DSST
PUBLIC SCHOOLS

Board of Directors Meeting

January 22, 2015 • 2:30pm – 5:30pm MST
DSST: Cole High School, Room 301

3240 Humboldt Street, Denver, CO 80205

core values

Respect: Appreciating the value of a person or an object through your words, actions and attitude - treating people appropriately with common courtesy.

Responsibility: Able to be trusted and or depended upon to complete tasks, follow directions and own up to your actions.

Integrity: Being truthful, fair and trustworthy in your words and actions - doing as you say and saying as you do.

Courage: Possessing confidence and resolve to take risks and make right decisions in the face of pressure and adverse or unfamiliar circumstances.

Curiosity: Eager to learn, explore and question things to gain a deeper understanding.

Doing Your Best: Putting your best effort into everything you do.

Dial in: 303-524-6301 • PIN: 9999

Username: **wireless-guest-nov**

Password: **F4Lmv2mG**

- Configure your laptop to connect to the DSST-GUEST wireless network.
- This network is set to broadcast. No security settings need to be changed for the network.
- Open your web browser. You will automatically be redirected to the DSST login page.
- Enter the username and password provided above
- Usernames and passwords are CASE SENSITIVE

TABLE OF CONTENTS

I. Welcome

DSST PUBLIC SCHOOLS

Board of Directors Meeting – January 22, 2015

I. Welcome (20) • Board Chair Welcome (5) • School Director Welcome and Q and A (15) • Public Comment (if needed)		Q and A	Steve H. Bill & Becca Bloch	2:30
II. Approval Items (10) • Approval of Meeting Minutes • January Budget Update	Pg. 6 Pg. 9	Approval Approval	Steve H. Teresa	2:50
III. Discussion (50) • The future of higher education (50)		Information/Discussion	Jim Griesemer	3:00
IV. Reports (60) • Home Office (10) • Executive Committee/Chair (5) • Education and Information Technology Committee (10) (deep dive and risk assessments) • Finance Committee (15) (financials, definitions, dashboard; shut down of STMC) • Advancement Committee (10) • Nominating and Governance (10) • New Business	Pg. 13 Pg. 29 Pg. 30 Pg. 32 Pg. 78	Information Information Information Information Information Information Information	Bill Steve H. David / Don Teresa Norwood Denise Steve M./ Heather	3:50
V. Executive Session (40) • Strategic Next Steps for DSST		Decision	Bill	4:50
VI. Adjourn			Steve H.	5:30

4

II. Approval Items

MINUTES
DSST Public Schools Board Meeting
November 20, 2014
DSST: Conservatory Green Middle School, Room 237

Meeting Called to Order: 2:34 p.m.

Board Members Present:
Dan Wilkerson
David Greenberg
Deborah McGriff (via phone)
Heather Lamm
Jackie Sullivan
Justin Jaschke
Michele Cooper
Norwood Robb
Sean VanBerschot
Steve Halstedt
Steve McConahey
Teresa Berryman

Parent Present: Lolly Block (Cole Campus) via phone, Wylly Staab (Byers Campus)

Board Members Absent: Don Kirkpatrick, Keith Evans, Matthew Schnittman, Tanya Kelly-Bowry

DSST Staff Present: Bill Kurtz, Christine Nelson, Denise Queen, Jackie Blizzard, John Clark, Katie Glenn (note taker), Susan Barrett

DPS Staff Present: None

Welcome

Mr. Halstedt apologizes about the new agenda and the board book not being aligned. This issue will be resolved for the board meeting in January.

Mr. Kurtz introduces John Clark, the School Director at DSST: Conservatory Green Middle School and commends Mr. Clark for his great leadership.

School Director Q&A: John Clark, Director of Conservatory Green Middle School. Mr. Clark begins by stating that the school year is off to a great start. He shares that his team has great communication with each other they have implemented efficient systems to help with their daily work. A main focus of their team is how they engage with their community and teachers. They focus on having a shared vision of the school and what they want it to be. Mr. Clark also shares that they offer a good range of student clubs and athletic programs. Mr. Clark continues to share a challenge/concern that him and his team have and will continue to face. The challenge is to keep the student population diverse. They had great success last year. However, they are hitting the ground running this year to keep it moving forward.
Mr. Clark introduces Jackie Blizzard. Ms. Blizzard is a Computer Science teacher at Conservatory Green Middle School. Ms. Blizzard begins by giving a brief background of herself. She continues by presenting a visual overview of the computer science programs the students are currently learning and programs they will learn in the future as they continue on to 7th and 8th grade.
Consent Agenda
Motion: Approval of previous board meeting minutes, McConahey

Second: Halstedt
Vote: Unanimous approval

Motion: Approval of the following 2014-2015 Committee Charters: Executive Committee, Nominating and Governance Committee (with amendment to include a process for recruiting), Education Committee, Finance Committee, IT Advisory, and Audit Committee, Wilkerson
Second: Robb
Vote: Unanimous approval

Motion: Approval of adding Gloria Zamora to the DSST Board of Directors, Jacshke
Second: McGriff
Vote: Unanimous approval

Motion: Approval of November budget, Cooper
Second: Sullivan
Vote: Unanimous approval

Motion: Approval to move forward with College View High School, Robb
Second: McGriff
Vote: Unanimous approval

Discussion
Mr. Halstedt states that the agenda has changed to allow for deeper discussions on various topics as well as more discussed with the School Directors.
Common Core
Mr. Kurtz introduces Susan Barrett. Ms. Barrett is the Manager of Curriculum and Assessment for Humanities at the Home Office.
Ms. Barrett presented an overview of the common core state standards and instructional shifts.
Board Effectiveness Survey Follow-up
Ms. Lamm and Mr. McConahey presented key takeaways from the board effectiveness survey. The takeaways included the following:
- Confusion on Board expectations
    - Action Steps: The Nomination and Governance Committee will update the board contract each year to include board plans and expectations.
- More education on current educational topics (example: Common Core)
    - Other topics: Understanding of the fundamental financial model of DSST and how it affects us, what it means to breakeven (are we self-sustaining), college persistence and placement, who is doing what out there and learning new models.
- We need to clarify DSST's risk management plan, succession plan, and long term plan.

Ms. Lamm and Mr. McConahey noted that the results to the survey were not significantly different than the previous two years. They also noted there was more of a balance between 4s and 5s this year compared to 3s and 5s previously. The feedback from the survey will be incorporated into board planning at the Executive Committee meeting.

Strategic Next Steps from the Retreat
Mr. Kurtz presented an overview of DSST's Vision 2022 Growth Plan and Vision 2025 Growth Plan.
Reports

Mr. Halstedt opened the discussion by asking if there were any questions regarding the home office and committee reports. The board then preceded to have an open Q and A.

The Education Committee and IT Advisory reported that they are engaging in a joint project on data security.

Ms. Berryman thanks the board members for submitting their individual board plans. The next step is to hold board members accountable for their individual board plans.

New Business: There were great questions asked but hard to discuss in a small amount of time. As a board they must decide on how much time they want to spend on each topic (attrition, retention, etc.) and then schedule it into the agenda.

The board all agreed that they like the new agenda format better than the old one.

Motion for adjournment of Board Meeting at 5:29pm, Greenberg
Second: Robb
Vote: Unanimous approval

Respectfully Submitted,

Katie Glenn (note-taker) for Sean VanBerschot, Secretary

January Budget Update

January Budget Reset

In $000's	STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	CG MS	STP MS CP	STP HS CP	CMO	Total
FTEs	39.3	46.9	40.0	47.6	41.1	15.9	42.0	1.1	26.9	13.8	4.1	1.9		320.6
Enrollment	460	514	450	505	408	142	426	-	301	157	5	1		3,369
Revenue														
Student Revenue	$ 88	$ 135	$ 76	$ 92	$ 63	$ 24	$ 65	$ -	$ 63	$ 29	$ -	$ -	$ -	$ 635
Governmental Revenue	$ 3,833	$ 4,305	$ 3,929	$ 4,518	$ 3,787	$ 1,321	$ 3,785	$ -	$ 2,754	$ 1,309	$ 232	$ 108	$ -	$ 29,882
CMO Contribution	$ -	$ -	$ 82	$ 355	$ 3	$ 575	$ 189	$ 71	$ -	$ 403	$ -	$ -	$ -	$ 1,679
Contributions & Grants	$ 48	$ 15	$ -	$ -	$ 111	$ -	$ 58	$ 250	$ -	$ -	$ -	$ -	$ 7,415	$ 7,896
Fees to CMO from Schools	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,576	$ 4,576
Misc Revenue	$ 2	$ 2	$ 1	$ 1	$ 1	$ -	$ 1	$ -	$ 1	$ -	$ -	$ -	$ 287	$ 296
Total Revenue	$ 3,970	$ 4,457	$ 4,088	$ 4,968	$ 3,966	$ 1,920	$ 4,097	$ 321	$ 2,817	$ 1,741	$ 232	$ 108	$ 12,278	$ 44,965
Expense														
Salaries	$ 1,843	$ 2,287	$ 1,765	$ 2,256	$ 1,806	$ 737	$ 1,858	$ 62	$ 1,200	$ 648	$ 135	$ 66	$ 3,002	$ 17,664
Additional Pay	$ 140	$ 209	$ 129	$ 181	$ 136	$ 60	$ 123	$ 6	$ 90	$ 55	$ 1	$ 1	$ 264	$ 1,394
Payroll Expense	$ 433	$ 535	$ 603	$ 750	$ 618	$ 248	$ 634	$ 20	$ 409	$ 218	$ 37	$ 18	$ 640	$ 5,163
Human Capital	$ 68	$ 21	$ 24	$ 26	$ 22	$ 8	$ 16	$ -	$ 17	$ 9	$ 3	$ 1	$ 611	$ 826
Non-Instructional Supplies	$ 32	$ 30	$ 33	$ 40	$ 33	$ 13	$ 41	$ 7	$ 33	$ 48	$ 1	$ 1	$ 179	$ 489
Instructional Supplies	$ 94	$ 170	$ 95	$ 147	$ 80	$ 85	$ 92	$ 5	$ 112	$ 59	$ 4	$ 2	$ -	$ 944
DPS Expenses	$ 665	$ 462	$ 742	$ 681	$ 525	$ 248	$ 671	$ -	$ 455	$ 264	$ 7	$ 1	$ -	$ 4,721
Professional Services	$ 8	$ 14	$ 19	$ 13	$ 22	$ 2	$ 27	$ 0	$ 9	$ 3	$ 0	$ 3	$ 679	$ 798
Fees to CMO	$ 581	$ 658	$ 571	$ 623	$ 531	$ 269	$ 552	$ 88	$ 428	$ 262	$ 10	$ 5	$ -	$ 4,576
Operating Leases	$ 10	$ 8	$ 9	$ 11	$ 11	$ 6	$ 10	$ -	$ 17	$ 6	$ -	$ -	$ 91	$ 178
Facilities	$ 30	$ 33	$ 28	$ 52	$ 73	$ 38	$ 53	$ 60	$ 210	$ 22	$ 2	$ 0	$ 21	$ 622
Technology	$ 3	$ 18	$ 3	$ 36	$ 106	$ 94	$ 17	$ 74	$ 214	$ 133	$ 1	$ 8	$ 2,270	$ 2,977
Transfers	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,679	$ 1,679
Misc Expenses	$ 44	$ 4	$ 68	$ 153	$ 3	$ 113	$ 4	$ -	$ 87	$ 14	$ 0	$ 0	$ 413	$ 903
Total Expense	$ 3,951	$ 4,449	$ 4,088	$ 4,968	$ 3,966	$ 1,920	$ 4,097	$ 321	$ 3,280	$ 1,741	$ 200	$ 106	$ 9,850	$ 42,938
Net Gain/Loss	$ 20	$ 7	$ -	$ -	$ -	$ -	$ -	$ -	$ (463)	$ -	$ 32	$ 3	$ 2,428	$ 2,027

November Budget Reset

In $000's	STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	CG MS	STP MS CP	STP HS CP	CMO	Total
FTEs	39.3	46.5	40.0	47.6	41.1	15.9	42.0	1.0	27.0	13.8	4.1	1.9		320.2
Enrollment	460	514	450	505	410	142	426	-	301	158	5	1		3,372
Revenue														
Student Revenue	$ 88	$ 135	$ 76	$ 92	$ 63	$ 24	$ 65	$ -	$ 65	$ 29	$ -	$ -	$ -	$ 638
Governmental Revenue	$ 3,838	$ 4,307	$ 3,911	$ 4,584	$ 3,775	$ 1,342	$ 3,816	$ -	$ 2,762	$ 1,343	$ 195	$ 109	$ -	$ 29,981
CMO Contributions	$ -	$ -	$ 27	$ 137	$ 10	$ 422	$ 174	$ 56	$ -	$ 309	$ -	$ -	$ -	$ 1,134
Contributions & Grants	$ -	$ 15	$ -	$ -	$ 111	$ -	$ 48	$ 125	$ -	$ -	$ -	$ -	$ 1,586	$ 1,885
Fees to CMO from Schools	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,580	$ 4,580
Misc Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 287	$ 287
Total Revenue	$ 3,926	$ 4,458	$ 4,013	$ 4,813	$ 3,958	$ 1,788	$ 4,104	$ 181	$ 2,827	$ 1,681	$ 195	$ 109	$ 6,453	$ 38,505
Expense														
Salaries	$ 1,843	$ 2,302	$ 1,771	$ 2,242	$ 1,806	$ 737	$ 1,866	$ 59	$ 1,200	$ 648	$ 135	$ 66	$ 3,014	$ 17,688
Additional Pay	$ 121	$ 178	$ 117	$ 174	$ 128	$ 62	$ 118	$ 6	$ 78	$ 51	$ 1	$ 1	$ 255	$ 1,288
Payroll Expense	$ 433	$ 535	$ 604	$ 746	$ 618	$ 249	$ 636	$ 19	$ 409	$ 218	$ 37	$ 18	$ 641	$ 5,163
Human Capital	$ 20	$ 21	$ 24	$ 26	$ 22	$ 8	$ 16	$ -	$ 17	$ 9	$ 3	$ 1	$ 522	$ 690
Non-Instructional Supplies	$ 32	$ 30	$ 33	$ 41	$ 33	$ 11	$ 41	$ 7	$ 30	$ 15	$ 1	$ 1	$ 180	$ 453
Instructional Supplies	$ 95	$ 169	$ 94	$ 150	$ 80	$ 55	$ 87	$ 5	$ 98	$ 49	$ 5	$ 2	$ -	$ 887
DPS Expenses	$ 664	$ 461	$ 743	$ 684	$ 516	$ 250	$ 672	$ -	$ 455	$ 267	$ 13	$ 5	$ -	$ 4,729
Professional Services	$ 8	$ 14	$ 19	$ 12	$ 22	$ 2	$ 27	$ 0	$ 9	$ 3	$ 0	$ 3	$ 671	$ 790
Fees to CMO	$ 572	$ 642	$ 560	$ 635	$ 535	$ 274	$ 553	$ 85	$ 438	$ 270	$ 10	$ 5	$ -	$ 4,580
Operating Leases	$ 10	$ 8	$ 9	$ 11	$ 11	$ 6	$ 10	$ -	$ 17	$ 6	$ -	$ -	$ 91	$ 178
Facilities	$ 30	$ 33	$ 28	$ 52	$ 80	$ 8	$ 59	$ -	$ 135	$ 8	$ 2	$ 0	$ 14	$ 448
Technology	$ 3	$ 18	$ 3	$ 36	$ 104	$ 15	$ 17	$ -	$ 214	$ 133	$ 1	$ 8	$ 2,268	$ 2,820
Transfers	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,134	$ 1,134
Misc Expenses	$ 4	$ 4	$ 8	$ 5	$ 3	$ 113	$ 4	$ -	$ 3	$ 4	$ 0	$ 0	$ 515	$ 663
Total Expense	$ 3,835	$ 4,416	$ 4,013	$ 4,813	$ 3,958	$ 1,788	$ 4,104	$ 181	$ 3,102	$ 1,681	$ 206	$ 109	$ 9,306	$ 41,512
Net Gain/Loss	$ 91	$ 42	$ -	$ -	$ -	$ -	$ -	$ -	$ (276)	$ -	$ (11)	$ (0)	$ (2,852)	$ (3,007)

Difference between Jan and Nov Budgets

In $000's	STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	CG MS	STP MS CP	STP HS CP	CMO	Total
FTEs	-	0.4	-	-	-	-	0.0	0.1	(0.0)	-	-	-	-	0.4
Enrollment	-	-	-	-	(2.0)	-	-	-	-	(1.0)	-	-		(3)
Revenue														
Student Revenue	$ -	$ -	$ -	$ -	$ (0)	$ -	$ -	$ -	$ (2)	$ (0)	$ -	$ -	$ -	$ (3)
Governmental Revenue	$ (4)	$ (3)	$ 18	$ (66)	$ 13	$ (21)	$ (32)	$ -	$ (7)	$ (34)	$ 38	$ (0)	$ -	$ (99)
CMO Contributions	$ -	$ -	$ 55	$ 219	$ (6)	$ 153	$ 14	$ 16	$ -	$ 95	$ -	$ -	$ -	$ 545
Contributions & Grants	$ 48	$ -	$ -	$ -	$ -	$ -	$ 10	$ 125	$ -	$ -	$ -	$ -	$ 5,829	$ 6,011
Fees to CMO from Schools	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (4)	$ (4)
Misc Revenue	$ 2	$ 2	$ 1	$ 1	$ 1	$ -	$ 1	$ -	$ 1	$ -	$ -	$ -	$ -	$ 9
Total Revenue	$ 45	$ (1)	$ 75	$ 154	$ 8	$ 132	$ (6)	$ 141	$ (9)	$ 61	$ 38	$ (0)	$ 5,825	$ 6,460
Expense														
Salaries	$ -	$ (15)	$ (6)	$ 14	$ (0)	$ -	$ (8)	$ 3	$ -	$ -	$ -	$ -	$ (12)	$ (24)
Additional Pay	$ 19	$ 31	$ 12	$ 7	$ 8	$ (2)	$ 5	$ -	$ 12	$ 4	$ -	$ -	$ 9	$ 106
Payroll Expense	$ (0)	$ (0)	$ (1)	$ 3	$ (0)	$ (0)	$ (2)	$ 1	$ (0)	$ (0)	$ (0)	$ -	$ (1)	$ (0)
Human Capital	$ 48	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (0)	$ -	$ 89	$ 137
Non-Instructional Supplies	$ -	$ -	$ -	$ (1)	$ (0)	$ 2	$ -	$ -	$ 3	$ 33	$ -	$ -	$ (1)	$ 36
Instructional Supplies	$ (1)	$ 0	$ 1	$ (2)	$ 1	$ 30	$ 6	$ -	$ 14	$ 9	$ (1)	$ (0)	$ -	$ 57
DPS Expenses	$ 1	$ 1	$ (2)	$ (3)	$ 9	$ (2)	$ (1)	$ -	$ (1)	$ (2)	$ (6)	$ (3)	$ -	$ (7)
Professional Services	$ -	$ 0	$ -	$ 1	$ 0	$ -	$ 0	$ 0	$ (0)	$ -	$ -	$ -	$ 8	$ 9
Fees to CMO	$ 9	$ 16	$ 11	$ (12)	$ (4)	$ (6)	$ (1)	$ 3	$ (10)	$ (8)	$ (0)	$ (0)	$ -	$ (4)
Operating Leases	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities	$ -	$ -	$ -	$ -	$ (7)	$ 30	$ (6)	$ 60	$ 76	$ 15	$ -	$ -	$ 7	$ 174
Technology	$ -	$ -	$ -	$ -	$ 2	$ 79	$ -	$ 74	$ -	$ -	$ -	$ -	$ 2	$ 156
Transfers	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 545	$ 545
Misc Expenses	$ 40	$ -	$ 60	$ 148	$ (0)	$ -	$ -	$ -	$ 84	$ 10	$ -	$ -	$ (102)	$ 241
Total Expense	$ 116	$ 33	$ 75	$ 154	$ 8	$ 132	$ (6)	$ 141	$ 178	$ 61	$ (6)	$ (3)	$ 545	$ 1,426
Net Gain/Loss	$ (72)	$ (34)	$ -	$ -	$ -	$ -	$ -	$ -	$ (187)	$ -	$ 44	$ 3	$ 5,280	$ 5,034

IV. Reports

 Home Office

a. Academic Team Update

This month the academic team focused on completing tri 1 data analysis and meetings with all schools.

Instructionally, we also led professional development for our leaders on our transition to the math common core standards and worked closely with leaders and teachers to implement a blended learning pilot in math classrooms. A blended learning professional learning community has been established with plans to meet monthly to support and high-quality blended learning pilots are happening at GVR HS and STP MS.

For Literacy, we created a protocol for looking at student work and turn-keyed this to our school director team. In terms of our strategic priorities we have decided to really focus our work on the Interventions priority for the second half of the year on the success of our Special Education program. We have refined our strategy with plans to begin implementation in February.

As a part of our Professional Development initiative, we planned and executed an all staff professional development event called "DSST Ignite". This day was a tremendous success and we received valuable feedback from our staff.

Lastly, our team has been working on developing a system and protocol for blind, shared grading of IA 4 and Tri 3 finals for Writing/ Comp teachers.

b. Operations Update

- Facilities & Construction:
  - Stapleton HS Autism Center Program Construction
    - Work is ongoing, addition is fully framed, and main building systems have been completed
    - There is minimal noise distraction and project is on track for early April completion
  - Byers:
    - DPS' Board approved a temporary placement of a new High School (Global Leadership Academy) for up to 2 years – the facility has sufficient space to accommodate this
  - College View:
    - DPS is in negotiations w/CHU about cafeteria use. CHU seems open to terms to share the space but this is not definite
- Training & configuration work for Project GPS began with our vendor Tyler Technologies on Jan 12.
  - This work will continue on an approximately every other week basis through April
  - Plan is for go-live April 1 at the end of our 3rd Quarter

- School Operations:
  - Greg continues to be focusing efforts on clarifying & improving front office roles, evaluations, training and supports
    - School directors completed a current state / need survey at the start of the new year
    - Greg is completing one-on-one interviews with School Directors to clarify survey findings
  - We are developing risk & crisis response plans for the situations most applicable by schools
  - We will be completing an emergency preparedness audit of each of our schools by Feb 15
- Performance Management
  - We are up-to-date on our district compliance deliverables
  - Andrea is coordinating the logistic of our 9 fall school re-visits and revamped our data collection system
  - We have selected Panorama Education as a new partner for administering Student and Parent surveys
    - This change was made largely in response to feedback from our schools
    - It ties survey administration to our rosters, ensuring data accuracy and completion tracking
    - It's expertise in survey development and reporting will benefit us as we look to make refinements over the years

c. Human Capital Update

Over the past two months, the Human Capital team has focused on building and grow our pipeline of teachers to support the growth and expansion of Byers Middle School, College View High School, Conservatory Green Middle School, and Cole High School. With the growth of these four campuses, plus accounting for natural attrition among our teams, the Human Capital team anticipates hiring around 110 new team members over the course of the spring time. We are traveling around the country to attend job fairs, meeting with high-potential candidates, sourcing references from our existing staff, and collaborating with our colleagues and partners in Denver to build the pipeline needed to fill these roles. Our goal is to have 85% of positions added to our network hired by May 15th. In addition to sourcing candidates and building our teacher pipeline, we are actively interviewing and screening candidates for leadership roles. The team hosted a Leadership Hiring Day on Jan 9th with 10 high-potential candidates, and will host a second one on January 29th. We are excited about the potential for these candidates and about giving a chance to showcase DSST to a larger group. We look forward to continuing to build our great DSST team over the next several months to be as strong, diverse, and committed as ever!

In addition to hiring, the Human Capital team, alongside many other Home Office teams, has been working hard to plan for our Night to Celebrate Exemplary Teaching, on January 20th. We are really excited about the opportunity to honor our Master, Lead, and TCP Honors recipients for their amazing work and contributions. We hope that you will have a chance to attend and to meet these wonderful educators and leaders.

d. Finance Update

Audits and Filing Requirements:
The audit of the 401(K) plan was completed and financial statements have been issued. Financial audits for all schools have been filed with the Colorado Office of the State Auditor.

Budget, Reporting and Internal Controls:
Fiscal year 2015 budget to actual reporting and analysis is on-going with School Directors and Home Office Budget Owners. A revised FY 15 budget is being presented for approval at this Board meeting. The new budget reflects revised Per Pupil Revenue, Federal Funds Revenues and Grants and Contributions Revenues as well as revisions to expense estimates. This budget should represent the final budget for FY 15. Work is continuing on the FY 16 budget with initial meetings held regarding salary budget targets and the FTE model. Work continues on the long-term forecast with analysis of assumptions and sensitivity. The long-term forecast is scheduled for presentation to the Board in March. A Finance Dashboard has been developed and is included in the Board Book this month.

Enterprise Resource Planning System (ERP):
The bulk of the work required to implement the new Tyler Technologies ERP system began in January, 2015. Significant time commitments will be required of the Finance Team during the implementation phase which will last through April, 2015. The Team is excited about the new system and looking forward to the financial analysis and work benefits it will provide.

Staffing:
The Finance Team added Raul Padilla as a full-time Staff Accountant in January, 2015. Raul will provide Accounts Payable and Grants Management support as his primary duties and assist in all areas as needed. He has worked with us as an intern for the past year and we are thrilled to have him join the Team as a full member.

e. Development Update

Denise DesMoineaux Queen has re-joined the DSST team as Director of Development and is quickly getting caught up to speed in the network. Additionally, Barbara Atkeson, Individual Donor Coordinator, has accepted a position with Breakthrough Collaborative to work on their strategic planning initiative and will be with DSST on a limited basis through January. While she is deeply committed to DSST Public Schools and our mission, she is excited for this new professional adventure, and we will miss her.

Colorado Gives Day was an enormous success for DSST this year. Thank you for the outpouring of support from our Board of Directors. We are thrilled to announce that DSST was able to realize DaVita HeathCare Partners Inc.'s incentive match of $50,000. The total amount raised on December 9th, 2014 was $118,442. Excluding DaVita's match and our angel donation, we nearly doubled Colorado Gives Day fundraising this year; in 2013 we raised $22,858 from 162 donors and this year, we raised $43,442 from 203 donors. Our parent donor base increased 64% from last year on this specific campaign, which we

believe is due to Home Office team support on campuses on the afternoon before and morning of Colorado Gives Day.

To further foster cultivation and stewardship, we held a Donor Breakfast at DSST: Byers Middle School on November 13th highlighting the new building as well as the success and progress of DSST Public Schools. We had partners from DIRECTV, the Donnell-Kay Foundation, the Carson Foundation, and others attend and engage in great conversation. A donor appreciation contact initiative is in the planning process for the beginning of February; this will entail a small postcard note of appreciation to our most engaged donors and partners.

Please mark your calendars, **the eleventh annual Slice of Pi celebration will be held on May 1st 2015**. Our main efforts are currently focused on preliminary planning and securing sponsorships for Slice of Pi.

Grants recently awarded include the following: The Daniels Fund has pledged $4,000,000 over five years, $2,000,000 of which will support the Vision 2022 growth plan and another $2,000,000 will support performance compensation across the network. This fall, we solicited $150,000 worth of growth support from the Louis Calder Foundation and were awarded $200,000 due to our results and contribution to the Denver community. Similarly, The Nord Family Foundation has pledged to give $150,000 for Vision 2022. We have also been awarded the Bill and Melinda Gates Foundation's Lumicore Common Core Grant to support common core implementation in the coming year with $332,371. The Sidney E. Frank Foundation awarded DSST $10,000 for general operating purposes this winter. Finally, Charter School Growth Fund has awarded us $250,000 through the Walton Start Up Fund intended for DSST: College View High School. Similarly after an extensive reporting period this fall with CSGF, they have awarded us our Vision 2022 payment of $500,000 for this year.

We are waiting for responses on several grant proposals that have been submitted in the last few months. These include proposals to Laura Barton requesting $1,500,000 to support leadership development and the Harvey Family Foundation for $3,900,000 to support STEM professional development and performance compensation. Similarly, we wrote a $228,000 grant proposal to the Walton Family Foundation to increase our alumni teacher pipeline and are currently writing another proposal for $800,000 to support community advocacy.

f. Development Report

I. Current Period (October-November 2014) Donations/Grants/Promises to Give

Donor	Amount	Type	Restricted/ Unrestricted	Purpose
DSST Board	$11,500	Contribution	Restricted	DSST Staff Computer Bags for Best Year Yet Campaign
Bill & Melinda Gates Foundation	$332,371	Grant	Restricted	Lumicore Common Core Grant
Louis Calder Foundation	$200,000	Contribution	Restricted	Vision 2022
Nord Family Foundation	$150,000	Promise to Give	Restricted	Vision 2022
Charter School Growth Fund	$250,000	Grant	Restricted	Walton Start Up Funds for College View HS
Daniels Fund	$2,000,000	Promise to Give	Restricted	Vision 2022
Daniels Fund	$2,000,000	Promise to Give	Restricted	Performance Compensation
Other	$1,235	Contribution	Unrestricted	General Operating
Total	**$4,945,106**			

II. Year-to-Date (November 2014) Donations/Grants/Promises to Give

Donor	Amount	Type	Restricted/ Unrestricted	Purpose
All Donors	$5,060,371	All	Restricted	
All Donors	$10,207	All	Unrestricted	
Total	**$5,070,578**			

III. 2014 Slice of Pi

Donor	Amount	Type	Restricted/ Unrestricted	Purpose
All Donors	$0	Donation	Unrestricted	

IV. Unconditional Promises to Give

	Total @6/30/2014	Additions	Collections	Balance	11/30/2014	FY15	FY16	FY17	FY18	FY19
							Expected Remaining Payments			
Total	$6,423,000	$4,250,000	$1,043,000		**$9,630,000**	$4,750,000	$1,780,000	$1,300,000	$1,000,000	$800,000

V. Other Major Contributions Recently Committed/Being Pursued(not included above)

Donor	Amount	Type	Restricted/ Unrestricted	Purpose	Status
Barton Family Foundation	$1,500,000	Grant	Restricted	Leadership development	Pending
Harvey Family Foundation	$3,900,000	Grant	Restricted	STEM professional development and performance compensation	Pending
Walton Family Foundation	$228,000	Grant	Restricted	Alumni teacher pipeline	Pending
Walton Family Foundation	$800,000	Grant	Restricted	Advocacy	Writing
CCSP Start-Up Grants	$645,000 total ($215,000 per grant for three grants)	Grant	Restricted	Start-Up funds for CV HS, CG MS and Cole HS	Awarded $196,500 per school
Sidney Frank Foundation	$10,000	Grant	Unrestricted	General operating	Awarded $10,000

g. Technology Update

Infrastructure Team:
The Technology team completed updates and improvements over break to increase network and storage capacity to cover the needs of the second ½ of the school year. We also have started this year's process for student and staff laptop selection, with an eye towards requirements of a move to windows 10 in 2017.

IT Services:
As we enter the second the ½ of the school year, we've implemented several improvements to our day-to-day operations to help streamline supporting staff and student computers.

These improvements include:
- Improved the automation of patch and driver deployment. This naturally keeps tech related issues down, and speeds up the overall learning experience for the student.
- Continued improvements to our imaging process, with each incremental change we have been able to cut the time the machine spends in our tech labs before returning to production.

17

h. Directors Report

Middle School Directors Report

| Students | Teachers | Grades |

Year to Date Attedance

Attendance Range
Last 30 days ▼

Break Down by Grade?
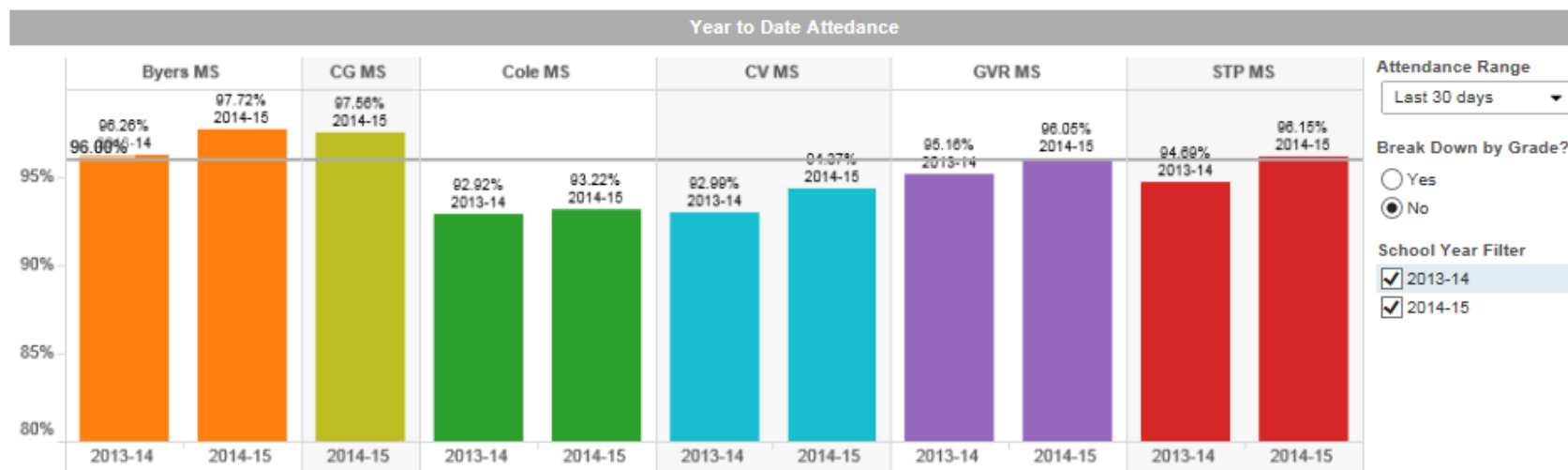○ Yes
● No

School Year Filter
☑ 2013-14
☑ 2014-15

Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

18

Enrollment

School	8th	7th	6th
Byers MS		150	149
CG MS			158
Cole MS	114	144	152
CV MS	123	144	160
GVR MS	146	150	157
STP MS	149	159	156

Attrition

School	2013-14	2014-15
Byers MS	11 / 7.0%	15 / 5.0%
CG MS		9 / 5.7%
Cole MS	45 / 10.8%	51 / 12.2%
CV MS	21 / 6.8%	26 / 6.1%
GVR MS	34 / 7.4%	23 / 5.0%
STP MS	22 / 4.7%	19 / 4.1%

From Date: 8/1/2014

To Date: 10/13/2014

Break Down By Grade?
○ Yes
◉ No

School Year Filter
☑ 2013-14
☑ 2014-15

19

High School Directors Report

| Students | Teachers | Grades | > |

Year To Date Attendance

Cole HS	GVR HS	STP HS

Cole HS: 96.00% 95.79% (2014-15)

GVR HS: 93.68% (2013-14) 94.67% (2014-15)

STP HS: 92.91% (2013-14) 95.13% (2014-15)

Attendance Range
Last 30 days ▾

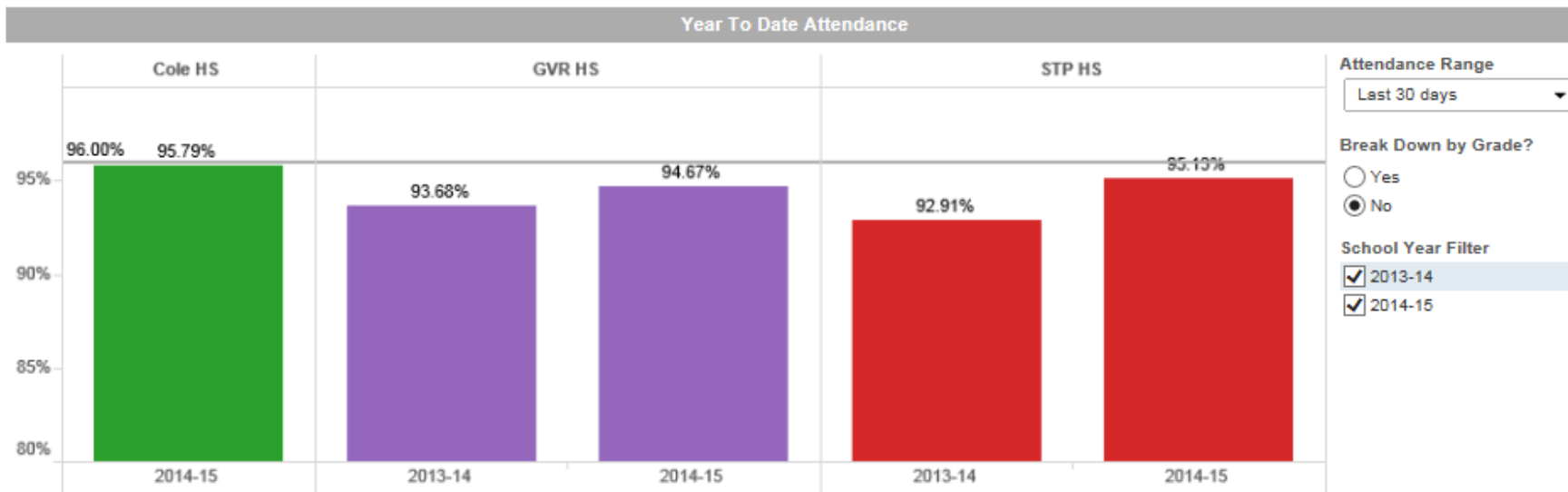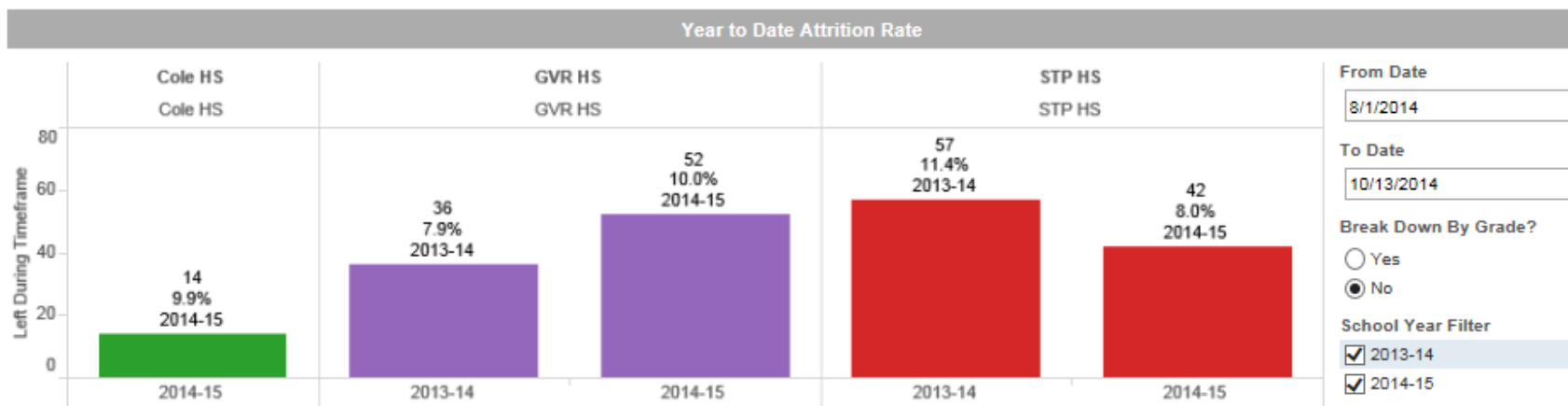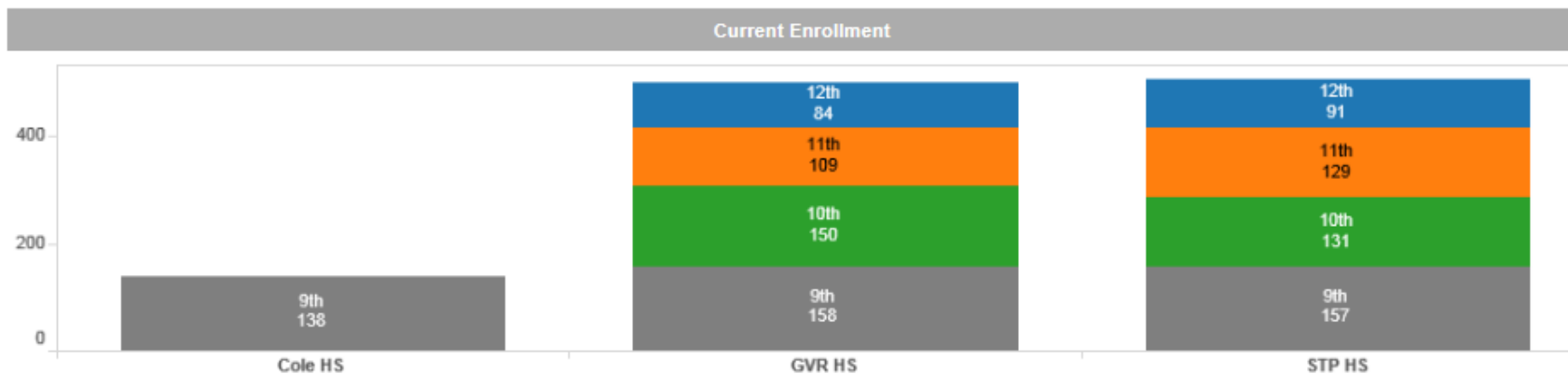**Break Down by Grade?**
◯ Yes
◉ No

School Year Filter
☑ 2013-14
☑ 2014-15

Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

Current Enrollment

	Cole HS	GVR HS	STP HS
12th		84	91
11th		109	129
10th		150	131
9th	138	158	157

Year to Date Attrition Rate

	Cole HS	GVR HS		STP HS	
	2014-15	2013-14	2014-15	2013-14	2014-15
Left During Timeframe	14 / 9.9%	36 / 7.9%	52 / 10.0%	57 / 11.4%	42 / 8.0%

From Date
8/1/2014

To Date
10/13/2014

Break Down By Grade?
◯ Yes
⦿ No

School Year Filter
☑ 2013-14
☑ 2014-15

21

i. Operating Plan Overview (2014-2015)

DSST PUBLIC SCHOOLS | Strategic Priorities

Ultimate Vision:

To transform Denver Public Schools into the leading urban public school district in the nation and produce 700 college-ready graduates each year beginning in 2022.

Single Common Goal, 2014-2015:

To generate outstanding student achievement at all 9 schools while serving 30% more students.

Strategic Priorities:

IMPROVE	INNOVATE	GROW	DEVELOP
Academic Interventions	Fulfillment Paradigm	Leadership Pipeline	Professional Development

Areas for Careful Implementation

Systems That Scale	Common Core	Teacher Career Pathway

Operating Plan Dashboard Update: January

DSST PUBLIC SCHOOLS

INNOVATE

Fulfillment

IMPROVE

Academic Interventions

DEVELOP

Professional Development

GROW

Leadership Pipeline

Fulfillment

Overall Status: **Green**
Overall Percent Complete: 50%

Number of Overdue Items: None.
List of Overdue Items: None.
Monthly Overview:
The three weeks of December were focused on developing fulfillment pilots with the Working Group and planning and executing Ten Days of Giving & Cheer, a network-wide series of stories and events dedicated to recognizing colleagues' Giving and spreading Cheer during the holiday season.

1. ***Planned and executed "Ten Days of Giving & Cheer"***: This series was intended to highlight the power of our DSST community and the meaningfulness of our work together and to test out a few small perks (coffee, snacks, etc.) that the team has said would have an impact on personal well-being.

2. ***Developed pilots***: Each member of the Working Group began planning for a pilot that would test some version of an idea generated at the Fulfillment Design Jams. Pilots will take place between late January and late March. These could be between one month and three months. A snapshot of the proposed pilots is below.

School	Pilot idea	Pilot-specific measures of success	Time
Byers MS (Elin Curry)	Group fitness series	• Each person who is interested in participating in this pilot will set personal goals based on initial fitness test and frequency of participation • Attendance of group classes/runs • Individual fitness goal acquisition (based on staff members who have expressed this desire/set goals at beginning of timeframe)	3 mo.
Cole HS (Faith Howard)	Shared C3 flex days – 9th Humanities as pilot group	• Pre and post survey, teachers' amount of time they spend working on creating materials (in particular the time they spend working on materials and lesson plans outside the normal working day on evenings and weekends) will significantly decrease.	1 unit
Cole MS (Zach K., Courtni F.)	Team conversations about fulfillment	• Staff clarify their vision of fulfillment and begin asking for specific support to make their vision a reality	4 mo.
Cole MS (Zach K., Courtni F.)	Shift RF to lunch	• In the short term (the length of the pilot) we expect teachers fewer teachers to be at risk for burnout. • Long term we expect teacher turnover at Cole to decrease (as teachers use extra time to plan more effective lessons, collaborate with colleagues or go to the gym).	2 mo.
CG MS (Josh Hugo)	Weekly leadership check-ins	• Post survey, teachers share that they have a meaningful, do-able strategy(ies) that helps them feel more fulfilled.	6 wks.
CG MS (Josh Hugo)	Fulfillment affinity groups	• Pre and post survey, teachers report actually feeling more fulfilled, or at least have a clear picture of what needs to happen to feel fulfilled.	6 wks.
CV MS (Tara Hammond)	Go home Wednesdays	• Pre and post survey about experience with Go home Wednesdays. • Number of days that teachers take off for personal reasons	2-3x
GVR HS	Shuttle to/from	• Pre and post survey about commute, willingness to take	4 wks.

24

(Meghan Janci)	GVR	shuttle • Number of average riders on shuttle • Number of participants willing to pay to keep shuttle running	
STP MS (Tracey N., Jonathan L.)	Teaching assistants at each grade level	• Pre and post pilot survey data, particularly around whether or not the aides actually reduced teachers' workloads or enhanced teacher well-being. • Long term, this could be evaluated in the light of benefits for students, but that may be beyond the scope of the pilot.	2 mo.
STP HS (Jonny Chan)	Wednesday B schedules all Tri 3	• Pre and post survey of teacher stress levels.	1 Tri.
HO (Connor A., Rachel H.)	Mentorship program	• Monitor HO retention • Pre/post survey aligned with the Gallup questions • Tracking of actual time spent with a mentor	4 mo.
HO (Connor A., Rachel H.)	Fulfillment affinity activities	• Pre-and post-data collection on hours worked, satisfaction, flexibility, questions also aligned with Gallup/Best Place to Work Survey.	4 mo.

One Major High Point:
Giving & Cheer was widely appreciated by staff. Survey responses exceeded goals for the event. Giving: 5.28 (goal: 5); Cheer: 6.42 (goal: 6).

Issues/Risks & Mitigation:

Risks	Mitigation	
Pilots lose their momentum as we enter the spring and testing periods.	- pilots for February and early March. - regular, interim deadlines for pilots.	Frontload Establish
As we start to test out ideas through pilots and other work, differences in belief and vision for fulfillment start to come into conflict more and more.	- space at Working Group meetings, Steering Committee, Leadership Team, and HO Directors to build shared vision and consistently check our assumptions. - message that all perspectives matter and there is not a one-size-fits-all approach / solution.	Create Continue to

Upcoming Asks for School Directors (60 days):
- Sit down with Working Group member(s) on your team to finalize pilot for winter/spring 2015. Start date for pilot should be set by Friday, January 23. Pilots should -
    i. Be time-bound.
    ii. Have a specific theory of action and way of measuring impact.
    iii. Be team- or school-based, not network-wide.
    iv. Have the potential to scale across DSST if shown to be successful.
- The Home Office will help coordinate the logistics and provide resources to support pilots. There is no set budget for each pilot, but keep in mind that it should have the potential to scale.
- Pilots will be a great opportunity to test out an idea that you think will have a big impact on sustaining your team. However, if you and your Working Group member decide that a pilot this winter/spring doesn't make sense in the context of other school or team priorities, that's okay. It's possible that we won't have pilots at every school/HO.

Current Talking Points for Leadership Team:

• As a network, we aim to support each other not only to have a fulfilling career, but more importantly, to **lead fulfilling lives that combine deeply meaningful professional work with personal well-being – with the ultimate goal of sustaining our team to continue advancing DSST's mission over many years.**

- Working Group members are currently developing pilots to test some of the most popular ideas generated at the Fulfillment Design Jams. We encourage the entire team to engage in these pilots as opportunities for learning and building individual and collective understanding about fulfillment at DSST.

DSST PUBLIC SCHOOLS Operating Plan Dashboard Update: January

Interventions

<p align="center">Overall Status: <mark>Red</mark> Yellow Green</p>
<p align="center">Overall Percent Complete:</p>

<u>Number of Overdue Items:</u> 1
<u>List of Overdue Items:</u>
SpEd Handbook
<u>Monthly Overview:</u>
This month has largely involved working with senior leadership at the Home Office and rethinking strategy around Special Education. We continue to move forward with pieces of the initiative: modified assessments, classroom observations, grant work to support changes for next year, etc. but have put the steering committee on hold as we restrategize. Our current plan involves four key strategies: improving case management, improving data and analysis, improving teacher skill and investment, and creating a pathway to graduation for our highest needs students. We have data to support these strategies but need to work more on refining them, deciding on tactics to achieve these, etc.
<u>One Major High Point:</u>
- I continue to have more initiative from schools in getting support and formalizing relationships- Conservatory Green, GVR MS and HS, and College View have all reached out based on data we've presented and various initiatives, and so I continue to use these opportunities to build interest and buy-in for this work.

<u>Issues/Risks & Mitigation:</u>
- Messaging around narrowing the priority—will be done at the leadership team meeting.

<u>Upcoming Asks for School Directors (60 days):</u>
Actively engage in discussion around tactics for SpEd strategies. Actively support strategies on campus. Continue to bring the priority into conversation with staff.
<u>Current Talking Points for Leadership Team:</u>
- Excited the direction the network is going with modified assessments, but we are approaching this very carefully.
- We will address concerns on how this impacts data and will continue to insure TCP reflects what everyone agrees is best. (this has come up in training as a concern)

Operating Plan Dashboard Update: January

Professional Development

Overall Status: **Red** <mark>**Yellow**</mark> **Green**
Overall Percent Complete: **50%**

Number of Overdue Items:

1

List of Overdue Items:

TCP PD Opportunities

Monthly Overview:

A majority of work from late November and December was devoted toward the planning of DSST Ignite. The Apprentice Teacher program will wrap up in February. All work will now shift towards developing our PD model.

One Major High Point:

January 5th, DSST Ignite event, was a success.

Issues/Risks & Mitigation:

Successful support and implementation of each PD prototype for spring/summer.

Upcoming Asks for School Directors (60 days):

Will share updated PD initiative at next LT meeting - feedback on vision, guiding beliefs, working models and prototypes will be greatly valued.

Current Talking Points for Leadership Team:

PD prototypes for the remainder of the school year provide new/different opportunities for teachers. While we don't have all the answers, we're going to be acting in an effort to get even better. Support of the initiative and feedback along the way are critical.

Operating Plan Dashboard Update: January

Leadership

Overall Status: **Red**
Overall Percent Complete: **20%**

Number of Overdue Items: 1

List of Overdue Items: Leadership competencies and associated framework for leadership evaluation and development

Monthly Overview:

This month, we are focused on two key areas: 1) Building our leadership pool and hiring for open leadership roles for next year and 2) Shifting focus and capacity to start to build our leadership competencies to support leadership development over time

One Major High Point:

On January 9th and January 29th, we will be conducting full-day leadership interviews with both internal and external candidates. During these days, we are redesigning the way we evaluate and select candidates for leadership roles in order to better assess their overall leadership potential and to improve the way SDs are integrated into the evaluation process. We had 10 candidates participate in the Jan 9th day, and are looking to have around 7-8 candidates participate on January 29th.

Issues/Risks & Mitigation:

The next four months will be focused on stepping back and defining leadership competencies for DSST as the foundation for all other leadership evaluation, development, and selection work. Team capacity to take on this work will be improved over the next four months, which was one of the major constraints holding back this work over the fall.

Upcoming Asks for School Directors (60 days):

SDs should participate in the leadership hiring days, both to support network hiring of leadership roles as well as to build their teams for the next year.

Current Talking Points for Leadership Team:

We are excited about hiring for great leaders for next year, and are looking forward to having both internal and external candidates participate in the hiring days.

The work to define leadership competencies over the next few months will be a first step in working to redefine leadership career pathways, development, and evaluation. More to come throughout the spring on these other areas.

Executive Committee
and Chair's Report Reference

The meeting was called to order at 10:05.

Attending: Norwood Robb, Teresa Berryman, Heather Lamm. Don Kirkpatrick, David Greenberg, Matthew Schnittman, Steve McConahey and Bill Kurtz.

The Committee developed the agenda for the January meeting, which will be held on the Cole Campus. The only open item was under the Discussion portion of the agenda. The alternatives were Future of Higher Education (and implications for DSST), College Placement/Persistence and Trends in the Charter School Movement. Subsequently Jim Griesemer, Vice Chancellor of DU, confirmed that he would present the Future of Higher Education. The agenda is attached.

Next the Committee considered whether management should post the Board Book on the web site after each meeting. The idea is to promote both transparency and open communications with associates. The Committee recommends posting, but to omit proceedings of Executive Sessions (negotiations and personnel matters), and to redact sensitive information, such as the names of those being considered for Board seats.

Bill announced that Scott Walker would be increasing to roughly 85% time and taking on broader COO duties. Scott has been half time for more than 4 months. He has been very successful and is highly regarded by the staff. He was COO of Accuvant, which he cofounded with three others and helped grow to $700M revenue. Accuvant is in the network security space.

Bill noted that Denise Queen is coming up to speed in Advancement. He asked EC members to think about how they might help make this year's Slice of Pi the most successful ever.

There being no further business the meeting was adjourned at 11:05.

Respectfully submitted,

Steven C. Halstedt
Chairman

IT Advisory Committee

DSST Public Schools
Information Technology Advisory Committee
January 2015

January 2015 Committee Meeting Report:

DSST IT Advisory Committee Meeting – January 7, 2015 - DSST Home Office

- Don Kirkpatrick – Co-Chair
- Michele Cooper – Co-Chair
- Shaun Bryant – DSST Staff
- Jake Firman – DSST Staff
- Warren Kuehner
- Rolf Reitzig
- David Greenberg – DSST Education Committee Chair

Data Security and Privacy:

- Board has prioritized the larger subject of Risk Assessment for full Board consideration. Data security and privacy falls within that domain. Board will schedule Risk Assessment as a major Board topic in a spring 2015 after recommendations are provide by staff.
- Committee continues to recommend that establishing and implementing guidelines for data use and protection for all DSST constituents is a top priority.

Technology Deep Dive:

- This year's deep dive will be an updated version of last year's presentation with the following areas of focus:
    o Suggested date in April 9, 2015 – April 2, 2015 an alternative
    o Venue to be considered – University of Denver Morgridge School of Education – David Greenberg to investigate and obtain approval
    o Invite University of Denver attendees
    o Section describing our overall data-driven philosophy – why we use technology like we do, not just what we do with it
    o Videos (likely two) of DSST staff using the technologies we describe
    o Video-taping of the entire presentation
    o Include the Advancement Staff in the announcing of the presentation and distributing invitations
- Recommend attendance to overall Board in January meeting – determine best time of day to maximize attendance

ActivProgress Replacement:

- Process down to three final candidates

- Decision to be made about whether to implement in phases or in one large cutover

Next IT Advisory Committee Meeting – TUESDAY, March 3, 2015

- First draft of Deep Dive presentation to be distributed by Jake Firman to Committee in early February
- Detaild plan for Deep Dive to be completed
- Schedule change to first Tuesday of month to accommodate the Wed AM DSST director's meeting

Finance Committee

Status Finance Committee Goals 2014-2015

1. Revisit dashboard and determine how best to report out to the board
Status: Done. Dashboard is included in January meeting materials.

2. Work with Peter Fritzinger and investment manager to develop better investment reporting and reinvestment strategy
Status: Done.

3. Examine and test assumptions in the long-term forecast and seek consensus with CEO and finance personnel on the 2014-2015 model
Status: In process. Plan to complete for presentation at March board meeting.

4. Recruit new board members to join finance committee
Status: One new member joined (thank you Heather Lamm) and we hope to gain more members as board expands.

5. Discuss enterprise risk management
Status: This topic has been elevated to board level. Finance will continue to monitor.

Finance Committee Meeting Minutes
November 20, 2014 1:00 p.m.

Meeting Purpose
The Finance Committee met with staff to discuss the September financial performance (Board Book), the revised fiscal year 2015 budget proposed for Board adoption, the Finance Dashboard, the DSST investment reporting, the financial reporting to the Board and ERP and long-term forecast updates.

Attendees
Teresa Berryman, Finance Committee Chair
Norwood Robb, Finance Committee
Coreen Miller, DSST Director of Finance
Nicole Witcher, DSST Accounting Manager
Matt Cullen-Meyer, DSST Finance Manager

Teresa convened the meeting and informed the group that meeting minutes will now be included in the Board book as committee reports.

Nicole presented the financial statements through September 30, 2014. Student fee collection continues to lag behind budget. Coreen told the committee that fee collection was stressed to all School Directors in the recently completed quarterly budget to actual meetings. Nicole highlighted variances in revenue and expense categories and explained the differences. October count enrollment is 50 fewer than originally budgeted, but 9 more than the network target. The budget implications of

each of those numbers were discussed.   The Committee had suggestions for both the Enrollment Table and the Instructional Metric (%) Table presented in the packet.

Matt explained the revised fiscal year 2015 budget that is on the agenda for Board approval later. Significant differences between the original budget approved in May and this revision were discussed. The reduced number of students impacted several budget lines. Also causing significant changes are final salaries from the first implementation of TCP and additional FTEs at the schools. Coreen stated that another revision will be presented to the Board in January which will include increased revenue budgets reflecting contribution and grant activity.

Matt presented the Financial Dashboard for review. The Committee considered each graph and made suggestions for improvement, particularly adding footnotes with the explanations that were verbally provided in the meeting. All agreed that the Dashboard provides interesting, valuable and informative data that the entire Board will find useful. Staff will make revisions as requested and provide the Committee another draft with the goal of the Dashboard being included in the next and subsequent Board packets.

Coreen led a discussion of what information should be provided to the Committee for investment monitoring. Teresa felt something addressing compliance with each of the items in the investment policy and a report including amounts for investment revenues and fees would be beneficial. Teresa also suggested staff work with Peter Fritzinger on the report if desired.

Teresa stated she liked the Finance Definitions document provided. She suggested adding "CMO" and "SpEd' to the definitions and then including the document in the Board packet for each meeting.

Robby wondered if the individual campus committee chairs would like financial information on their campus for the meetings. Teresa said another Board committee is looking at those committees to develop some standardization and the results of that work may provide an answer to this question.

The meeting adjourned at 2:25 p.m.

Finance Committee Meeting
Financial Results through November, 2014

YTD Total Revenue
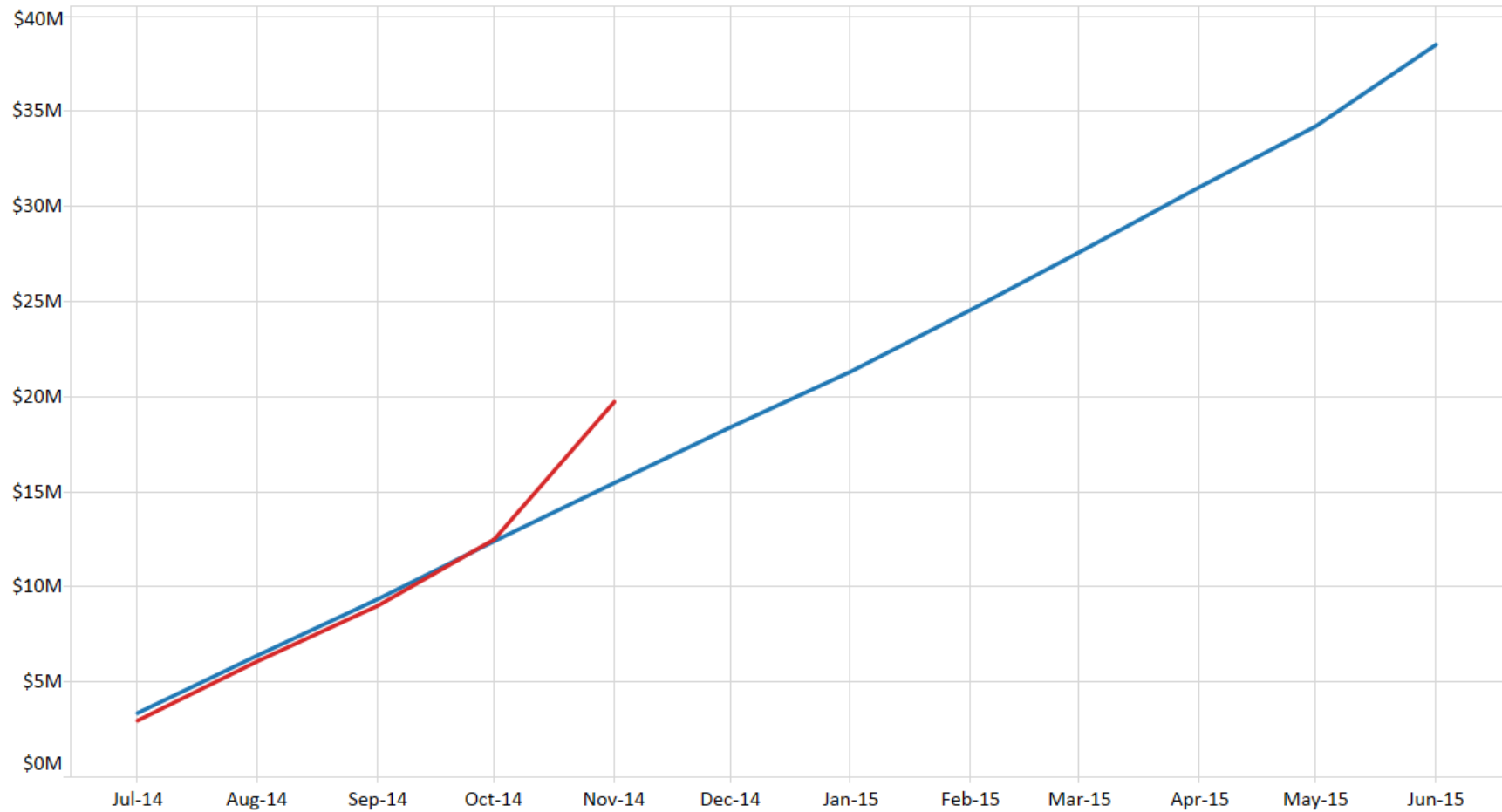
November Budget-to-Actual		Enrollment		
YTD Actual	**YTD Budget**	**Actual**	**Original**	**Target**
$19,723,786	$15,461,789	3,369	3,422	3,363

Legend: ■ Actual ■ Budget

YTD Total Expense
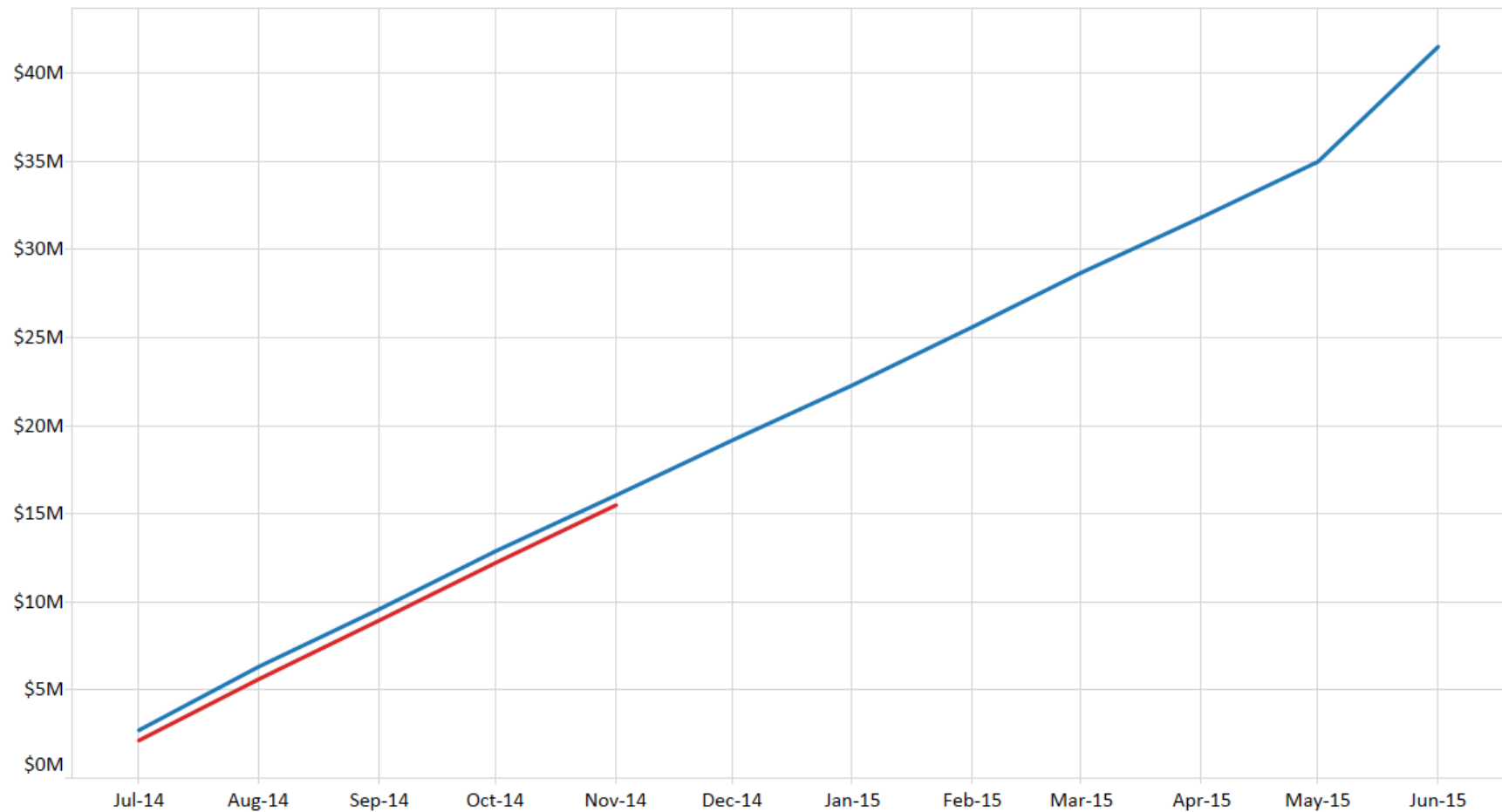
November Budget-to-Actual		Enrollment		
YTD Actual	**YTD Budget**	**Actual**	**Original**	**Target**
$15,490,323	$16,049,253	3,369	3,422	3,363

Legend:
- Actual (red)
- Budget (blue)

Statement of Financial Position

			November 30, 2014	June 30, 2014	
Assets	Current Assets	Cash & Investments	14,623,884	11,755,012	Jul/Oct 2014 DPS payment
		Accounts Receivable	19,293,245	16,812,835	Promise to give adds; collections
		Prepaid Expenses	70,744	109,522	Prepaid expense recognition
		Tabor Reserve	547,180	547,180	
		Total	34,535,053	29,224,550	
	Long-Term Assets	Long-Term Investments	12,108,286	12,915,953	Realized and unrealized losses;
		Other Long-Term Assets	141,353	141,206	$832K Tribeca withdrawal
		Total	12,249,639	13,057,160	
	Property & Equipment	Property & Equipment (Net of Accumulated Depreciation)	1,170,770	1,170,770	
		Total	1,170,770	1,170,770	
	Total		47,955,462	43,452,479	
Liabilities	Short-Term Liabilities	Accounts Payable	655,822	2,306,517	June salary reversal & 401K payouts
		Deferred Revenue	2,511,698	673,603	Stapleton sale; DPS Jul/Oct payment
		Due to CMO	0	0	
		PCOPS	82,119	0	Payment & accrual; credit recognition
		Total	3,249,640	2,980,120	
	Total		3,249,640	2,980,120	
Net Assets	Beginning Net Assets	Net Assets	40,472,359	31,941,270	
		Total	40,472,359	31,941,270	
	Current YTD Net Income	Current YTD Net Income	4,233,463	8,531,088	
		Total	4,233,463	8,531,088	
	Total		44,705,822	40,472,359	

Statement of Profit and Loss
Consolidated Network

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue				
Student Revenue	417,898	440,287	(22,389)	635,724
PPR Revenue	10,499,378	10,293,252	206,126	24,703,804
Governmental Revenue	1,777,990	1,857,071	(79,081)	5,277,588
Contributions and Grants	5,065,578	843,163	4,222,415	1,884,830
CMO Contributions to Schools	0	0	0	1,133,709
Fees to CMO from Schools	1,872,569	1,908,433	(35,864)	4,580,238
Misc Revenue	90,373	119,583	(29,210)	287,000
Total	19,723,786	15,461,789	4,261,997	38,502,893
Expense				
Personnel Expenses	9,211,275	9,501,829	290,554	24,137,783
Human Capital	294,952	221,677	(73,275)	471,766
Non Instructional Supplies	358,313	406,445	48,132	1,133,472
Instructional Supplies	152,114	182,236	30,122	380,905
Curriculum and Assessment	94,038	86,997	(7,041)	124,282
Advancement	1,687	39,597	37,910	63,781
DPS Expenses	2,024,865	1,967,752	(57,113)	4,728,867
Professional Services	252,027	265,227	13,200	793,642
Fees to CMO	1,872,569	1,908,433	35,864	4,580,239
Operating Leases	71,742	78,272	6,530	178,379
Facilities	670,346	743,633	73,287	939,794
Technology	444,132	587,023	142,891	2,210,584
Transfers	0	0	0	1,133,709
Misc Expenses	42,263	60,132	17,869	636,966
Total	15,490,323	16,049,253	558,930	41,514,169
Net Income	4,233,463	(587,464)	4,820,927	(3,011,276)

Statement of Cash Flow

YTD Nov, 2014

Cash Flows from Operating Activities

Change in net assets	$ 4,233,463	
Adjustments to reconcile changes in net assets to		
Net cash provided by operating activities		
Changes in assets and liabilities		
Accounts receivable	726,590	Collections - DPS
Prepaid expenses	38,778	Pre paid insurance policies, deposits
Promises to Give	(3,207,000)	PTG Additions-Daniels Fund 4M; Collections
Accounts payable and accrued liabilities	(1,506,867)	Accrued June salary reversal & 401K payouts
Deferred revenue	1,838,095	Stapleton sale, DPS July/Oct payment & revenue recognition
PCOPS Liability	(61,709)	Payment & accrual; credit recognition
Net cash provided by operating activities	2,061,350	

Cash Flows from Investing Activities

Purchase of investments	807,667	Investment activity; withdrawal from Tribecca fund
Purchase of other long-term assets	(147)	Wilfey Endowment Fund activity
Purchase of property & equipment	-	
Net cash used by investing activities	807,520	

Net Increase (Decrease) in Cash	2,868,870
Cash and Cash Equivalents, Beginning of Year	11,755,013
Cash and Cash Equivalents, End of Period	$ 14,623,884

Statement of Profit and Loss
Consolidated Schools

		YTD Actual	YTD Budget	YTD Variance	Total Budget	
Revenue	Student Revenue	417,898	440,288	(22,391)	635,723	Low student fee collection, especially Cole MS and College View
	Governmental Revenue	12,277,319	12,150,322	126,996	29,981,392	Not yet reflective of October count, which is updated in January
	Contributions & Grants	15,000	298,830	(283,830)	298,830	Title V transfer @ Cole campus delayed; Walton currently at HO
	Misc Revenue	16,798	0	16,798	0	Aetna Credit
	CMO Contribution	0	0	0	1,133,709	
	Total	12,727,014	12,889,440	(162,426)	32,049,654	
Expense	Salaries	5,284,638	5,483,912	199,273	14,673,685	Delayed hires and timing of teacher pay cycles
	Additional Pay (School)	317,292	291,546	(25,746)	760,420	Higher spend in coaches, subs, and Compact Blue stipends
	Additional Pay (CMO)	349,738	263,694	(86,044)	271,464	TCP honors ($86.5K) not yet budgeted
	Payroll Taxes	1,762,693	1,787,730	25,038	4,522,071	Timing and health insurance savings
	Human Capital	94,111	102,347	8,236	166,941	Unspent professional development and visual culture
	Non-Instructional Supplies	131,833	114,857	(16,976)	271,954	Large school uniform purchase at College View
	Instructional Supplies	331,059	327,505	(3,553)	889,298	
	DPS Expenses	2,024,865	1,967,752	(57,113)	4,728,867	Not yet reflective of October count
	Professional Services	30,491	29,122	(1,370)	122,739	
	Fees to CMO	1,873,521	1,908,433	34,912	4,580,239	Delayed tech bond JVs
	Operating Leases	38,151	40,271	2,120	87,177	
	Facilities	210,277	229,046	18,769	434,132	Cheaper bus purchases
	Technology	468,294	534,790	66,496	552,110	Timing of tech system installations
	Misc Expenses	22,162	27,494	5,332	147,556	
	Total	12,939,124	13,108,499	169,375	32,208,653	
Net Income		(212,110)	(219,058)	6,948	(158,998)	
	Total	(212,110)	(219,058)	6,948	(158,998)	

Enrollment

Actual	Original	Target
3,369	3,422	3,363

Statement of Profit and Loss
Consolidated Home Office

		YTD Actual	YTD Budget	YTD Variance	Total Budget	
Revenue	Contributions & Grants	5,050,578	544,333	4,506,244	1,586,000	$4M Daniels Fund grant
	Fees to CMO from Schools	1,872,569	1,908,433	(35,864)	4,580,238	Delayed tech bond JVs
	Misc Revenue	73,626	119,583	(45,958)	287,000	Investment activity (unrealized losses)
	Total	6,996,772	2,572,349	4,424,423	6,453,239	
Expense	Salaries	1,135,178	1,255,963	120,785	3,014,311	Open positions
	Additional Pay	117,181	155,795	38,614	254,578	Timing of academic stipends and holiday bonuses
	Personnel Expenses	236,231	263,189	26,958	641,255	Open positions
	Human Capital	228,486	220,479	(8,006)	522,179	
	Supplies	101,880	110,821	8,941	180,022	
	Professional Services	196,868	236,105	39,237	670,902	Unspent Academic grants
	Operating Leases	37,783	38,001	217	91,202	
	Facilities	14,934	14,000	(934)	14,000	
	Technology	450,584	612,451	161,867	2,268,156	Due to timing of large expenses (only 7% variance)
	Transfers	0	0	0	1,133,709	
	Misc Expenses	30,452	33,950	3,498	515,202	
	Total	2,549,575	2,940,755	391,179	9,305,516	
Net Income		4,447,197	(368,405)	4,815,602	(2,852,278)	
	Total	4,447,197	(368,405)	4,815,602	(2,852,278)	

Statement of Profit and Loss
Home Office, STMC, and Building Corp.

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue				
Contributions and Grants	5,050,577	544,333	4,506,244	1,586,000
Fees to CMO from Schools	1,872,569	1,908,433	(35,864)	4,580,239
Misc Revenue	73,626	119,583	(45,957)	287,000
Total	6,996,772	2,572,349	4,424,423	6,453,239
Expense				
Personnel Expenses	1,499,384	1,674,949	175,565	3,910,144
Human Capital	188,056	135,648	(52,408)	305,085
Non Instructional Supplies	84,997	139,557	54,560	347,810
Instructional Supplies	0	0	0	22,680
Curriculum and Assessment	94,038	86,997	(7,041)	124,282
Advancement	581	4,004	3,423	11,440
Professional Services	199,656	236,105	36,449	670,902
Operating Leases	32,490	38,001	5,511	91,202
Facilities	14,954	14,000	(954)	14,000
Technology	418,408	583,319	164,911	2,198,240
Transfers	0	0	0	1,133,709
Misc Expenses	18,635	28,175	9,540	476,022
Total	2,551,199	2,940,755	389,556	9,305,516
Net Income	4,445,573	(368,406)	4,813,979	(2,852,277)

School Budgeted Expenses

10.2%
Other Expenses

3.2%
Instructional Supplies

16.4%
Personnel Expenses

53.1%
Salaries

17.1%
DPS Expenses
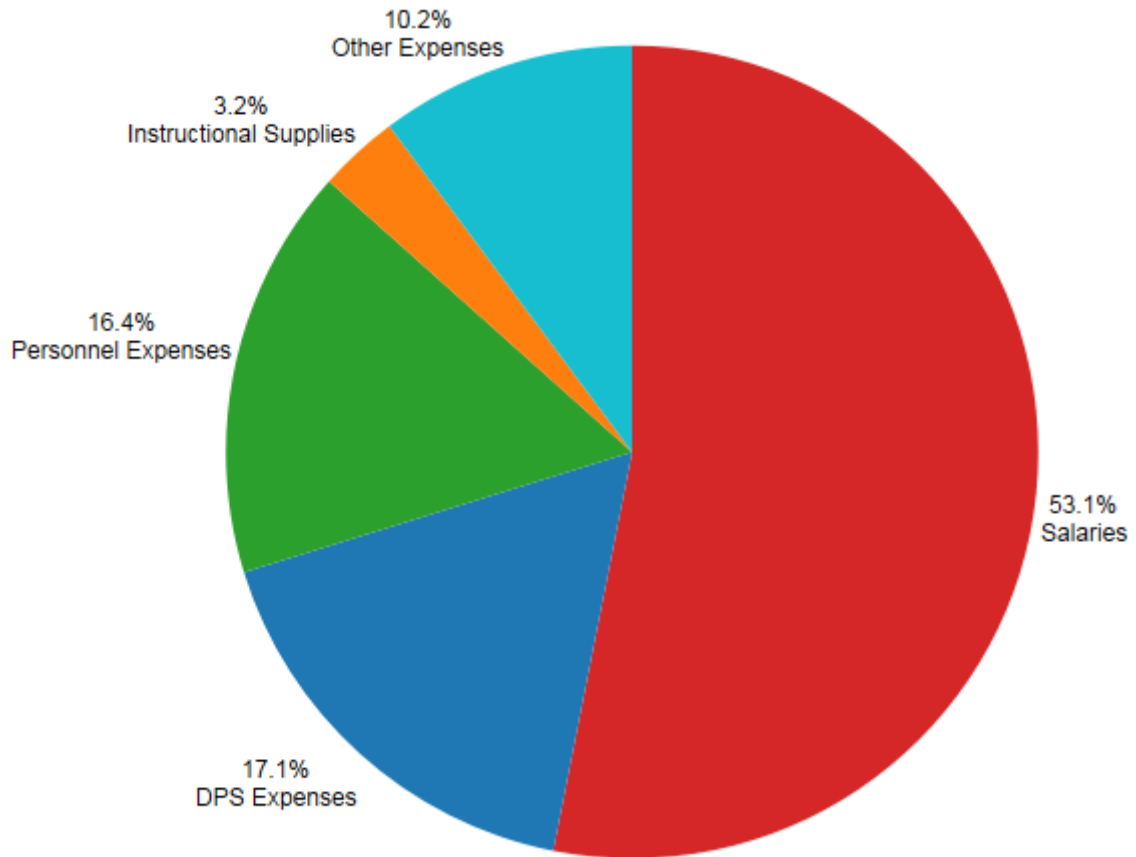
Net of intercompany transfers

Home Office Budgeted Expenses

14.8%
Other Expenses

6.4%
Human Capital

6.3%
Misc Expenses

7.8%
Personnel Expenses

27.8%
Technology

36.9%
Salaries

Net of intercompany transfer

Enrollment

	STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	Byers MS	CV MS	CG MS
Target	446	501	440	500	440	155	294	440	147
Original	450	510	450	520	432	155	300	455	150
Actual	465	515	450	505	408	142	301	426	157

Legend
- Target
- Original
- Actual

Enrollment

Actual	Original	Target
3,369	3,422	3,363

Instructional Metric (%)

School	Instructional Expenses
Stapleton Middle School	55%
Green Valley Ranch Middle School	49%
Cole Middle School	57%
College View Middle School	53%
Byers Middle School	66%
Conservatory Green Middle School	60%
Stapleton High School	60%
Green Valley Ranch High School	50%
Cole High School	53%

Average: 56%

- Byers middle school has Title V expenses, which were largely instructional.
- Conservatory Green and Cole middle schools had $96K and $87K (respectively) tech system installations.
- Instructional salaries are generally not recognized in July, thereby temporarily suppressing the proportion of instructional expenses (especially at newer schools or ones with recently high turnover).

Statement of Profit and Loss
Stapleton Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	66,346	65,701	644	88,370
	Governmental Revenue	1,610,511	1,674,326	(63,815)	4,032,185
	Misc Revenue	1,520	0	1,520	0
	Total	1,678,377	1,740,028	(61,650)	4,120,555
Expense	Salaries	741,062	742,686	1,623	1,977,460
	Additional Pay (School)	50,549	29,446	(21,103)	76,150
	Additional Pay (CMO)	63,367	44,867	(18,500)	45,730
	Payroll Taxes	190,780	183,861	(6,919)	470,304
	Human Capital	11,386	14,530	3,144	22,693
	Non-Instructional Supplies	15,844	14,191	(1,653)	32,050
	Instructional Supplies	22,222	37,718	15,496	99,316
	DPS Expenses	270,129	281,721	11,593	676,920
	Professional Services	3,138	2,195	(944)	8,066
	Fees to CMO	229,550	242,535	12,985	582,084
	Operating Leases	4,028	4,028	0	10,070
	Facilities	4,179	6,557	2,378	32,201
	Technology	2,256	2,118	(138)	3,964
	Misc Expenses	4,897	3,222	(1,675)	3,705
	Total	1,613,388	1,609,674	(3,714)	4,040,713
Net Income		64,989	130,353	(65,364)	79,841
	Total	64,989	130,353	(65,364)	79,841

Enrollment

Actual	Original	Target
465	450	446

Statement of Profit and Loss
Stapleton High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	90,739	77,116	13,623	135,351
	Governmental Revenue	1,792,244	1,834,988	(42,745)	4,416,088
	Contributions & Grants	15,000	15,000	0	15,000
	Misc Revenue	2,302	0	2,302	0
	Total	1,900,285	1,927,104	(26,819)	4,566,439
Expense	Salaries	885,936	893,475	7,539	2,367,937
	Additional Pay (School)	59,353	46,135	(13,218)	125,900
	Additional Pay (CMO)	67,617	51,617	(16,000)	52,480
	Payroll Taxes	222,142	216,309	(5,833)	553,142
	Human Capital	11,534	12,821	1,288	22,617
	Non-Instructional Supplies	11,579	12,667	1,088	30,600
	Instructional Supplies	79,892	52,633	(27,259)	168,664
	DPS Expenses	183,876	193,620	9,744	465,907
	Professional Services	8,904	7,548	(1,356)	19,666
	Fees to CMO	258,943	269,733	10,791	647,360
	Operating Leases	4,165	3,172	(992)	7,931
	Facilities	5,288	4,403	(885)	33,089
	Technology	6,671	22,611	15,940	25,670
	Misc Expenses	4,809	3,577	(1,232)	4,117
	Total	1,810,707	1,790,320	(20,386)	4,525,080
Net Income		89,578	136,784	(47,206)	41,359
	Total	89,578	136,784	(47,206)	41,359

Enrollment

Actual	Original	Target
515	510	501

Statement of Profit and Loss
Green Valley Ranch Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	56,273	50,229	6,044	75,623
	Governmental Revenue	1,548,840	1,558,498	(9,658)	3,910,551
	Misc Revenue	1,327	0	1,327	0
	CMO Contribution	0	0	0	26,725
	Total	1,606,440	1,608,727	(2,287)	4,012,899
Expense	Salaries	618,068	664,509	46,441	1,771,061
	Additional Pay (School)	38,292	32,712	(5,580)	84,400
	Additional Pay (CMO)	44,136	32,136	(12,000)	32,999
	Payroll Taxes	235,104	240,927	5,823	604,361
	Human Capital	12,840	14,067	1,226	23,657
	Non-Instructional Supplies	13,223	15,734	2,511	32,600
	Instructional Supplies	27,035	32,367	5,332	93,879
	DPS Expenses	309,332	309,542	210	743,275
	Professional Services	2,328	2,481	153	18,819
	Fees to CMO	225,809	233,299	7,490	559,918
	Operating Leases	4,238	3,475	(764)	8,687
	Facilities	8,082	4,085	(3,997)	28,398
	Technology	2,224	1,818	(406)	2,964
	Misc Expenses	3,333	4,911	1,579	7,881
	Total	1,544,044	1,592,061	48,017	4,012,899
Net Income		62,396	16,666	45,730	0
	Total	62,396	16,666	45,730	0

Enrollment

Actual	Original	Target
450	450	440

Statement of Profit and Loss
Green Valley Ranch High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	66,813	67,343	(530)	92,498
	Governmental Revenue	1,923,124	1,835,313	87,810	4,584,146
	Misc Revenue	1,819	0	1,819	0
	CMO Contribution	0	0	0	136,656
	Total	1,991,756	1,902,656	89,099	4,813,300
Expense	Salaries	806,948	847,167	40,219	2,241,672
	Additional Pay (School)	50,150	49,303	(847)	135,500
	Additional Pay (CMO)	44,867	38,117	(6,750)	38,980
	Payroll Taxes	290,117	297,918	7,801	746,337
	Human Capital	9,956	13,968	4,012	24,939
	Non-Instructional Supplies	10,196	16,366	6,171	40,736
	Instructional Supplies	58,974	50,520	(8,454)	149,519
	DPS Expenses	307,594	284,412	(23,182)	683,727
	Professional Services	4,347	2,730	(1,617)	13,493
	Fees to CMO	267,968	264,561	(3,407)	634,947
	Operating Leases	4,340	4,384	44	10,960
	Facilities	14,296	19,728	5,432	51,548
	Technology	0	35,312	35,312	36,040
	Misc Expenses	3,241	3,868	627	4,901
	Total	1,872,993	1,928,355	55,361	4,813,299
Net Income		118,762	(25,699)	144,461	0
	Total	118,762	(25,699)	144,461	0

Enrollment

Actual	Original	Target
505	520	500

Statement of Profit and Loss
Cole Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	33,954	46,664	(12,710)	63,298
	Governmental Revenue	1,577,529	1,506,975	70,554	3,774,755
	Contributions & Grants	0	110,830	(110,830)	110,830
	Misc Revenue	1,467	0	1,467	0
	CMO Contribution	0	0	0	9,564
	Total	1,612,950	1,664,468	(51,518)	3,958,446
Expense	Salaries	641,019	676,767	35,748	1,805,871
	Additional Pay (School)	30,028	35,713	5,685	92,750
	Additional Pay (CMO)	42,217	34,367	(7,850)	35,230
	Payroll Taxes	253,159	246,430	(6,729)	618,445
	Human Capital	13,437	14,214	777	22,454
	Non-Instructional Supplies	14,532	14,180	(351)	32,020
	Instructional Supplies	37,288	30,932	(6,356)	79,811
	DPS Expenses	240,432	214,766	(25,666)	515,753
	Professional Services	2,227	5,760	3,533	22,390
	Fees to CMO	220,843	222,966	2,123	535,119
	Operating Leases	4,384	4,384	0	10,960
	Facilities	62,353	58,114	(4,238)	80,404
	Technology	88,166	102,057	13,891	103,928
	Misc Expenses	2,123	2,862	740	3,310
	Total	1,652,207	1,663,513	11,305	3,958,445
Net Income		(39,257)	956	(40,213)	1
	Total	(39,257)	956	(40,213)	1

Enrollment

Actual	Original	Target
408	432	440

Statement of Profit and Loss
Cole High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	13,612	17,404	(3,793)	23,658
	Governmental Revenue	582,723	537,168	45,554	1,342,482
	Misc Revenue	(50)	0	(50)	0
	CMO Contribution	0	0	0	422,155
	Total	596,285	554,573	41,712	1,788,295
Expense	Salaries	262,092	279,734	17,642	737,025
	Additional Pay (School)	18,918	20,235	1,317	53,545
	Additional Pay (CMO)	9,517	7,367	(2,150)	8,230
	Payroll Taxes	91,813	99,360	7,547	248,548
	Human Capital	5,368	5,612	244	7,884
	Non-Instructional Supplies	7,645	4,518	(3,126)	10,705
	Instructional Supplies	20,378	20,121	(257)	54,567
	DPS Expenses	118,230	103,868	(14,362)	249,619
	Professional Services	2,356	813	(1,543)	2,251
	Fees to CMO	116,010	114,310	(1,699)	274,345
	Operating Leases	928	2,316	1,389	5,791
	Facilities	121	824	703	7,782
	Technology	205	15,093	14,888	15,310
	Misc Expenses	6	1,290	1,284	112,692
	Total	653,585	675,461	21,876	1,788,295
Net Income		(57,300)	(120,888)	63,588	0
	Total	(57,300)	(120,888)	63,588	0

Enrollment

Actual	Original	Target
142	155	155

Statement of Profit and Loss
College View Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	22,652	47,026	(24,374)	65,356
	Governmental Revenue	1,604,485	1,511,112	93,373	3,816,357
	Contributions & Grants	0	48,000	(48,000)	48,000
	Misc Revenue	3,451	0	3,451	0
	CMO Contribution	0	0	0	174,152
	Total	1,630,588	1,606,137	24,451	4,103,865
Expense	Salaries	682,203	697,993	15,790	1,865,753
	Additional Pay (School)	34,882	36,132	1,251	89,125
	Additional Pay (CMO)	32,910	26,117	(6,793)	26,980
	Payroll Taxes	253,466	253,145	(321)	635,628
	Human Capital	16,719	10,303	(6,416)	16,311
	Non-Instructional Supplies	34,898	18,066	(16,833)	41,024
	Instructional Supplies	50,373	33,763	(16,610)	88,580
	DPS Expenses	301,709	279,522	(22,188)	671,682
	Professional Services	5,049	5,066	17	26,642
	Fees to CMO	233,451	230,393	(3,058)	552,944
	Operating Leases	3,510	4,038	528	10,094
	Facilities	25,272	34,228	8,956	58,626
	Technology	3,349	12,243	8,894	16,870
	Misc Expenses	1,794	3,043	1,249	3,606
	Total	1,679,586	1,644,051	(35,535)	4,103,865
Net Income		(48,998)	(37,914)	(11,084)	0
	Total	(48,998)	(37,914)	(11,084)	0

Enrollment

Actual	Original	Target
426	455	440

Statement of Profit and Loss
College View High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	125,000	(125,000)	125,000
	CMO Contribution	0	0	0	55,914
	Total	0	125,000	(125,000)	180,914
Expense	Salaries	0	0	0	59,000
	Additional Pay (School)	0	0	0	5,500
	Payroll Taxes	0	0	0	18,723
	Non-Instructional Supplies	0	0	0	7,250
	Instructional Supplies	0	0	0	5,000
	Professional Services	0	32	32	96
	Fees to CMO	35,560	35,560	0	85,345
	Technology	38,530	0	(38,530)	0
	Total	74,090	35,592	(38,498)	180,914
Net Income		(74,090)	89,408	(163,498)	0
	Total	(74,090)	89,408	(163,498)	0

Statement of Profit and Loss
Byers Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	46,820	47,241	(422)	62,665
	Governmental Revenue	1,109,881	1,133,782	(23,901)	2,761,679
	Misc Revenue	5,044	0	5,044	0
	Total	1,161,744	1,181,024	(19,279)	2,824,343
Expense	Salaries	414,064	449,261	35,197	1,200,387
	Additional Pay (School)	21,075	23,990	2,915	57,000
	Additional Pay (CMO)	31,742	19,742	(12,000)	20,605
	Payroll Taxes	156,314	162,790	6,476	408,729
	Human Capital	9,045	10,816	1,772	16,903
	Non-Instructional Supplies	15,733	11,443	(4,291)	27,686
	Instructional Supplies	24,016	48,772	24,756	98,040
	DPS Expenses	188,368	189,478	1,110	455,378
	Professional Services	1,457	1,694	237	8,688
	Fees to CMO	176,881	182,538	5,656	438,090
	Operating Leases	11,630	12,157	527	16,893
	Facilities	90,686	101,106	10,420	134,571
	Technology	226,508	212,712	(13,796)	213,976
	Misc Expenses	793	2,421	1,628	3,197
	Total	1,368,312	1,428,920	60,608	3,100,143
Net Income		(206,568)	(247,897)	41,328	(275,800)
	Total	(206,568)	(247,897)	41,328	(275,800)

Enrollment

Actual	Original	Target
301	300	294

Statement of Profit and Loss
Conservatory Green Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	20,690	21,564	(874)	28,906
	Governmental Revenue	527,983	558,159	(30,177)	1,343,150
	Contributions & Grants	0	0	0	0
	Misc Revenue	(84)	0	(84)	0
	CMO Contribution	0	0	0	308,543
	Total	548,589	579,723	(31,134)	1,680,599
Expense	Salaries	233,246	232,321	(926)	647,519
	Additional Pay (School)	14,046	17,881	3,835	40,550
	Additional Pay (CMO)	13,367	9,367	(4,000)	10,230
	Payroll Taxes	69,798	86,990	17,193	217,854
	Human Capital	3,826	6,016	2,190	9,483
	Non-Instructional Supplies	8,184	7,692	(491)	17,283
	Instructional Supplies	10,881	20,680	9,799	51,921
	DPS Expenses	105,195	110,824	5,629	266,606
	Professional Services	684	803	119	2,628
	Fees to CMO	108,505	112,536	4,031	270,087
	Operating Leases	928	2,316	1,389	5,791
	Facilities	0	0	0	7,513
	Technology	100,386	130,826	30,440	133,388
	Misc Expenses	1,167	2,299	1,133	4,146
	Total	670,210	740,551	70,341	1,685,000
Net Income		(121,621)	(160,828)	39,206	(4,400)
	Total	(121,621)	(160,828)	39,206	(4,400)

Enrollment

Actual	Original	Target
157	150	147

Statement of Profit and Loss
Home Office: Technology

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	80,000	(80,000)	80,000
	Fees to CMO from Schools	691,486	747,978	(56,491)	1,795,146
	Misc Revenue	0	0	0	0
	Total	691,486	827,978	(136,491)	1,875,146
Expense	Salaries	164,221	168,529	4,308	404,470
	Additional Pay	12,445	17,538	5,093	25,990
	Personnel Expenses	39,438	34,642	(4,796)	84,362
	Human Capital	10,529	11,760	1,231	28,224
	Professional Services	82,000	87,583	5,583	269,000
	Technology	427,480	462,359	34,879	2,016,775
	Total	736,113	782,411	46,298	2,828,821
Net Income		(44,626)	45,567	(90,193)	(953,675)
	Total	(44,626)	45,567	(90,193)	(953,675)

Statement of Profit and Loss
Home Office: Operations

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	0	0	0
	Misc Revenue	0	0	0	0
	Total	0	0	0	0
Expense	Salaries	108,367	110,636	2,269	265,527
	Additional Pay	6,436	6,611	175	8,606
	Personnel Expenses	23,564	26,113	2,549	63,860
	Human Capital	794	3,908	3,115	9,380
	Supplies	6,766	10,573	3,807	24,500
	Professional Services	47	4,375	4,329	10,500
	Operating Leases	37,783	38,001	217	91,202
	Facilities	14,934	14,000	(934)	14,000
	Technology	15,753	132,120	116,368	220,200
	Total	214,443	346,338	131,895	707,774
Net Income		(214,443)	(346,338)	131,895	(707,774)
	Total	(214,443)	(346,338)	131,895	(707,774)

Statement of Profit and Loss
Home Office: Human Resources

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	6,000	(6,000)	6,000
	Misc Revenue	7,923	20,000	(12,077)	48,000
	Total	7,923	26,000	(18,077)	54,000
Expense	Salaries	110,337	120,129	9,792	288,310
	Additional Pay	19,662	15,980	(3,682)	22,252
	Personnel Expenses	15,063	25,351	10,288	61,800
	Human Capital	17,148	30,282	13,134	60,720
	Supplies	158	2,023	1,865	4,650
	Professional Services	10,668	9,365	(1,303)	22,475
	Technology	911	521	(390)	868
	Misc Expenses	8,173	16,800	8,627	48,000
	Total	182,119	220,450	38,331	509,075
Net Income		(174,196)	(194,450)	20,254	(455,075)
	Total	(174,196)	(194,450)	20,254	(455,075)

Statement of Profit and Loss
Home Office: Human Capital

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	11,500	0	11,500	0
	Misc Revenue	0	583	(583)	1,400
	Total	11,500	583	10,917	1,400
Expense	Salaries	130,052	134,385	4,333	322,525
	Additional Pay	4,700	12,923	8,223	24,715
	Personnel Expenses	23,680	27,914	4,234	67,985
	Human Capital	118,005	68,660	(49,344)	132,806
	Supplies	489	1,837	1,348	4,850
	Professional Services	3,217	8,506	5,290	20,475
	Technology	1,578	9,733	8,155	16,221
	Misc Expenses	1,427	0	(1,427)	0
	Total	283,148	263,959	(19,190)	589,576
Net Income		(271,648)	(263,375)	(8,273)	(588,176)
	Total	(271,648)	(263,375)	(8,273)	(588,176)

Statement of Profit and Loss
Home Office: Finance

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Misc Revenue	65,091	12,500	52,591	30,000
	Total	65,091	12,500	52,591	30,000
Expense	Salaries	114,961	113,181	(1,780)	271,635
	Additional Pay	7,063	7,063	1	7,343
	Personnel Expenses	34,019	24,531	(9,489)	59,863
	Human Capital	3,170	2,771	(399)	6,650
	Supplies	568	0	(568)	0
	Professional Services	93,607	77,318	(16,289)	204,352
	Technology	0	2,782	2,782	4,636
	Misc Expenses	18,050	11,375	(6,675)	32,500
	Total	271,438	239,020	(32,418)	586,979
Net Income		(206,347)	(226,520)	20,173	(556,979)
	Total	(206,347)	(226,520)	20,173	(556,979)

Statement of Profit and Loss
Home Office: Development

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	5,039,078	458,333	4,580,744	1,500,000
	Misc Revenue	612	0	612	0
	Total	5,039,689	458,333	4,581,356	1,500,000
Expense	Salaries	76,129	84,533	8,404	202,880
	Additional Pay	4,285	4,325	40	4,605
	Personnel Expenses	12,073	18,790	6,717	45,887
	Human Capital	2,187	4,863	2,675	54,170
	Supplies	260	1,757	1,497	4,390
	Professional Services	47	0	(47)	0
	Technology	1,314	2,016	702	3,360
	Misc Expenses	0	0	0	22,680
	Total	96,295	116,283	19,988	337,972
Net Income		4,943,395	342,050	4,601,344	1,162,028
	Total	4,943,395	342,050	4,601,344	1,162,028

Statement of Profit and Loss
Home Office: Academic

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Fees to CMO from Schools	21,610	21,610	0	51,865
	Misc Revenue	0	0	0	0
	Total	21,610	21,610	0	51,865
Expense	Salaries	257,694	308,235	50,541	739,764
	Additional Pay	30,640	59,556	28,916	128,147
	Personnel Expenses	56,261	66,862	10,600	162,942
	Human Capital	16,195	46,223	30,028	108,598
	Supplies	93,639	94,631	993	141,632
	Professional Services	47	36,292	36,245	87,100
	Technology	3,549	2,921	(627)	6,096
	Misc Expenses	2,342	5,775	3,433	16,500
	Total	460,366	620,495	160,128	1,390,780
Net Income		(438,756)	(598,884)	160,128	(1,338,915)
	Total	(438,756)	(598,884)	160,128	(1,338,915)

Statement of Profit and Loss
Home Office: COS

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Expense	Salaries	85,417	85,417	0	205,000
	Additional Pay	3,750	3,400	(350)	3,960
	Personnel Expenses	15,217	15,134	(83)	36,718
	Human Capital	57,548	38,888	(18,660)	90,131
	Misc Expenses	16	0	(16)	0
	Total	161,948	142,839	(19,110)	335,808
Net Income		(161,948)	(142,839)	(19,110)	(335,808)
	Total	(161,948)	(142,839)	(19,110)	(335,808)

Statement of Profit and Loss
Home Office: CEO

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Fees to CMO from Schools	1,159,472	1,138,845	20,628	2,733,227
	Misc Revenue	0	86,500	(86,500)	207,600
	Total	1,159,472	1,225,345	(65,872)	2,940,827
Expense	Salaries	88,000	88,000	0	211,200
	Additional Pay	28,200	28,200	0	28,480
	Personnel Expenses	16,910	16,309	(601)	39,537
	Human Capital	2,910	12,292	9,381	29,500
	Professional Services	0	12,667	12,667	57,000
	Transfers	0	0	0	1,133,709
	Misc Expenses	443	0	(443)	395,522
	Total	136,463	157,467	21,004	1,894,949
Net Income		1,023,009	1,067,877	(44,868)	1,045,879
	Total	1,023,009	1,067,877	(44,868)	1,045,879

Statement of Profit and Loss
Home Office: COO

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Expense	Salaries	0	42,917	42,917	103,000
	Additional Pay	0	200	200	480
	Personnel Expenses	5	7,543	7,539	18,302
	Human Capital	0	833	833	2,000
	Professional Services	7,238	0	(7,238)	0
	Total	7,242	51,493	44,251	123,782
Net Income		(7,242)	(51,493)	44,251	(123,782)
	Total	(7,242)	(51,493)	44,251	(123,782)

Finance Dashboard

January, 2015 Board Meeting

Enrollment Statistics

Historical and Projected Enrollment
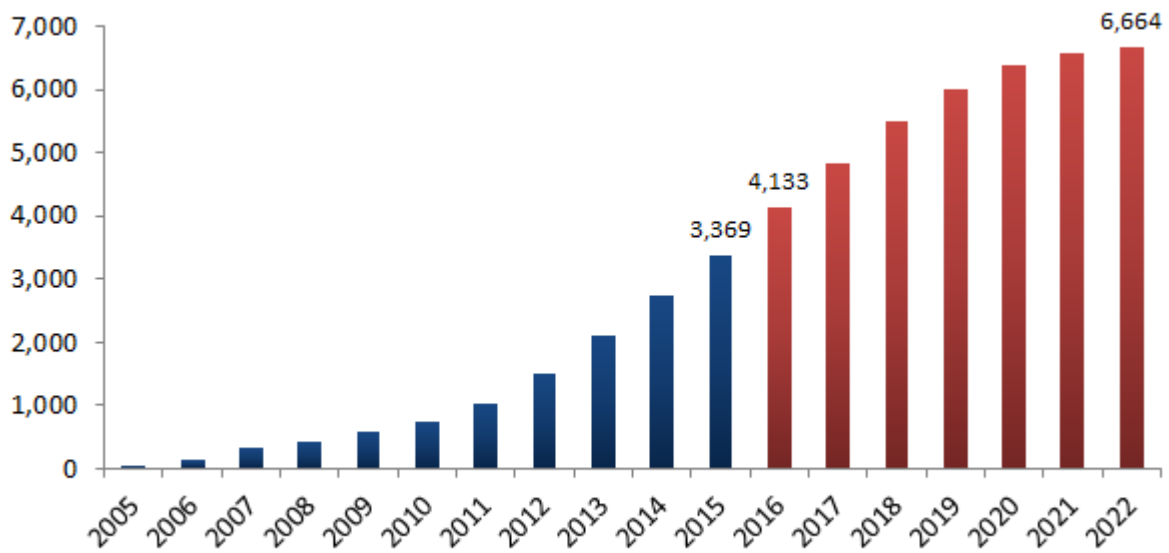
Note: blue bars represent historical enrollment; red bars represent projected enrollment

Students Qualifying for Free or Reduced Lunch
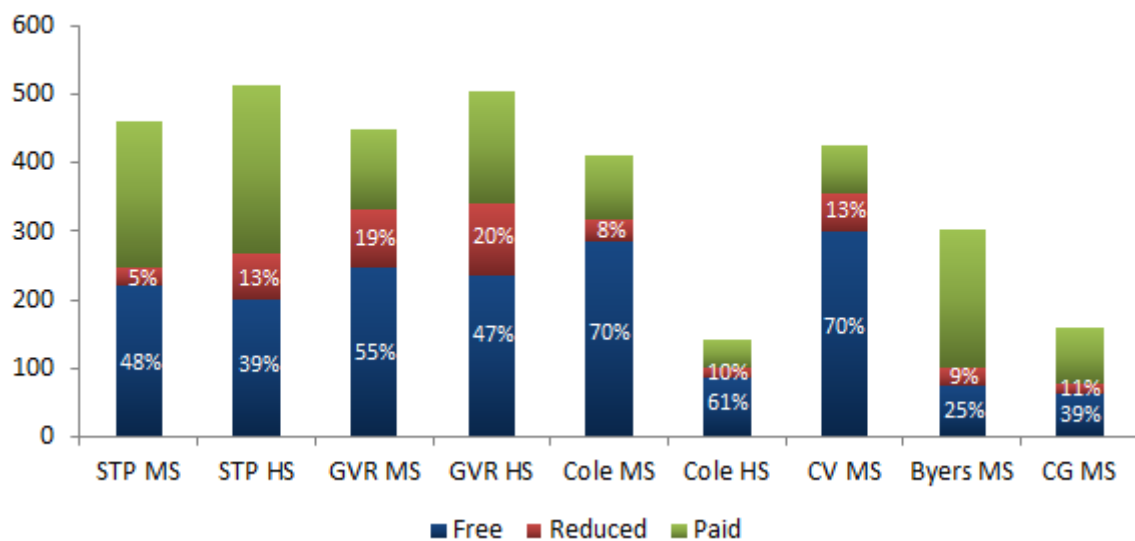
Per Pupil Revenue

(per student)

Legend: FY13, FY14, FY15, FY15 Average

Chart values (FY15, red bars): STP MS 7,355; STP HS 7,355; GVR MS 7,264; GVR HS 7,179; Cole MS 7,456; Cole HS 7,343; CV MS 7,479; Byers MS 6,815; CG MS 7,072

Categories: STP MS, STP HS, GVR MS, GVR HS, Cole MS, Cole HS, CV MS, Byers MS, CG MS
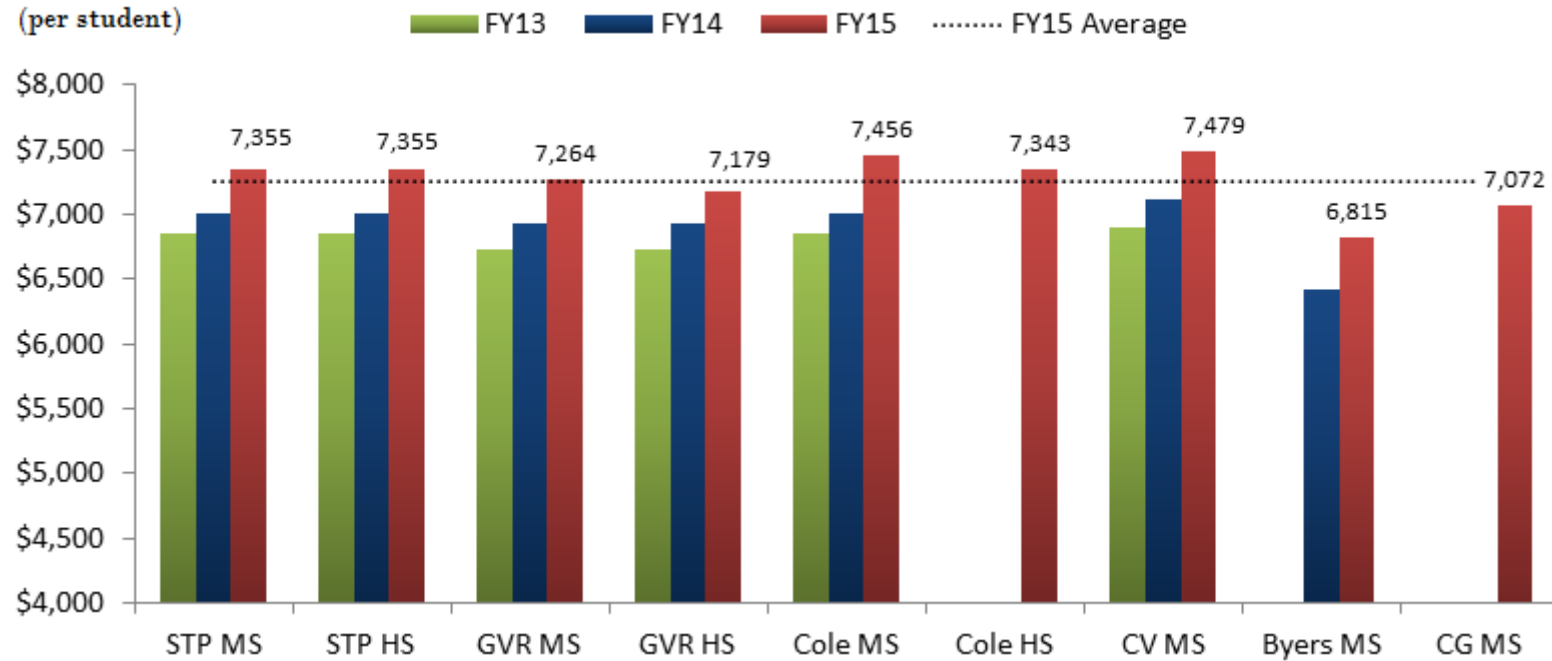
- PPR is driven by an "at-risk formula factor", which heavily weights the free lunch percentage at a school (see next page).

Correlation Between Free Lunch % and PPR
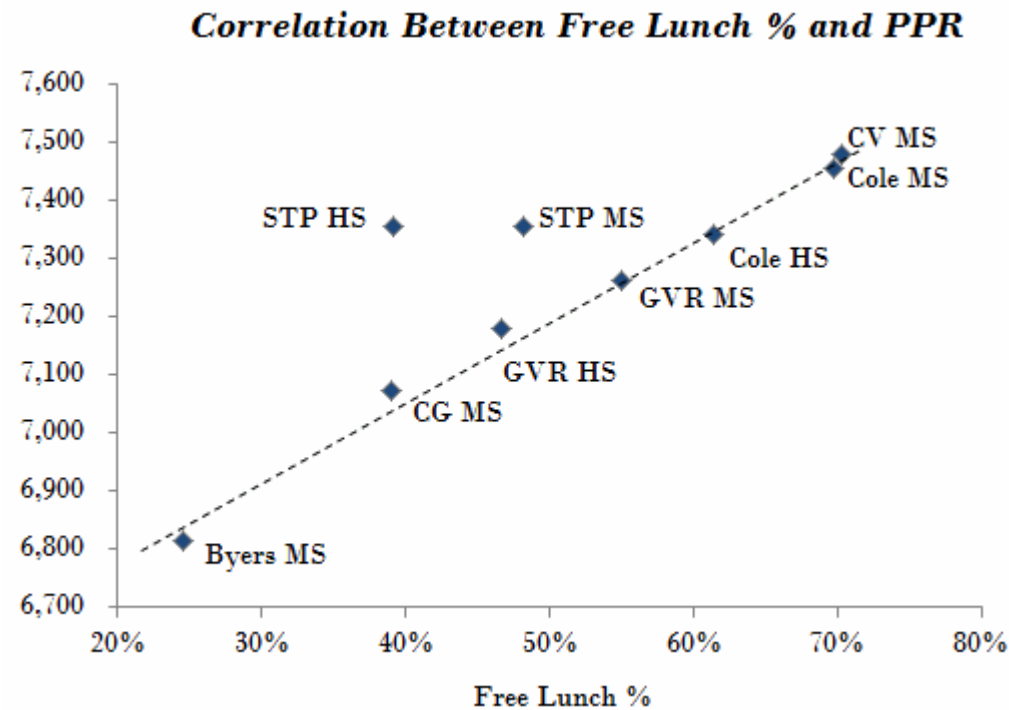
-   Stapleton campus was grandfathered into the district average PPR amount and is therefore not subject to the typical formula used to determine funding allocations.

Per Pupil Revenue by School District
(sorted by district size)

District	PPR
Denver	7,399
Jefferson	6,842
Douglas	6,752
Cherry Creek	6,947
Adams 12 Five Star	6,840
Aurora	7,304
Colorado Springs	6,883
Boulder	6,924
St Vrain	6,897
Poudre	6,655
Academy	6,658
Mesa Valley	6,661
Greeley	6,914
Falcon	6,652
Brighton	6,769
Pueblo City	6,933
Thompson	6,659
Littleton	6,758
Harrison	7,112
Westminster	7,289

CDE Weighted Average

PPR
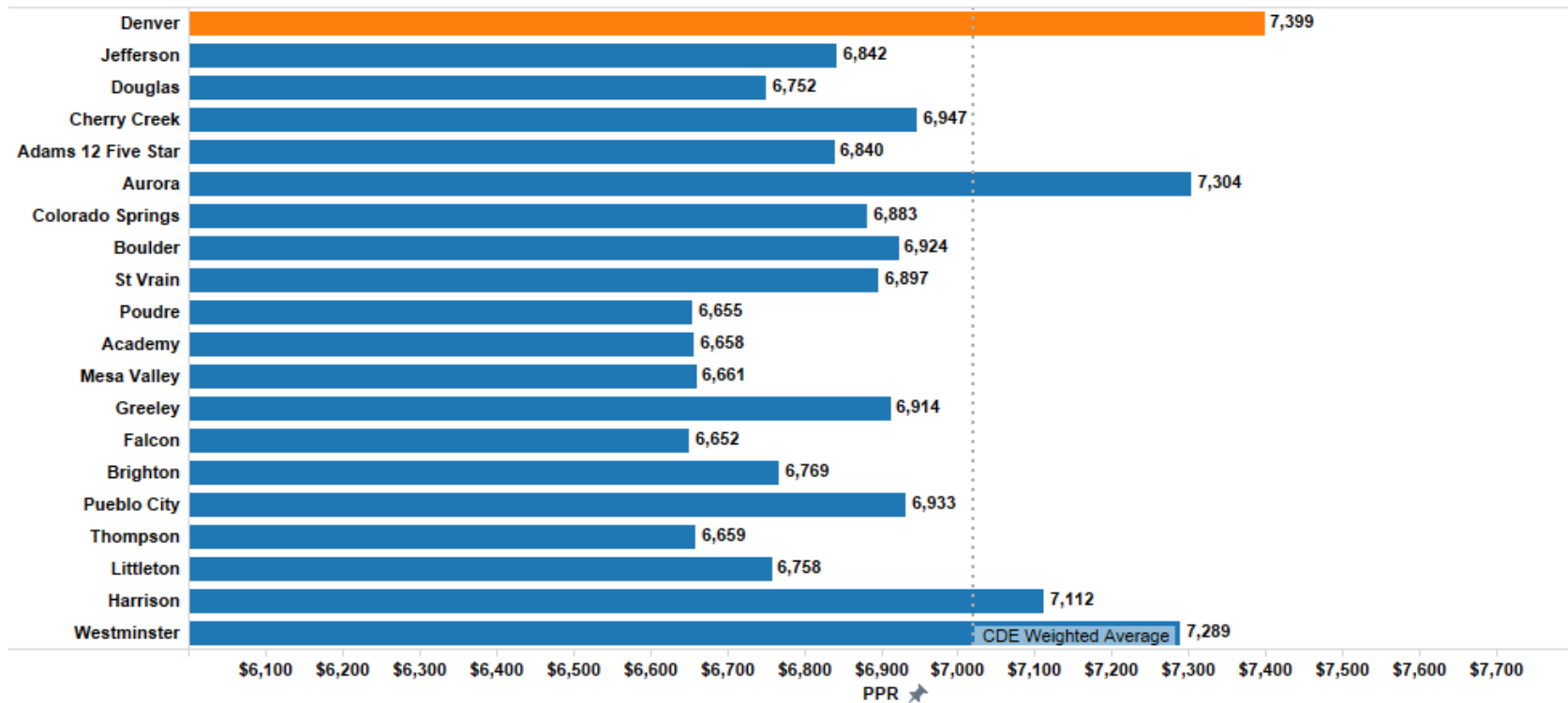
Mill Levy Overrides for Largest Districts

District	Mill Levy Override
Cherry Creek	1,629
Denver (w/ ProComp)	1,066
Aurora	946
Adams	870
Jefferson	785
DSST	780
Denver (w/o ProComp)	696
Douglas	529

Statewide Average

Mill Levy Override

66

Title I - Intervention (Federal - based on FRL %)
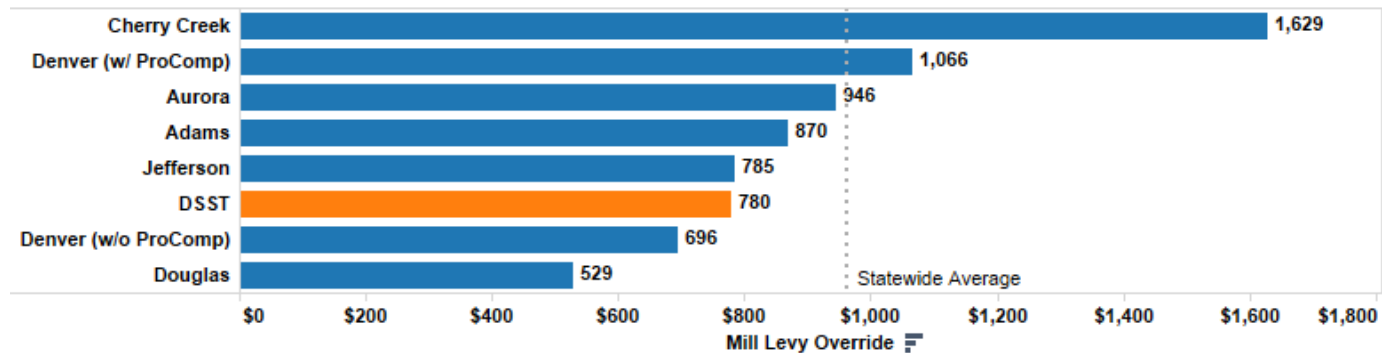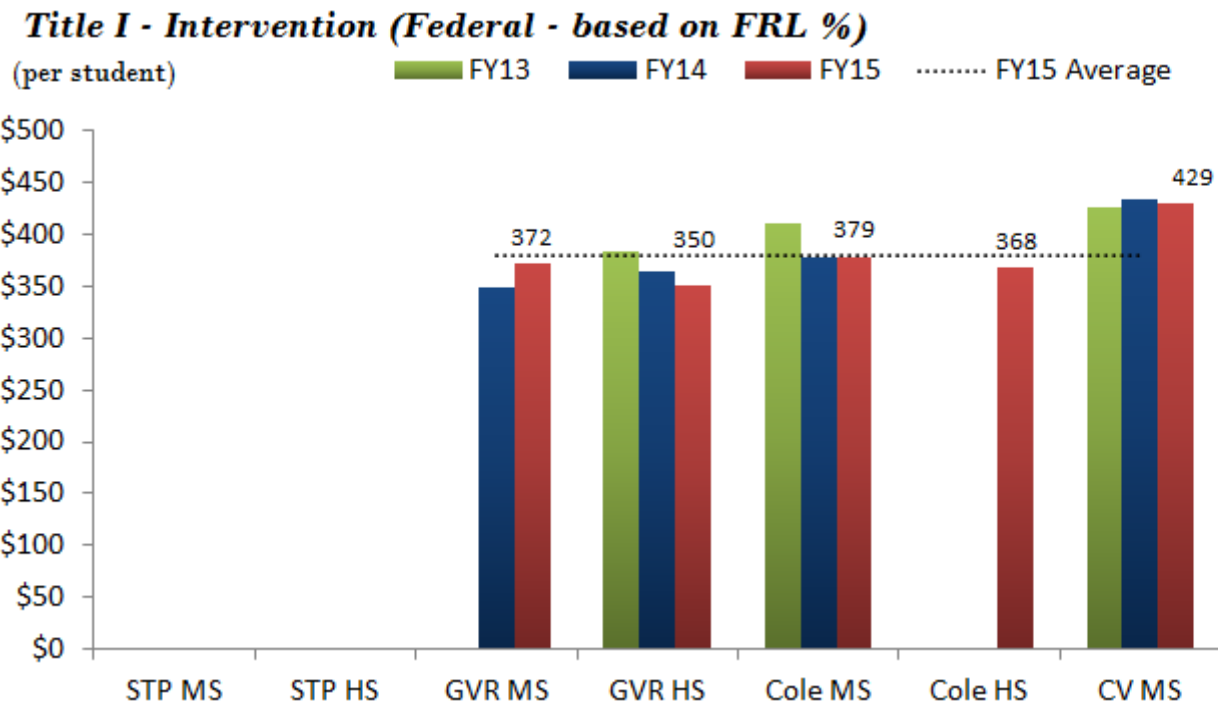
- Schools qualify for Title I federal funding only if the FRL population is greater-than-or-equal to 66%. At that point, the Title I per student average is influenced by (1) the number of FRL students and (2) the per student amount for each FRL student.
- The current Charter Credit per Pupil is $144, but is expected to be eliminated in future years.

Total Revenue

(per student)

Legend: FY13, FY14, FY15, ········ FY15 Average
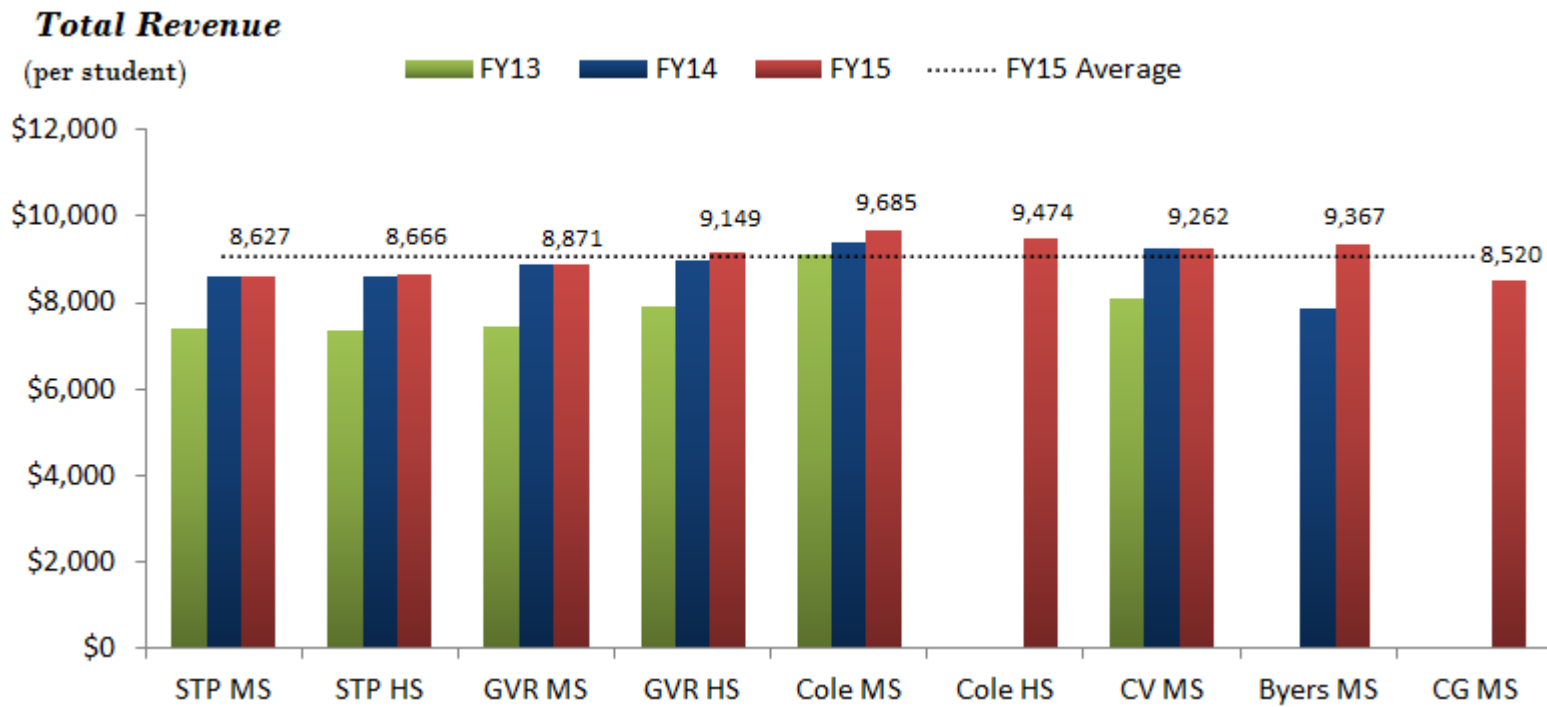
- Total revenue includes all forms of revenue, excluding transfers/contributions from the home office. This includes student revenue, governmental revenue, grants, and miscellaneous revenue.
- Higher PPR in FY15 offset by student fee discount for FRL students and lower Title funding.

Personnel Statistics

Average Instructional Salaries
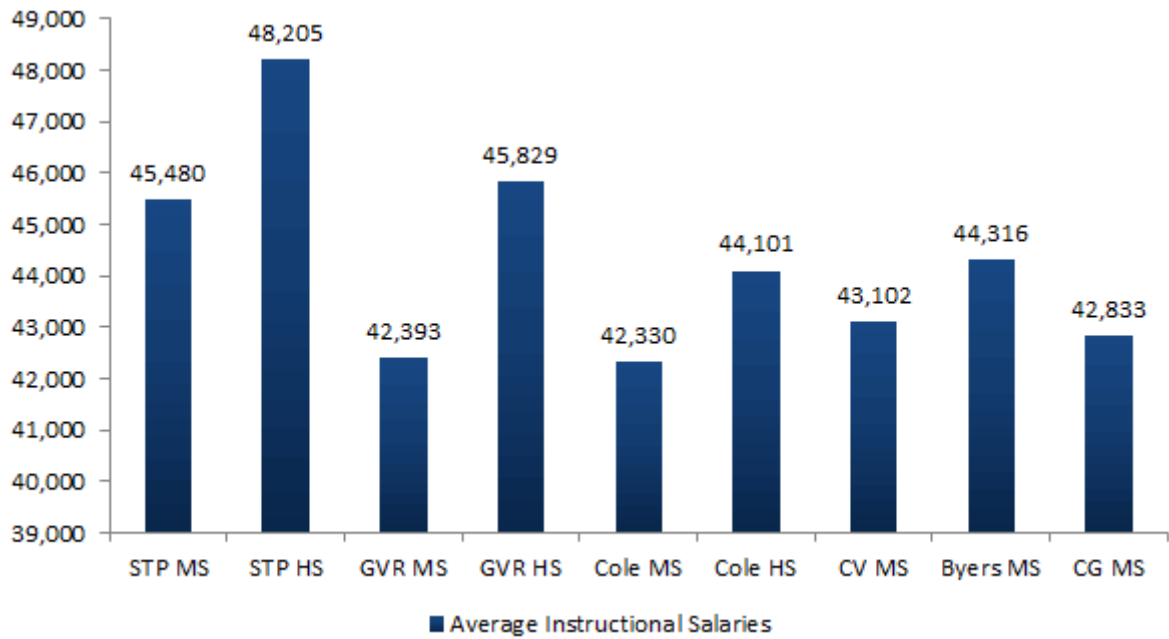
- Instructional salaries exclude apprentice teachers, athletic directors, and all coordinators.

Average Administration Salaries
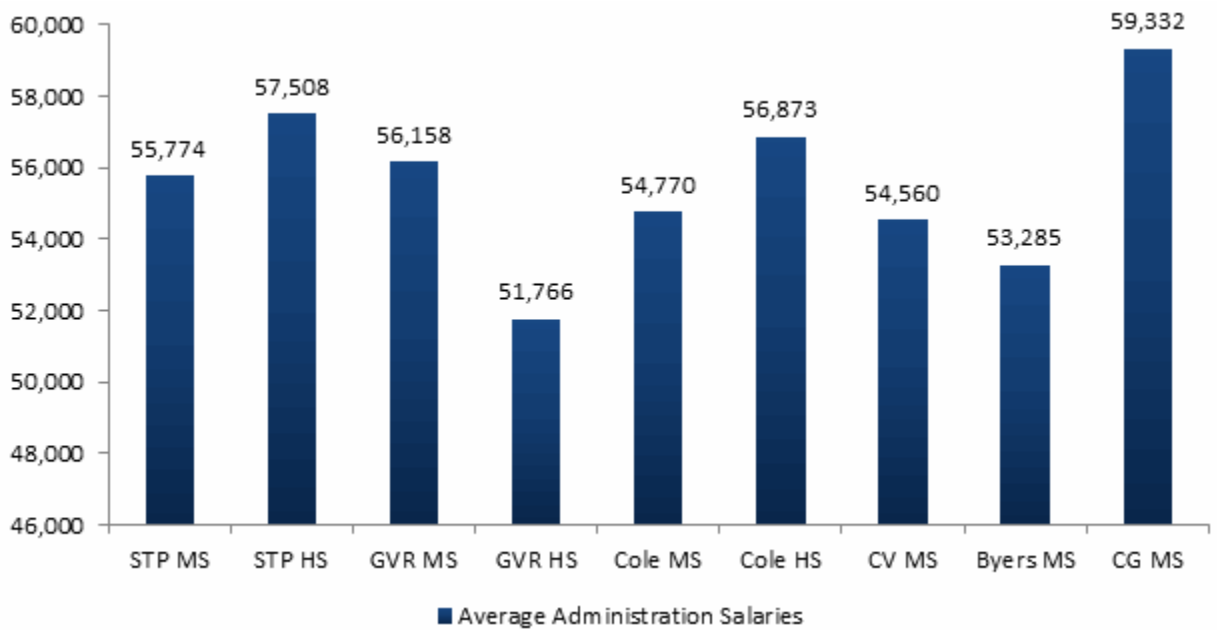
- Cole HS and CG MS are inflated upward due to being in their first year of build-out.
- GVR HS is suppressed due to lower athletic and college placement salaries.

Personnel Statistics (cont.)

Average Instructional Teaching Experience at DSST (years)

STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	Byers	CG MS
1.69	3.30	1.05	1.54	1.39	1.32	0.93	0.85	1.32
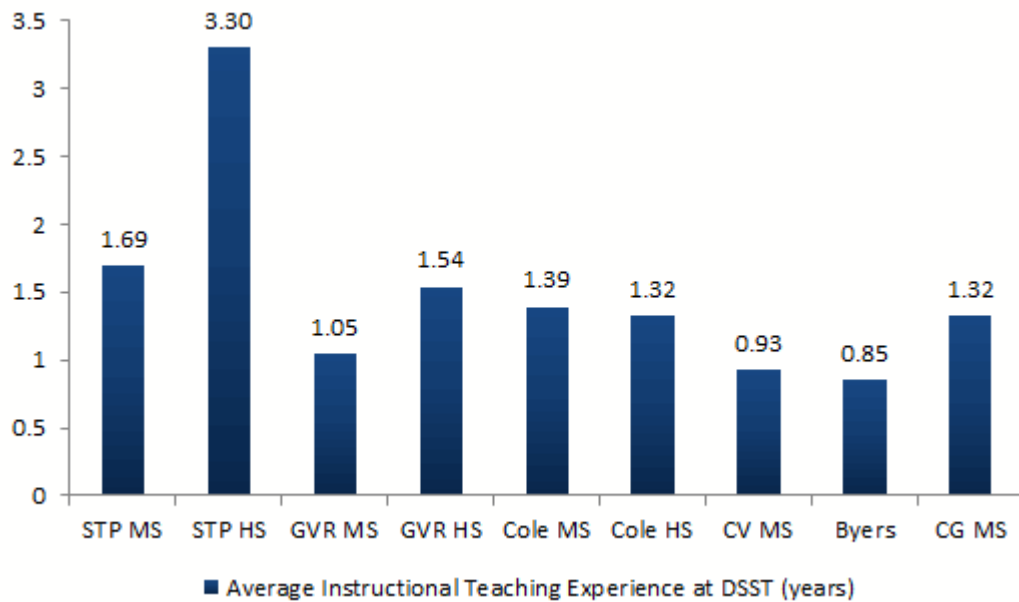
Teacher Career Pathway Distribution
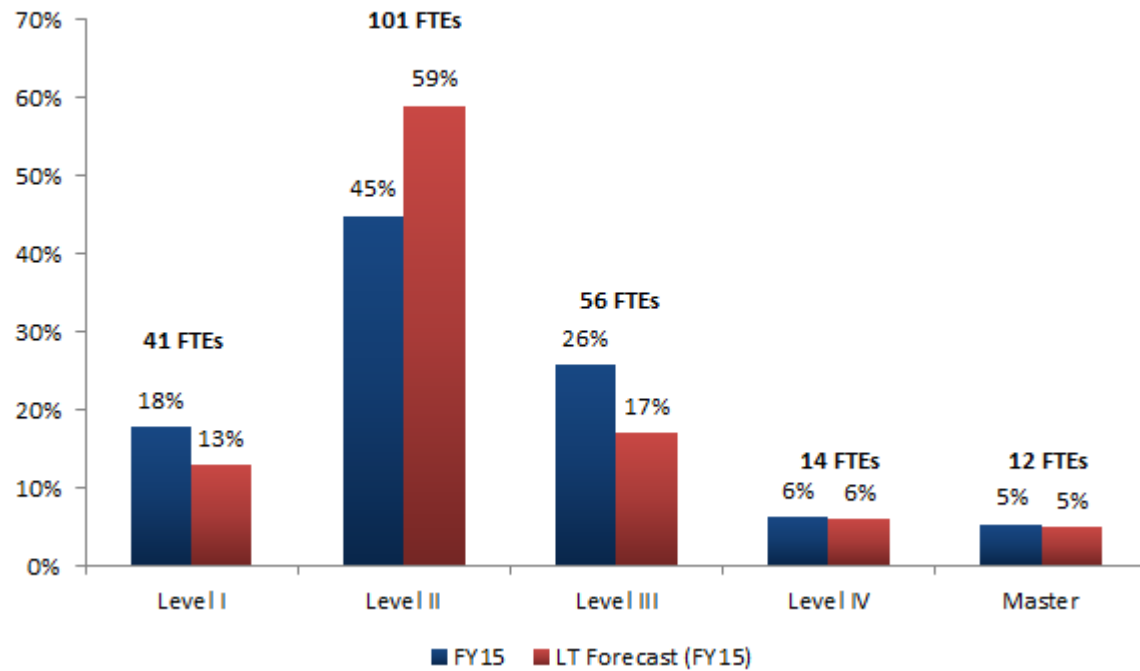
- The long-term forecast is based on the original, board-approved TCP proposal.
- The variance in Level III is expected to create an additional cost of $1.3M over 7 years.

Personnel Statistics (cont.)

Correlation between Salary and Tenure
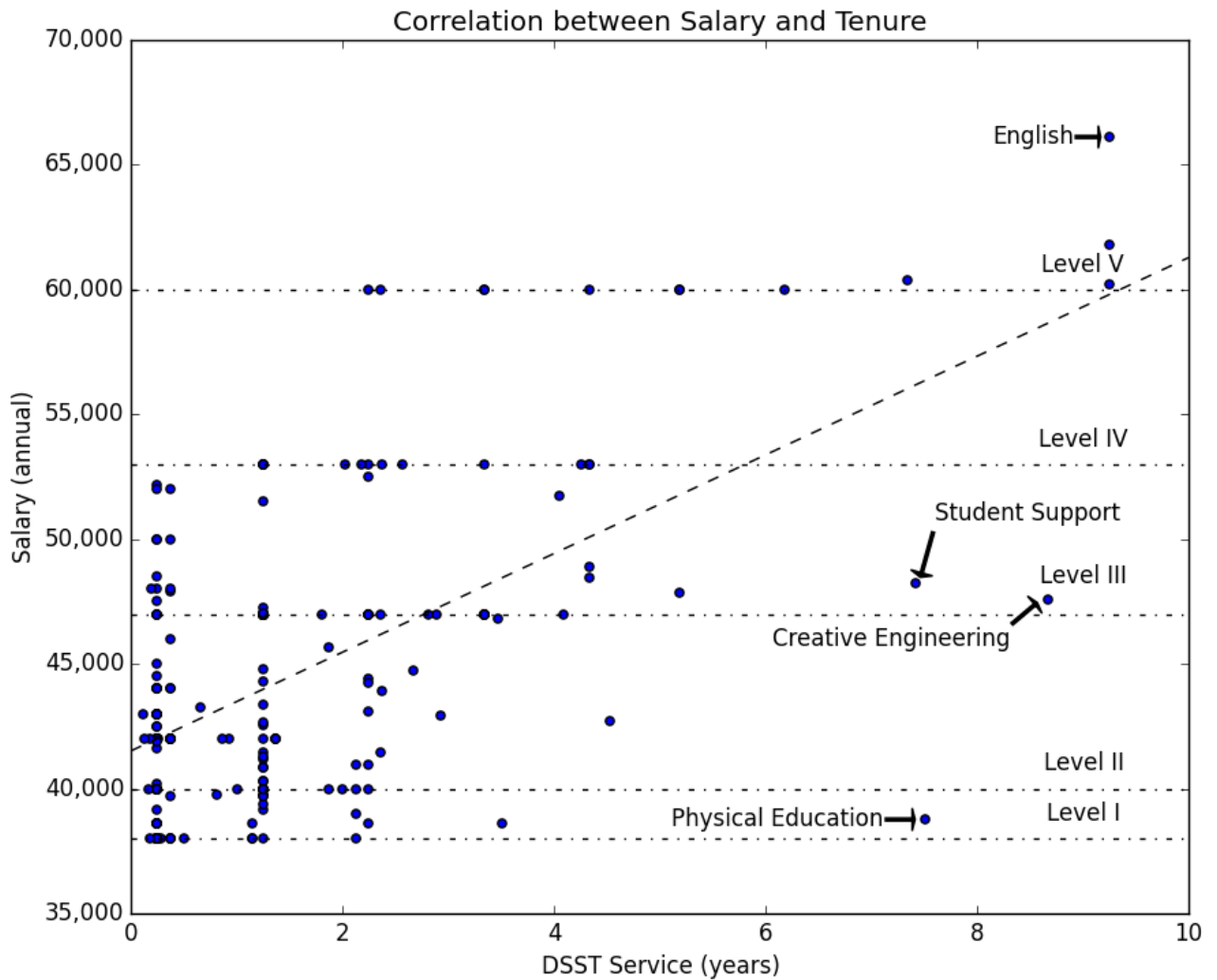
- There are 12 Level V (i.e., Master) teachers, but a few of them are overlapping (i.e., they have the same salary and years of experience).
- Outliers have been identified and marked (see graph).

Personnel Statistics (cont.)
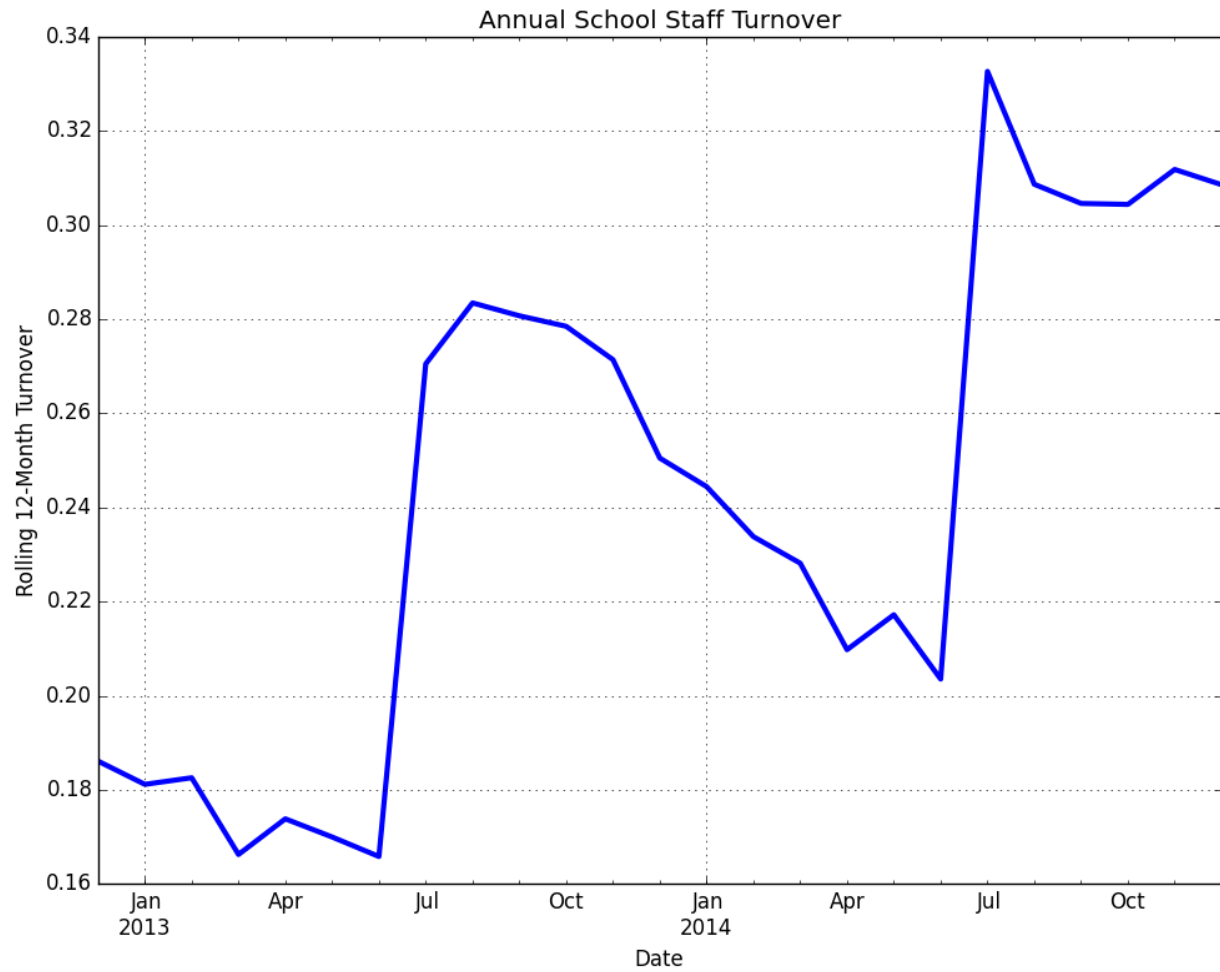
Personnel Statistics (cont.)
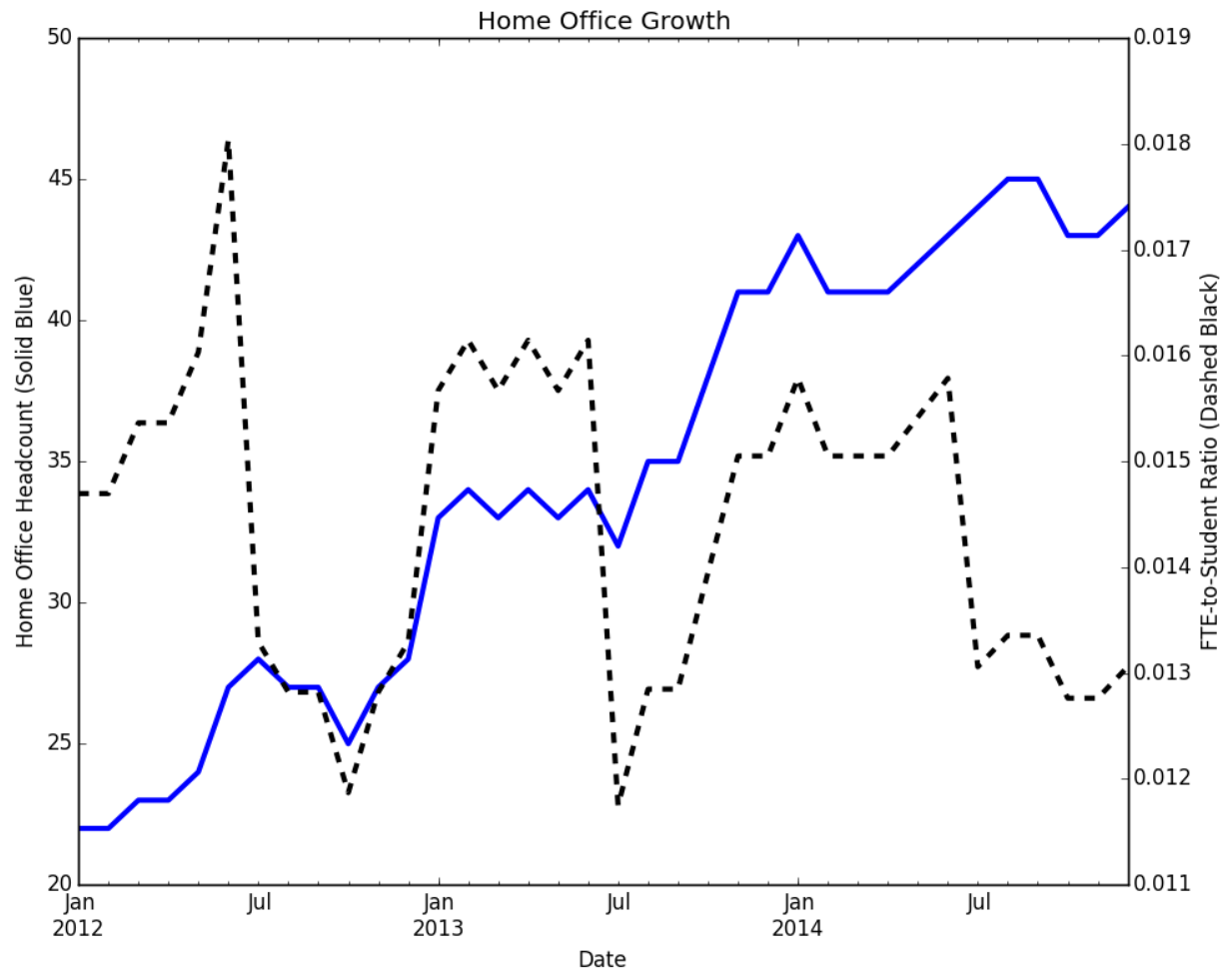
- Two tech personnel transitioned to contractors in October
- Enrollment is adjusted (in the above model) each Jul

Overhead Expenses (Per Student)

DPS	FY 13	FY 14	FY 15
General Overhead	$ 226	$ 243	$ 238
Facility Use	$ 673	$ 710	$ 742
SpEd Service	$ 511	$ 491	$ 507
Transportation	$ 73	$ 89	$ 124
	$ 1,483	$ 1,533	$ 1,610

CMO	FY 13	FY 14	FY 15
General Overhead[†]	$ 686	$ 694	$ 733
Computers & Software[*]	$ 580	$ 538	$ 570
Connectivity	$ 91	$ 88	$ 90
Other[ψ]	n/a	n/a	$ 79
	$ 1,357	$ 1,320	$ 1,472
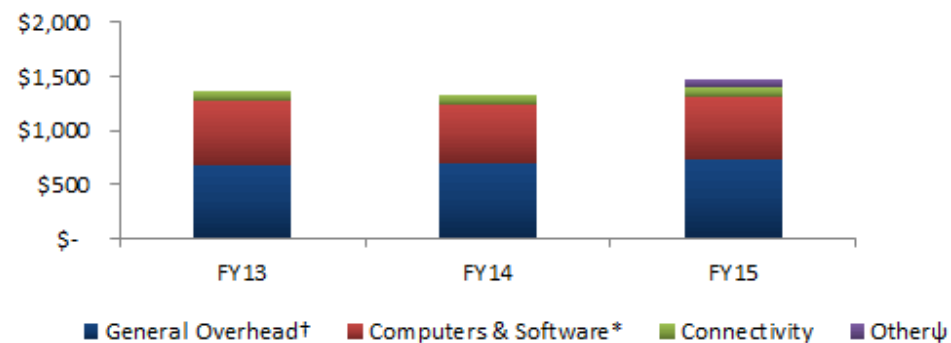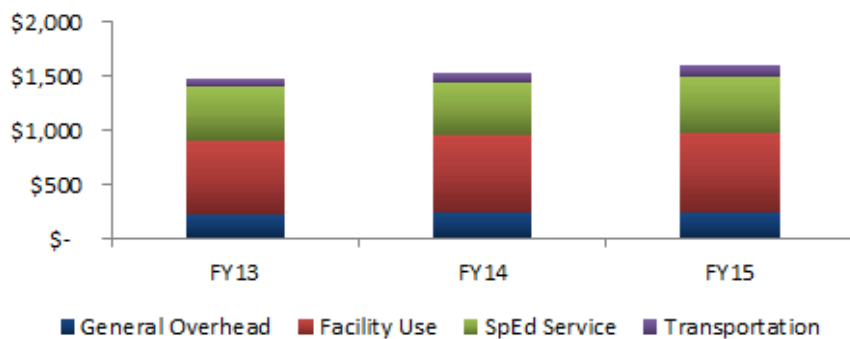
- DPS Facility Use refers to rent.
- DPS SpEd Service charge proposed to be reduced by $186 next year.
- Transportation rates shown here are only paid at Stapleton and Green Valley Ranch campuses.
- CMO General Overhead is 10% of PPR.
- Assume 4-year useful life for student computers.
- Connectivity is a set amount per campus, but charged on a per pupil basis. E-Rate federal revenue covers 58% of expense.

Finance Definitions

PCOPS   Pension Certificates of Participation—Denver Public Schools (DPS) issued Certificates of Participation to fund Denver Public Schools Retirement System pension plan Unfunded Accrued Actuarial Liability. The cost of paying the certificates is spread over the entire DPS population, including charter schools. Charters are charged a % of salary, currently 9.84%.

PCOPS CREDITS   In 2013, DSST sold the buildings at the Stapleton campus to DPS. DPS is paying for the assets through a reduction of PCOPS payments from DSST to DPS each year through 2037. The amount of the credit available to DSST varies per year from a low of $80,000 in years 2027 through 2036 to a high of $1,230,000 in 2020. DSST has discretion in determining how the credits are allocated among the schools each year. The total amount of the credits through all years is $13,018,140.

QZABS   Qualified Zone Academy Bonds—Denver Public Schools issued Qualified Zone Academy Bonds in 2012 to renovate Byers. These bonds allow qualified schools to borrow at nominal interest rates. They require matching funds from a private sector/non-profit partner equal to at least 10% of the cost of the project. DSST provided the match and DPS is sharing in the interest savings through a credit of $600,000 per year through FY20, $250,000 in FY21 and none thereafter. The credits are taken as a reduction of facility fee and distributed among DSST schools per DSST discretion.

PPR   Per Pupil Revenue—State funding providing the bulk of the operating revenue for K-12 education in Colorado. The amount varies with student population (primarily dependent on Free and Reduced Lunch percentage).

FRL   Free and Reduced Lunch—Students who complete and application and qualify for the Federal Free and Reduced Lunch Program. Often expressed as a percentage of enrollment and used as a benchmark for determining school need.

Title I   Title I, Part A of the Elementary and Secondary Education Act (ESEA) provides Federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to schools with high numbers or high percentages (66% in DPS) of children from low-income families to help ensure that all children meet challenging state academic standards. The funds must supplement and not supplant state and local support.

Title II   Title II, Part A, of the Elementary and Secondary Education Act (ESEA) provides Federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to increase

student achievement through strategies such as improving teacher and principal quality and increasing the number of highly qualified teachers in the classroom. The funds must be supplemental to state and local support.

Title III   Title III, Part A, of the Elementary and Secondary Education Act (ESEA) provides federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to help ensure that children who are limited English proficient attain English proficiency and meet the same challenging State academic content and student achievement standards as all children are expected to meet. The funds must be supplemental to state and local support.

ERP/HRIS   Enterprise Resource Planning/Human Resource Information System—ERP is defined as the ability to deliver an integrated suite of business applications, ERP tools share a common process and data model, covering broad and deep operational end-to-end processes, such as those found in finance, human resources, and distribution. DSST recently signed a contract with Tyler Technologies to implement a new ERP system-Infinite Visions.

TCP   Teacher Career Pathway—DSST's strategy, developed by a collaborative group of teachers, leaders, and staff to develop and retain effective teachers. TCP offers a systematic and coordinated approach to recognizing and developing great teachers as they progress through five career stages (novice, developing, accomplished, lead, and master). Teacher success is measured through student achievement, culture contributions, team (leadership), and instructional practices.

CMO   Charter Management Organization—Central administrative functions of running the network (Human Resources, Development, Academic Assessment and Accountability, Finance, Operations, Technology, and Executive functions) are operated through the CMO, frequently referred to as the "Home Office".

SpEd   Special Education—Services provided to students identified as requiring additional support through an Individualized Education Program. Services can be provided through Denver Public Schools or though DSST employees/contractors. Denver Public Schools charges a fee to each charter school for SpEd support.

Nominating and Governance Committee

To: DSST Board
From: Heather Lamm and Steve McConahey
Re: Board meeting follow up

This memo is a follow up to our discussion at our last Board meeting regarding feedback from the recently completed board survey. As you may recall, we organized the suggested action in three groups and we are sharing with you the final listing that we developed along with the responsibility for follow up on these topics

1. **BOARD EXPECTATIONS**: we discussed a number of topics surrounding board expectations, board plans, interaction with the Advisory Board and financial commitments. We will shortly be sending out to the board an updated Board Contract that we all signed when initially joining the board, but that we have recommended be resigned each year. This contract will, hopefully, clarify expectations and should be available for discussion and approval by the next meeting.

2. **BOARD EDUCATION:** there is a strong interest on the part of board members to become more educated on and familiar with topics relating to our operating, the environment in which we operate and on specific education topics. Our discussion of the Common Core at the last meeting was our first attempt at this and was, based on feedback, positively received. Additional topics that we agreed to are:
   a. Understanding the financial model of DSST and it sensitivity to revenue changes
   b. Analyzing DSST's experience in college placement and persistence
   c. Exploring new learning models that are emerging in the educational sector
   d. Staying updated on developments and trends in the Charter school movement
   e. Challenges facing secondary education and implications on k-12.

   Over the course of the upcoming board meetings we will be arranging for these topics to be addresses in depth. This should not be considered a finite list so if you have additional ideas and suggestions please forward them to us.

3. **MANAGEMENT ACTIONS:** three topics that were of concern that we assigned to our management team to address over the course of this term are:
   a. Development of a risk management plan for DSST including the issues related to data privacy and security.
   b. Clarification and completion of a succession plan for the CEO and other senior management team members
   c. Completion of our "What's Next?" long range plan following up on our discussions with Leo Tillman and our board retreat.

Please review this memo and forward to us any suggestions, clarifications and additions. We would like to finalize this board development agenda as soon as possible.

Board of Directors Commitment

I, [   ], understand that as a member of the Board of Directors of DSST Public Schools, I have a fiduciary obligation to act in the best interests of DSST and to advance its mission to transform urban public education by eliminating educational inequity and preparing all students for success in college and the 21st century.

1. I accept primary responsibility for collective action to perpetuate DSST, see that its future is well planned and ensure those plans are effectively executed in support of its mission.

2. I will be prepared in advance for all meetings; actively participate by voting my own convictions and cooperatively working with fellow Directors; and, once a vote has been taken, supporting the majority decision, thereby assuring that the board speaks with one voice.

3. I will give DSST high priority, even when faced with time constraints, and realistically acknowledge that I must make a significant time commitment to DSST in order to fulfill my obligations.

4. I recognize that the CEO is the primary spokesperson for DSST, the Chair is the primary spokesperson for the board, and authority resides only with the board as a whole and not in its individual members.

I have read and understand the specific roles expected of Directors:

1. Attend the annual board retreat and at least 75% of board meetings and committee meetings to which I am assigned; serve on at least one committee each year of my term.
2. Actively participate in at least one official school visit at least every other year and get to know one of the DSST schools reasonably well through individually arranged visits, attending a school's accountability meetings, etc.
3. Actively assist with and attend fundraising events of DSST including making DSST a priority in my charitable giving and making a personally meaningful annual financial contribution to DSST.
4. Invite and accompany at least one associate to visit a DSST school or planned event at which the person can become familiar with DSST.
5. In conjunction with the Chair and Vice-chair develop and complete an annual Individual Board plans

In exchange, DSST commits to help me fulfill my responsibilities by:

1. Sending me, without request, financial reports and updates of organizational activities as well as information about national issues impacting education that allow me to meet the "prudent person" fiduciary standards imposed by law.

2. Providing opportunities to discuss with the CEO and Board Chair the DSST's programs, goals, activities and status; additionally, I can request such opportunities.
3. Responding in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to DSST. Board members and staff will work in good faith with me to achieve DSST's goals.
4. It is both my responsibility and that of the Board Chair to periodically discuss whether these mutual commitments are being met.

_____   _____
Board Member   Date

_____
Board Chair

Appendices

School Reports

School Name	DSST: Byers Middle School	
School Director	Brad White (Elin Curry from Jan. 13-Feb 13)	
Grades Served	6,7	
Enrollment update	6th	149
	7th	150
	Total Enrollment	299
Brief Summary of Academic Results	• Brad is on paternity leave- we will have an update at the next board meeting in March	
Top Two Things That are Working Well	• Leadership development • Dynamic Team School Goal	
Top Two Challenges	• Recruiting FRL students (time-intensive, lacking transportation resources, • Rigor & literacy school goals	

School Name	DSST: Cole High School	
School Director	Ben Cairns	
Grades Served	9th	
Enrollment update	9th	138
	Total Enrollment	138
Brief Summary of Academic Results	Finals at Cole for Tri 1 went very well. Cole 9th grade students performed similarly to their peers at STP and GVR. Math results were particularly strong. Most other subjects were on track with historic DSST results, with the exception of Spanish where are students did not perform well.	
Top Two Things That are Working Well	-Overall strong student culture. Students are compliant, in class and follow adult directions. They are largely invested in learning and our academic culture. -Staff is really starting to own the school. They are invested in their students and are showing increased ownership over their advisories and student outcomes, particularly challenging students behaviorally and academically.	
Top Two Challenges	-Our coaching structure has not helped some of our teachers enough with shifting their lens from compliance to true academic engagement and investment. Some teachers are not where they hoped they would be at this point in the year. -Our PB1 students, particularly ELL and students with IEP's, are not making enough growth fast enough to experience success in DSST's core 9th grade curriculum.	

School Name	DSST: Cole Middle School	
School Director	Shawn Smith	
Grades Served	6-8	
Enrollment update	6th	153
	7th	146
	8th	114
	Total Enrollment	413
Brief Summary of Academic Results	IA#2 Highlights: • Strong comparative achievement and growth in 8 Reading and 6 Writing across PBs • Significant Math 6th growth • Good growth in 8th grade IAG1 Areas for Growth: • 6th and 7th Grade Reading • 7th Grade Writing • 7th Grade IPAG • 6-8 Social Studies	
Top Two Things That are Working Well	• Whole School Assessment Culture • Reset of school vision/call to action around Culture and Instruction	
Top Two Challenges	• Need for new Dean hire • Enrollment	

School Name	DSST: College View Middle School	
School Director	Jenna Leupold	
Grades Served	6-8	
Enrollment update	6th	159
	7th	144
	8th	122
	Total Enrollment	425
Brief Summary of Academic Results	- Reading 7 and 8 strong areas in regards to college-ready/Tier II vocab - Anticipating strong Winter MAP growth - Anticipating strong growth with ELLS and English-Language proficiency on ACCESS testing this month (we're testing nearly 150 stduents!!!)	
Top Two Things That are Working Well	- 7th grade staff team coming together to support 7th grade student culture and accountability at hgher levels of precision - "Whatever it Takes" mand belief about kids and their potential – still where most staff lead from	
Top Two Challenges	- Leadership Team – new to roles; capacity and ability to own areas of culture and instruction - Forward-planning and proactive problem solving in in it's infancy stages again this year	

School Name	DSST: Conservatory Green Middle School	
School Director	John Clark	
Grades Served	6th Grade	
Enrollment update	6th Grade	158
	Total Enrollment	158
Brief Summary of Academic Results	-In the midst of Winter MAP (Measure of Academic Progress) testing. Initial results seems good but won't fully know results for a few weeks. -IA2 Results 　*Reading results were down along with the networks' scores but we worked to make adjustments around planning, etc. 　*Math scores up significantly – Some of the highest results in Network 　*Science scores continue to be among highest in network	
Top Two Things That are Working Well	1. Team chemistry and cohesion – All staff reporting they want to return next year, and I want them all back. 2. Student Investment – Students are invested in their teachers and learning.	
Top Two Challenges	1. Efforts to recruit families who qualify for Free and Reduced Lunch for the incoming class. Want to hit our 50% mark again next year. 2. Developing teachers around strong questioning in order to push the rigor of instruction.	

School Name	DSST: Green Valley Ranch High School
School Director	Jenna Kalin
Grades Served	9-12

Enrollment update		
	9th Grade	158
	10th Grade	149
	11th Grade	110
	12th Grade	84
	Total Enrollment	501

Brief Summary of Academic Results	
Top Two Things That are Working Well	1. 92% of seniors have currently been accepted to a college/university. Of the 7 remaining sudents, we have a good understanding of where their applications are and when they will be notified. Any students of concern are applying to additional schools. 2. Student Engagement and j-factor have improved over the last couple of months; winter student course survey data has significantly improved from last year
Top Two Challenges	1. This is our first year as a part of CHSAA – our athletic program has faced challenges as we've built out our program and teams. 2. We've had a large spike in our F-list data – we are examining closely to determine the root cause so that we can address as a staff

School Name	DSST: Green Valley Ranch Middle School
School Director	Lisa Richardson
Grades Served	6-8

Enrollment update	6th Grade	157
	7th Grade	150
	8th Grade	147
	Total Enrollment	454

Brief Summary of Academic Results	We are currently in the middle of administering Winter MAPs assessment and eager to review this data as a measure of growth. Overall, IA data continues to show that our students are struggling with transitions to common core-especially in Math. However, we were able to see some exciting growth with IA's in 6th grade. Writing has been a strength across grade levels and we were able to see some great growth with 6th grade social studies. We are continuing to push the emphasis on close reading and the use of complex texts in our reading classes to improve scores in Reading classes.
Top Two Things That are Working Well	1. All members of our admin team have committed to returning for the 2015-2016 school year. This is exciting to think about the team being able to continue to grow together and continue working towards defining excellence for GVR MS. 2. We have seen growth in teacher observation scores in direct alignment to focus areas that we have targeted. I believe this reflects the more intentional coaching strategies that we have put into place this year.
Top Two Challenges	1. Staff attrition- we lost a math 8 teacher and are beginning to have more conversations with team members about next year. This continues to be an area of concern for our team and a top priority for our admin team. 2. Onboarding new teachers- we are looking to onboard two new teachers in math this trimester. This is exciting to have these positions filled but also presents a challenge for our team and our students to work through this transition in the middle of the year.

School Name	DSST: Stapleton High School	
School Director	Jeff Desserich	
Grades Served	9 - 12	
Enrollment update	9	157
	10	132
	11	129
	12	91
	Total Enrollment	509
Brief Summary of Academic Results	Trimester 1 F's according to Polaris Director's Report: 9th grade: 17% of grades F's 10th grade: 15% of grades F's 11th grade: 13% of grades F's 12th grade: 5% of grades F's (though I believe there may be an issue with Polaris as this does not seem right – I believe it to be above 10%) These numbers seem in line with previous years.	
Top Two Things That are Working Well	- Close to or at 100% College Acceptance for our Seniors - Almost every Leadership Team member intends to return next year (one is still 50-50). - Several STEM opportunities for students recently (United Shades of Blue, ACE, C2HM Hill, Student Presentation, upcoming Africa trip)	
Top Two Challenges	- Still struggling to get two to four teachers up to basic expectations. The two biggest concerns are on improvement plans and receiving consistent coaching and support. The other two receive at least bi-weekly coaching. - Special Education team still just barely meeting compliance and have yet to be able to try anything new or innovative that will help some of our students in the biggest need.	

School Name	DSST: Stapleton Middle School
School Director	Jessica Heesacker
Grades Served	6-8

Enrollment update	6th	156
	7th	159
	8th	149 (just added a new mid-year student)
	Total Enrollment	464

Brief Summary of Academic Results	Math IAs – Math scores from IA#1 were historically low as we shifted to common core. It was good to see some growth from IA#1 – 2. • Example: Math 6: ○ IA#1 – PB 4 (50% at benchmark), IA#2 – PB4 (85% at benchmark. IA#1 – PB3 (6% at benchmark), IA#1 – PB3 (50% at benchmark), IA#1 – PB2 (3% at benchmark), IA#2- PB2 (21% at benchmark). IA#1 – PB1 – 25% assessment average, IA#2 – PB1 – 42% assessment average).
Top Two Things That are Working Well	1) *Progress* with our Center student integration into 6th grade general education classrooms (i.e. grading protocol, collaboration among center staff and 6th grade teachers, understanding needs/abilities of center students, whole school ownership and shared responsibilities of center student success). 2) Increase in student voice (school focus areas). We are thinking thoughtfully about getting students involved and expressing their voice in a variety of ways. Some areas include leading portions of morning meeting, deans council, student council determining our Friday dress down day focus areas, "united in orange" dress down day, taking a stand for educational inequity and the power of education that students are receiving at DSST, etc).
Top Two Challenges	1) 8th grade culture (buy-in and investment). We have a group of high fliers in the 8th grade. The 8th grade team is struggling to see beyond the 7% of students who are causing disruptions. The majority of the class is excelling academically and behaviorally. 2) Parent and student voice is a focus area for us. I think at times we try very hard to give parents voice and get them involved in the work we do at the school. Beyond parent/teacher conferences and mandatory events, we have a difficult time getting parents into the building to volunteer, etc.

Committee Charters- 2014-15

Audit Committee Charter

Denver School of Science and Technology Public Schools
Audit Committee Charter

Role

The audit committee will assist the DSST Public Schools board of directors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the DSST Public Schools' process for monitoring compliance with laws and regulations and the code of conduct. The audit committee's role includes a particular focus on the qualitative aspects of financial reporting, organization processes for the management of risk, and compliance with significant, applicable legal, ethical, and regulatory requirements.

Authority

The audit committee is empowered to:

1. Appoint, approve compensation, and oversee the work of any registered public accounting firm employed by the DSST Public Schools.
2. Resolve any disagreements between management and the auditor regarding financial reporting.
3. Seek any information it requires from employees-all of whom are directed to cooperate with the audit committee's requests-or external parties.
4. Meet with DSST Public Schools officers, external auditors, or outside counsel, as necessary.
5. Investigate any matters brought to the audit committees' attention that is within the scope of its responsibilities. Subject to the approval of the board of directors, the audit committee may retain external professionals for this purpose if, in its judgment, that is appropriate.

Membership

The audit committee will consist of at least three members of the board of directors. The board will appoint audit committee members and the audit committee chair. Each audit committee member will be both independent and financially literate. Financial expertise necessary to understand and evaluate the financial transactions and the internal control procedures of DSST Public Schools will be sufficient amongst the audit committee members to fulfill the audit committee responsibilities.

Operational Principles

The audit committee will operate under the following principles:

1. The audit committee will meet at least once a year, with authority to convene additional meetings as circumstances require.
2. All audit committee members are expected to attend each meeting in person or via telephone- or videoconference.
3. The audit committee will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.
4. Audit committee meeting agendas will be prepared by the chair with input from audit committee members.

5. The audit committee will hold executive sessions as it deems necessary.
6. Members of the audit committee will be provided appropriate briefing materials in a timely manner, and the chair will ensure that minutes are prepared.
7. The audit committee chair will report at regularly scheduled board of directors meetings about audit committee activities, issues and any related recommendations.
8. A brief annual report will be prepared and submitted to the board of directors which includes the audit committee's evaluation of its performance and confirmation that all responsibilities outlined in this charter have been carried out.
9. The audit committee will annually review and assess the adequacy of the charter and request board approval for proposed changes.

Responsibilities

Financial Reporting
1. Approve annual audited financial statements prior to submission to external entities or regulators. Review them with management and, as applicable, with external auditors to consider whether they are complete, consistent with information known to audit committee members and reflect appropriate accounting principles.
2. Provide audited financial statements to the board and prepare resolution for board consideration based on audit committee recommendation(s).
3. Review the Internal Revenue Service Form 990 and other sections of the annual report for accuracy and completeness.
4. Inform management and the external auditors that they are expected to provide a timely analysis of significant current financial reporting issues and practices.
5. Review and understand the impact of significant accounting and reporting issues including: complex or unusual transactions; judgmental and high risk areas; and recent professional and regulatory pronouncements. Evaluate management plans to address such matters, auditor's views, and the basis for conclusions.
6. Approve significant changes in important accounting principles and the application thereof in both interim and annual financial reports.

Audit
7. Review with management and the external auditors the results of the audit, including any difficulties encountered and or changes in the scope of the audit.
8. Review with management and the external auditors all matters required to be communicated to the audit committee.
1. Understand the scope of external auditors' review of internal controls over financial reporting.
2. Obtain reports of auditor's findings, recommendations, and comments regarding pertinent issues and monitor management's responses.
3. Review the external auditors' proposed audit scope and approach to ensure completeness of coverage, reduction of redundant efforts, and the effective use of audit resources.
4. Review the performance of the external auditors, and exercise final approval on the appointment or discharge of the auditors.
5. Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the DSST Public Schools, including non-audit services and by discussing the relationships with the auditors. The external auditors should confirm to the audit committee that no limitations have been placed on the scope or nature of their audit procedures.

6.   On a regular basis, meet separately with the external auditors to discuss any matters that the audit committee or auditors believe should be discussed privately.
7.   Provide an open avenue of communication between the external auditors and the board of directors.
8.   Review the findings of any examinations by regulatory agencies and any auditor observations.

Compliance and Control
1.   Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up of any instances of noncompliance.
2.   Consider the effectiveness of the DSST Public Schools' internal control system, including information technology security and control.
3.   Review the process for communicating the code of conduct to DSST Public Schools personnel and for monitoring compliance therewith.
4.   Obtain updates from management and DSST Public Schools legal counsel regarding any critical compliance matters.
5.   Review any other reports the DSST Public Schools issues that relate to audit committee responsibilities.
6.   Perform other activities related to this charter as requested by the board of directors.

Members 2014-2015
Norwood Robb, Chair
Teresa Berryman, Member
Steve Halstedt, Member
Don Kirkpatrick, Member
Coreen Miller, DSST Liaison

Audit Committee Goals 2014-2015
In conjunction with DSST leadership accomplish the following:
1.   Update charter
2.   Expand membership and fill the vacancy for the committee chair that is term limited and will be leaving the Board in June 2015.
3.   Monitor reporting catch-up efforts
4.   Track compliance initiatives

Schedule 2014-2015

Date	Agenda Items	Format
Feb. XX, 2015	Discuss engaging auditors	Phone Call
Apr. XX, 2015	Audit entrance conference	Meeting
Sept. XX, 2015	Audit exit conference and approval of audited financial statements	Meeting
Nov. XX, 2015	Review the IRS Form 990 and track goals	TBD

Education Committee Charter

Charter
2014-2015

The Education Committee is responsible for monitoring the educational quality of DSST Public Schools.

The Committee will review and, as appropriate, recommend significant network wide academic policies and strategic direction proposed by management.

On the network level the Committee will work with the Home Office to provide the Board of Directors with updates that enable it to compare the performance of DSST students with local, national and global metrics; track the outcomes of DSST graduates; and act as a thought leader on trends in education.

At the school level, the Committee will coordinate with the School Accountability Committees to monitor the performance of individual campuses. The Manager of Curriculum and Assessment will serve as the staff liaison and will participate in meetings of the Committee.

The Committee will also work closely with the IT Committee to understand the role analytics plays in assessment and improvements in teaching and learning.

The Committee will at all times be mindful that its role is oversight, not micro-management.

General Long Term Goals

Working with the Home Office, the Education Committee seeks to understand:

1. The implications of the conversion to a seven-year (grades 6-12) academic model, particularly in light of:
   a. the increasing costs of higher education;
   b. the improvement in student proficiency at earlier grade levels;
   c. pressures on parts of the academic model (e.g internships and college scholarships) due to replication.
2. How DSST students perform compared to their peers in American and global education.
3. How the DSST model addresses the "achievement gap".
4. How DSST students transition to college and how they perform.
5. Educational trends that will impact the DSST model.
6. How data and analytics can accelerate learning at DSST.

Education Committee Fiscal Year 2015 Objectives

1. Work with Home Office to develop a best-in class-tracking system for DSST graduate outcomes and college persistence.
2. Gain a better understanding of achievement gaps (socio-economic status, entry point, ethnicity, gender, etc.) within the DSST student population.
3. Develop a methodology for reporting results of School Accountability Committee activities on a school by school basis.

4. Work with Home Office and IT Committee to plan and stage a community "Deep Dive" on analytics and the use of data in the DSST instructional model.
5. Develop a mechanism to update the Board on key educational trends.
6. Brief Board on data and student privacy protection.
7. Support Home Office activities to increase student support (finances, guidance, etc.) at universities and colleges that enroll DSST graduates.

Deliverables

November 2014	Data and student privacy board briefing (short discussion)
January 2015	Joint IT/Education Committee planning session regarding "Deep Dive"
March 2015	Updated alumni outcomes dashboard
April 2015	"Deep Dive" on Analytics and Education (w. IT)
June 2015	Accountability Committees reports and findings
July 2015	Self-Assessment of Education Committee Performance

Meeting Schedule / Key Topics

November	Conversation on achievement gaps within the DSST student population – Christine Nelson to designate staff participants
January	Joint IT/Education Committee planning session regarding "Deep Dive"
February	Conversation on building better student support mechanisms in higher ed
March	Conversation w. Christine Nelson regarding role of the Accountability Committees
April	"Deep Dive"
May	1. Alumni outcomes update 2. Committee self-assessment and transition to new Committee Chair

Members:

David Greenberg (chair)
Jackie Sullivan
Sean VanBerschot
Deborah McGriff
Matthew Schnittman
Tom Kaesemeyer
Michele Cooper
Don Kirkpatrick

Key Staff:

Christine Nelson
Jessica Palffy
(others as needed)

Executive Committee Charter

Executive Committee
Charter, Goals and Objectives
Fiscal Year 2015

Charter:

The Executive Committee is responsible for strategic oversight of Board matters. It is comprised of the Board Chair, the Board Vice Chair, and the Chairs of each of the Board Committees as well as the immediate past Board chair. The CEO of DSST is the staff liaison and attends meetings of the Committee.

The Committee will oversee the annual evaluation by the Board of the CEO. It will approve the Management Succession Plan prepared from time to time by Management. The Executive Committee will assign Committee Chairmanships. It will hold Committee Chairs accountable for aligning Committee Charters, Goals and Objectives with DSST's strategic and operating plans, and for achieving annual goals. The Committee will provide input into the Board agendas and will plan the annual Board retreat. With the Nomination and Governance Committee, the Executive Committee will interview, evaluate and, if appropriate, re-nominate Directors whose terms are expiring. At the discretion of the full Board, the Committee may act between meetings in the Board's stead as regards certain matters specifically delegated to it by the Board.

The Executive Committee will be a resource to the other standing Committees of the Board and will support the Chairs of those Committees in fulfilling their Charters, Goals and Objectives. It will work with those Committees and with the staff of DSST in fulfilling its own Charter, Goals and Objectives. It will work with Management to support DSST's annual Operating Plan.

General Long Term Goals:

1. Insure that the Board accurately and fairly assesses the performance of the CEO, and holds the CEO accountable for performance.
2. Assure that DSST has an approved Management Succession Plan, which includes interim management and recruiting plans, to deal with the unexpected loss of key executives and managers at both the CMO and school levels.
3. Involve the Board regularly in providing strategic input to Management around critical issues affecting DSST. However, the Board's role is to govern, not manage the organization. Thus strategic and operating plans will be prepared by Management and approved by the Board.
4. Work with the Nominations and Governance Committee to create the best and most highly coveted non-profit Board in Denver.
5. Create a Board culture of engagement and accountability that supports DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.

Executive Committee Fiscal Year 2015 Objectives:
7. Oversee the evaluation of the CEO's performance for Fiscal 2014. Completed by October 2014.
8. Work with Committee Chairs on Membership, Charters, Goals and Objectives aligned with DSST's values, strategy and Operating Plan. Completed by October 2014.

98

9. Plan, conduct and publish results from the annual Board Retreat, designed to provide strategic input to Committees and Management. Completed by November 2014.
10. Work with management on updating, and approve a Management Succession Plan. Completed by March 2015.
11. With Nominations and Governance interview and evaluate Board members whose terms are expiring. Completed June 2015.
12. Periodically evaluate the performance of each Committee of the Board. Work with Committee Chair and CEO to insure they have resources to succeed. Hold Chair accountable for results. Completed July 2015.
13. Assign or re-confirm Chairs for each Committee for FY2015. Completed by July 2015.
14. Prepare a self assessment of Executive Committee performance for FY 2014. Completed by July 2015.
15. Conduct regular Executive Committee meetings; set Board agendas at such meetings. Completed by June 2015.
16. Assign Advisory Council members to each Committee Chair for annual contact as personal liaison. Completed by October 2014.

Deliverables:

October 2014	CEO Performance and Committee Charters
November 2014	Results from BOD Retreat
March 2015	Management Succession Plan Update
June 2015	Evaluate BOD Members whose terms expire
July 2015	Evaluate Committee Performance and Assign Committee Chairs
July 2015	Self-Assessment of Executive Committee Performance

Meeting Schedule / Key Topics

	Generally two weeks before Board meetings, already scheduled:
September 9, 2013	10:00 AM
November 5, 2013	2:00 PM
January 7, 2014	10:00 AM
March 10, 2014	2:00 PM
May 19, 2014	2:00 PM
June 3, 2014	11:00 AM

Members:
Steve Halstedt (Chair)
David Greenberg (past Chair, Education)
Teresa Berryman (Vice Chair, Finance)
Tanya Kelly Bowry (Advancement)
Matthew Schnittman (Advancement)
Don Kirkpatrick (IT)
Heather Lamm (Nom/Gov)
Stephen McConahey (Nom/Gov)
Norwood Robb (Audit)

Key Staff:

Bill Kurtz

Finance Committee Charter

Denver School of Science and Technology Public Schools
Finance Committee Charter
September 10, 2014

<u>**Role**</u>

The finance committee will assist the DSST Public Schools board of directors in   providing financial oversight for the organization. Areas of oversight include annual budgeting, long term financial planning, investment planning and oversight, and financial reporting. The finance committee will annually review and assess the adequacy of its charter, develop an annual task schedule and request board approval.

<u>**Authority**</u>

The finance committee is empowered to:

1. Assist in the development of an annual operating budget with staff,
2. Discuss the budget within the finance committee and present the budget to the board of directors for final approval,
3. Monitor adherence to the budget and highlight any significant known or expected variances for the board,
4. Assist in the development of long-range financial plans with staff and keep the board informed about the long-term financial health of DSST.
5. Develop, recommend, implement and monitor compliance with an Investment Policy Statement. Hire and supervise the investment manager.

Effective finance committees fully engage in the annual budgeting process in cooperation with the Director of Finance and senior staff. In addition to developing an annual budget, the committee should also review long-term financial goals. These goals might include, for example, the creation of a board designated reserve fund. The finance committee will work with the Director of Finance to determine the financial implications of the DSST Vision plans and will oversee the creation and maintenance of a long-term financial plan that will support it.

The finance committee is responsible for working with management to maintain a current understanding of the long range forecast, the sensitivity of that forecast to changes in assumptions, and assessing the likelihood of uncertain future events that would affect cash needs, both positively and negatively, so that they may guide the advisor on the investment and reinvestment of the assets committed to the investment program in a manner consistent with the Investment Policy Statement.

<u>**Membership**</u>

The finance committee will consist of the board treasurer and at least two additional members of the board of directors. Outside financial experts may also be included.   The board will appoint finance committee members and the board treasurer will serve as the committee chair. The committee members will be representative of the board of directors.

Operational Principles

The finance committee will operate under the following principles.

Reporting

Effective finance committees require the Director of Finance to provide highly contextual reports clearly communicating the organization's financial and cash position, its adherence to the budget, its allocation of resources toward the accomplishment of its mission, and its support of any donor-imposed restrictions on contributions. Having a predetermined list of reporting expectations permits staff to allocate enough time to produce accurate, high quality reports and not be caught off guard by ad hoc requests. In addition, these reports should help to focus the board's discussion about expected outcomes and potential strategies for overcoming setbacks or changes in the financial environment

The finance committee shall report to the entire board on the status of the investments not less than quarterly, also confirming that the investments are in compliance with the Investment Policy Statement.

Internal Controls and Accountability Policies

Although the entire board carries fiduciary responsibility for the organization, the finance and audit committees serve a leadership role in this area, making sure management establishes and follows appropriate internal control procedures for all financial transactions. The finance committee is charged with ensuring management's compliance with policies that protect the organization and manage its exposure to risk. These policies may include but are not limited to:

1. Personnel policies,
2. Asset protection policies,
3. Insurance requirements and reviews, and
4. Record retention.

The committee works with management to determine bank account signatories as well as overseeing all financial legal and governmental filing deadlines are met.

Role of the Chair
The board treasurer, whose specific duties are described in the organization's bylaws, will be the finance committee chair. In practice these duties require an overview role and the Director of Finance largely handles daily transactions.

Specific duties of the chair include:

1. Serving as the principal liaison between the committee and the full board,
2. Working with the committee members and the Director of Finance to set an agenda for each finance committee meeting,
3. Notifying members about the meeting,
4. Members will be provided handouts and reports in a timely manner. The Director of Finance will

ensure that minutes are prepared and the Chair will approve them after any input from committee members.

5. Together with a member of DSST management, approving investments made pursuant to the Investment Policy Statement.

Annual Task Schedule

1. Establish budgeting and financial planning deadlines,
2. Monitor governmental and legal filing deadlines for financial reports,
3. Establish Internal financial reporting deadlines,
4. Meet with the investment manager periodically to review investments.

Members 2014-2015

Teresa Berryman, Chair
Norwood Robb, Vice Chair
Don Kirkpatrick, Member

Financial Committee Goals for 2014 – 2015

6. Revisit dashboard and determine how best to report out to the board
7. Work with Peter Fritzinger and investment manager to develop better investment reporting and reinvestment strategy
8. Examine and test assumptions in the long-term forecast and seek consensus with CEO and finance personnel on the 2014-2015 model
9. Recruit new board members to join finance committee
10. Discuss enterprise risk management

Schedule 2014 – 2015

1. Finance committee meetings will usually be held starting 1 hour and 30 minutes prior to the board of directors meeting.
2. The Director of Finance will schedule the Annual Budget setting-working meeting in April of 2015.

IT Advisory Committee Charter

Charter, Goals, and Objectives
Fiscal Year 2015

Charter:

The DSST Information Technology Advisory Committee is an advisory committee to the DSST Public Schools Board which provides guidance and support on the infrastructure and processes which facilitate the effective gathering and use of information to enable a high performing organization.

The committee asks the questions: what data do we collect? how do we collect it? how do we insure its quality? and how do we insure its security? In short, we support DSST's ability to responsibly *Act on Data*.

General Long Term Goals:

- Insure DSST has the standards-based infrastructure, the skilled personnel, and "best practice" processes in place to support the 1:1 programs and the Schools' and CMO's information technology needs
- Insure the building of a world-class learning assessment system.
- Foster, capture and propagate best practices in the application of technology to the teaching and learning process and administrative processes; promote continuous improvement.
- Inform and educate the Board on the status and evolution of DSST information technology and its implications.

These overarching goals are focused in any given year by supporting the DSST Public Schools operating plan Shared Leadership Team Priorities (DSST Public Schools 2014-2015 Strategy Map - September 2014):

- Innovate – Fulfillment Paradigm
- Improve – Academic Interventions
- Develop – Professional Development
- Grow – Leadership Pipeline

Information Technology Advisory Committee Fiscal Year 2014-15 Objectives:

1. Committee Organization and Planning
	a. Establish Technology Committee Charter, Goals, Objective
	b. Identify new members to create peer review support for network engineering.
	c. Identify new members to create peer review support for applications deployment.
	d. Identify new members to create peer review support for data security.

2. Polaris
	a. Review and provide feedback to Board on the capabilities of the Polaris system and the progress made toward its completion.
	b. Identify resource issues and opportunities for sharing with other charter networks.

3. Data Security

    a. Work with the Education Committee and the Director of IT to identify goals and metrics for a data security initiative

    b. Monitor and provide feedback on processes related to and development and implementation of a data security initiative

4. Support IT Operations

    a. Begin work on assessment of long term risk associated with internal development, integration, and management of critical applications

    b. Review and provide feedback on IT Operations.
- Rollout of new back office systems
- Review network and systems documentation.

5. Board Education

    a. Inform and educate the board on DSST's Data Security Initiative and Polaris progress.

    b. Board Deep Dive – 2015 Edition. Review alternatives for increased exposure to Deep Dive, including video production. Work with Nom and Gov committee to educate new board members using a form of Deep Dive.

Deliverables:

Oct 2014	Information Technology Committee 2014-15 Charter
Each board meeting	Report on the status of Committee's 2014-15 objectives
May 2015	Report on progress toward achieving Committee's objectives

Draft Meeting Schedule / Key Topics; All meetings 9:00 – 10:30AM in DSST Head Office

October 1, 2014	Areas of focus for Committee members; Data Security priorities
November 5, 2014	Review of data privacy recommendations to the full DSST Board
January 7, 2015	Polaris update; Discuss Deep Dive
March 4, 2015	Infrastructure Review; Data privacy initiative update; Plan Deep Dive
April 8, 2015	Board Deep Dive
May 6, 2015	Review of Fullfillment/Teacher Career Pathway IT support status
June 10, 2015	Summer plans, Committee Assessment

Members:
Michele Cooper (Co-Chair)
Chris DeMarche
Don Kirkpatrick (Chair)
Warren Kuehner
Chris Lozing
Rolf Reitzig
Scott Wiggans
TBD
TBD

Key Staff:
Shaun Bryant, Director of IT and Network Administrator
Jake Firman, Senior Manager of Education Technology
Jacob Roddy, Director of Operations

Nominating and Governance Committee Charter

Nominating and Governance Committee
Charter, Goals and Objectives
Fiscal Year 2014-2015

Charter:
The Nominating and Governance Committee is responsible for board recruitment, engagement, and self-assessment. This Committee will work with other committee chairs and the Board as a whole to identify current and projected vacancies on the board and in specific committees, assess the composition of the current board, and solicit and vet nominations from current members, always working toward filling gaps in competencies and demographics and keeping the financial health of the organization as a top priority.

The Committee will also work with DSST staff to develop and maintain a description of board expectations and membership to inform prospective candidates and current Board members. The Committee will work to ensure Board engagement in DSST public schools through an in-depth new board member orientation, regular school visitations and effective information management and dissemination. Finally, this Committee will conduct regular assessments of the board's performance as a whole and create a process for each individual member's level of engagement and support.

Long Term Goals:
1. Create the best, and most highly coveted Board of Directors in Denver as measured by the number and quality of community, business and thought leaders interested in membership on the Board of DSST.
2. Create a Board culture that fosters engagement and accountability as measured by the number of actual visits and meetings attended by board members.
3. Create sustainable Board governance infrastructure (nominating, evaluation and orientation processes, board information repository and archive process)

Fiscal Years 2014-2015 Objectives:

I. Board Development
- New Board members: Cultivate a pipeline of exceptional new Board prospects who are available for appointment as time and need determine. Prospects for our Board will be evaluated against the stated Vision 2020 and our longer term "What Next?" vision and the needed skill sets to achieve them.
    - o Develop detailed criteria and gap analysis for Board candidates. In 2013/2014 specific focus will be on recruiting new board members who add diversity and specific skill sets to the Board in order to help us better reflect the population of students we serve and help position DSST to achieve its longer term vision
    - o Onboard new Board members: Hold a New Board Member Orientation each year.
- Create a Board culture that fosters engagement through regularly scheduled Board and school events including school tours, external evaluation of schools and school leader dinners.

105

- Resolve specific questions and needs of the Board relating to terms and succession and make specific recommendations to the Board regarding these matters.

II. Board Evaluation
- Board level: Develop and deploy annual survey for the overall Board to evaluate our work in supporting the overall organization. This should include a 360-degree evaluation to give staff a chance to evaluate Board effectiveness.
- Committee level: Develop a survey for each Committee to evaluate their committee work in support of the overall organization. Also use charters and progress toward each charter goal as basis for evaluation.
- Individual level: Develop and utilize criteria for individual participation on the Board, including financial contribution and engagement; assist in the development of individual Board action plans as necessary.

Deliverables:

Each board meeting	Report on the progress toward above objectives
September 2014	New Board Orientation as needed
October 2014	Board and committee surveys completed and analyzed; committee membership and leadership completed; committee charters finalized
November 2014	Listing of prescreened Board prospects; Calendar for school engagement and accountability events
March 2015	Recommendations for new Board candidates
June/July 2015	All new Board members confirmed

Committee Meeting Schedule:

September 25	1:00pm- Byers Middle School
November 20	1:00pm- Conservatory Green Middle School
January 22	1:00pm- Cole High School
March 26	1:00pm- Stapleton Middle School
May 28	1:00pm- GVR Middle School
June 18	1:00pm- Home Office

Committee Members:
- **Co-Chairs: Steve McConahey and Heather Lamm**
- **Michelle Cooper**
- **Dan Wilkerson**
- **Steve Halstedt**
- **Justin Jaschke**

Staff Liaison:
- **Christine Nelson**

Individual Board Plans- 2014-15

Berryman, Teresa	Annual Goals:
	    1. Resource for HRIS and ERP selection and implementation
	    2. Serve as coach/mentor for home office leader
	
	Assignments:
	    1. Serve as Treasurer
	    2. Chair Finance Committee
	    3. Member Audit Committee
	    4. Member 401 K Committee
	    5. Member Byers Accountability Committee

Cooper, Michele	Assignments: 1. Co-Chair IT Committee 2. Member Education Committee 3. Member, Board and Nominating Committee 4. Member Executive Committee Objectives: 1. Work through the Education Committee to develop a framework to a.) Characterize the DSST effectiveness with African-American boys and minority students, in general; b.) Develop recommendations as appropriate. 2. Work through the IT Committee to evolve the DSST Deep Dive from an IT focus to a broader scope. 3. Work through the nominating committee to develop/strengthen objectives for Board diversity.
Evans, Keith	1. With Christina's help you will get engaged with the Entrepreneurship course with the objective of turning the entrepreneurs who teach the classes into raging supporters of DSST. Get them to do a school visit and get them to Slice of Pi. Work on summer and other internships for DSST kids at their companies. This is consistent with your Committee's goal of more corporate engagement. I will introduce you to the DSST teachers managing the courses and send you a schedule of events. 2. Develop a creative way to engage larger corporations in DSST, with something in it for them. Develop goals and metrics against which the Committee can gauge its progress (with both 1 and 2).
Greenberg, David	Board assignments: a) Executive Committee b) Chair, Education Commitee c) Home office site visit - Byers d) Accountability committee - Byers Additional activities a) Strengthen support activities between the University of Denver and DSST:Byers b) Strengthen recruiting, financial aid and support services for DSST alumni attending the University of Denver

Halstedt, Steve	(1) To co-chair the 2015 Slice of Pi (2) To organize and help facilitate the Entrepreneurship Course at DSST Stapleton and GVR, perhaps with the participation of Young Americans Financial Centers (3) To explore and if appropriate start a for credit business startup course for Seniors to fulfill Senior Project requirements at DSST GVR and perhaps Stapleton.

Jaschke, Justin	1. Pursue potential partnership relations between DSST and my alma matter, Univ. of Puget Sound. May include some or all of the following elements:
	    a. Increase UPS awareness of DSST approach and student achievements.
	    b. Increased DSST student awareness of Puget Sound as college alternative.
	    c. UPS summer visit program.
	    d. Targeted financial aid for DSST graduates.
	2. Work with Nom & Gov committee and DSST staff to develop an expanded Onboarding Seminar agenda and materials for new board members. Elements would include:
	    a. Educational and background materials posted to board web site.
	    b. Presentation materials for new board member on-boarding seminar.
	    c. Reference materials and citations for further board education.
	3. Serve as a lecturer in Steve Halstedt's Entrepreneurship course.
	4. Serve on Nominating and Governance Committee.
	5. Participate in GVR site visit with CMO team.
	6. Introduce key contacts in my network to DSST.
	
	Updates
	1. Sam Riggs, Assistant Director of Admissions for Puget Sound visited on Oct to tour school, sit in on morning meeting, and meet with students to describe Puget Sound and answer questions. Jenny Rickard, VP of Enrollment is visting DSST Stapleton on Jan 15 to tour school and discuss potential partnership relationships between Puget Sound and DSST. Jessica Palffy is coordinating for DSST.
	2. Draft of detailed on-boarding Director information and education package has been posted to DSST web site. Kaitlin Glenn is taking the lead in adding links, documents and supporting resources to the overview. Seeking input from Board on what is missing or needs further clarification. Will work with staff on putting into more polished form for presentation to new directors.
	3. TBD
	4. Ongoing
	5. Scheduled to participate in Stapleton High's school visit on Jan 15th and join accountability committee.
	6. Ongoing

Kelly-Bowry, Tanya	
Kirkpatrick, Don	1. Co-chair IT Committee; Serve on Finance, Audit, and 401K Committees 2. Help get first phase of a data security audit budgeted and executed by end of calendar 2014. 3. Assist Teresa with HRIS and ERP selection. 4. Participate in Byers site visit with CMO team. 5. Work with Justin to get a compressed version of Technology Deep Dive into FY15board orientation program.
Lamm, Heather	1. Assist Teresa with the task force on DSST systems that scale 2. Help to shape the DSST strategic planning/growth conversations • Facilitate DSST strategic planning process in February • Help organize conversations (and possibly events) to educate the Board on 1) the broader education landscape and 2) some of the more nuanced specifics of DSST operations 3. Mentor (if appropriate) a Home Office Director 4. Committees: Serve on Nom & Gov Committee through June, transitioning chairmanship to Steve M; Assist Advancement Committee with outreach to the "young" Denver community (the Graland/Country Club crowd.)
McConahey, Steve	

McGriff, Deborah	1. Help strategize about Advisory Council management. 2. Introduce DSST to prospective national donors. 3. Help secure the right external leadership recruitment firm. 4. Provide assistance in securing and strengthening college partnerships. 5. Share NewSchools portfolio information on scaling infrastructure in high growth environments.

Robb, Norwood	I will be focusing on the following items that are not part of my DSST Board responsibilities.
	
	1. Continue to be a member of the Colorado BioScience Association (CBSA) and
	  a. Make sure that the DSST listing in their annual membership directory is updated and included.
	  b. Continue to work to identifying internship opportunities for our 11th grade students with CBSA member companies.
	
	2. I am on the UCD BA/BS-PhD degree steering committee and will work to keep them updated on DSST student's interest in their program.
	
	3. Continue to be involved in the CDE STEM Think Tank by monitoring activities and developments keeping DSST staff updated on items of interest to DSST. The most recent activity has been the Colorado Reader Program that provides digital book to students.
	
	4. Continue to participate in the South Denver Metro Chamber of Commerce STEM Education Coalition. The vice chairman of this effort is Gene Dionne who is a Lockheed Martin Consultant on STEM.

Schnittman, Matthew	• Education Committee – leverage experience in academic operations (with an emphasis on competency based education) to aid in evolving the DSST educational approach. • Accountability Board – a request has been made to be assigned to the Byers Accountability Board. • Development Committee – Leverage contacts in the publishing world to gain access to relevant Foundations. To date, contact with the Pearson Foundation has been made and lunch meeting dates are being volleyed.

Sullivan, Jackie	1. The DSST STP 9th grade visits to CU-Boulder have always been only to the College of Engineering – perhaps too limiting for such young students. In 2014, we will broaden to give students a choice of one or two science/engineering discipline areas to engage in during their campus visit. Toward that end, we will make it a campus-wide event, expanding to four or five discipline areas: Biology; Chemistry; Physics; Engineering Design; and Technology, Arts & Media. 2. Initiate an all-DSST GVR 10th grade visit to the CU-Boulder campus (spring 2014). 3. Participate in two Home Office Site visits to DSST campuses, preferably to include DSST Cole and GVR High. Optimize the design of the new CU Teach Engineering program to create a pipeline of high quality STEM teachers for the DSST workforce. **Committees** Education Committee Cole Accountability Committee **Activities (as of Dec 6 2013)** Have participated in both Education Committee meetings Significant progress made to broaden CU campus visits to include various science and Technology, Arts & Media disciplines • Scheduled inaugural GVR all-10th grade visit Feb 4 2014 Scheduled all-9th grade STP grade visit to CU-Boulder April 15 2014
VanBerschot, Sean	
Wilkerson, Dan	-Serve on two School Visit Teams -Serve on Stapleton Accountability Committee -Continue Membership on Nominating and Governance Committee -Assist Management in Retaining Firm to Serve in General Counsel Capacity -Oversee Board Compliance with Articles of Incorporation, Bylaws and Board Policies and Lead the Process to Update as Necessary -Assist with Legally Related Issues (Such as PERA) as Needed

Objections to DSST

List of Objections to DSST

1. Neighborhood schools are the backbone of our public education system; DSST siphons talented kids away from DPS neighborhood schools, weakening them and thus DPS.

2. As a Charter School, DSST takes critical resources away from DPS and its traditional public schools.

3. DSST does not have to deal with special needs kids; its program is not a solution for the typical traditional public school.

4. DSST through charitable contributions provides computers to all of its students, and this technology contributes significantly to its record of success. It is not economic or practical to provide computers to all of DPS' students and thus the success of DSST will not scale.

5. The DSST model can never break even just with the Per Pupil Operating Revenue provided by the State of Colorado (and the other relatively modest revenue sources provided by local and Federal governments). It is dependent on substantial charitable donations and is unsustainable without them.

6. DSST has an advantage in hiring talented teachers. For every opening there are multiple qualified applicants. This model cannot scale locally, in the state or nationally as ordinary teachers cannot successfully deliver the program.

7. While DSST accepts students by lottery, it is pretty much the gifted and talented kids that apply, a self-selection process. By siphoning off talented kids, DSST weakens traditional DPS public schools, and gets credit it does not deserve for the results turned in by those talented kids; they might do just as well at a traditional public school.

8. Teachers at DSST do not have the proper protection provided by the Teachers Union; most are young, naive, overworked and underpaid. This too is not sustainable.

9. Not all kids need to go to college; DSST's college ready approach is not appropriate for a large number of students many of whom would rebel at or not be able to meet this requirement.

10. Many kids are not interested in STEM; DSST's STEM approach is not appropriate for a large number of students many of whom would rebel at or not be able to meet this requirement.

11. Some feel that it makes no sense to try to even apply to DSST because they only have 1 or 2 slots available for kids from Graland or other private schools transitioning into high school.

12. Some feel that DSST has had to give up creativity and flexibility in its curriculum in order to ensure that everyone makes his/her way through the curriculum and becomes eligible for college.

13. There is discomfort with the perception that the arts are not an important component of the program: music, art, theatre, etc.

a. Teresa's Response to Objections 1 and 2

Issue:

Neighborhood schools are the backbone of our public education system; DSST siphons talented kids away from DPS neighborhood schools, weakening them and thus DPS.

Arguments:

- DSST takes the best kids and leaves those who are special Ed, discipline problems and low achievers to the neighborhood schools to contend.
- DSST discourages students from applying who are not already high achievers
- DSST moves kids out of their schools who are "problem kids" and dumps them on the system
- DSST is not for every child and thereby takes money out of the system for special interest families

Response:

- Pursuit of excellence for all students is the goal of DSST. DSST is Denver Public School and not a separate entity outside of DPS.
- DPS enrolls students in schools through a lottery with preference for students in the surrounding neighborhood and students eligible for free or reduced lunch.
- All students have DSST as an option, there is no screening or selection process. Data shows that students coming into DSST middle school are not any different than students going to any other DPS middle school
- DSST schools are fully enrolled and have a waiting list, which is a reflection of success and the achievement of our students.
- Approximately 60% is DSST students are free and reduced lunch eligible.
- Retention data for DSST shows that DSST does not "push out" students. DSST shows extraordinary success for enrolled students. Since DSST is part of DPS, the process for expelling a students is the same all other DPS.

Issue:

As a Charter School, DSST takes critical resources away from DPS and its traditional public schools.

Arguments:

- DSST gets the same resources as the neighborhood schools, but not the problems
- DSST gets all the new buildings and leaves the rest of the schools with inadequate facilities
- DSST uses back channels to unfairly take more than its share of capital funds
- DSST dilutes the funding that would otherwise go to my existing school
- DSST does not offer arts, sports, music, and other programs that cost money

Response:

- The deficit of adequate funding for public education is a State issue and DSST does not reduce the funding received by any non-DSST school.

- DSST actually has received less funding per student than other DPS. DSST historically has not received new mill levy funds that benefited all other DPS.
- By raising funds, DSST has relieved the DPS budget from costs it would have otherwise had to cover.
- DSST does not receive any of the substantial funds raised by the DPS Foundation, which means that there are more funds available to DPS students not enrolled at DSST.
- DSST paid for the high school on the Stapleton campus, which saved DPS from having to build a school. DSST is giving that school to DPS.
- DPS funds facilities through a public process and DSST participates in that process in the same manner as all other schools.
- DSST teachers are not eligible for "Pro Comp" awards despite their records of teaching success.

b. Sean, Teresa, Deborah, Bill, and Steve's Responses to Objection 3

Issue:

DSST does not have to deal with special needs kids; its program is not a solution for the typical traditional public school.

Responses: .
- We are a public school, we have SPED kids, and we are embracing the opportunity to serve them.
- By law, we cannot select based on GT, IAP, we can't choose to "not deal" with certain students. Our program is unique but not exclusionary.
- We have no ability to screen kids in the lottery.
- Now Charter Schools are allowed to run SPED programs, so our program will allow us to serve a full spectrum of kids already identified as SPED beginning in middle school, which is rare in any city or country.
- DPS charged us for SPED services
- Computers in some autism programs make a huge difference

c. Dan's Response to Objection 7

Issue:

While DSST accepts students by lottery, it is pretty much the gifted and talented kids that apply, a self-selection process. By siphoning off talented kids, DSST weakens traditional DPS public schools, and gets credit it does not deserve for the results turned in by those talented kids; they might do just as well at a traditional public school.

Argument:

- DSST selects high achieving students (or high achieving students self-select) and that explains DSST's successes in the classroom.

Response:

- From its founding, DSST's goal has been to provide a high quality education to all students in DPS, regardless of race, gender or socio-economic background. In fact, DSST added middle schools to its campuses because some incoming 9th grade students were performing so far below grade level that it was very difficult to have them college ready in four years of high school.

- DSST has always been an open-enrollment school, unlike the DPS magnet schools, such as DSA. DSST does not require entrance examinations and is open to all students willing to work hard in a core values culture.

- In its early years, because students and/or parents needed to apply to DSST, there may have been some self-selection bias among those families seeking a rigorous academic program. However, DPS's choice enrollment plan, has eliminated any self-selection bias because listing DSST as a first choice school takes no more effort than listing another neighborhood school in DPS.

e. Teresa and David's Responses to Objection 5
*Please note, the responses below are from notes Katie Glenn took at the November Board Meeting.

Issue:

The DSST model can never break even just with the Per Pupil Operating Revenue provided by the State of Colorado (and the other relatively modest revenue sources provided by local and Federal governments). It is dependent on substantial charitable donations and is unsustainable without them.

Argument:

Is DSST sustainable or not sustainable?

Response:

- Yes, DSST is sustainable.
  - We raise money in order to open schools the way we think all (students, staff, the DSST organization) can succeed.
    - DPS has adopted our model of opening schools one grade at a time.
  - Our outcomes speak volumes and our students graduate at the same costs as DPS.

- No, DSST is not sustainable.
  - It costs a lot of money to run a network of schools and open new ones.
  - We use a lot of technology which also costs a lot of money.
  - DSST has to raise money to stay in business.
  - Fundraising efforts have to continue to grow as we expand.

Keywords and Thoughts:

- Most companies and organizations have start-up losses.
- The key to sustainability is to continue to get money.
- Humbleness should be used in every answer.