



Board of Directors Meeting

January 19th • 2:30pm – 5:30pm MST

DSST: Byers Middle School, Room 101

150 S. Pearl Street, Denver, CO 80209

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: 303-524-6302 • PIN: 8675309

Username: **wireless-guest-101**

Password: **rzzvaDqv**

- 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

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I. Welcome

DSST PUBLIC SCHOOLS

Board of Directors Meeting – January 19, 2017

<u>I. Welcome (5)</u> <ul style="list-style-type: none"> Board Chair Welcome (5) Public Comment (if needed) 			Gloria Z	2:30
<u>II. Approval Items (10)</u> <ul style="list-style-type: none"> Approval of Meeting Minutes Strategic Plan Budget Update 	Pg. 6 Pg. 8	Approval Approval Approval	Gloria Z Teresa B	2:35
<u>III. Discussion (100)</u> <ul style="list-style-type: none"> Strategic Planning (70) College results (30) 		Information/Discussion	Bill	2:45
<u>IV. Reports (35)</u> <ul style="list-style-type: none"> Home Office (15) Executive Committee/Chair Education & Information Technology Committee Finance & Operations Committee Audit Committee Advancement Committee Nominating and Governance New Business 	Pg. 12 Pg. 18 Pg. 27 Pg. 28	Information Information Information Info and Decision Information Information Information	Bill Gloria Z Alex Teresa B Peter F Sean Justin	4:25
<u>V. Adjourn</u>			Gloria Z	5:00pm



II. Approval Items

- **Minutes from the October 25, 2016 DSST Public Schools Board Meeting**

MINUTES

DSST Public Schools Board Meeting
October 25, 2016
DSST: Byers Campus, Room 101

Meeting Called to Order: 2:35 p.m.

Board Members Present:

Alex Hernandez*
Dan Wilkerson
Deborah McGriff*
Dwight Jones*
George Sparks
Glenn Russo
Gloria Zamora
Justin Jaschke
Nate Easley*
Patrick O'Keefe*
Peter Fritzinger
Sean VanBerschot
Steve Halstedt

*Attended via conference call

Parent Present: Michel Brossmer (Byers STP)

Board Members Absent: Teresa Berryman, Gina Rodriguez, Matthew Schnittman

DSST Staff Present: Bill Kurtz, Brad White, Christine Nelson, Heather Lamm, Katie Glenn

Other Attendees: None

DPS Staff Present: None

Welcome

Mr. Halstedt welcomed everyone to the meeting as well as provided the board with a few announcements regarding upcoming items.

School Director Q&A: Brad White, DSST: Byers Middle School. Mr. White provided a brief update on Byers Middle and High School and then proceeded to have a Q&A with the board. Mr. White left the meeting at the conclusion of the Q&A.

Public Comment: None

Motion to approve previous board meeting minutes, Zamora

Second: VanBerschot

Vote: Unanimous Approval

Motion to approve 2016-17 Executive and Education and IT Charters, Wilkerson

Second: Zamora

Unanimous Approval

Discussion: Mr. Kurtz presented a PowerPoint on DSST's 2015-16 Academic Results. Mr. Kurtz also provided an update, overview, and support plan regarding DSST: Cole Middle School. Lastly, Mr. Walker presented a PowerPoint update on DSST's Strategic Planning Process.

Reports

There weren't any questions or comments on the Home Office report.

The Executive Committee did not meet between the September board meeting and now so they did not provide a report for the board book.

Mr. Hernandez reported on the Education and Technology Committee and stated that they will be having a committee meeting on Tuesday where they will be discussing the IT Deep Dive.

There weren't any questions or comments on the Finance & Operations Committee Report. The Finance & Operations Committee requested that "decision" was deleted off the agenda.

The Audit Committee reported that they have been discussing and researching the legal structures and accounting measures regarding whether DSST is private, public or 501 3c.

The Advancement Committee reported that they are in the process of revamping their charter. They also added that they are assisting Mr. Kurtz in finding a new Director of Development.

The Nominating and Governance Committee reminded the board to complete the board survey by the end of the month.

New Business: Mr. Kurtz shared his experience at the CSGF Summit. He also added that Mr. Hernandez is interviewing one of our alums as well as has hired one of our alums.

Mr. Halstedt added his experience at a breakfast with DSST alums at the University of Denver.

Executive Session

Mr. Halstedt stated, "I would entertain a motion to go into Executive Session as permitted under the Colorado Revised Statutes section 24-6-402 (4) to the purpose of:

- Pursuant to subsection (e) Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators; specifically the timing and location of additional schools and campuses.

Motion to go into Executive Session at 5:10pm, Jaschke

Second: Wilkerson

Vote: Unanimous approval

Motion to end Executive Session at 5:35pm, Wilkerson

Second: Zamora

Vote: Unanimous approval

Motion for adjournment of Board Meeting at 5:35pm, Zamora

Second: VanBerschoot

Vote: Unanimous approval

Respectfully Submitted,

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

- Budget Reset

FY17 BUDGET RESET CHANGES

(in thousands)	STP	GVR	Cole	CV	Byers	CG	Henry	Campus 8	HO	Total
Enrollment	14	(8)	15	28	(4)	12	6	-	-	63
Revenue										
Student Revenue	\$ 7	\$ (2)	\$ (7)	\$ (1)	\$ (3)	\$ (5)	\$ (0)	\$ -	\$ -	\$ (12)
Governmental Revenue	\$ 287	\$ 58	\$ 260	\$ 308	\$ 85	\$ 152	\$ 46	\$ (197)	\$ (990)	\$ 9
Contributions & Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (125)	\$ -	\$ (125)
Fees to CMO from Schools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153	\$ 153
Misc Revenue	\$ 17	\$ 18	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 119	\$ 157
Total Revenue	\$ 311	\$ 73	\$ 255	\$ 307	\$ 82	\$ 146	\$ 45	\$ (322)	\$ (718)	\$ 181
Expense										
Salaries	\$ 102	\$ 145	\$ 159	\$ 99	\$ 234	\$ 34	\$ 107	\$ (100)	\$ (80)	\$ 701
Additional Pay	\$ 9	\$ (5)	\$ 42	\$ 39	\$ 35	\$ 14	\$ 14	\$ (5)	\$ 187	\$ 330
Payroll Taxes and Benefits	\$ (25)	\$ 9	\$ 9	\$ (23)	\$ 62	\$ (4)	\$ 38	\$ (33)	\$ 107	\$ 140
Professional Development	\$ (9)	\$ (8)	\$ (3)	\$ (17)	\$ (3)	\$ (5)	\$ (0)	\$ -	\$ (116)	\$ (162)
Non-Instructional Supplies	\$ -	\$ 4	\$ 15	\$ 12	\$ 7	\$ -	\$ -	\$ (16)	\$ 38	\$ 60
Instructional Supplies	\$ 11	\$ (2)	\$ 32	\$ (4)	\$ 14	\$ 8	\$ (3)	\$ (5)	\$ -	\$ 51
DPS Expenses	\$ (96)	\$ (77)	\$ (76)	\$ (140)	\$ 29	\$ 53	\$ 46	\$ -	\$ -	\$ (262)
Professional Services	\$ 29	\$ 28	\$ 25	\$ 5	\$ (1)	\$ 2	\$ (0)	\$ (24)	\$ (18)	\$ 46
Fees to CMO	\$ 39	\$ 7	\$ 56	\$ 59	\$ 33	\$ 36	\$ 10	\$ (87)	\$ -	\$ 153
Operating Leases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities	\$ 0	\$ 31	\$ 2	\$ 1	\$ 0	\$ 0	\$ 0	\$ (25)	\$ -	\$ 10
Technology	\$ (2)	\$ 19	\$ 1	\$ 5	\$ 1	\$ -	\$ 1	\$ (286)	\$ 68	\$ (194)
Misc Expenses	\$ 6	\$ (101)	\$ 71	\$ 20	\$ 23	\$ 80	\$ 85	\$ -	\$ (104)	\$ 80
Total Expense	\$ 64	\$ 49	\$ 332	\$ 55	\$ 436	\$ 218	\$ 299	\$ (581)	\$ 82	\$ 954
Net Gain/Loss	\$ 248	\$ 24	\$ (78)	\$ 252	\$ (354)	\$ (72)	\$ (253)	\$ 260	\$ (800)	\$ (773)

JANUARY BUDGET RESET

(in thousands)	STP	GVR	Cole	CV	Byers	CG	Henry	Campus 8	HO	Total
Enrollment	1,006	980	831	759	601	453	151	-		4,781
Revenue										
Student Revenue	\$ 244	\$ 155	\$ 109	\$ 92	\$ 138	\$ 73	\$ 17	\$ -	\$ -	\$ 828
Governmental Revenue	\$ 9,323	\$ 9,424	\$ 8,345	\$ 7,710	\$ 5,447	\$ 4,254	\$ 1,666	\$ -	\$ (990)	\$ 45,179
CMO Transfers	\$ 148	\$ 778	\$ 774	\$ 164	\$ 848	\$ 802	\$ 517	\$ -	\$ -	\$ 4,032
Contributions & Grants	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 125	\$ -	\$ -	\$ 3,000	\$ 3,140
Fees to CMO from Schools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,576	\$ 8,576
Misc Revenue	\$ 17	\$ 18	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 421	\$ 459
Total Revenue	\$ 9,748	\$ 10,375	\$ 9,230	\$ 7,965	\$ 6,433	\$ 5,254	\$ 2,200	\$ -	\$ 11,008	\$ 62,214
Expense										
Salaries	\$ 4,771	\$ 4,656	\$ 4,125	\$ 3,523	\$ 2,818	\$ 2,137	\$ 882	\$ -	\$ 4,415	\$ 27,327
Additional Pay	\$ 432	\$ 415	\$ 314	\$ 313	\$ 248	\$ 171	\$ 63	\$ -	\$ 601	\$ 2,556
Payroll Taxes and Benefits	\$ 1,077	\$ 1,537	\$ 1,329	\$ 1,130	\$ 934	\$ 703	\$ 292	\$ -	\$ 1,031	\$ 8,033
Professional Development	\$ 56	\$ 52	\$ 36	\$ 24	\$ 35	\$ 18	\$ 9	\$ -	\$ 780	\$ 1,010
Non-Instructional Supplies	\$ 60	\$ 61	\$ 80	\$ 67	\$ 49	\$ 50	\$ 20	\$ -	\$ 171	\$ 559
Instructional Supplies	\$ 271	\$ 223	\$ 204	\$ 164	\$ 164	\$ 139	\$ 33	\$ -	\$ -	\$ 1,198
DPS Expenses	\$ 1,294	\$ 1,315	\$ 1,191	\$ 1,007	\$ 856	\$ 678	\$ 275	\$ -	\$ -	\$ 6,615
Professional Services	\$ 82	\$ 94	\$ 109	\$ 109	\$ 20	\$ 47	\$ 32	\$ -	\$ 614	\$ 1,107
Fees to CMO	\$ 1,580	\$ 1,671	\$ 1,547	\$ 1,422	\$ 1,123	\$ 864	\$ 370	\$ -	\$ -	\$ 8,576
Operating Leases	\$ 21	\$ 22	\$ 17	\$ 17	\$ 16	\$ 6	\$ 1	\$ -	\$ 110	\$ 210
Facilities	\$ 30	\$ 63	\$ 106	\$ 87	\$ 16	\$ 64	\$ 43	\$ -	\$ 29	\$ 437
Technology	\$ 10	\$ 38	\$ 71	\$ 60	\$ 39	\$ 292	\$ 96	\$ -	\$ 2,638	\$ 3,243
CMO Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,032	\$ 4,032
Misc Expenses	\$ 28	\$ 229	\$ 101	\$ 45	\$ 117	\$ 85	\$ 86	\$ -	\$ 404	\$ 1,094
Total Expense	\$ 9,714	\$ 10,375	\$ 9,230	\$ 7,965	\$ 6,433	\$ 5,254	\$ 2,201	\$ -	\$ 14,825	\$ 65,998
Net Gain/Loss	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1)	\$ -	\$ (3,817)	\$ (3,784)

ORIGINAL MAY BUDGET

(in thousands)	STP	GVR	Cole	CV	Byers	CG	Henry	Campus 8	HO	Total
Enrollment	992	988	816	731	605	441	145	-		4,718
Revenue										
Student Revenue	\$ 237	\$ 158	\$ 116	\$ 93	\$ 141	\$ 78	\$ 17	\$ -	\$ -	\$ 840
Governmental Revenue	\$ 9,036	\$ 9,366	\$ 8,085	\$ 7,402	\$ 5,362	\$ 4,102	\$ 1,620	\$ 197	\$ -	\$ 45,170
CMO Transfers	\$ 419	\$ 802	\$ 696	\$ 416	\$ 494	\$ 731	\$ 279	\$ 260	\$ -	\$ 4,097
Contributions & Grants	\$ 15	\$ -	\$ -	\$ -	\$ -	\$ 125	\$ -	\$ 125	\$ 3,000	\$ 3,265
Fees to CMO from Schools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,424	\$ 8,424
Misc Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 302	\$ 302
Total Revenue	\$ 9,708	\$ 10,326	\$ 8,898	\$ 7,910	\$ 5,997	\$ 5,036	\$ 1,916	\$ 581	\$ 11,726	\$ 62,098
Expense										
Salaries	\$ 4,669	\$ 4,510	\$ 3,966	\$ 3,423	\$ 2,584	\$ 2,103	\$ 775	\$ 100	\$ 4,496	\$ 26,626
Additional Pay	\$ 424	\$ 420	\$ 273	\$ 274	\$ 212	\$ 157	\$ 48	\$ 5	\$ 414	\$ 2,226
Payroll Taxes and Benefits	\$ 1,103	\$ 1,528	\$ 1,320	\$ 1,153	\$ 872	\$ 707	\$ 254	\$ 33	\$ 924	\$ 7,894
Professional Development	\$ 65	\$ 60	\$ 39	\$ 41	\$ 37	\$ 23	\$ 10	\$ -	\$ 896	\$ 1,171
Non-Instructional Supplies	\$ 60	\$ 57	\$ 66	\$ 55	\$ 42	\$ 50	\$ 20	\$ 16	\$ 132	\$ 498
Instructional Supplies	\$ 260	\$ 225	\$ 172	\$ 168	\$ 151	\$ 131	\$ 35	\$ 5	\$ -	\$ 1,147
DPS Expenses	\$ 1,390	\$ 1,392	\$ 1,267	\$ 1,147	\$ 827	\$ 625	\$ 229	\$ -	\$ -	\$ 6,877
Professional Services	\$ 54	\$ 66	\$ 84	\$ 103	\$ 20	\$ 45	\$ 33	\$ 24	\$ 632	\$ 1,061
Fees to CMO	\$ 1,541	\$ 1,664	\$ 1,491	\$ 1,363	\$ 1,090	\$ 827	\$ 360	\$ 87	\$ -	\$ 8,424
Operating Leases	\$ 21	\$ 22	\$ 17	\$ 17	\$ 16	\$ 6	\$ 1	\$ -	\$ 110	\$ 210
Facilities	\$ 30	\$ 31	\$ 103	\$ 87	\$ 16	\$ 64	\$ 42	\$ 25	\$ 29	\$ 427
Technology	\$ 12	\$ 19	\$ 70	\$ 55	\$ 38	\$ 292	\$ 95	\$ 286	\$ 2,570	\$ 3,438
CMO Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,097	\$ 4,097
Misc Expenses	\$ 21	\$ 331	\$ 30	\$ 25	\$ 93	\$ 5	\$ 1	\$ -	\$ 508	\$ 1,013
Total Expense	\$ 9,651	\$ 10,326	\$ 8,898	\$ 7,910	\$ 5,997	\$ 5,036	\$ 1,902	\$ 581	\$ 14,808	\$ 65,109
Net Gain/Loss	\$ 57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14	\$ -	\$ (3,082)	\$ (3,011)



IV. Reports



Home Office

a. Academic Team Update

- Approving over 40 applications for Spring and Summer 2017 external professional development opportunities for Accomplished, Lead and Master teachers.
- Working on DSST Teacher Competencies and the DSST vision for Instructional Coaching
- T1 IA/Exam Data Analysis
- School Report Card Projections
- Beginning work to revise our Teacher Effectiveness rubric and improve alignment to instructional vision/coaching best practices
- Beginning Academic Core Model work – defining scope and beginning to determine prioritization/timeline/project plans in alignment with strategic planning

b. Advocacy Update

At the close of the calendar year, the Advocacy Team focused on the DSST: Conservatory Green High School placement. By partnering with the school staff, the team's efforts yielded hundreds of calls, over 125 families and staff members mobilized to a key community meeting, 65 letters from families sent to DPS Board members, and public comment to the DPS Board of Education prior to the vote, ultimately securing permanent placement at the Paul Sandoval Campus. At the request of our DSST: Conservatory Green Parent Advocacy Group, parent leaders will continue their engagement, shifting to a "Design Team" and partnering with our new School Director to ensure the success of the school during its start-up phase. In addition, the Advocacy Team is supporting with recruitment and enrollment at priority schools and beginning community engagement in Aurora.

c. College and Alumni Support & STEM Partnerships

More than ¼ of DSST's Class of 2017 has received at least one four year college acceptance letter. Acceptances thus far include Metro, Mesa, CU Denver, CU Boulder, Mines, CSU, University of Northern Colorado, University of Denver, Clark Atlanta, North Carolina A & T, Tuskegee, Cornell College, Willamette, Marquette, Michigan State, University of Alabama, The College of Wooster, Notre Dame, Tufts, Tulane, Columbia, Yale, and more.

Additionally, thanks to Don Kirkpatrick's fly-in fund, seven students and their parents visited colleges this fall. Colleges included Tulane, Cornell College, University of Puget Sound, Seattle University, University of Virginia, University of Toledo, Prairie View A&M, and Texas Southern.

DSST seniors are now enrolling in and earning CU Denver Bio, Physics, and Calc courses at DSST: GVR and DSST: Stapleton. These courses are taught by DSST teachers who have been approved as CU Denver adjunct faculty. Students can earn between 3 and 5 credits via this program, CU Denver's CU Succeed.

As DSST schools grow, so do our college teams... DSST: Cole, College View, and Byers will be adding college success staff and leadership capacity for the 2017-18 school year. Hiring is happening now.

National Student Clearinghouse data reports that more than 74% of DSST students are enrolled in or have graduated from college. Alumni data—and application data forthcoming—is now incorporated in with our network database, Polaris.

More than 70 alumni gathered downtown over the Thanksgiving holiday to reconnect with each other and DSST. Additional campus receptions were held at GVR and Stapleton this January.

Seven alumni toured DSST partner Zayo's Denver offices this December. Each alum has applied or intends to apply to Zayo's internship program with which DSST has partnered. DSST is also connecting alums with opportunities Colorado Startup Summer, the Office of Economic Development, Teach for America Colorado and the Urban Leaders Fellowship. **If you, your company, or a company you know of would be interested in interviewing and hiring DSST alums in their internship programs, please reach out to Jessica.palffy@scienceandtech.org**

A DSST alum and two DSST teachers started a web development class at Galvanize this week. Both DSST teachers will incorporate lessons learned in this class into their Entrepreneurship and Creative Engineering courses. Shout out to Board Member Glenn Russo for facilitating this opportunity—including scholarships for these individuals—and leading DSST efforts to collaborate with Galvanize. We are looking forward to further partnership—including a summer course opportunity for rising DSST seniors.

d. Communications/Marketing Update

At the beginning of 2017, the Marketing and Communications team is focused on three primary initiatives:

1. Student Recruitment - The DPS School Choice window opened January 5th so we are actively supporting the student recruitment efforts at our 12 schools with a goal of being fully enrolled for the 2017 school year at each school. With varied populations and neighborhoods, each school poses a different challenge/opportunity in student recruitment and we are working to better understand what we can impact and how to most effectively work with each school to meet targets.
2. Strategic Planning - as we move closer to a finalized Strategic Plan we are actively working to communicate the plan and the implications of the plan to various constituencies, including teachers, school leadership and of course, you, the Board.
3. Department Alignment - following from our Strategic Planning work, we are re-thinking how to organize the department to meet the changing internal and external marketing and communications needs of our network. We anticipate this will involve more clarity around roles and responsibilities as well as additional resources we can bring to bear to meet the challenges of our growing organization. Stay tuned for more specifics.

In addition to these major initiatives we are working to respond to the day-to-day and week-to-week internal and external communication needs of the organization. From an internal perspective, we are constantly striving to keep our staff updated on important topics, from finance to human capital, IT to advancement, while not overwhelming them with too much from the Home Office. On the external front, we have both local and national press interested in our growing network and our overall story and are working to respond to interview and data requests from multiple journalists. We will keep you posted on these evolving stories.

e. Human Capital Update

Human Capital is an expansive team here at DSST including Talent Acquisition, Equity, Employee Resources, Engagement and Employee Relations, and Performance and Evaluation.

Talent Acquisition is knee deep in hiring and recruitment. We already have 1500 applications this year and are ready to host our first Leadership Hiring Day in a few weeks. Our Referral Campaign launched mid-November and is gaining speed.

Equity is moving into the next phase with our partnership with the National Equity Project. We have our Working Group Kick off this Friday and are ready to dive into our network wide systems.

The Employee Resources team is working on closing out the calendar year – preparing tax and ACA documents – while diving head first into the new one. We are working on launching Greenhouse Onboarding, updating benefit plans, overhauling how we manage employee data and moving towards a portfolio model to improve our service to schools.

Giving and Cheer closed just before the Winter Break, marking the year's most substantial engagement effort to-date. For a full week, we celebrated the efforts of our colleagues while offering at-work perks to appreciate the outstanding work done in the first half of this academic year. We also continue to support the development of our rising leaders through a handful of in-house leadership development programs. The school leadership programs (the Emerging and School Leader) kicked off in the Fall, and have been steadily underway thanks to the leadership of Christine Nelson and Bill Kurtz, respectively. The Teacher Leader Program kicks off in February, and brings a leadership development opportunity to high-potential teachers with aspirations of school leadership. This program is being enthusiastically led by Bill Durbin and other members of the Schools Team.

f. Operations Update

School Operations:

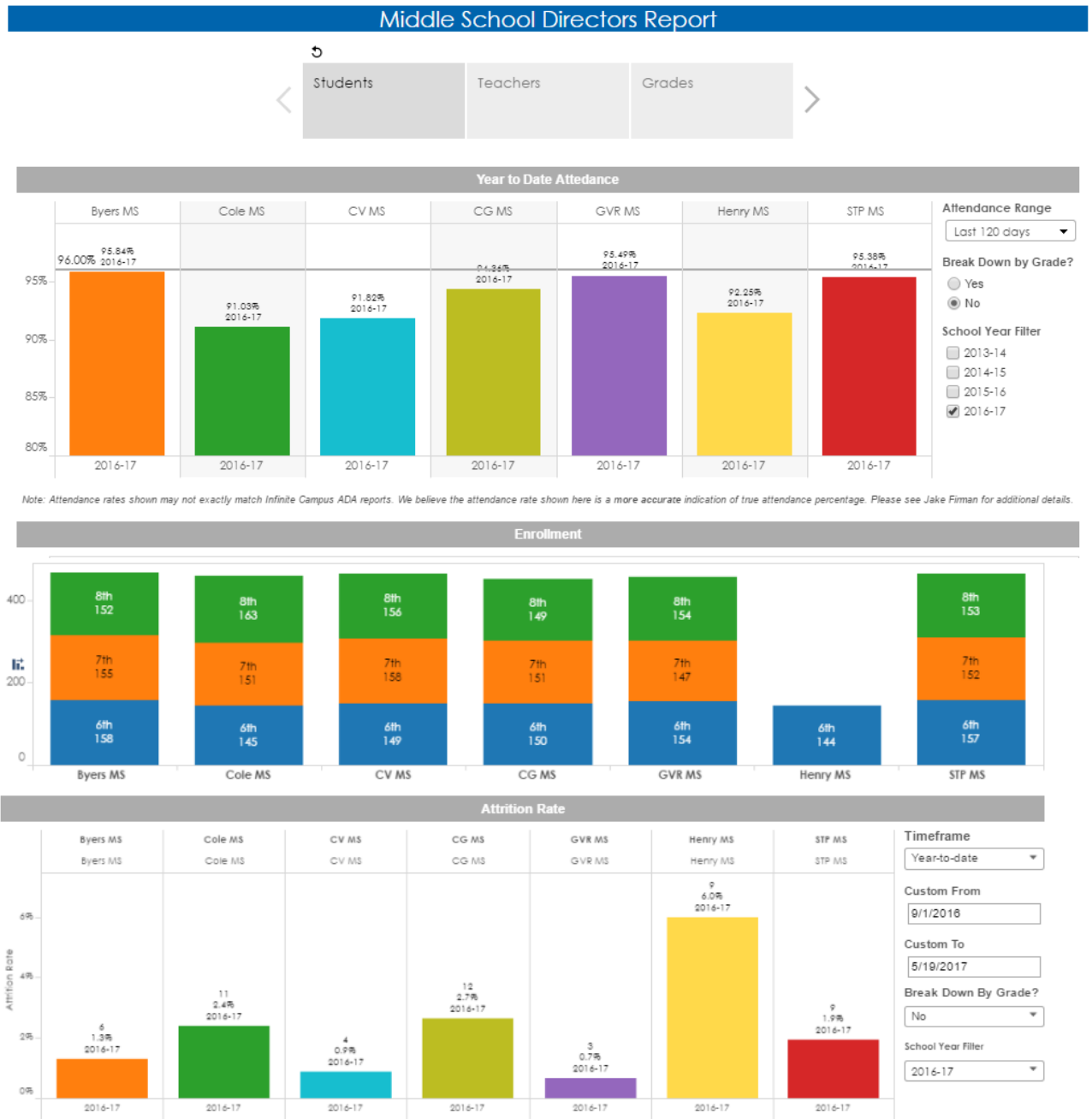
- Facilities:
 - Cole MS: Completed painting and wall repair scope using capital construction funds
 - GVR MS : Completed painting and wall repair scope at using capital construction funds
 - Conservatory Green High School: DPS Board approved placement at DPS Samsonite Campus for year one and at new facility to be constructed at Paul Sandoval (Northfield HS) campus starting in SY 18/19
 - Conducted initial walkthrough of Samsonite to begin planning for SY 17/18 and identify any needed repairs or maintenance work
 - Henry MS: Aligned on footprint for DSST Henry for SY 17/18 and will begin planning for that space in the coming months
 - Bond Scope: With passage of the 2016 Bond, we are working to understand timelines for each of our campuses:
 - College View: Cafeteria, Field, Parking

- Cole: Room-level air conditioning, soccer field, 3rd floor admin space reconfiguration
- Conservatory Green: Classroom wing addition / SPED center
- School-based:
 - Developed more robust evaluation rubric with detailed measures of success ahead of administering Mid-Year evaluations this month
 - Hired and onboarded two new amazing front office assistants – Cheyenne Yancey at Stapleton HS and Jose Loyola at Conservatory Green MS
 - Searching for our founding Office Manager at Conservatory Green HS and a founding Office Assistant for College View HS
 - Searching for an 'Office Manager in training' in order to build a bench for our schools & provide School Directors with an option for immediate hire (should there be a transition) to avoid gaps in Front Office coverage
 - Working with group of Office Managers to build out a front office sub plan to ensure schools are well equipped to handle any gaps in front office coverage
 - Developing a proposal to create a clearly defined advancement model for Office Managers that tied to performance in order to increase retention and satisfaction in role

Business Operations:

- Scheduling and monitoring the mid-year review process for the entire DSST network
- Successfully renewed oByers MS and Cole MS charters on the heels of the DPS visits we organized
- Updating DSST's business management system, Quickbase

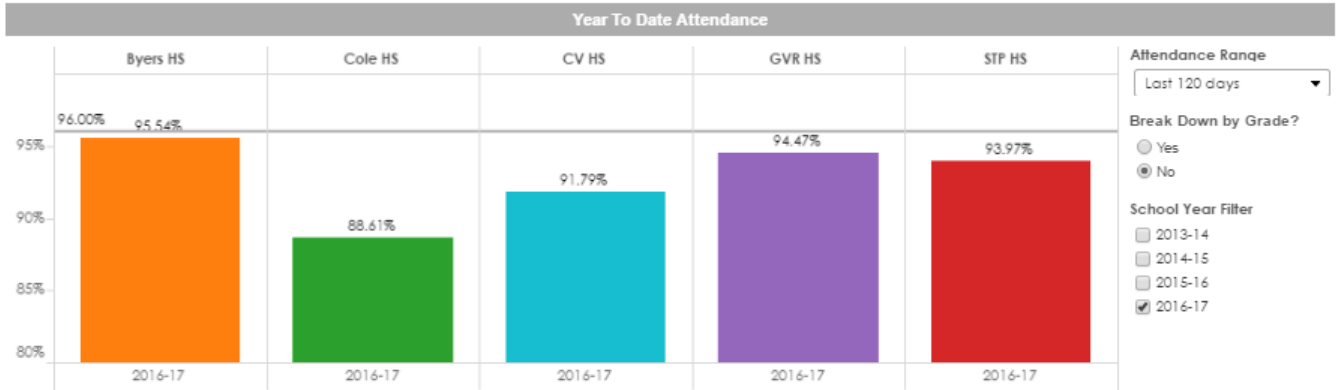
g. Directors Report



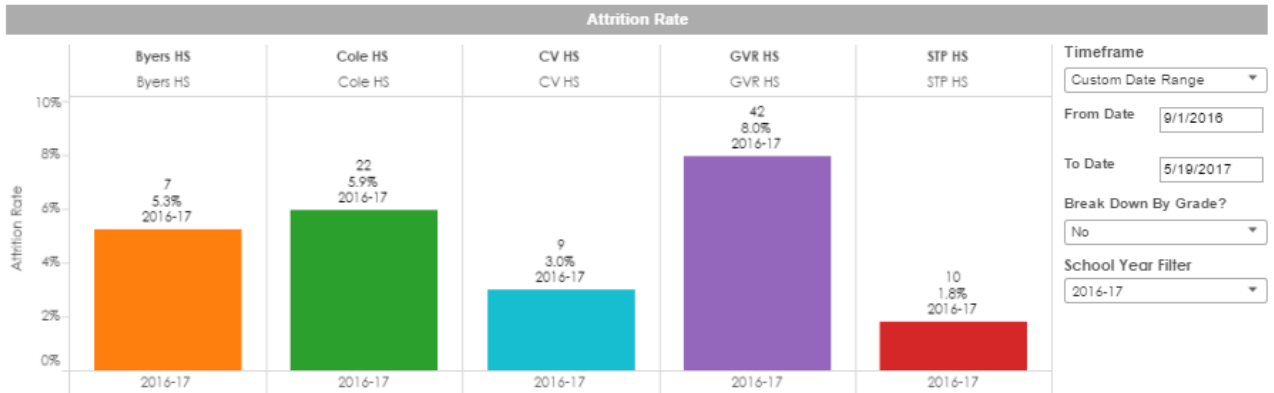
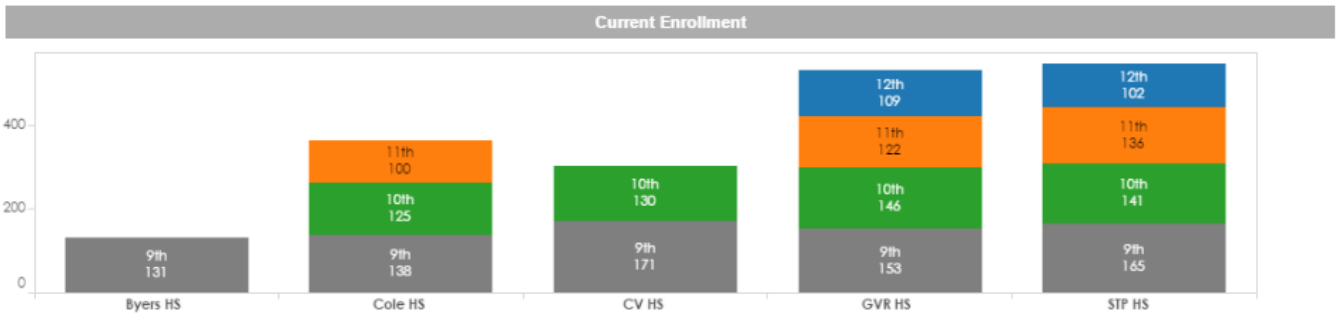
High School Directors Report

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<
Students
Teachers
Grades
>



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.





Finance & Operations Committee

Finance & Operations Committee Meeting Minutes October 24, 2016 12:30 p.m.

Committee Goals 2016-2017

1. Review and modify Committee charter - COMPLETE
2. Revamp financial reporting to the Committee and the Board – IN PROCESS
3. Evaluate investment manager, the Investment Policy and cash balances for investment planning
4. Examine long-term financial plan and alignment with Strategic Plan
5. Review the enterprise risk management initiative including insurance coverage

Attendees

Peter Fritzing, Committee Member
Glenn Russo, Committee Member
Scott Walker, Chief Operating Officer (by phone)
Nick Plantan, Director of Finance
Matt Cullen-Meyer, Finance Manager

Risk Management – presented by Scott Walker

Scott took us through a draft presentation of the DSST risk management program, and asked for input on how to make this ready for a future board meeting. The program is broadly defined covering risks that are insured, and those that are not. Areas of risk include people, property, financial, and reputation. During the meeting Scott circulated a spreadsheet that is used internally to track different types of risk and how they are being managed. The committee gave feedback on the presentation. It was suggested that management also consider what outside sources of advice and best practices could be consulted, e.g. insurance broker, counsel, DPS.

Strategic Plan Financial Impact – presented by Scott Walker

Scott described that an output of the Strategic Plan will be a new long term financial plan. Some critical areas that will be focused on are mill levy and possible Pro-Comp funding, breakeven analysis (before fundraising) and employee compensation and benefits. Glen asked that the plan include sensitivity analysis and Peter requested compensation benchmark data.

School Fundraising and Student Fees – presented by Nick Plantan

Currently student fees are about \$700,000 per year, and school level fundraising (e.g. parent association) is about \$230,000. Work is being done to ensure we have policies in place to comply with all legal requirements and to ensure equity between schools. The committee appreciated hearing this update, but concluded that there are no board level issues here.

Teacher Leadership Institute Finance Presentation – presented by Nick Plantan

Nick shared an update of the presentation that was provided to the school administration and teachers at each DSST campus. Nick asked for and received feedback. This will be presented to the Board at the November retreat.

8/31 (2 mos.) Financial Review – Presented by Matt Cullen-Meyer

Matt presented the financial reports. The committee members inquired about various figures in the year-to-date financial statements. The budget presented in the footnotes does not include \$100,000 of expense per school which is in the board approved budget. These funds are intended as a cushion to maintain compliance with the DPS rule that schools cannot spend more than their budget. Internally, schools are not allowed to spend this money unless it is covered by revenue in excess of the budget. There was also discussion about the enrollment variances and how those affect a school's budget. Peter asked that permanent (not timing) significant budget variances be tracked so that future comparisons to budget will be easier to understand. There were several line items (e.g. salaries) where the variance stemmed from transition issues to the current accounting system. Glenn asked whether this was a control concern, and it was agreed that these were one-time transition issues.

Investment Policy – Presented by Peter Fritzing

Peter explained that management is continuing to work on the optimal legal structure for DSST, and how that will impact what type of investments can be made. An answer is expected fairly soon, but for the sake of conservatism it was agreed that any investments made will comply with all the restrictions that apply to public funds, whether the source of the funds was public or private.

The meeting was briefly interrupted by a fire drill, and ended at 2:30 PM.

Respectfully Submitted

Peter Fritzing

DSST PUBLIC SCHOOLS

Financial Report for the Month Ended
November 30, 2016

Consolidated Balance Sheets (in thousands)

	November 30, 2016	June 30, 2016
<i>ASSETS</i>		
Current Assets		
Cash and Cash Equivalents	\$ 27,722	\$ 26,178
Restricted Cash and Cash Equivalents	-	-
Accounts Receivable	264	906
Prepaid PCOPs Credits	8,050	8,050
Promises to Give	4,709	4,839
Prepaid Items	175	141
Total Current Assets	40,920	40,115
Investments	12,495	12,587
Capital Assets Net of Accumulated Depreciation	668	668
Beneficial Interest in Assets Held by Foundation	143	139
Total Assets	\$ 54,226	\$ 53,508
 <i>LIABILITIES AND EQUITY</i>		
Liabilities		
Accounts Payable	506	2,902
Deferred Revenue	3,236	337
PCOPS Liability	234	492
Total Liabilities	3,976	3,731
Equity	50,250	49,777
Total Equity	50,250	49,777
Total Liabilities and Equity	\$ 54,226	\$ 53,508

* Balance sheet figures exclude agency funds and fixed assets at the schools.

Consolidated Statements of Income (in thousands)

	Five Months Ended	
	November 30,	
	2016	2015
<i>REVENUES</i>		
Student Revenue	\$ 494	\$ 435
Governmental Revenue	18,486	14,750
Contributions & Grants	685	237
Misc Revenue	16	25
Total Revenues	19,681	15,447
<i>EXPENSES</i>		
Salaries	9,798	8,025
Additional Pay	1,570	1,170
Payroll Taxes and Benefits	2,749	2,297
Professional Development	425	383
Supplies	581	592
DPS Expenses	2,652	2,239
Professional Services	467	480
Operating Leases	98	75
Facilities	188	49
Technology	597	244
Misc Expenses	81	149
Total Expenses	19,207	15,703
<i>NET INCOME</i>	\$ 474	\$ (256)

** Income statement figures exclude inter-fund transfers, agency fund transactions and depreciation at the schools.*

Consolidated Statements of Cash Flow

(in thousands)

	Five Months Ended	
	November 30,	
	2016	2015
<i>OPERATING ACTIVITIES</i>		
Net Income	\$ 474	\$ (605)
Changes in Operating Assets and Liabilities		
Accounts Receivable	642	1,171
Prepaid Expenses	(33)	880
Promises to Give	130	5,263
Accounts Payable	(2,396)	847
Deferred Revenue	2,899	(168)
PCOPs Liability	(258)	236
Cash Provided by Operations	1,458	7,624
<i>INVESTING ACTIVITIES</i>		
Investments	87	(423)
Purchase of Property & Equipment	-	(30)
Cash Provided by Investing	87	(453)
Change in Cash and Cash Equivalents	1,545	7,171
Cash and Cash Equivalents, Beginning of Year	26,178	19,007
Cash and Cash Equivalents, End of Year	\$ 27,722	\$ 26,178

DSST PUBLIC SCHOOLS

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 through DSST employees/contractors. Denver Public Schools charges a fee to each charter school for SpEd support.

**Compact
Blue**

Funded by the Bill and Melinda Gates Foundation and fiscally managed by the Denver Public Schools Foundation, Compact Blue is a Peer-to-Peer learning program among Denver Public Schools District run and charter schools. It seeks to increase the number of high-performing schools in Denver and institutionalize structures to support cross-pollination of best practices across all schools, regardless of governance structure.



Audit Committee

Audit Committee Meeting Minutes November 7, 2016

Attendees

Peter Fritzing, Audit Committee Chair
Teresa Berryman, Audit Committee
Nate Easley, Audit Committee

Anthony Eberspacher, DSST
Nick Plantan, DSST

Kyle Fritch, Eide Bailly LLP

Minutes:

- 1) Telephonic meeting was convened at 1:00 PM. The purpose was to discuss the annual 990 tax return.
- 2) It was briefly discussed that the DSST Foundation remains in good standing and all filings to maintain that have been/will be done. There has been no activity in that entity.
- 3) The committee which had been supplied with the draft 990 for DSST, Inc. the previous Friday, asked numerous clarifying questions about it. A change was proposed to provide additional management compensation information in a footnote, as was done in the prior year. This is helpful to readers because compensation paid by Science and Tech Management Inc., which was the employer of record for part of the year, is (correctly) not included in the return. All agreed this addition made sense.
- 4) One of the questions on the return asks about a Document Retention and Destruction Policy. DSST does not have one, and the committee encouraged management to implement one. Kyle Fritch offered to send a sample or two.
- 5) It was agreed that no further review by the committee was needed and management should proceed with the filing after the compensation information has been added.
- 6) The meeting was adjourned at 1:30 PM.

Respectfully Submitted,

Peter Fritzing



Advancement Committee

Ariel Berryman Scholarship Update

DSST is honored to partner with Board member Teresa Berryman, and her husband Jim, to honor their late daughter Ariel Berryman through the new “*Ariel Berryman Memorial Scholarship*” program. The Ariel Berryman Memorial Scholarship will provide financial assistance to graduating DSST high school seniors to attend the University of Colorado – Denver. To date, the scholarship campaign has raised \$77,583.19 in honor of Ariel and additional support is expected as we continue our solicitation effort. Thank you to the individual Board members who have supported the campaign thus far and to those who have helped to spread the word.

Colorado Gives Day

This year, DSST raised \$19,735.00 on Colorado Gives Day 2016 (with \$596.36 in matching funds from the Community First Foundation). Thank you to Sean VanBerschoot for helping to coordinate our DSST Board giving efforts during this campaign and the individual Board members who provided generous gifts.

Slice of Pi Update

DSST has confirmed that the Slice of Pi 2017 honorees will be Kent Thiry and Denise O’Leary. Kent is chairman and CEO of DaVita and Denise has been a private investor and corporate director since 1997. The event will be held on Friday, April 21st at DSST: Byers.

New Carson Grant Awarded

We are grateful to the Carson Foundation for a new \$35,000 grant to support teacher development and retention. These funds will specifically enable us to provide high-quality external professional learning opportunities – such as the NAATE program, content-specific training, and Spanish language institutes – to more DSST teachers.

New DSST Director of Development

We are honored to welcome our new Director of Development, Wendy King, to DSST. Wendy began her career at Stanford University Medical Center and has served in various leadership roles in public and private healthcare and higher education institutions, including: West Virginia University; the University of Vermont, and Georgetown University Medical Center. She has successfully led teams including managing the develop division at the University of Vermont School of Medicine.

Wendy has experience in grant and contract development and administration and been engaged in a variety of fundraising activities notably with the Vincent T. Lombardi Cancer Center at Georgetown University Medical Center.

Wendy received an MHA from the George Washington University School of Government and Business and her bachelor's degree from the University of California at Santa Cruz.

Wendy is very passionate about developing great managers and leaders. She was in the first cohort of the Women's Leadership Initiative at West Virginia University, a recognized innovative, peer-supported coaching and networking program designed to advance the careers of women and potential future leaders.

Wendy is an active volunteer and most recently served as Chair of the National Repertory Orchestra Gala Committee and is a member of RMPBS Board of Directors' Land Use and Building Committee. Prior to this work she participated in the major funding-raising activities for the Joe Gibb's Youth for Tomorrow Home located in Northern Virginia.



Appendices



School Profiles

COLE MS & HS

School Name	DSST: Cole Middle School DSST: Cole High School	
School Director	Rebecca Bloch	
Grades Served	6-11	
Enrollment update	6	143
	7	150
	8	163
	9	138
	10	126
	11	101
	Total Enrollment	821
Brief Summary of Academic Results	<p style="background-color: yellow;">DSST: Cole MS – based on IA #1 Data</p> <p>Above Network Average</p> <ul style="list-style-type: none"> • No courses <p>At Network Average</p> <ul style="list-style-type: none"> • 8th grade math • 7th and 8th writing • 7th and 8th science • 7th social studies <p>Below Network Average</p> <ul style="list-style-type: none"> • 6th all subjects • 8th social studies and writing • 7th math <p style="background-color: cyan;">DSST: Cole HS – based on Tri 1 final data</p> <p>Above Network Average</p> <ul style="list-style-type: none"> • Spanish for Native Speakers • 10th grade advanced math <p>At Network Average</p> <ul style="list-style-type: none"> • English 9-11 • Math 10-11 • Science 11 • Spanish 9 <p>Below Network Average</p> <ul style="list-style-type: none"> • Math 9 • Science 9-10 • Spanish 10-11 	
Top Two Things That are Working Well	<p style="background-color: yellow;">DSST: Cole MS</p> <ol style="list-style-type: none"> 1. The new schedule rolled out on 11/1 combined with additional staff members (additional dean added, student support specialist added) has allowed for Cole to stabilize in terms of culture. We still have a ways to go to make the school 	

	<p>what we know it can be, but we are moving in the right direction. Our numbers of fights are down, suspensions are down, and referral numbers are down.</p> <ol style="list-style-type: none"> 2. Interventions are now occurring during the day (CP and RF) and we are near 100% attendance at interventions now (from about 10-20% earlier in the year). 3. We are now (as of 1/5) fully staffed (no long term subs in teaching roles) <p>DSST: Cole HS</p> <ol style="list-style-type: none"> 1. Director of College Placement, Gabe Godoy, and our Internships Coordinator, Maggie Dering, have been doing an excellent job in their first years in the roles they are in. Our juniors went on a college visit (either to CSU or University of Wyoming – they picked which college to attend) and we had a college fair at Cole and our first internships showcase at Cole. 2. Our extracurricular programs are expanding with our Robotics team, our Debate team, Student Council, and Drama. We are excited for our students to have these robust, outside of the classroom, opportunities.
<p>Top Two Challenges</p>	<p>DSST: Cole MS</p> <ol style="list-style-type: none"> 1. Academic rigor and talent of teachers. With so many new to DSST and new to teaching teachers at the middle school (and so many of the staff not hired until the summer), helping teachers get better faster has proven a challenge. We still have many teachers struggling with basic classroom management and teaching. 2. We continue to have a very high number of students with significant social/emotional/mental health needs, primarily in the 7 grade. While we have one additional social worker on Fridays now and have done 4 hours as a staff on Trauma Training (including having a working group come out of our larger group), this is still an area we are working to address. <p>DSST: Cole HS</p> <ol style="list-style-type: none"> 1. 5-6 students are causing significant, repeated concerns in terms of discipline, staring fights, etc. We are working on plans for these students, but the repetitive nature of the events with the same students is challenging. 2. Still working on increasing rigor in classrooms and having students engage in true productive struggle. 3. Enrollment is below where we would like it to be, especially with our junior class.

COLLEGE VIEW MS

School Name	DSST: College View Middle School	
School Director	Erin Dillon & Jacquelyn Seigle	
Grades Served	6-8	
Enrollment update	6 th	150
	7 th	158
	8 th	156
	Total Enrollment	464
Brief Summary of Academic Results	<p>Based on our first round of Interim Assessments, we are serving our performance band 2 students at a high level. This is our performance band with the most students. They are at the same level or out performing their peers in the network (generally). There's also some encouraging data from IAs that we're closing the achievement gap between our ELL and non-ELL students.</p> <p>Grade Level & Subject Highlights:</p> <ul style="list-style-type: none"> • Math 7 • Writing 6 <p>Areas for Concern</p> <ul style="list-style-type: none"> • Math 8 • Science (all grade levels) 	
Top Two Things That are Working Well	<p>-We reset culture expectations with staff and students before the winter break. That is going well.</p> <p>-Our teacher leaders are outstanding. They're lead culturally and in the classroom on daily basis.</p>	
Top Two Challenges	<p>-We've lost 3 teachers since the beginning of the year. We're fully hired now, but it's taken a toll on our students and team.</p> <p>-We have not focused on pushing instruction with our entire staff team because of the development we've needed to do on the culture end. It's been hard to have an all staff instructional push.</p>	

CONSERVATORY GREEN MS

School Name	DSST: Conservatory Green Middle School	
School Director	John Clark	
Grades Served	6, 7, 8	
Enrollment update	6 th	151
	7 th	149
	8 th	150
	Total Enrollment	450
Brief Summary of Academic Results	IA Results – Our school was in the average range for all IA results at the end of trimester 1. Our biggest areas of concerns are 6 th grade reading and math. We have made the decision to combine with of our Writing and Social Studies teams to better streamline their results in the shared work they do.	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. Leadership Team – We have a leadership team that communicates well with one another and is supportive of each other in this work. 2. Planning for trimester 2 and the pushes we will make as a team including teacher coaching, student engagement in the classroom, and a focus on the core values of respect and curiosity as a staff. 	
Top Two Challenges	<ol style="list-style-type: none"> 1. Helping our staff strike the balance of accountability for others while also seeking to understand and communicating in effective ways. 2. Keeping an eye on staff retention as we think about heading into year 4. 	

GVR HS

School Name	DSST: Green Valley Ranch High School	
School Director	Jenna Kalin	
Grades Served	9-12	
Enrollment update	9	153
	10	146
	11	122
	12	109
	Total Enrollment	530
Brief Summary of Academic Results	<p>We were very proud of our Trimester 1 Final Exam results – consistently strong performance across contents and grade-levels. Our biggest focus areas are 11th and 12th grade Science courses and 9th grade Spanish for Native Speakers.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • Over 80% of our Seniors have been accepted into college, and college acceptances continue to roll in every day! We are looking forward to celebrating the Class of 2017 this Fall • Overall we saw a lot of growth on the DSST Midyear Staff Survey from 2015 to 2016, which includes questions about staff fulfillment, coaching, etc. 	
Top Two Challenges	<ul style="list-style-type: none"> • We have made some shifts with our interventions this year (specifically College Prep). Currently attendance is low and we are working through the best way to address • We have a couple of new-to-DSST teachers that are struggling with planning and/or classroom management. We are working hard to support the continued growth of these teachers. 	

GVR MS

School Name	DSST: Green Valley Ranch Middle School	
School Director	Caroline Gaudiani	
Grades Served	6 - 8	
Enrollment update	6	155
	7	146
	8	154
	Center Program	3
	Total Enrollment	458
Brief Summary of Academic Results	<p>This has been our strongest academic start to a year in our recent history. Our fall MAPs data came back around 2 points higher in all courses from the same time the year before, and we have strong year-over-year IA data from IA 1. On our stoplight report for IA data from IA 1 we only had one red class, and all of 6th grade was green. On our school score card progress monitoring tool, we are only ½ a point away from being on track to reach our reading goal (one of 3 main goals this year). Our other main instructional goal is around our SpEd student growth, and we are behind here. We are focusing PD time in January to try and jump start it back in the right direction, and hope that winter MAPs shows improvement as a result.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • We have a resilient, warm, and committed staff culture with highly dispersed teacher-leadership that has led to huge investment from our team in solving problems as they arise and keeping spirits up as we do this fantastic, but hard, work together. Our mid-year survey results showed that we are generally slightly higher than the network average on teacher satisfaction. • Our reading goal is going well as we use the book Reading Re-considered to drive new classroom strategies across content areas. Students are doing more reading and writing in all classes, and we have a renewed focus on vocabulary. 	
Top Two Challenges	<ul style="list-style-type: none"> • As we continue to adjust our systems and teacher training to work toward stronger equity in our discipline data, we find that we keep having to adjust the pendulum swing between strict/consequences and restoration/relationships. We believe there is a good balance to find, and have seen some improvements this year so far, but still have a ways to go to get this balance right for success for all our kids. • Our SpEd goal needs our entire team's attention to ensure that all of our students see the academic progress we are experiencing across the school. Right now we see gaps between SpEd and non-SpEd students in almost all course data. • We happen to have had (and will have) a year with many people who need to take FMLA for long term absences. We've already had one admin and two teachers take it, and I have 3 more teachers who will take it in the spring. Almost all of these are parental leave. We are proud to support our team in these circumstances, but it has definitely put a strain on the team to fill gaps that no long term sub can truly fill. 	

HENRY MS

School Name	DSST: Henry Middle School	
School Director	Lisa Richardson	
Grades Served	6	
Enrollment update	6th	144
	Total Enrollment	144
Brief Summary of Academic Results	<p>Our first round of MAPs and IA testing illustrated some significant gaps that many of our students have. The majority of our students within the PB1 and PB2 range. Within the PB1 band, the median percentile of students is also significantly lower when compared to other students in the same performance band. This data shows us that many of our students are entering 6th grade significantly below grade level. When compared to the network we were Red in Reading and SS and yellow in Math, Science and Writing. We are excited to see Winter MAP data to assess student growth from the beginning of the year.</p>	
Top Two Things That are Working Well	<p>We have had a strong start in our first week back after Winter Break. We did a significant culture reset that has been successful in supporting overall school culture and ensuring that more students are meeting expectations consistently throughout the day.</p> <p>We are also off to a strong start with our recruitment for the 17-18 school year. We have had more families attending events and seeking our information about the school. We were recently featured in the Harvey Park newsletter which has brought a lot of interest to the school.</p>	
Top Two Challenges	<p>Shared campus complexities continue to be challenging. Both in managing student behaviors and different school cultures, as well as in adult leadership and interaction. Additionally, as we look to begin planning next year- shared campus space is complex and something that has been challenging to work through.</p> <p>Parent engagement continues to be a challenge. We have yet to get a full committee or any regular cadence off the ground. We hope to be able to get some movement in this bucket soon.</p>	

STAPLETON HS

School Name	DSST: Stapleton High School	
School Director	Jeff Desserich	
Grades Served	9 – 12	
Enrollment update	9	165
	10	142
	11	136
	12	102
	Total Enrollment	545
Brief Summary of Academic Results	Trimester 1 Final Exam results were strong compared to the Network Average and to previous years. Our biggest concern area is Senior Academy math.	
Top Two Things That are Working Well	<p>Trimester 1 Final Exam results indicated that we are doing well academically.</p> <p>On our Winter Formal Observations, we saw some really strong improvements for certain teachers who we have been coaching consistently over the past two years.</p>	
Top Two Challenges	<p>Our Center for Students with Autism is struggling greatly with staffing issues.</p> <p>We have stalled a little on our Equity Goal and are struggling as a team to determine our next best action steps.</p>	

STAPLETON MS

School Name	DSST: Stapleton Middle School	
School Director	Jessica Heesacker (Libby Brien, interim)	
Grades Served	6-8	
Enrollment update	6	157
	7	152
	8	152
	Total Enrollment	461
Brief Summary of Academic Results	<p>Our IA1 scores were generally quite good. Highlights on IA 1 included 7th & 8th grade writing and 6th grade science- who showed victories in overall achievement, beat network averages, and also narrowed the gap for students of various subgroups. 6th grade writing is a challenge area for us. This was the only IA where we scored below the network average.</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. We have a ton of leadership amongst our teaching team including those in formal roles, those who serve leadership roles without titles, and more still about to complete their 3rd+ year of teaching and ready to take on more. 2. The Knight's Castle (Autism Center) continues to be a highlight on our campus. Our lead teacher is a superstar and has built & developed a strong team that is cohesive amongst one another. Our Knight's Castle students are integrated into advisory, elective classes, and lunch times- and the KC team continues to collaborate with admin and staff to find new ways to do so. Other STP MS students volunteer in the KC and serve as "pals". 	
Top Two Challenges	<ol style="list-style-type: none"> 1. There are a few members of the leadership team requiring a lot of support which is putting strain on the rest of the team and making consistency within our cultural systems and instructional coaching a challenge. 2. Retention for the 17-18 school year is a priority with changes in leadership and also inconsistent support (via coaching, culture) from a few members of the leadership team. 	



Committee Charters 2016-17

Audit Committee Charter

2016-2017

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:

- Appoint, approve compensation, and oversee the work of any registered public accounting firm employed by the DSST Public Schools.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Seek any information it requires from employees-all of whom are directed to cooperate with the audit committee's requests-or external parties.
- Meet with DSST Public Schools officers, external auditors, or outside counsel, as necessary.
- 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:

- The audit committee will meet at least once a year, with authority to convene additional meetings as circumstances require.
- All audit committee members are expected to attend each meeting in person or via telephone- or videoconference.
- The audit committee will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.
- Audit committee meeting agendas will be prepared by the chair with input from audit committee members.
- The audit committee will hold executive sessions as it deems necessary.
- Members of the audit committee will be provided appropriate briefing materials in a timely manner, and the chair will ensure that minutes are prepared.
- The audit committee chair will report at regularly scheduled board of directors meetings about audit committee activities, issues and any related recommendations.

- 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.
- The audit committee will annually review and assess the adequacy of the charter and request board approval for proposed changes.

Responsibilities

Financial Reporting

- 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.
- Provide audited financial statements to the board.
- Review the Internal Revenue Service Form 990 for accuracy and completeness.
- Inform management and the external auditors that they are expected to provide a timely analysis of significant current financial reporting issues and practices.
- 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.
- Approve significant changes in important accounting principles and the application thereof in both interim and annual financial reports.

Audit

1. 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.
2. Review with management and the external auditors all matters required to be communicated to the audit committee.
3. Understand the scope of external auditors' review of internal controls over financial reporting.
4. Obtain reports of auditor's findings, recommendations, and comments regarding pertinent issues and monitor management's responses.
5. 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.
6. Review the performance of the external auditors, and exercise final approval on the appointment or discharge of the auditors.
7. 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.
8. 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.
9. Provide an open avenue of communication between the external auditors and the board of directors.
10. Review the findings of any examinations by regulatory agencies and any auditor observations.
11. Review the annual audit of the 401 (K) program for accuracy and completeness.

Compliance and Control

- 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.
- Consider the effectiveness of the DSST Public Schools' internal control system, including information technology security and control as it relates to financial systems.
- Review the process for communicating the code of conduct to DSST Public Schools personnel and for monitoring compliance therewith.
- Obtain updates from management and DSST Public Schools legal counsel regarding any critical compliance matters.
- Review any other reports that DSST Public Schools issues that relate to audit committee responsibilities.
- Perform other activities related to this charter as requested by the board of directors.

Members 2016-2017

Peter Fritzing, Chair
 Teresa Berryman, Member
 Nate Easley, Member

Scott Walker, DSST Liaison

Audit Committee Goals 2016-2017

In conjunction with DSST leadership accomplish the following:

- Update charter
- Supervise the process of bidding the audit to at least 2 other firms
- If any comments are made in the management letter, determine if action should be taken and supervise the plan if appropriate.

Schedule of Meetings

<u>Date</u>	<u>Agenda Items</u>	<u>Format</u>
Sept. 6, 2016	Audit exit conference and approval of audited financial statements	Meeting
Nov. , 2016	Review the IRS Form 990	Phone Call
Feb. , 2017	Engage auditors, Review 401 (K) audit	Phone Call
May, 2017	Audit entrance conference	Phone Call

Education & Technology Committee Charter 2016-2017

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

The Committee will review significant network-wide academic policies and strategic direction. The Committee will work with the Home Office to provide the Board of Directors with updates that enable the Board 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.

The Committee will also focus on understanding and keeping the Board informed on DSST's use of educational technology and data analytics.

At the school level, the Committee will coordinate with the School Accountability Committees to monitor the performance of student learning at individual campuses.

The Chief of Schools and the Director of Education Technology will serve as the staff liaisons and will participate in meetings of the Committee.

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. How DSST students perform compared to their peers in US and global education.
2. The efficacy of the DSST model in addressing various "achievement gaps," including socioeconomic, gender, and racial/ethnic performance gaps among DSST students.
3. How DSST students transition to college and perform and persist once there.
4. How technology enables continuous academic growth and productivity improvement.
5. How data and analytics might accelerate learning at DSST schools.
6. The economic impact and value proposition of a DSST education, including educating the public on DSST educational accomplishments and societal return on investment.
7. The implications of a grade 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.
8. Educational trends that might impact the DSST model.
9. How to make effective use of DSST School Accountability Committees

Education Committee Fiscal Year 2017 Objectives

1. Work with Home Office, using its tracking system for DSST graduate outcomes and college persistence, to develop and establish an annual outcomes and persistence review with the Board.
2. Work with the Home Office to gain a better understanding of achievement growth (quarterly IAs, ACTs, etc.) and gaps (socio-economic status, entry point, ethnicity, gender, etc.) within the DSST student population and to develop and establish an annual achievement growth and gap review with the Board.

3. Work with Home Office to plan and stage a community “Deep Dive” on analytics and the use of data and technology in the DSST instructional model.
4. Monitor the effectiveness of DSST School Accountability Committees in cooperation with the Nominating and Governance Committee and the Home Office.

Meeting Schedule and Topics

October 4, 2016	Committee charter discussion and approval; Review of 2015-2016 CMAS results; Technology priorities and update for 2016-2017
November 1, 2016	Education priorities and update for 2016-2017; Update on new school report cards; Review School Accountability Committee program; Discuss Edtech Deep Dive for 2016-2017
January 10, 2017	Annual update on College Readiness and Persistence; Initial planning session regarding EdTech Deep dive
March 7, 2017	Review achievement growth and gaps for 2016-2017; Finalize plans for EdTech Deep Dive
April 2017 (TBD)	Education Technology Deep Dive
May 2, 2017	Reserved for key strategic topics
June 6, 2017	Assessment of committee’s 2016-17 performance; Set 2017-2018 committee priorities

Meetings will be from 9:00AM to 10:30AM at the DSST Home Office, 2nd Floor Room C-3; call-in number 303-524-6302 PIN 9999#.

Members:

- Alex Hernandez (chair)**
- Dwight Jones**
- Chris Lozing**
- Deborah McGriff**
- Rolf Reitzig**
- Matthew Schnittman**
- Jackie Sullivan**
- Sean VanBerschot**
- Scott Wiggins**

Staff Liaisons:

- Bill Durbin**
- Jake Firman**
- Jessica Pallfy**

Executive Committee Charter

2016-2017

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, Long Term Goals and Annual 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, Long Term Goals and Annual 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 the CEO. It will work with management to expand succession planning to 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 an excellent, engaged, and diverse 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 2017 Objectives:

1. Oversee the evaluation of the CEO's performance for Fiscal 2017. Completed by October 2017.
2. Work with Committee Chairs on Membership, Charters, Goals and Objectives aligned with DSST's values, strategy and Operating Plan. Completed by November 2016.
3. Plan, conduct and publish results from the annual Board Retreat, designed to provide strategic input to Committees and Management. Completed by November 2016.
4. Work with management on updating, and approving a Management Succession Plan. Completed by March 2017.

5. With Nominations and Governance interview and evaluate Board members whose terms are expiring. Completed June 2017.
6. Periodically evaluate the performance of each Committee of the Board. Work with Committee Chair and CEO to insure they have resources to succeed. Hold Chairs accountable for results. Completed July 2017
7. Assign or re-confirm Chairs for each Committee for FY2018. Completed by July 2017.
8. Prepare a self-assessment of Executive Committee performance for FY 2016. Completed by July 2017.
9. Conduct regular Executive Committee meetings; set Board agendas at such meetings. Completed by June 2017.
10. Assign Advisory Council members to each Committee Chair for annual contact as personal liaison. Completed by March 2017.

Deliverables:

October 2016	CEO Performance Review and Updated Committee Charters
November 2016	Results from BOD Retreat
March 2017	Management Succession Plan Update and Advisory Council Liaisons
June 2017	Evaluate BOD Members whose terms expire
July 2017	Evaluate Committee Performance and Assign Committee Chairs
July 2017	Self-Assessment of Executive Committee Performance

Meeting Schedule / Key Topics

	Generally two weeks before Board meetings, by telephone.
September 8, 2016	2:00 PM
October 6, 2016	2:00 PM
January 9, 2017	12:00 PM
March 9, 2017	2:00 PM
May 11, 2017	2:00 PM
June 5, 2017	12:00 PM

Members:

- Steve Halstedt (Chair)
- Teresa Berryman (Vice Chair, Finance and Operations)
- Sean VanBerschot (Advancement)
- Alex Hernandez (Education and Information Technology)
- Justin Jaschke (Nom/Gov)
- Peter Fritzingler (Audit)
- Gloria Zamora (Chair – Elect)

Key Staff:

- Bill Kurtz

Finance and Operations Committee Charter

2016-2017

Role

The finance and operations committee (committee) will assist the DSST Public Schools board of directors in providing financial and operational oversight for the organization. Areas of oversight include annual budgeting, long-term financial planning, investment policy, facilities acquisition and planning, back office information technology applications, information technology infrastructure, and financial reporting. The committee will annually review and assess the adequacy of its charter, develop goals and request board approval.

Authority and Responsibilities

Budget and Reporting

- Review and discuss the budget within the committee and recommend approval of the budget to the board of directors
- Review reports from the Chief Operations Officer that clearly communicate financial and cash position, adherence to the budget, allocation of resources toward the accomplishment of mission, and support of any donor-imposed restrictions on contributions
- Highlight any significant known or expected budget variances for the board

Long-term Financial Planning

- Maintain a current understanding of the long-term financial plan and the sensitivity to changes in assumptions
- Ensure the long-term financial plan is consistent with the Vision and Strategic Plan
- Assess the likelihood of uncertain future events that would affect DSST's financial position
- Keep the board informed about the long-term financial health of DSST

Operations

- Serve as a consultative resource on operations for both the board and the Chief Operations Officer
- Track facility requirements and long term planning processes
- Review facility acquisitions
- Review planning for back office applications and periodically evaluate management's assessment of the ability of these resources to meet organization requirements
- Advise on information technology infrastructure deployment and planning, and periodically evaluate management's approach to meeting organizational requirements

Investments

- Maintain and monitor compliance with the Investment Policy Statement
- Offer guidance on the investment and reinvestment of assets committed to the investment program in a manner consistent with the Investment Policy Statement and the long-term financial plan
- Once a year, report to the entire board on the status of investments and confirm compliance with the Investment Policy Statement

Human Capital

- Perform an annual review of employee benefits and compensation

Internal Controls and Accountability

- Although the entire board carries fiduciary responsibility for DSST, the finance and operations and the audit committee will serve a leadership role in this area

- Ascertain leaderships success in establishing a culture and commitment to integrity and compliance
- Set board expectations for appropriate internal control procedures for financial transactions
- Review policies and procedures, insurance and other risk mitigation practices to ensure DSST sufficiently manages and protects against exposure to risk

Membership

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

Role of the Chair

The board treasurer, whose specific duties are described in the bylaws, will be the committee chair. In practice these duties require an overview role and the Finance Department under the Chief Operations Officer largely handles daily transactions. Specific duties of the chair include:

- Serving as the principal liaison between the committee and the full board
- Working with the committee members and the Chief Operations Officer to set an agenda for each committee meeting
- Ensuring members are provided handouts and reports in a timely manner
- Reviewing minutes prepared by the Finance Department and ensuring members have opportunity to provide input to the minutes before they are finalized

Members

Teresa Berryman, Chair

Peter Fritzing, Member

Glenn Russo, Member

Goals

- Review and modify Committee charter
- Revamp financial reporting to the Committee and the Board
- Evaluate investment manager, the Investment Policy and cash balances for investment planning
- Examine long-term financial plan and alignment with Strategic Plan
- Review the enterprise risk management initiative including insurance coverage

Schedule

- Committee meetings will usually be held starting 2 hours prior to the board of directors meeting
- The Chief Operations Officer will schedule the special annual budget setting working meeting in April

Anticipated Meeting Agendas

September

- End of Year Financial Review
- Proposed Reporting Package for Board and Committee
- Teacher Leadership Institute Finance Presentation
- Facilities Update

October

- DSST Financial Statements and School Enrollment

- School Fundraising Policy Proposal
- Risk Management
- Investment Policy and Management

November (Board Retreat)

- Teacher Leadership Institute Finance Presentation Version 2
- Strategic Plan Draft

January

- DSST Financial Statements and School variances
- Mil and/or ProComp Implementation Plans
- Strategic Plan Impacts
- Information Technology Update
- DSST Budget Reset for Denver Public Schools (Tentative)

March

- DSST Financial Statements and School variances
- FY18 Budget and Compensation Drafts
- Budget Policy Revamp
- New long-term Financial Plan overview

April

- FY18 Budget and Compensation Version 2
- Long-term Financial Plan Version 2

May

- DSST Financial Statements and School Variances
- FY18 Budget Final Version for Board for approval
- Investment Performance

Nominating & Governance Committee Charter

2016-2017

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 respected 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 2016-2017 Objectives:

I. Board Development

- New Board members: Cultivate a pipeline of exceptional new Board prospects that 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.
 - Develop detailed criteria and gap analysis for Board candidates. In 2016/2017 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.
 - 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.
- 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 an 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: Include a section for each Committee in the annual survey 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
Sept. 12/Oct. 10 2016	New Board Orientation
October 2016	Board and committee surveys completed and analyzed; committee membership and leadership completed; committee charters finalized
November 2016	Listing of prescreened Board prospects; Calendar for school engagement and accountability events
March 2017	Recommendations for new Board candidates
June/July 2017	All new Board members confirmed

Committee Meeting Schedule:

September 19, 2016	9:30am- Teleconference
October 25, 2016	1:00pm- Byers High School
January 19, 2017	1:00pm- TBD
March 23, 2017	1:00pm- Conservatory Green Middle School
May 25, 2017	1:00pm- Green Valley Ranch High School
June 15, 2017	1:00pm- Home Office

Committee Members:

- **Chair: Justin Jaschke**
- **Gloria Zamora**
- **Dan Wilkerson**
- **Steve Halstedt**
- **Regina Rodriguez**

Staff Liaison:

- **Heather Lamm**



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% of 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 student is the same as 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.