom experience.
3. Administrative and Operational Staff, who are hired without specific terms and who are paid in equal installments on regular paydays during and through the calendar year; and
4. Trainees who are hired on a preliminary basis for a short-term, usually around sixty days.

Compensation for the first three categories consists of some or any of the following:

i. Base Compensation;
ii. Compensation Increases, including Cost of Living Adjustments and Merit Increases;
iii. Executive Bonuses for designated employees only; and
iv. Supplemental Pay/Staff Bonuses.

Compensation for trainees consists of base compensation only as provided for in their engagement letter.

Base Compensation

For Instructional Staff (including Teaching Fellows), base compensation for the first academic year increment of each two year agreement shall be stated with certainty in the employment contract before the person begins providing services for the first academic year increment, generally by June 30. Base compensation for the second academic year increment shall be determined in accordance with the policies and procedures below and shall be ascertained and stated in writing before the person begins providing services for such second academic year increment, generally by June 30.
For Early Instructional Staff who surpass two years of independent classroom teaching experience during a contract period, their base compensation for the next academic year shall be $41,000 or such other amount as the Chief Executive Officer shall determine in writing in advance* of the second academic year increment, provided the person is not on a performance improvement plan during the final evaluation period.

For 12-month Administrative and Operational Staff, base compensation beginning with the staff member’s hiring shall be stated with certainty in the engagement letter before the person begins working at the School. Compensation for services for years beginning each subsequent July 1st shall be determined in accordance with the policies and procedures set forth below and shall be stated with specificity in writing before June 30 of each subsequent year (which is and will be before the person begins providing services for the subsequent year).

Compensation Increases:

Compensation for the second academic year of a two-year contract for Instructional Staff or years beginning on or about the subsequent August 1st for Administrative Staff shall be determined by the following:

A. Prior year’s compensation, plus
B. A cost of living adjustment (COLA), if applicable (Note: COLAs are not guaranteed. Management will determine annually before August 1 of each year whether a COLA will be implemented, and if applicable, the COLA rate. If a COLA will be implemented, all employees will receive the COLA at the defined rate), plus
C. A Merit Increase equal to 1 – 3% of the prior period’s compensation, with the specific increase percentage determined and documented in advance by August 1 of each year, if one of the following conditions is met:
   i. The staff member received an “Effective” rating on their Mid-Year Evaluation, and maintained the “Effective” rating through End-of-Year.
   ii. The staff member received a “Beginning” or “Developing” rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

Compensation for years beginning on or about the subsequent July 1st for Administrative Staff shall be determined by the following:

A. Prior year’s compensation, plus
B. A cost of living adjustment (COLA), if applicable (Note: COLAs are not guaranteed. Management will determine annually before July 1 of each year whether a COLA will be implemented, and if applicable, the COLA rate. If a COLA will be implemented, all employees will receive the COLA at the defined rate), plus
C. A Merit increase based on the following:
   i. If the staff member earns less than $70k annually:
1. A Merit increase of 1-3% if the staff member is rated “Effective” on their Mid-Year Evaluation, and maintained the “Effective” rating through End-of-Year, or received a “Beginning” or “Developing” rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

ii. If the staff member earns $70k - $100k annually:
   1. A Merit increase of 1% if the staff member is rated “Effective” on their Mid-Year Evaluation, and maintained the “Effective” rating through End-of-Year, or received a “Beginning” or “Developing” rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

iii. If the staff member earns more than $100k annually:
   1. A Merit increase is not guaranteed, regardless of performance.
   2. Management will determine annually before July 1 of each year whether a Merit Increase will be implemented.
   3. If a Merit increase is implemented, a Merit increase of 0% or 1% if the staff member is rated “Effective” on their Mid-Year Evaluation, and maintained the “Effective” rating through End-of-Year, or received a “Beginning” or “Developing” rating on their Mid-Year Evaluation, but demonstrated growth by successfully mastering their Mid-Year Goals as determined by their End-of-Year Evaluation.

The merit increase percentage may differ across employees in different roles, salary ranges, and periods of tenure and will be defined by August 1.
Executive Bonuses

The School's Board may designate certain executive personnel as eligible to receive bonuses and compensation adjustments other than or in addition to those provided for above based on a written plan established by the Board in advance of the period for which services are rendered and subject to evaluation. Such plan shall state the amount of the bonus pool available, targets/objectives to be achieved, and other criteria, including for partial payout, if any.

Supplemental Pay/Staff Bonuses

Supplemental Pay and Bonuses do not get incorporated into Base Compensation for subsequent years and are not factored into the Compensation Increases. Supplemental Pay may be paid over time or in a lump sum. Bonuses are one-time, lump sum payments.

There are two categories of Supplemental Pay for fulfilling responsibilities assumed in addition to the staff member’s regularly assigned responsibilities: (1) those that are characterized primarily by the scope of the duties (e.g., coaching, being a grade team leader, etc.) (“Scope Duties”), and (2) those that are characterized primarily by virtue of the time commitment necessary to fulfill them on an interim or short term basis (“Other Duties”).

Supplemental Pay--Scope Duties. Regarding Scope Duties, a Supplemental Scope Duties Schedule* shall be provided to all staff by August 30 for the coming academic year and shall specifically describe the responsibilities and corresponding amount to be paid for fulfilling the responsibilities. If the need arises during the year to expand the Schedule, the School will update and distribute the revised Schedule * before anyone assumes those responsibilities or as near as possible to when performance of those responsibilities begins.

Except as provided in the next sentence, compensation for supplemental Scope Duties shall be paid according to the timing provided for in the Schedule, or upon leaving employment, provided in all cases that the responsibilities have been satisfactorily completed prior to that time. If the responsibilities of Scope Duties last an entire academic year, compensation will be provided in the regular paychecks by the end of January and the end of June.

Supplemental Pay--Other Duties. Regarding Other Duties, the responsibilities, projected time commitments, and pay amounts that are commensurate with the additional responsibilities shall be described in writing* in advance or as near as reasonably possible to the assumption of those responsibilities. This may not be a schedule as with Scope Duties but may be responsibilities assigned to a discrete person for which documentation will be developed and maintained.

Except as provided in the next sentence, compensation for Other Duties shall be paid according to the timing provided for in the writing that documents the duties and compensation or upon leaving employment, provided that prior to leaving employment a
reasonable, good faith estimate can be made as to the prorated amount of the responsibilities are satisfactorily fulfilled.

**Staff Bonuses.** All non-executive staff may be eligible to receive a Bonus(es) based on performance during the preceding year or other evaluation period established in advance. The standards to be met, the criteria for assessing performance against those standards, and bonus amounts or percentages of Base Compensation shall be approved by the Chief Executive Officer in writing and in advance of the applicable performance period.* The assessment shall also be documented and included in the staff person’s file. Standards might include such topics as student achievement that substantially surpasses expectations, teamwork beyond that which is otherwise expected in a high performing environment, assuming new responsibilities and excelling at fulfilling them along with pre-existing duties and responsibilities.

**Compensation for Unused PTO**

The following policy will go into effect as of July 16, 2020.

The PTO policy is defined in the School’s Personnel Policies. PTO is tracked by Human Resources. As of June 30, Human Resources will confirm each employee’s unused PTO for the period of July 1 through June 30. Employees may elect to rollover PTO to the following year; rollover policies are defined in School’s Personnel Policies. Employees may also elect to receive compensation in the July 15 payroll for unused PTO from the period of July 1 through June 30. Employees who remain employed through June 30 will be compensated for any unused PTO at a rate of $12 per hour. Employees who voluntarily or involuntarily separate from the School prior to June 30 will not be compensated for any unused PTO. To rollover or receive compensation for unused PTO, employees will be required to sign a form requesting such rollover or payout; this form will be created by Human Resources and sent to the employee on or before June 30.

**Compensation for Substitute Coverage**

The following policy will go into effect as of July 16, 2020.

The policy for Substitute Coverage Compensation is defined in the School’s Personnel Policies. Substitute Coverage is tracked by Human Resources. Only Instructional Staff are eligible for Substitute Coverage Compensation. Instructional Staff are only eligible for Substitute Coverage Compensation if such assigned coverage results in the Instructional Staff member having fewer than 3 plan periods on a given day for Content teachers and 2 plan periods on a given day for Specials teachers. As of June 30, Human Resources will confirm the number of periods of substitute coverage provided by each Instructional Staff member during the previous school year. Employees who remain employed through June 30 will be compensated for substitute coverage at a rate of $12 per class period. Employees who voluntarily or involuntarily separate from the School prior to June 30 will not be compensated for substitute coverage. To receive substitute coverage compensation, employees will be required to sign a form confirming the hours they are being
compensated for; this form will be created by Human Resources and sent to the employee on or before June 30.

Requirement That Compensation Be Reasonable

In all instances, total compensation – the aggregate of all amounts paid to a staff member for work performed -- shall be reasonable as evaluated against market conditions and comparable, peer opportunities, and as informed by relevant ranges established for levels within the School.

*Such documentation shall be provided to the Governance Committee.

Revised and adopted (6X/XX19/XXXX2019)