



Board of Directors Meeting

January 16, 2020 • 2:30pm – 5:30pm MST

DSST: Montview Middle School

2000 Valentia Street, Denver, CO 80238, Room 119

Our Core Values

Responsibility: *We acknowledge that our actions and choices impact ourselves and our community. We take ownership for what we do and how we choose to do it.*

Curiosity: *We are eager to learn, question, and explore. We have a thirst for knowledge, a love of investigation, and a desire to learn about ourselves, our community, and our world.*

Integrity: *We act and speak with honesty, fairness, and thoughtfulness. We consistently align our words and actions.*

Doing Your Best: *We put our best effort into everything we do. We know that individual and collective effort are required for our community to thrive.*

Courage: *We possess the confidence and resolve to take risks, push ourselves, and persevere in the face of pressure, adversity or unfamiliar circumstances.*

Respect: *We appreciate each person and their story through our words, actions, and attitudes. We value their unique perspective and treat others with dignity.*

Username: **wireless-guest-875**

Password: **M3tj35Da6kaPw3P**

- 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 16, 2020

<u>I. Welcome (35)</u> <ul style="list-style-type: none"> Board Chair Welcome (10) Public Comment (10) School Director, Welcome & Update (15) 		Introductions Q and A	Gloria	2:30 - 3:05
<u>II. Approval Items (5)</u> <ul style="list-style-type: none"> Minutes (5) 	Pg. 6	Approval	Gloria	3:05 - 3:10
<u>III. Discussion (90)</u> <ul style="list-style-type: none"> Noel High School (70) First Trimester Results (20) 		Information/Discussion	Heather, Bill Nicole	3:10 - 4:40
<u>IV. Reports (30)</u> <ul style="list-style-type: none"> CEO (20) Henry update/Slice of Pi Executive Committee-- Charters (5) Education & Information Technology Committee Finance & Operations Committee --Enrollment (5) Audit Committee Advancement Committee Nominating and Governance New Business 	Pg. 22 Pg. 8 & 37 Pg. 38	Information Approval Information Information Information Information Information	Bill Gloria Alyssa Glenn Teresa George Pat	4:40 - 5:10 5:10 - 5:30
<u>Executive Session (20)</u> <ul style="list-style-type: none"> CEO Performance Targets 		Information/Discussion	Gloria	5:10 - 5:30
<u>V. Adjourn Regular Meeting</u>			Gloria	5:30



IV. Approval Items

• Minutes from the November 21, 2019 DSST Public Schools Board Meeting

MINUTES

DSST Public Schools Board Meeting
November 21, 2019
DSST: Conservatory Green MS, Room 242

Meeting Called to Order: 2:37p.m.

Board Members Present:

Alyssa Whitehead-Bust
Barbara Brohl*
David Greenberg
Deborah McGriff*
Glenn Russo
Gloria Zamora
Greg Sissel*
Janet Lopez
Justin Jaschke
Patrick O'Rourke
Peter Fritzinger
Scott Arthur
Teresa Berryman
*Attended via conference call

Parent Present: Magda (Byers 6th Grade Parent)

Board Members Absent: Brenda J. Allen, George Sparks, Gina Rodriguez

DSST Staff Present: Ashley Piche, Bill Kurtz, Christine Nelson, Heather Lamm, Jenny Trainer, Katie Glenn, Molly Donovan, Nicole Fulbright*, Steve Coit, Theresa Loth,

DPS Staff Present: None

Others Present: None

Welcome:

Ms. Zamora welcomed everyone to the meeting and participated in an ice breaker.

Approval Items:

Motion to approve previous board meeting minutes (9/19/19, 10/10/19), Jaschke

Second: McGriff

Vote: Unanimous approval

Discussion:

Mr. Kurtz discussed two handouts he provided the board. The first handout was an overview on DSST's target setting and the other document provided the board with DSST's network target setting approach for the 2019-20 school year. After Mr. Kurtz was done sharing the two documents the board participated in a Q&A. Following the target setting discussion, Ms. Zamora presented a PPT on DSST's Board Governance Roadmap. She provided the board with an overview of their main areas of focus moving forward. Ms. Zamora then asked for feedback and confirmed that the Board was in alignment with the focus areas. After Ms. Zamora's presentation, Ms. Lamm presented a PPT on DSST's advocacy efforts and the school board election results.

Reports:

Mr. Kurtz began the Home Office report by sharing a heartwarming story about one of our students who graduated from DSST: Cole HS last year. After Mr. Kurtz finished the story he continued the Home Office report by sharing a few updates which included DSST: Byers MS being named a blue ribbon school, our new COO, Tameeka Smith, and the current status of our VP of Development search. Mr. Kurtz also shared that DSST: Montview is currently going through

leadership changes and Grant Erwin, the School Director at DSST: Cole MS, presented their improvement plan to DPS. Lastly, Mr. Kurtz concluded the Home Office report by sharing a brief update on our growth in Aurora.

New Business: None

Motion to adjourn regular board meeting, Fritzinger

Second: Russo

Vote: Unanimous approval

Respectfully Submitted,

Katie Glenn (note-taker), Secretary

- **Committee Charters**

Advancement Committee Charter 2019-2020

The Advancement Committee is a committee in connection with the DSST Public Schools Board of Directors which provides guidance and support to the Board of DSST in ensuring the financial health of the organization through private/public fundraising to ensure the continued operation and opening of 11 campuses (22 schools) by 2025.

The Committee engages strategically with the Development staff on the creation of DSST's annual and long-term fundraising plan, so that the Board of Directors is optimally and strategically engaged in advancing the mission of DSST. Our committee goals will always strive to support the following organizational efforts and core competencies of establishing a value-based school and organizational culture. In addition, the committee's work will align with and add value to the annual goals of the DSST Development department.

Key Development Team Goals:

1. Build a sustainable development operation that ensures advancement work is done effectively and efficiently, with transparency that enhances organizational decision making
2. Secure philanthropic support that provides for DSST's mission and growth, as well as for the network's strategic priorities
3. Know DSST's donors well and extend the prospective donor pool, increasing opportunities to strategically align donor interest with DSST's priorities

2019- 2020 Academic Year Committee Goals

1. Ensure that the DSST Board of Directors continues to have 100 percent participation in philanthropy to DSST
2. Refine, know and communicate the DSST case for support and have ability to share with other board members, peers and prospective donors
3. Identify and engage 10 new prospects with DSST through opportunities like Slice of Pi, and ensure the entire board has the opportunity to host or participate in two private prospect/donor events to introduce and engage new prospects with DSST
4. Know and participate in the strategies for DSST's most generous donors

Committee Meeting Schedule:

The committee will set a launch meeting in December 2018, and will determine its meeting frequency with the committee at that time.

Advancement Committee Chair and Vice President of Development engage monthly via phone

Advancement Committee Meetings:

Location: Denver Museum of Nature and Science

Dates and Times:

TBD

Committee Members:

Chair: George Sparks (DSST board)

- Scott Arthur (DSST board)
- Justin Jaschke
- Bill Kurtz, Home Office Liaison
- Vice President of Development, Home Office Liaison

Audit Committee Charter

2019-2020

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 twice 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.
- Provide the Internal Revenue Service Form 990, and the 401 (K) audit to the board.
- 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

- 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.
- Review with management and the external auditors all matters required to be communicated to the audit committee.
- Understand the scope of external auditors' review of internal controls over financial reporting.
- Obtain reports of auditor's findings, recommendations, and comments regarding pertinent issues and monitor management's responses.
- 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.
- Review the performance of the external auditors, and exercise final approval on the appointment or discharge of the auditors.
- 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.
- 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.
- Provide an open avenue of communication between the external auditors and the board of directors.
- Review the findings of any examinations by regulatory agencies and any auditor observations.

Compliance and Control

- Review the effectiveness of the system for monitoring compliance with laws and regulations as they relate to financial reporting 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.
- 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.

Risk Management

- Review risk mitigation practices to ensure DSST sufficiently manages and protects against exposure to risk. This includes reviewing the both the categories of risk tracked by management and management's assessment of preparedness.

Members 2019-2020

Teresa Berryman, Chair

Peter Fritzinger, Member

Patrick O'Rourke, Member

Nicholas Plantan, DSST Liaison

Audit Committee Goals 2019-2020

In conjunction with DSST leadership accomplish the following:

- Update charter
- If any comments are made in the management letter, determine if action should be taken and supervise the plan if appropriate.
- Track reporting for the addition of Aurora Public Schools results.
- Continue tracking the evolution of risk management strategies including assessment, monitoring and reporting.

Schedule of Meetings

<u>Date</u>	<u>Agenda Items</u>	<u>Format</u>
Sept. 4, 2019, 1:00 pm	Audit exit conference (with external auditors)	In -person
Sept. 13, 2019, 3:30 pm	Approve Audited Financial Statements (with external auditors) Approve Audit Charter Executive session with external auditors	Phone-in
Feb. 20, 2020, 9:00 am	Engage auditors Review Risk Management Report Follow-up on audit procurement finding DSST preparation of financial statements instead of auditors	In-Person
May 6, 2020, 12:30 pm	Audit entrance conference	In-person

Education Committee Charter 2019-2020

The Education Committee is responsible for monitoring the educational quality and impact of DSST Public Schools, supporting the full board in building their capacity to progress monitor at the governance level, and providing thought partnership to DSST leaders, as desired, regarding DSST's academic strategy and its implementation

DSST aspires to develop graduates with a strong sense of values, a deep understanding of their identity, and the foundational skills and habits to become the best versions of themselves, lead fulfilling lives, and make a contribution to the human story.

To support DSST in achieving academic excellence, the Education Committee will focus its 2019-20 work on partnering with staff to establish a multi-year academic plan and set of multi-year academic targets that will support rigorous progress monitoring. The Committee will develop and facilitate educational opportunities for the full Board to build their comfort and capacity with governance-level progress monitoring. Finally, the Education Committee will continue to monitor and provide thought partnership on DSST's strategic direction and significant network-wide academic policies, in part by spending time in classrooms with DSST leaders.

The Committee will work with the Home Office and Board of Directors to primarily focus on progress towards these goals:

- **Academic Preparedness:** DSST students achieve proficiency in the content and academic skills needed to be successful in high school, college and their postsecondary experience
- **College Success and Persistence:** DSST schools prepare all students for success in college and the 21st century.

DSST's Chief Academic Officer and Chief Strategy Officer will serve as the primary staff liaisons and will participate in meetings of the Committee.

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

Education Committee Fiscal Year 2020 Objectives

1. Work with key offices to identify and monitor key goals / metrics around the two strategic plan priorities of Academic Preparedness, and College Success and persistence.
2. Research and--if appropriate--recommend goals and metrics related to social-emotional and academic learning and consistent excellence across all schools.
3. Research and recommend multi-year network-wide targets for each academic metric.
4. Build the full Board's comfort and capacity with progress monitoring.
5. Provide input to staff to support them in aligning DSST's academic plan to its multi-year targets.
6. Support Home Office so DSST can demonstrate consistent excellence across all schools in its Core Model elements as they relate to academics, student support, educator talent and technology/data infrastructure.
7. Provide as-requested thought partnership to the Chief Academic Officer to support staff's implementation of its plan.

Meeting Schedule and Topics

December, 2019	Meeting with Board Chair, Committee Chair, CEO, CAO and others to align on committee charter
January 28, 2020	Ground in committee purpose and work. Analyze DSST's current strategic planning and progress monitoring systems. Analyze several models of alternative approaches to multi-year planning and progress monitoring. Brainstorm opportunities for improvement of DSST's systems.
February 20, 2020	Gain understanding of DSST classroom practice. Provide thought partnership to DSST senior leaders on aligned and mis-aligned evidence of DSST's strategy in action. Create objectives for March Board training.
March 17, 2020	Finalize plan for Board training Narrow list of possible improvements to DSST's planning and progress monitoring systems.
April 16, 2020	Determine what, if any, academic metrics should be recommended for addition to DSST's current scorecard. Determine recommended multi-year targets. Review strategies to ensure alignment to targets
May 13, 2020	Gain understanding of DSST classroom practice. Provide thought partnership to DSST senior leaders on aligned and mis-aligned evidence of DSST's strategy in action. Utilize classroom walkthrough experience to finalize list short-list of possible recommendations.
July/August 2020 (TBD based on data availability)	Deep dive on end of year results (SAT and college acceptance); Strong focus on academic initiatives and prioritization process for the following year; Identification of necessary directional changes moving forward

Meeting times are yet to be determined. The committee has decided to meet at different DSST MS/HS campuses for each meeting.

Members:

Alyssa Whitehead-Bust (chair)
David Greenberg
Brenda Allen
Deborah McGriff
Steve Cartwright (Attuned Education Partner's team member with expertise in data analytics and target setting)
Charlie Coglianses
Zeke Perez

Staff Liaisons:

Bill Kurtz
Nicole Fulbright
Ashley Piche
Gregg Gonzales
Steve Coit
Brandi Chin

Executive Committee Charter

2019-2020

Role

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, if still serving on the Board. The CEO of DSST is the staff liaison and attends meetings of the Committee.

Responsibilities

The Committee will create a Board culture of engagement, ownership and accountability that supports achievement of DSST's annual Network goals and Strategic Plan, and DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.

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 assignment of Committee Chairmanships will rest primarily with the Board Chair, the Vice Chair(s) and the CEO, with advice from the Executive Committee. In addition, they 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 the annual Board retreat. As requested by 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 achievement of DSST's annual Network goals and Strategic Plan.

General Long-Term Goals:

1. Ensure 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. Individuals reporting to the CEO, and their direct reports. The Committee may appoint a special task force to ensure an effective Succession Plan.
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, ownership and accountability that supports achievement of DSST's annual Network goals and Strategic Plan, and DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.

Membership and Home Office Liaison

- Gloria Zamora (Chair)
- Teresa Berryman (Vice Chair, Audit Chair)
- Peter Fritzinger (Vice Chair)
- Glenn Russo (Finance & Operations Chair)

- George Sparks (Advancement Chair)
- Alyssa Whitehead-Bust (Education and Information Technology Chair)
- Patrick O'Rourke (Nominating & Governance Chair)
- Bill Kurtz, Home Office Liaison

Executive Committee Goals Fiscal Year 2020 Objectives:

1. Oversee the evaluation of the CEO's performance for Fiscal Year 2020. Completed by October 2020.
2. Work with Committee Chairs on Membership, Charters, Goals and Objectives aligned with DSST's values, strategy and Operating Plan. Completed by January 2020
3. Focus on Smart Growth as part of Executive Committee meeting agendas. Serve as a sounding board and source of information and perspective to the CEO as it pertains to Smart Growth.
4. Plan, conduct and publish results, as appropriate, from the annual Board Retreat, designed to provide strategic input to Committees and Management. Completed by February 2020.
- 5.
6. Delegate to the Succession Planning Subcommittee to work with management on updating, and approving a Management Succession Plan. Completed by June 2020 .
7. The Board Chair, in conjunction with the Vice Chairs and the CEO, in consultation with the Nominations and Governance committee, will interview and evaluate Board members whose terms are expiring. Completed May 2020.
8. Periodically evaluate the performance of each Committee of the Board. The Board chair, in conjunction with the Vice Chairs, will work with respective Committee Chairs and CEO to insure they have resources to succeed, and will hold Chairs accountable for results. Completed July 2020.
9. At the request of the Board Chair, assign or re-confirm Chairs for each Committee for FY 2021.. Completed by July 2020
10. Prepare a self-assessment of Executive Committee performance for FY 2020 . Completed by July 2020 .
11. Conduct regular Executive Committee meetings; set Board agendas at such meetings. Completed by June 2020 .

Deliverables:

September 2020	CEO Performance Review
January 2020	Updated Committee Charters
February 2020	Conduct BOD Retreat
May 2020	As needed, Evaluate BOD Members whose terms expire
June 2020	Management Succession Plan Update
July 2020	As requested by Board Chair, Evaluate Committee Performance and review Committee Chairs
July 2020	Self-Assessment of Executive Committee Performance

Meeting Schedule / Key Topics TBD

	Generally, one to two weeks before Board meetings, by telephone.
September 11, 2019	1:30 PM
November 14, 2020	1:00 P.M.
January 17, 2020	1:30 P.M.
March 19, 2020	1:30 P.M.
May 14, 2020	1:30 P.M.
June 4, 2020	1:30 P.M.

Finance and Operations Committee Charter 2019-2020

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.

Responsibilities

Budget and Reporting

- Review and discuss the budget and reserve requirements within the committee and recommend approval of the budget and board designated reserves to the board of directors
- Review reports from the Chief Operations Officer that clearly communicate financial and cash position, adherence to the budget, and allocation of resources toward the accomplishment of mission
- Perform an annual review of employee benefits and compensation
- Highlight any significant known or expected budget variances for the board
- Review annual grant request submitted by DSST Inc. for approval by the DSST Foundation
- Review organizational initiatives that may impact financial health and reporting

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
- 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

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
- Request annual reporting from the DSST Foundation and review its investment performance

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

Membership

The committee will consist of at least three members of the board of directors. Outside financial and operational experts may also be included. The DSST Chief Operating Officer will serve as the Home Office liaison to the committee

Members and Home Office Liaison

Glenn Russo, Chair

Teresa Berryman, Member

Barbara Brohl, Member

Peter Fritzing, Member

Greg Sissel, Member

Tameeka Smith, Home Office Liaison

Nick Plantan, Home Office Liaison

Goals

- Review and modify Committee charter
- Ensuring LTF and budget visibility with Board and adherence to financial plans
- Track facility issues as they relate to growth plan and Aurora Public Schools
- Clarify financial policies between DSST, Inc and DSST Foundation

Schedule

- Committee meetings will be held two weeks before the board of directors meeting at the DSST Home Office. Specifically:
September 4, 2019 2:00 pm; November 6, 2019 2:00pm; January 8, 2020 2:00pm;
March 11, 2020 2:00pm; April 8, 2020 2:00pm; May 5, 2020 2:00pm
- The Chief Operations Officer will schedule the special annual budget setting working meeting in April

**DSST Finance and Operations Committee
Anticipated Meeting Agendas
FY 2019-2020**

September 4, 2019 2:00 pm

- DSST Facility Update Denver and Aurora
- APS Funding Update
- End of Year Financial Review
- Long-term Forecast

October (Board Retreat)

- Board Topic: Long Term Forecast, Facilities?

November 6, 2019 2:00pm

- DSST Financial Statements
- Enrollment Update
- Investment Report
- DSST Inc and DSST Foundation Policies
- Campus 9 / APS Update
- Board Topic: Enrollment impact on forecast

January 8, 2020 2:00pm

- Enrollment Review
- Fall Forecast **vs Budget**
- DSST Financial Statements and School variances
- DSST Budget Reset for Denver Public Schools **(if needed)**
- Review budget process improvements **for FY21**
- Campus 9 / APS Update
- Board Topic: Fall Forecast, DPS Reset **(if needed)**

March 11, 2020 2:00pm

- DSST Financial Statements and School variances
- Human Capital Planning / Comp Targets
- Information Technology Update
- Winter Forecast
- Review DSST compliance with approved Investment Policy
- Campus 9 / APS Update
- Board Topic: Winter Forecast

April 8, 2020 2:00pm

- FY18 Budget and Compensation Version 1
- Hiring Update
- Campus 9 / APS Update

May 5, 2020 2:00pm

- Review DSST Foundation Financial Report and funding request
- FY18 Budget Final Version for Board for Approval Version 2
- Campus 9 / APS Update
- Board Topic: Budget Approval

Nominating and Governance Committee Charter

2019-2020

Role

The Nominating and Governance Committee is responsible for board recruitment, engagement, self-assessment and assisting DSST's leadership in its strategic and advocacy functions. 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. 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. This committee shall also work with DSST's leadership to identify and pursue opportunities for DSST and board members to engage in advocacy within the DSST community and beyond to ensure a broader understanding of DSST's mission, vision, and goals.

Responsibilities

Board Development

- 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.
- Onboard new Board members: Hold a New Board Member Orientation each year.
- Support a Board culture of engagement, ownership and accountability that supports achievement of DSST's annual Operating Plan and Strategic Plan, and DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.
- Resolve specific questions and needs of the Board relating to terms and succession and make specific recommendations to the Board regarding these matters

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. The committee should periodically review the DSST board policies and other governance documents to ensure that they reflect best governance practices.
- 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: Review Board Commitment document and ensure that it reflects the commitments expected of individual board members. Ensure expectations around individual commitment are communicated to new board members at orientation and all board members on an annual basis.

Advocacy

- Engage with DSST leadership to identify the areas where DSST must engage stakeholders in the DSST community and beyond to ensure a broader understanding of DSST's mission, vision, and goals.

- Identify how the Board of Directors can best assist DSST leadership in advocacy with policymakers and community influencers.
- Assist DSST leadership in advocacy efforts through coordinated outreach, participation in community events, and engagement with DDST stakeholders and community leaders.

-

Membership

The membership of the committee shall include the committee chair, which shall be appointed by the board, the Board Chair, and at least two additional members of the board. It is desirable that the committee has members with some expertise in recruitment and personnel and board evaluation, strategic planning, advocacy, and community relations, as well as at least one member with board governance expertise. The DSST Chief Advocacy & Communications Officer will serve as the Home Office Liaison to the committee.

Patrick O'Rourke, Chair

Gloria Zamora, Board Chair and Member

Janet Lopez, Member

Regina Rodriguez, Member

Heather Lamm, Home Office Liaison

Kaitlin Glenn, Home Office Liaison

Meeting Schedule / Key Topics TBD

September 19, 2020	1:30 PM
November 21, 2020	1:00 P.M.
January 16, 2020	1:30 P.M.
March 26, 2020	1:30 P.M.
May 21, 2020	1:30 P.M.
June 11, 2020	1:30 P.M.



IV. Reports



Home Office

a. Academic Team Update

Curriculum & Instruction

Priority	Department Update	
Increasing Home Office Impact on School Success		
Building Math & Literacy Foundations	<p>We have re-imagined the “Building Math and Literacy Foundations” and “Innovating HS STEM” priorities to better capture the intersections and opportunities of the two priorities together, and to create a coherent approach that best supports our campuses this year and in the future. As a result, we are focused on Math, Lit, and STEM in the following areas:</p> <ul style="list-style-type: none"> • Effective Execution – improving the effective execution of our current programming and widely-accepted, research-based best practices that drive student achievement. • Academic Program – codifying and building a stronger academic program (especially in the areas of Math, Literacy, and STEM) to improve the “sandbox” for schools to make impactful local decisions aligned with Theory of Action and primacy of School Leader. <p>Effective Execution Updates:</p> <ul style="list-style-type: none"> • Program Team Campus Learning visits were executed at all campuses in Semester 1 to collect baseline data on Program Team Look Fors (priority-aligned, research-based best practices in classrooms: a) standards-aligned instruction, b) collecting and acting on data, and c) rigor and ratio). • Wraparound Support was officially launched with all stakeholders (Schools Team, School Directors, Instructional Leaders) to provide transparent and predictable ways of a) supporting campuses in effective execution and b) decision-making frameworks for deploying HO team members to campuses. • Planning for embedding research-based best practices for great instruction in school planning for 20-21 • Development planning and execution aligned to network priorities and Program Team Look Fors 	
	<p>Development on:</p> <ol style="list-style-type: none"> 1. Standards Aligned Planning 2. Acting on Data 3. STEM Vision and Execution <p>With: new teachers, instructional leaders,</p>	<ul style="list-style-type: none"> • Development scope and sequence created for: new teachers, instructional leaders, school directors, and school coaches aligned to key areas identified (standards-aligned planning and acting on data), connected with Look Fors. At least 1 session (and in many cases

	<div> <div> <p>school directors, and school coaches</p> <p>Options for campus-based support targeted to returning teacher needs through Wraparound Support model</p> </div> <div> <p>multiple sessions) have been delivered to these various stakeholders.</p> <ul style="list-style-type: none"> • Wraparound Support menu of options has been created, aligned with ST, and rolled out to all campuses to help fill gaps with returning teachers and/or build campus capacity. </div> </div> <div> <p>Academic Program Updates:</p> <ul style="list-style-type: none"> • Created High School Vision that engages, excites, and guides our new HS model to begin with the end in mind as we codify Academic Program • Research briefs (including external research – scholarly research, school visits, best-practices, and internal research – pilot evaluation, data analysis, classroom observation, stakeholder input) have been compiled for all core contents, with a particular focus on Math, Literacy, and STEM • Best Practice Guide drafts for all core content areas (with particular focus on Math, Literacy, and STEM) will be completed in January to codify recommendations and best practices that support school planning and school leader decision-making • Pilot Programming and Evaluation – we are actively evaluating the success and effectiveness of current pilots and beginning to cultivate campus partners for 20-21 </div> <div> <div> <p>Cultivate 20-21 Partners Identify and cultivate bright spots who are likely partners and/or early adopters of possible future Academic Program shifts to explore pilots and program evals for 20-21.</p> </div> <div> <ul style="list-style-type: none"> • Current analysis is underway for 19-20 pilot programs, and we're in the early stages of identifying schools interested in more extensive piloting and partnership (Math, Literacy, and STEM). </div> </div>
Innovating HS STEM	See above, please.
Acting on Data	
Briefly describe major areas of focus for your team.	<p>For other departments on my team, here are some high-level updates!</p> <p>School Culture We have invested significant time and energy in improving the consistency and fidelity of the implementation of DPS discipline policy across our campuses to promote equity and consistency.</p>

As a result, 11 campuses have lower OSS rates for Fall 2019 than Fall 2018, and our consistency of documentation and policy implementation is dramatically improved across all campuses.

Data & Assessment

Priority	Department Update
Increasing Home Office Impact on School Success	Finalized network report card Solidified target-setting philosophy
Building Math & Literacy Foundations	Establishing DDI cadence for T2
Innovating HS STEM	N/A
Acting on Data	T1 data analysis (stoplights, forecasts, etc.) T1 Schools Team stepback
Briefly describe major areas of focus for your team.	Midyear TCP CTI calculations

Special Services

Priority	Department Update
Increasing Home Office Impact on School Success	- We are working to update and clarify our workstreams and the operating model within each of those workstreams in order to ensure ownership and roles and responsibilities are clear within our team and with our partners at schools.
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	

Briefly describe major areas of focus for your team.	<ul style="list-style-type: none"> - We are partnering with the Schools Team and Curriculum & Instruction team on the school planning process. Specifically, we are working to provide clear guidance to schools around staffing and scheduling for students with disabilities and ELL students. - We are supporting several schools, specifically Montview and Henry, on challenging family and legal compliance situations. - In alignment with our Vision for Special Education, we continue to focus on supporting our schools on compliance and ensuring students have access to grade level standards. - In the ELL/English Language Development world, we are supporting the ACCESS testing that begins soon and are focused on planning for curriculum and instructional support for our ELD courses in 20-21.
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b. College Success Update

Priority	Department Update
Increasing Home Office Impact on School Success	<p>Midyear survey results supports strong college-going college and leadership across campuses. College View HS strongly leads here.</p> <p>Weekly data reports show that we are on track to meet goals; students are averaging more than 6+ applications. Approximately 90% of these applications are in line with students TGR and IGR goals. <i>Note:</i> financial aid packages play a significant role in students' enrollment decisions.</p> <p>Continuing to work on model clarity with our DCS team. Alignment re strategic controller and continuing to work through nuanced implications here.</p>
Building Math & Literacy Foundations	<p>Seven DSST teachers have been approved as CU Denver adjunct faculty and will be offering their courses for college credit (that is guaranteed to transfer at any public Colorado institution).</p> <p>Classes and HS Campuses include: AP Biology- MTV HS Pre-Calc, Stats, Calc- GVR HS AP Lang- Byers HS AP Environmental Science, (AP) US History, Pre-Calc, and AP Calc- CV HS</p>
Innovating HS STEM	Continue to support the STEM Steer Co committee's exploration of college credit-bearing and career-aligned STEM opportunities.
Acting on Data	<p>Weekly reporting out on our college success measures to directors of college success, school directors, school coaches, and SLT.</p> <p>Monthly network DCS strategy meetings (driven by and in response to data).</p>
Briefly describe major areas of focus for your team.	<p>Additional College Success Connects to Tier 1 and 2 Priorities:</p> <p>College Success Impact Fund</p> <p>For the most impactful (and scalable) innovations, we believe in empowering school-based college success teams with resources to break the "ceiling". This fall the CSIF has funded nearly 50 students visits to out-of-state colleges. Nearly</p>

30 of these visits included the students' parent or guardian. Additional funding thus far has supported differentiated SAT prep as well as emergency college application waivers. We will be sharing a "midyear" report this spring.

College Success Database

We've officially launched our College Success Database work with the Ed Tech team. This will be a multi-year process to improve storing and reporting of college and alumni data.

College Application Update

- **Submitted (average)**- 6 apps/student
- **FAFSA completion (average)**- DPS and State system is currently down; will report back next month with accurate #s.
- Nearly 2/3 of the Class of 2020 has *already* been accepted to at least one TGR (match) college.

Hybrid College

We continue to work with corporate and community partners to explore the validity and impact of a metro Denver hybrid college model.

c. Ed Tech Update

Priority	Department Update
Increasing Home Office Impact on School Success	
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	<ul style="list-style-type: none"> • Successfully executed the first round of Interim Assessments on Illuminate, the new digital assessment platform that replaced Engrade. The IA cycle was one of the smoothest in recent past from a technology perspective. • The IA cycle also saw a series of improvements to reports used for IA analysis by teachers and school leaders.
Briefly describe major areas of focus for your team.	<ul style="list-style-type: none"> • Kicked off the College Success Data Revamp project, and are well underway in the first phase of database design to set the stage for greatly improved college data reporting and management.

d. Human Capital Update

- *Human Capital Update includes updates from DEI, Leadership Development, Talent Operations & Talent Acquisition.*

Priority	Department Update
Increasing Home Office Impact on School Success	<p>DEI</p> <p>DEI remains focused on supporting school success through intentional and specific DEI Development Co-Planning and Facilitation with schools. This has resulted in the following:</p> <ul style="list-style-type: none"> • Goal: 38 total sessions held across the DSST network for the 2019-2020 school year <ul style="list-style-type: none"> ◦ Actual: 27 sessions conducted by end of 1st Trimesters (31 total by 1/6) <ul style="list-style-type: none"> ▪ 12 Sessions at Home Office for School Directors, SDiTs, ASDs, Coaches, and Home Office Personnel ▪ 18 Sessions in Schools to include staff and student facing. • Community Partnership in the works with Mercy Housing to support Resident Development (Parents of DSST Students) <ul style="list-style-type: none"> ◦ How to communicate with their school ◦ How to become more engaged.. ◦ Developing Cultural Competency ◦ How to improve literacy achievement through Cultural Competency <p>How improve math achievement through Cultural Competency</p> <p>Leadership Development</p> <p>The Leadership Development team continues to conduct observation/debriefs and targeted leadership development support with each member of the Advanced Leader Cohort. These high-potential leaders currently serve as ASDs and SDiTs across the DSST network, and the support of the leadership development team is driving their development and ability to achieve their schools' goals. When asked on a recent survey, "To what extent do you agree the ALC program is supporting your development as a rising leader at DSST?" with 0 being not impactful and 10 being critical to their development, ALC members averaged a score of 9 out of 10. On a similar survey of DSST School Directors, 100% of SDs agree or strongly agreed that current members of the Advanced Leader Cohort have shown meaningful professional growth this school year.</p> <p>The Leadership Development team has launched strategic planning for SY20-21, and is partnering across teams and campuses to identify emerging leaders, build strong talent benches, and support schools in successful transition planning in order to ensure we are building healthy, diverse, and deeply impactful school leadership teams across the network.</p> <p>The Leadership Development team is in the final stages of developing a research-based "leadership readiness tool" as a way to more deeply</p>

	<p>incorporate performance data into school leader hiring and placement. We continue to pilot a beta version of the tool, and are developing a change management plan to roll it out more broadly over FY21.</p> <p>We are tracking positively towards achieving our change goal of preparing a majority of leaders in the Advanced Leader Cohort for roles of increased responsibility in SY20-21, and continue to closely monitor progress through observations and formal data collection.</p> <p>Talent Operations: The Human Capital Department in partnership with the Finance, Education Technology, and Information Technology Teams just launched a new talent & payroll system called Workday. Workday supports every team member with transparent access to staff information. Team members now have the ability to view and update all personal information, contact information, payroll data, compensation, benefits, and attendance). This new system allows DSST to leverage accurate data for more strategic decision making. As of 12/20/19, 97% of team members have logged in to confirm their data and 100% of school leaders have confirmed their organizational charts are correct.</p>
Building Math & Literacy Foundations	<p>DEI DEI is actively working to support teacher development and curriculum development through best practices:</p> <ul style="list-style-type: none"> • Working with humanities to develop Equity Audit Trainer of Trainer Model to pilot in the Spring semester. • Community Partnership with Mercy Housing to support Parent Development in Engagement, Literacy, Math, and Cultural Competency • Planning with Schools Team for Summer Development with Cultural Responsive and Relevant Practices embedded.
Innovating HS STEM	
Acting on Data	<p>DEI DEI is actively monitoring network data in overall student disparities and MY survey results in order to drive development and planning:</p> <ul style="list-style-type: none"> • School planning sessions include a data dive prior to and during the DEI session. <p>MY Survey results show 6 of 6 DEI specific survey questions have improved YTD (vs. MY results last year)</p> <p>Talent Operations:</p> <ul style="list-style-type: none"> • The 19-20 teacher evaluation process school year has been updated. This year, teachers will receive a score in the 'Equity' category that is counted towards the overall Culture, Team and Instruction score.
Briefly describe major areas of focus for your team.	<p>DEI The current major areas of focus in DEI are as follows:</p> <ul style="list-style-type: none"> • TCP Equity Evaluation for Teachers (Focus on "Will" in 2019-2020; "Knowledge" 2020-2021)

- Staff of Color Retention Working Group
 - New Staff Training and Summer Development Sequence
- 2020-2021 DEI Network Wide Development Scope and Sequence

Leadership Development

- School Director transition planning and execution
- Internal and external pipeline building
- Leader readiness tool creation
- Supporting the development of the network's highest potential leaders
- 3-5 year leadership development strategy

Talent Operations:

- TCP placement for the 18-19 school year was closed out for teachers in October. We had 75 teachers move up a level on the Teacher Career pathway. We are looking forward to celebrating a number of new Accomplished, Lead and Master teachers at our Night of Exemplary Teaching on February 7th.
 - 9 new Master Teachers
 - 30 new Lead Teachers
 - 60 new Accomplished Teachers
- Workday system launched successfully on 10/31. The team continues to prioritize change management and adjusting configurations to meet the needs of individual schools.
- Continued support for team members on wellness – accessing benefits and mental health resources
- Continued work with Denver Public Schools on the annual December count data submission to the Colorado Department of Education that includes staff data (position, location, pay rate, certification status, etc.)

e. Marketing, Advocacy & Communications (MAC) Update

Priority	Department Update
Increasing Home Office Impact on School Success	-Active support during Parent/Teacher Conferences network-wide including targeted help for 8th to 9th grade families -Training schools on student recruitment best practices - An inbound staff recruitment marketing infrastructure is live and approaching 900 leads
Building Math & Literacy Foundations	N/A
Innovating HS STEM	N/A
Acting on Data	-Creating more popular content on the Helix like Super Staff Spotlight & Pet of the Week that has increased views and in turn, staff engagement

Briefly describe major areas of focus for your team.	<ul style="list-style-type: none"> - Schools Prepping for Choice in January via the form of recruitment events including community movie nights and attending expos - Collaborating with schools team & finance to finalize seat offer numbers (January) -Noel HS Advocacy
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f. Operations Update

Priority	Department Update
Increasing Home Office Impact on School Success	
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	
Briefly describe major areas of focus for your team.	<p>Facilities:</p> <ul style="list-style-type: none"> - Implementing Montview "Innovative Classroom" bond improvements – outdoor basketball hoop, signage, carpet, furniture through spring and summer - Continuing to scope "Innovative Classroom" bond projects at Henry and Cole - Continuing to scope AN SPED program space improvements at Montview and Cole - Prioritizing cleaning issues at Cole campus - AST phase 1 building still on track for summer completion - Awaiting updated Rough Order of Magnitude costing from architect for potential Campus 9 site renovation costs <p>School Ops</p> <ul style="list-style-type: none"> - MY review process underway at all schools - Revamping our Front Office eval model to better incorporate competencies and data-driven outcomes/metrics - Supporting Unified Improvement Plan compliance process for schools - Managing 2020-21 calendar creation process

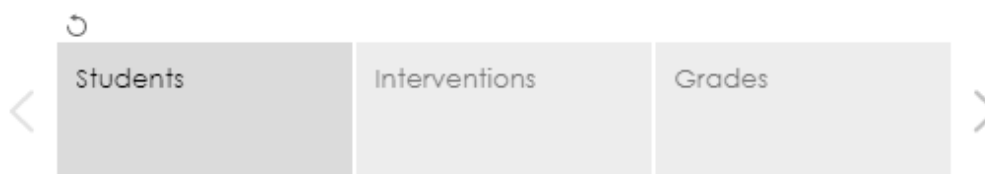
g. Strategy Update

Priority	Department Update
Increasing Home Office Impact on School Success	<p>DSST Theory of Action Implementation: Our team is supporting efforts to align our work at the Home Office to our Theory of Action. Key elements of this work include:</p> <ul style="list-style-type: none"> • measurement of operating model effectiveness; and • refinement of DSST's priority-setting and planning processes.

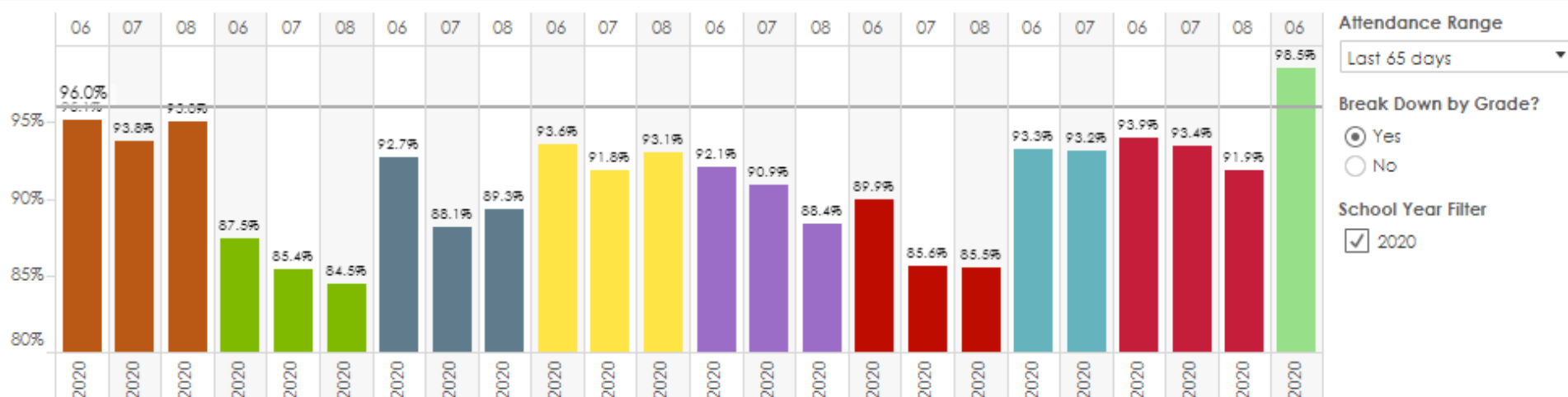
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	<p>Our team is leading DSST's efforts to improve performance management practices around network priorities and large cross-department projects and department execution work. Key elements of this work include:</p> <ul style="list-style-type: none"> • developing structures to support collaborative, short-cycle planning at the Home Office; and • ensuring that our data collection and reporting systems support evidence-based decision making at the Home Office.
Briefly describe major areas of focus for your team.	<ul style="list-style-type: none"> • Senior Leadership Team effectiveness • Network prioritization & planning • Theory of Action implementation • Home Office performance management (Acting on Data)

h. Directors Report

Middle School Directors Report

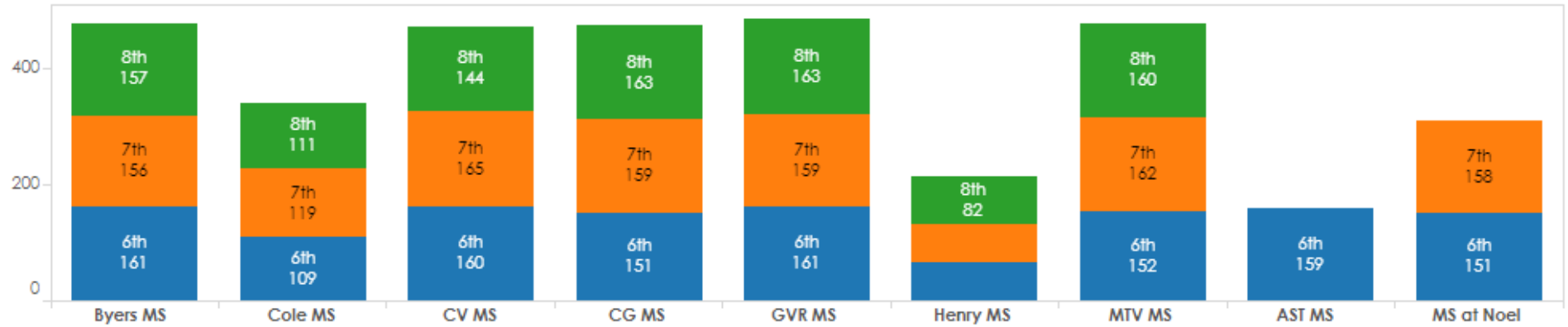


Year to Date Attendance

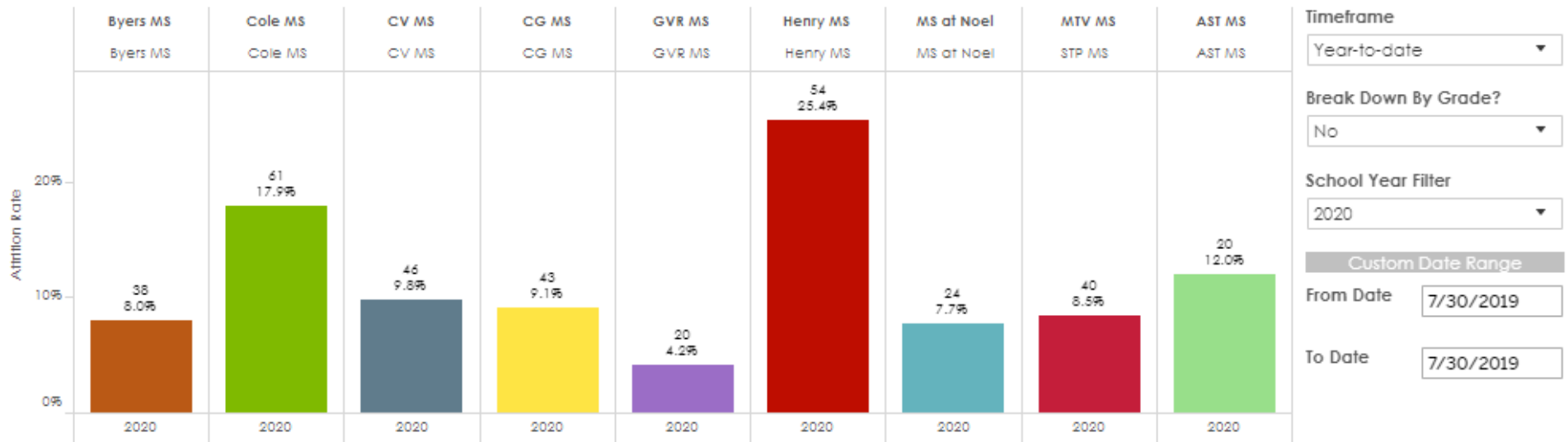


Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

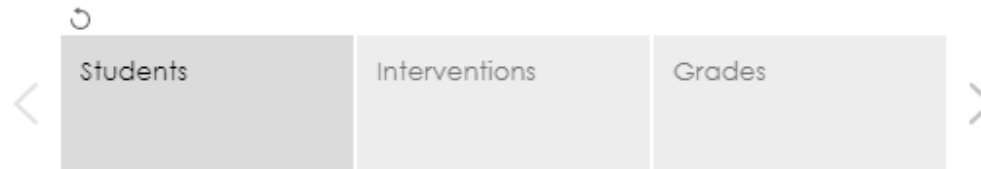
Enrollment



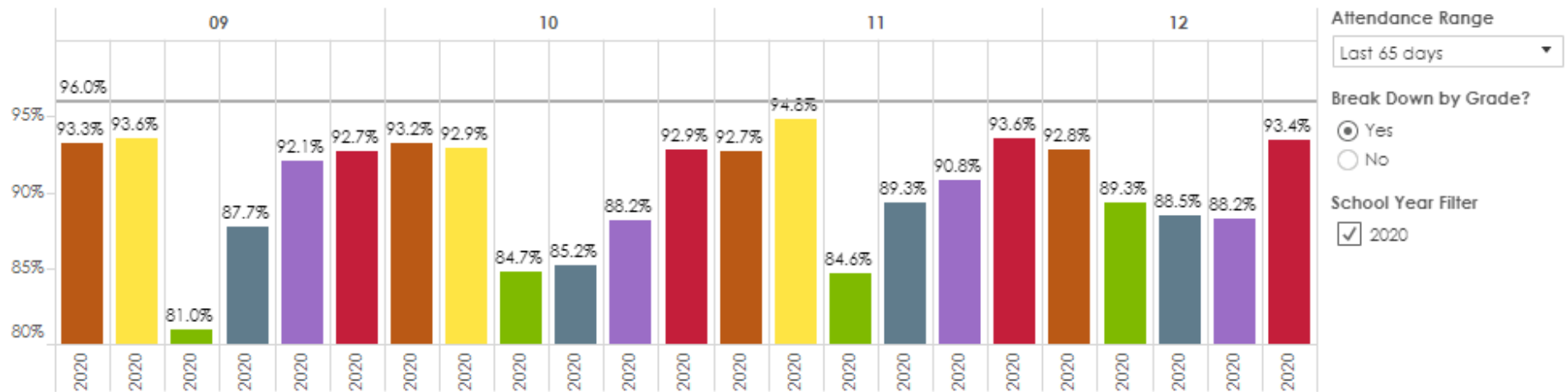
Attrition Rate



High School Directors Report

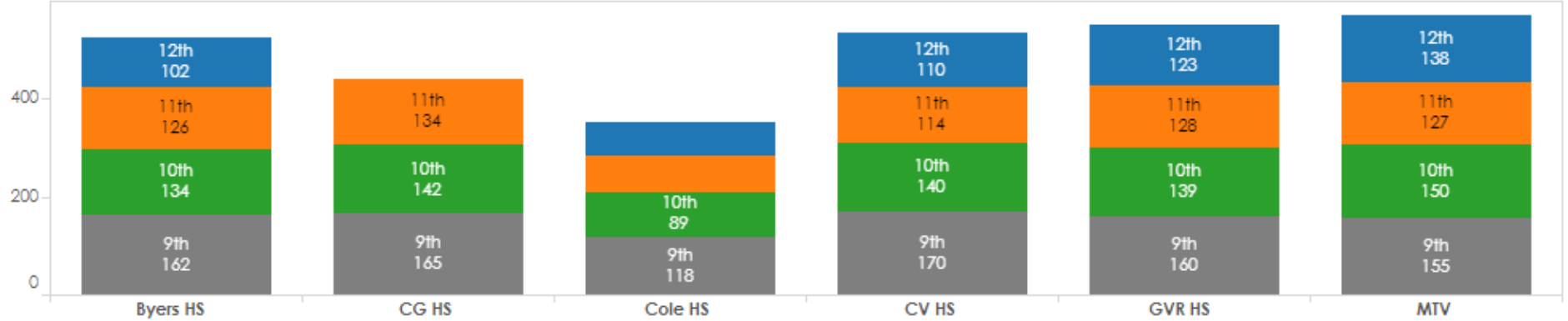


Year To Date Attendance

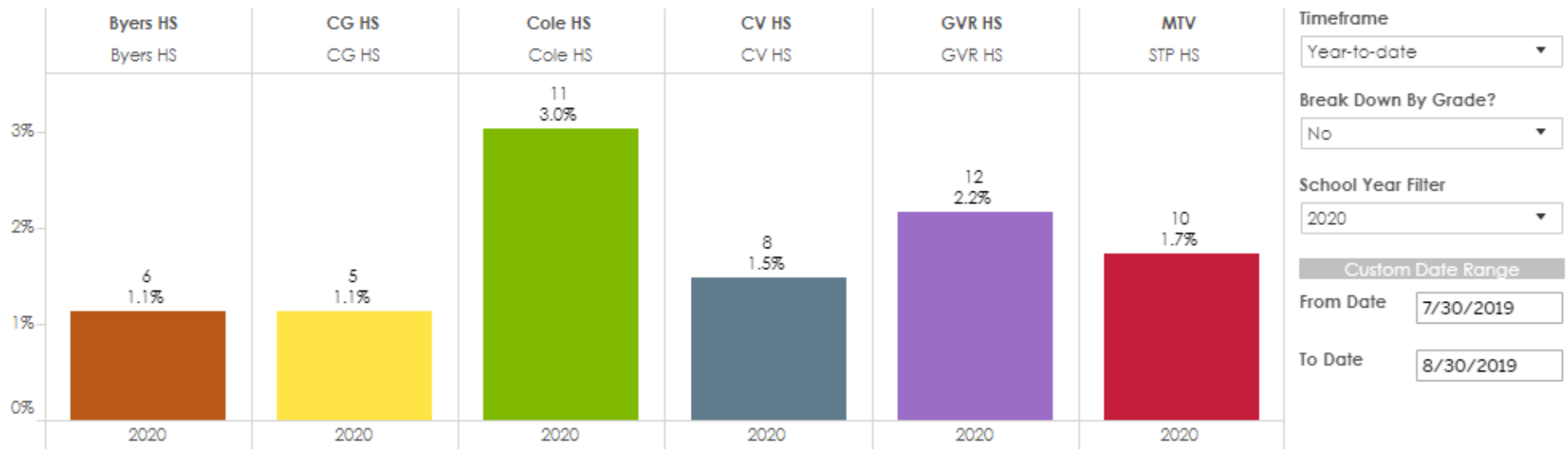


Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

Current Enrollment



Atrition Rate





Executive Committee and Chair's Report Reference Materials

DSST Executive Committee Report
January 2020

The DSST Executive Committee met via phone conference on January 7, 2020

The committee discussed the DSST Committee Charters to ensure alignment. Bill Kurtz provided general updates. I reviewed the CEO goals for 2019/2020.

Executive Committee Members who participated in the call included, Peter Fritzinger, Alyssa Whitehead-Bust, Glenn Russo, Teresa Berryman and Gloria Zamora.

Staff Liaison: Bill Kurtz

Respectfully submitted,

Gloria Zamora

Board Chair



Finance & Operations Committee

Finance & Operations Committee Meeting Minutes January 8, 2020

Attendees

Teresa Berryman, Committee Member

Barbara Brohl, Committee Member

Peter Fritzinger, Committee Member

Glenn Russo, Committee Member

Greg Sissel, Committee Member

Tameeka Smith, Committee Member

Nick Plantan, Director of Finance

Emily Dewey, Finance Manager

Anthony Eberspacher, Finance Manager

The team started by welcoming Tameeka Smith, new DSST COO, to the committee. Her background in business, non-profit and education advocacy are a great asset to DSST and will be helpful to the committee in particular. The committee discussed and agreed that adding a DSST parent to the committee will be beneficial. Gloria Zamora has proposed an individual and we will extend an offer to join the committee.

Enrollment Report

Nick presented the enrollment results for each school including comparison to prior year, budget and operating model targets. Overall, final enrollment of 6411 students was consistent with our budget assumptions of 6380 and does not have a significant impact to our financial plan. Two schools were below their budget enrollment and expense adjustments existing school reserves were used to adjust those school forecasts. The committee thanked the finance team for their diligence and resulting accuracy for this important budget driver throughout the budget and reporting process.

Fall Forecast vs Budget

Our forecast for the full year is on budget for Revenue and slightly favorable on Expenses resulting in a slightly favorable Net Income. No changes to the overall financial plan are required based on the forecast and a revision was not required to be submitted to DPS.

Financial Report as of November, 2019

Emily led a discussion with the committee of the monthly financial report. The committee reviewed the results and asked clarifying questions on the financial results. There were no significant deviations from the approved budget and there were no material risks highlighted for meeting the full year budget. The committee discussed a recurring shortfall in the collection of Student Fees despite a reduced assumption in this year's budget. The finance team agreed to provide a deep dive into this area for better understanding at our next meeting. We also discussed improvements to the reporting of CMO Transfers to the schools which will be included in next month's

package.

2021 Budget Process Improvements

Nick led a discussion of lessons learned in developing this year's budget as well as plans to improve the budgeting process for next year. In particular, an improvement in the software tools used to enable the School Directors to develop their budgets is being implemented. The process, timing and requirements for Aurora Schools is similar to Denver and have been incorporated in DSST's overall process.

Facilities Update

Nick updated the committee that the Aurora Campus construction continues on schedule for opening our first Aurora Middle School next school year. The committee discussed other activities related to new school locations within Denver.

The meeting began at 2:00pm and adjourned at 3:30pm.



Financial Report for the Month Ended
November, 2019

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School Income Statement Review

- School Income Statement

- School Variance Explanations

- Year-to-Date Variances by School

Home Office Income Statement Review

- Home Office Income Statement

- Home Office Variance Explanations

- Year-to-Date Variances by Home Office Department

Foundation Income Statement Review

- Foundation Income Statement

- Foundation Variance Explanations

Consolidated Financial Statements

- Consolidated Balance Sheets

- Consolidated Statements of Income

- Consolidated Statements of Cash Flow

Foundation Asset Report

Promises to Give Detail

School Income Statement Review

1. School Income Statement (in thousands)

	November Year-to-Date					Annual				
	Actuals	Budget	Total Variance	New Variance	Previous Variance	Forecast	Budget	Variance	New Note	Previous Note
REVENUES										
Student Revenue	\$ 622	\$ 819	\$ (198)	\$ (4)	\$ (194)	\$ 1,101	\$ 1,288	\$ (187)		1
Governmental Revenue	30,989	30,199	790	551	239	74,405	73,863	542	1	2
Contributions & Grants	-	73	(73)	-	(73)	55	73	(18)		
Misc Revenue	9	-	9							
Foundation Receivable	22	21	1	14	(13)	38	50	(13)		
Total Revenues	31,642	31,112	530	570	(40)	75,599	75,273	325		
EXPENSES										
Salaries	15,892	16,249	357	(29)	386	38,015	38,997	982	2	3
Additional Pay	506	665	159	(31)	190	1,499	1,532	34		4
Payroll Taxes and Benefits	4,572	4,692	120	(129)	249	10,821	11,270	449		
Professional Development	256	176	(80)	(38)	(42)	355	314	(41)		
Supplies	393	458	66	73	(7)	1,019	998	(21)		
Student Activities	563	287	(277)	(84)	(193)	1,133	927	(206)		5
DPS Expenses	4,053	4,206	154	(17)	171	10,031	10,095	64		6
Professional Services	15	93	78	8	70	160	222	62		
Fees to CMO	2,681	2,696	16	6	9	6,487	6,471	(16)		
Reimbursements to CMO	2,184	2,180	(4)	(1)	(2)	5,394	5,313	(82)		
Operating Leases	43	44	1	1	1	105	106	1		
Facilities	167	166	(1)	27	(28)	769	742	(27)		
Technology	54	117	63	42	21	205	222	17		
Misc Expenses	217	112	(105)	(66)	(38)	275	233	(42)	3	
Total Expenses	31,595	32,144	548	(239)	787	76,269	77,444	1,175		
NET INCOME	\$ 47	\$ (1,031)	\$ 1,078	\$ 331	\$ 747	\$ (671)	\$ (2,171)	\$ 1,500		

* Income statement figures exclude inter-fund transfers

** DPS expenses include overhead, special education fees, rent, security officers, transport, food services, social workers and nursing.

2. School Variance Explanations

New Notes

Revenue Variances

1. **Governmental Revenue** positive variance YTD of \$790K is due to higher than expected mill revenue based on a funding reweighting for FRL/direct certification students (+\$469K), higher than expected PPR (+\$207K). Both of these will come down slightly when enrollment is trued up. Also driving the variance are earlier timing of ELPA payments (+\$155K) and GT payments (+\$101K), as well as higher than budgeted paraprofessional reimbursement (+\$100K).

Expense Variances

2. **Salaries** positive YTD variance of \$357k due to open roles and vacancies at several schools, as well as a shift from internal hires of psychs/social workers to DPS contractors.
3. **Misc Expenses** YTD variance due to unbudgeted grant expenses that were expected to be spent down last year.

Previous Notes (dollar amounts updated)

Revenue Variances

1. **Student Revenue** negative variance is due to lower than budgeted student fee collection (-\$243K).
2. **Governmental Revenue** is higher than expected due to higher than expected PPR and Mill Levy payments (+\$682K). ~~This is a result of DPS enrollment projections that are not in sync with actual enrollment and we expect a true up after official October count.~~

Expense Variances

- ~~3. **Salaries** variance is due to the timing of TCP raises, and should be on target after the October paycheck run; all teachers get retro pay in October for the first quarter of the year based on TCP performance.~~
4. **Additional Pay** YTD variance of +\$159K is due to savings on summer school (+\$93K) based on a timing shift where those expenses hit in June, as well as lower than budgeted bonuses (+\$45K), mostly due to school director turnover.
5. **Student Activities** are overspent by \$277K, driven by fall sports athletic spending at Byers HS (-\$56K), MTV HS (-\$25K) and GVR HS (-\$20K), as well as earlier than anticipated student activities spend at Byers HS (-\$39K) and GVR HS (-\$22K).
6. **DPS Expenses** YTD variance of \$171K is driven by substantial savings on transportation (+\$113K). ~~We also have yet to be billed for DPS psychologists/social workers (+\$13K) or nurses (+\$41K).~~

Year-to-Date Variances from Budget by School (in thousands)

	MTV MS	MTV HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	Byers HS	CG MS	CG HS	Henry MS	Noel MS	AST MS	Centers	Total
REVENUES																	
Student Revenue	(21)	(52)	(17)	(35)	40	(17)	(10)	(14)	10	(54)	(23)	(6)	(8)	(4)	12	-	(198)
Governmental Revenue	26	169	10	165	74	113	(11)	(3)	124	174	44	113	(62)	2	38	(186)	790
Contributions & Grants	-	-	-	-	(73)	-	-	-	-	-	-	-	-	-	-	-	(73)
CMO Transfers	49	128	(15)	129	(112)	(53)	(141)	34	19	65	6	89	(181)	(17)	0	-	0
Misc Revenue	-	2	-	-	-	-	-	0	-	3	-	4	-	-	0	-	9
Receivable from Foundation	-	-	-	-	1	-	-	-	-	(0)	-	-	-	-	-	-	1
Total Revenues	54	247	(21)	259	(70)	43	(162)	17	153	189	27	199	(251)	(19)	50	(186)	530
EXPENSES																	
Salaries	33	15	33	44	16	(2)	(19)	47	7	(20)	65	17	44	(16)	5	88	357
Additional Pay	23	19	19	5	13	15	16	4	10	(6)	17	(11)	9	(3)	9	18	159
Payroll Taxes and Benefits	6	(12)	(0)	7	23	2	(7)	6	5	6	19	9	20	4	(1)	33	120
Professional Development	4	(2)	(7)	0	(31)	(4)	(17)	1	(3)	(12)	(2)	(4)	3	(9)	(1)	5	(80)
Supplies	15	(6)	2	25	(2)	(5)	7	8	9	(0)	8	(29)	9	5	3	17	66
Student Activities	(12)	(45)	2	(40)	(8)	(4)	(13)	(14)	4	(99)	(3)	(27)	4	(9)	(3)	(9)	(277)
School District Expenses	4	37	8	(9)	(38)	5	27	53	(0)	11	43	(36)	(9)	28	21	11	154
Professional Services	0	1	0	(2)	73	(3)	8	(1)	(0)	(0)	0	0	1	0	0	-	78
Fees to CMO	(3)	(0)	0	1	19	(2)	(0)	1	(1)	(3)	(3)	(4)	11	0	(1)	1	16
Reimbursements to CMO	(2)	0	(0)	1	4	(1)	(1)	1	(1)	(3)	(2)	(1)	2	(1)	(0)	-	(4)
Operating Leases	0	(0)	0	0	0	(0)	0	(0)	(1)	1	(0)	(0)	0	-	-	-	1
Facilities	(10)	1	2	1	(7)	(17)	1	(0)	2	(46)	2	(13)	1	14	77	(9)	(1)
Technology	(2)	3	2	(0)	(5)	(2)	(1)	(0)	(2)	(1)	(1)	1	5	2	62	3	63
Misc Expenses	(4)	29	(1)	(2)	(40)	(5)	(4)	1	(6)	(41)	(5)	(3)	(2)	(8)	(13)	0	(105)
Total Expenses	53	39	59	28	18	(23)	(3)	107	22	(212)	137	(101)	98	8	159	157	548
NET INCOME	107	286	38	288	(51)	21	(165)	124	175	(23)	164	99	(153)	(10)	209	(29)	1,078

Home Office Income Statement Review

1. Home Office Income Statement (in thousands)

	November Year-to-Date					Annual			New Note	Previous Note
	Actuals	Budget	Variance	New Variance	Previous Variance	Forecast	Budget	Variance		
REVENUES										
Governmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,230)	\$ (1,230)	\$ -		
Contributions & Grants	103	0	103	1	102	102	0	102		1
Fees to CMO	2,681	2,696	(16)	(6)	(9)	6,487	6,471	16		
Reimbursements to CMO	2,184	2,180	4	1	2	5,394	5,313	82		
Misc Revenue	253	308	(55)	(47)	(8)	665	673	(8)		
Foundation Receivable	386	383	3	261	(257)	832	822	10		2
Total Revenues	5,607	5,567	39	209	(170)	12,250	12,048	201		
EXPENSES										
Salaries	2,966	3,152	186	101	85	7,683	7,756	72		3
Additional Pay	1,291	918	(373)	190	(563)	2,068	1,887	(181)		4
Payroll Taxes and Benefits	662	654	(7)	32	(40)	1,582	1,580	(2)		
Professional Development	362	437	75	129	(54)	1,072	1,038	(34)	1	
Events	236	301	65	7	57	798	823	24		
Supplies	181	168	(13)	2	(15)	270	331	61		
Professional Services	958	458	(501)	(290)	(211)	1,366	1,112	(254)		5
Operating Leases	66	83	17	32	(15)	219	204	(15)		
Facilities	4	5	1	(0)	1	9	10	1		
Technology	946	602	(344)	(164)	(180)	3,298	3,340	42		6
Misc Expenses	8	67	59	6	53	163	216	53		
Total Expenses	7,680	6,845	(834)	46	(880)	18,529	18,295	(233)		
NET INCOME	\$ (2,073)	\$ (1,278)	\$ (795)	\$ 256	\$ (1,050)	\$ (6,279)	\$ (6,247)	\$ (32)		

* Income statement figures exclude inter-fund transfers

2. Home Office Variance Explanations

New Notes

Revenue Variances

Expense Variances

1. **Professional Development** has seen YTD savings on leadership development (+\$66K) and recruitment (+\$10K), but much of this is due to timing with higher spend anticipated later in the year on leadership dev, creating a negative variance in the forecast (-\$38K).

Previous Notes (dollar amounts updated)

Revenue Variances

1. **Contributions & Grants** are currently higher than budget by \$103K due to an error depositing funds into DSST, Inc instead of the DSST Foundation.
2. ~~**Receivable from Foundation** YTD variance of -\$257k is artificially low as we are still working on a process to allocate Foundation receivables by department.~~

Expense Variances

3. **Salaries** are currently underspent by \$186K due to late hires and vacancies, primarily in HR, Schools team, and Teacher Effectiveness departments.
4. **Additional Pay** YTD variance of -\$373K is due to the timing of spend on miscellaneous stipend in Human Capital for strategic hiring and leadership hiring bonuses (-\$325K) happening earlier in the year than budgeted, as well as overspending on returning staff bonuses (-\$100K), offset by savings on TCP Honors stipends (+\$82K).
5. **Professional Services** are overspent because of higher than expected consulting costs (-\$392K) due to higher than budgeted Workday implementation costs as well as the search firm fees for the COO executive search (-\$100K).
6. **Technology** YTD variance of -\$344K is due to overspending on ~~batteries and consumables (-\$15K)~~ and infrastructure replacement (-\$289K). These were offset by savings on infrastructure build (+\$28K) and telecommunications (+\$64K).

Year-to-Date Variances from Budget by Home Office Department (in thousands)

	CEO	COO	COS	Staff	HR	Fin	College	Comm	Acad	Dev	Ops	EdTech	IT	Data	Curriculum & Instruction	Teacher Effectiveness	Special Services	Total
<i>REVENUES</i>																		
Contributions & Grants	-	-	-	-	-	-	-	-	-	103	-	-	-	-	-	-	-	103
Fees to CMO	(16)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(16)
Reimbursements to CMO	(2)	-	-	-	-	-	-	-	-	-	-	-	6	-	-	(0)	(0)	4
Misc Revenue	-	0	0	0	18	(73)	0	0	-	(0)	(0)	-	(0)	0	0	(0)	0	(55)
Foundation Receivable	358	-	-	-	(322)	-	(25)	10	-	-	-	-	-	-	(8)	(9)	-	3
Total Revenues	340	0	0	0	(304)	(73)	(25)	10	-	103	(0)	-	6	0	(8)	(9)	(0)	39
<i>EXPENSES</i>																		
Salaries	(0)	12	38	21	89	(1)	1	(7)	-	64	8	(4)	(37)	0	(4)	32	(27)	186
Additional Pay	(10)	-	2	(0)	(382)	-	0	4	-	-	7	-	(1)	(0)	29	(24)	2	(373)
Payroll Taxes and Benefits	3	(0)	5	4	(17)	(3)	1	3	(0)	10	(1)	(4)	(10)	(1)	2	5	(4)	(7)
Professional Development	(1)	0	9	(2)	60	1	18	0	-	1	2	(6)	1	1	(8)	1	(2)	75
Events	1	-	(0)	-	48	-	15	3	-	1	-	-	-	-	14	(17)	1	65
Supplies	-	-	0	-	(1)	1	-	1	-	(2)	(2)	-	-	-	(25)	-	16	(13)
Professional Services	-	(90)	3	-	(394)	(2)	(3)	(5)	-	(2)	0	(2)	(51)	-	35	4	6	(501)
Operating Leases	-	-	-	-	-	-	-	-	-	-	17	-	-	-	-	-	-	17
Facilities	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Technology	-	-	-	(9)	(60)	7	(12)	24	-	0	(8)	84	(329)	1	(55)	-	14	(344)
Misc Expenses	-	49	-	-	(0)	11	-	-	-	0	-	-	-	-	-	-	-	59
Total Expenses	(7)	(28)	57	13	(657)	13	18	24	(0)	73	25	67	(426)	1	(12)	0	5	(834)
NET INCOME	334	(28)	57	13	(961)	(61)	(7)	34	(0)	177	25	67	(420)	1	(21)	(9)	5	(795)

Foundation Income Statement Review

1. Foundation Income Statement (in thousands)

	November Year-to-Date					Annual			New Note	Previous Note
	Actuals	Budget	Variance	New Variance	Previous Variance	Forecast	Budget	Variance		
REVENUES										
Contributions & Grants	\$ 650	\$ 1,308	\$ (658)	\$ (454)	\$ (204)	\$ 3,140	\$ 3,140	\$ -	1	1
Misc Revenue	352	279	73	18	54	725	670	54		2
Total Revenues	1,002	1,588	(586)	(436)	(150)	3,865	3,810	54		
EXPENSES										
Misc Expenses	2	1	(1)	0	(2)	8	6	(2)		
Foundation Payable to DSST	408	403	(4)	(274)	270	879	872	(7)		3
Total Expenses	410	404	(6)	(274)	268	887	878	(9)		
NET INCOME	\$ 592	\$ 1,183	\$ (592)	\$ (710)	\$ 118	\$ 2,978	\$ 2,933	\$ 45		

2. Foundation Variance Explanations

Revenue Variances

- Contributions & Grants** negative variance YTD not reflected in budget-to-forecast due to two large grants anticipated after November.

Previous Notes (dollar amounts updated)

Revenue Variances

- Contributions & Grants** negative variance of -\$658K is due to timing of receiving gifts as well as the \$103k referenced in Home Office note 1.
- Misc Revenue** YTD variance of \$73K is due to higher investment return than budgeted.

Expense Variances

- ~~**Foundation Payable to DSST** variance is artificially high per note 2 on the Home Office financials.~~

* The DSST Foundation is a separate 501(c)3 organization, presented as a discretely presented component unit on DSST, Inc financials

** Income statement figures exclude inter-fund transfers

Consolidated Balance Sheets

(in thousands)

	November 30, 2019	June 30, 2019
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 14,515	\$ 12,851
Short Term Investments	9,945	16,500
Accounts Receivable	6,507	7,055
Prepaid PCOPs Credits	4,992	4,992
Promises to Give	50	1,441
Prepaid Items	141	276
Total Current Assets	36,150	43,115
Investments	19,370	17,458
Long Term Grants Receivable	1,530	1,530
Beneficial Interest in Assets Held by Foundation	172	168
Total Assets	\$ 57,222	\$ 62,271
LIABILITIES AND EQUITY		
Liabilities		
Accounts Payable	7,672	10,749
Deferred Revenue	-	-
PCOPS Liability	735	1,273
Total Liabilities	8,407	12,022
Equity	48,815	50,249
Total Equity	48,815	50,249
Total Liabilities and Equity	\$ 57,222	\$ 62,271

Consolidated Statements of Income

(in thousands)

	Five Months Ended November 30,	
	2019	2018
REVENUES		
Student Revenue	\$ 622	\$ 786
Governmental Revenue	30,989	26,655
Contributions & Grants	753	1,358
Misc Revenue	614	395
Total Revenues	32,978	29,193
EXPENSES		
Salaries	18,858	14,441
Additional Pay	1,797	2,388
Payroll Taxes and Benefits	5,234	4,091
Professional Development	618	562
Events	236	329
Supplies	573	791
Student Activities	563	458
DPS Expenses	4,053	3,765
Professional Services	973	584
Operating Leases	109	137
Facilities	171	369
Technology	999	1,016
Misc Expenses	227	322
Total Expenses	34,413	29,254
NET INCOME	\$ (1,434)	\$ (62)

****** Income statement figures exclude inter-fund transfers

Consolidated Statements of Cash Flow

(in thousands)

	November 30, 2019
<i>OPERATING ACTIVITIES</i>	
Net Income	\$ (1,434)
Changes in Operating Assets and Liabilities	
Accounts Receivable	548
Prepaid Expenses	135
Promises to Give	1,391
Accounts Payable	(3,077)
Deferred Revenue	-
PCOPs Liability	(538)
Cash Provided by Operations	<u>(2,975)</u>
<i>INVESTING ACTIVITIES</i>	
Investments	4,640
Purchase of Property & Equipment	-
Cash Provided by Investing	<u>4,640</u>
Change in Cash and Cash Equivalents	1,664
Cash and Cash Equivalents, Beginning of Year	12,851
Cash and Cash Equivalents, End of Period	<u><u>\$ 14,515</u></u>

Foundation Balance Sheet (in thousands)

	November 30, 2019
<i>ASSETS</i>	
Current Assets	
Cash and Cash Equivalents	\$ 152
Short Term Investments (Mid-Term)	12,219
Short Term Investments (Berryman)	249
Promises to Give	50
Other Accounts Receivable	189
Total Current Assets	12,859
Long Term Grant Receivable	1,530
Total Assets	\$ 14,389
 <i>LIABILITIES AND EQUITY</i>	
Liabilities	
Deferred Revenue	100
Payable to DSST, Inc.	5,898
Total Liabilities	5,998
Equity	
Unrestricted Fund Balance	2,670
Restricted Fund Balance	5,721
Total Equity	8,391
Total Liabilities and Equity	\$ 14,389

Promises to Give Detail (in thousands)

	November 30, 2019	New PTG	Collections on PTG	June 30, 2019
Donors				
Harvey	1,480		1,291	2,771
Calder	-		100	100
Nord	100			100
	\$ 1,580	\$ -	\$ 1,391	\$ 4,901
Short Term Collections				
FY 2020	50,000			
Long Term Collections				
FY 2021	1,530,100			
Total PTG	\$ 1,580,100			

DSST PUBLIC SCHOOLS

Fall Forecast Update

School Income Statement

	Budget	Forecast	Variance
Revenue	\$75,273	75,599	325
Expenses	77,444	76,269	1,175
Net Income	(2,171)	(671)	1,500

Home Office/Foundation Income Statement

	Budget	Forecast	Variance
Revenue	\$15,858	16,113	255
Expenses	19,173	19,415	(242)
Net Income	(3,316)	(3,301)	13

Combined Income Statement

	Budget	Forecast	Variance
Revenue	\$91,131	91,712	580
Expenses	96,617	95,684	933
Net Income	(5,487)	(3,972)	1,513

Dept/Schools Forecast Meeting Budget

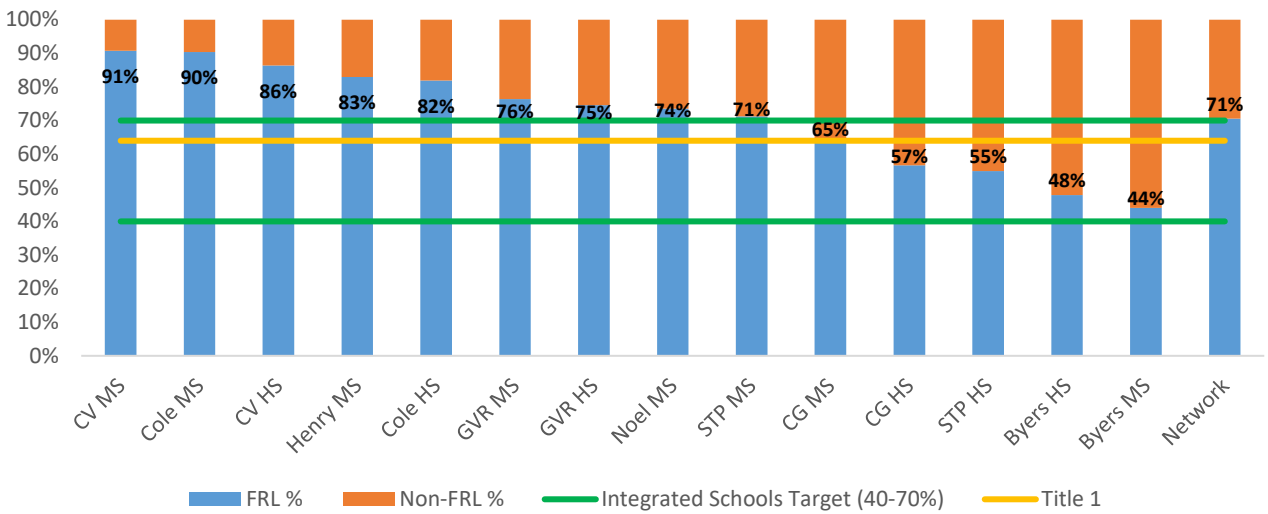
Schools	12/13	92%
HO	10/16	63%
Total	22/29	76%



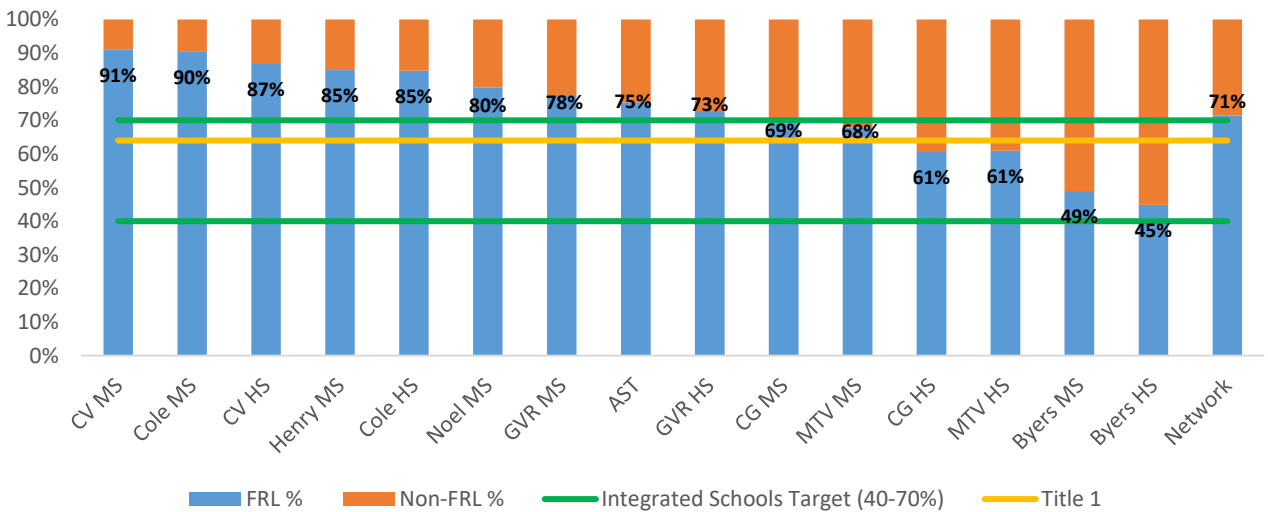
Enrollment Update

1/8/20

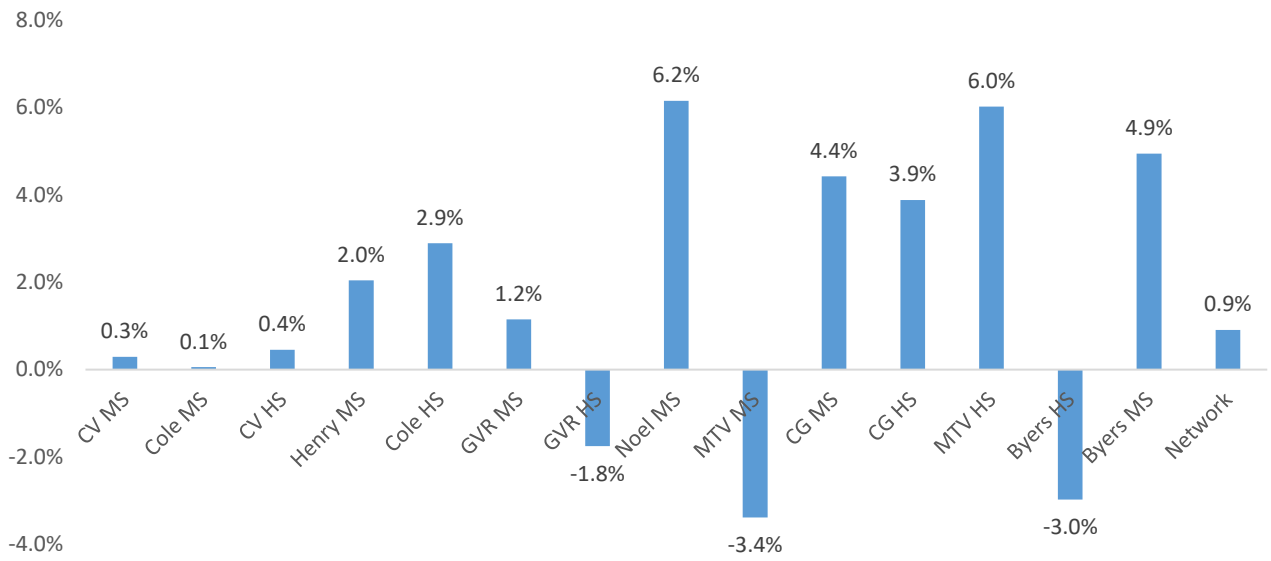
Students Qualifying for Free or Reduced Price Lunch
(2018-19 Fiscal Year)



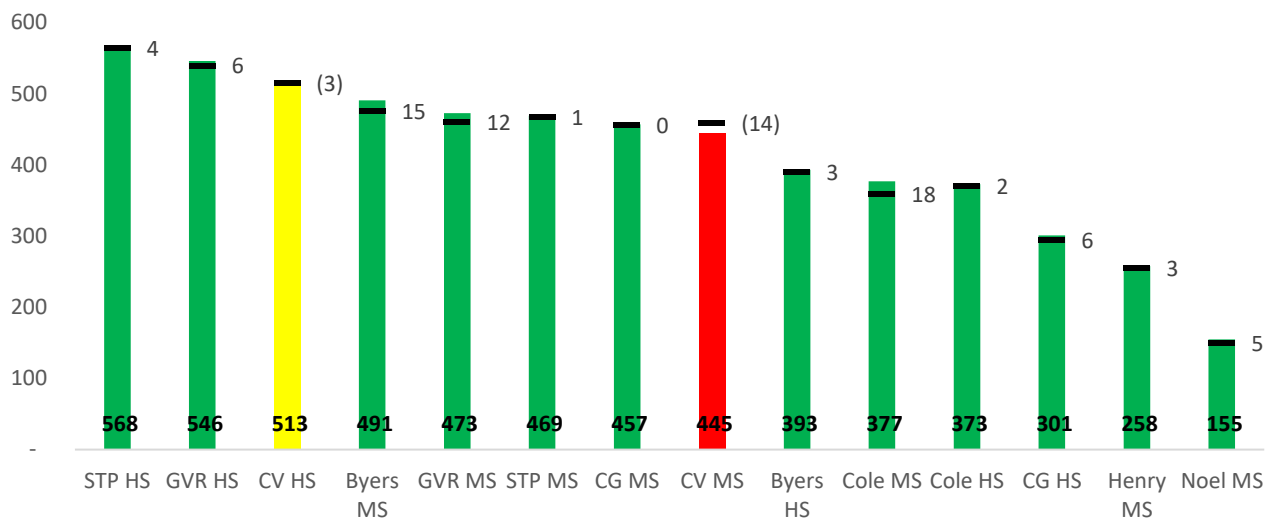
Students Qualifying for Free or Reduced Price Lunch
(2019-20 Fiscal Year)



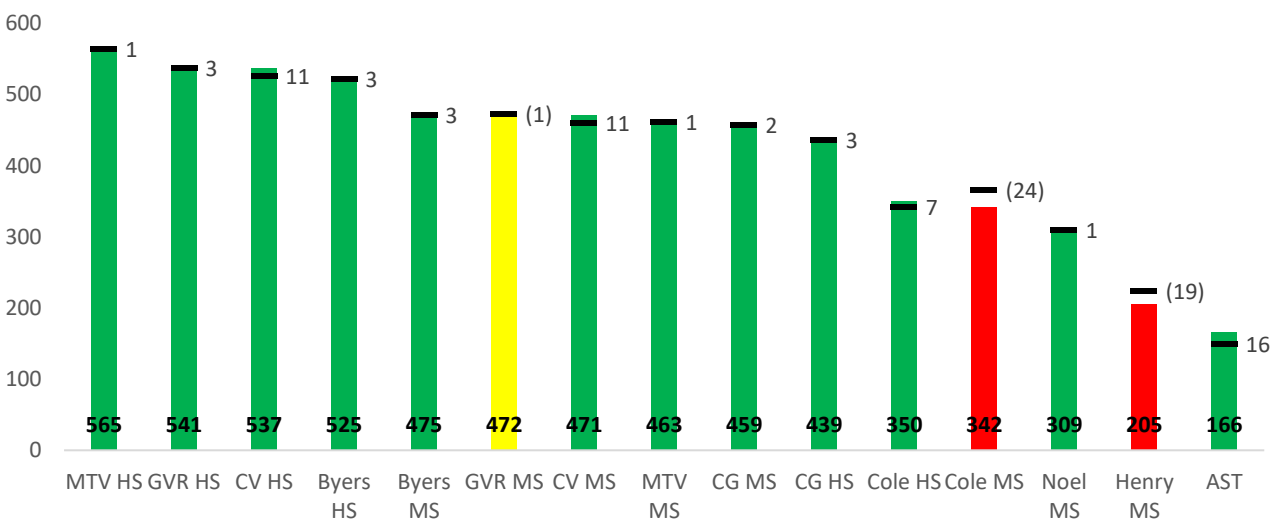
Change in FRL rate from FY19 to FY20



*Enrollment vs. Budget
(2018-19 Fiscal Year)*

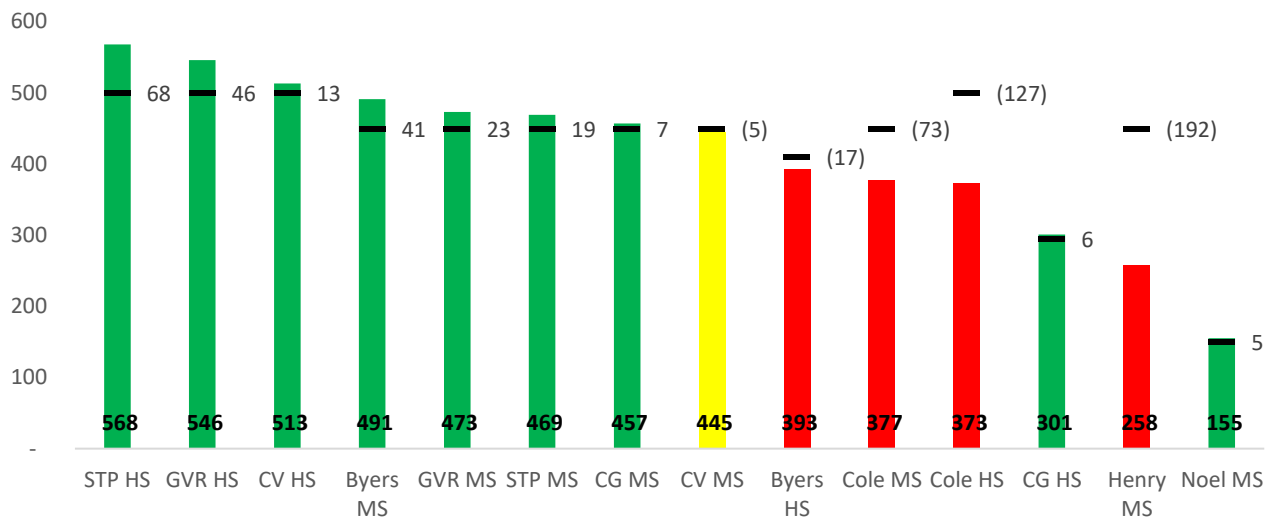


*Enrollment vs. Budget
(2019-20 Fiscal Year)*

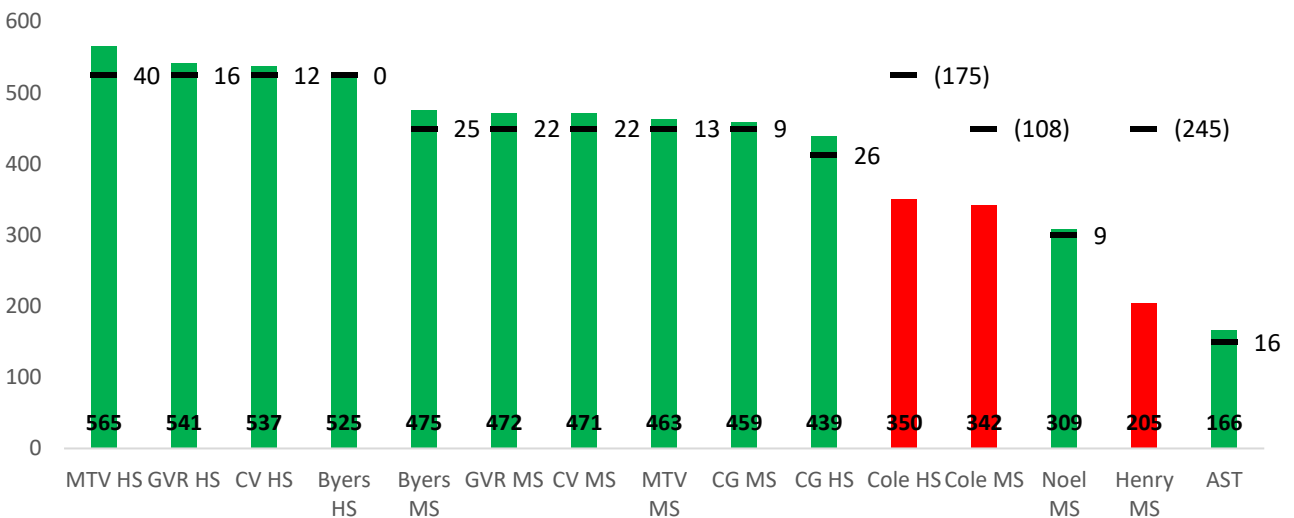


Enrollment budget is the enrollment number that drives the School Director's discretionary budget planning. Each school has a budgeted enrollment specific to that school. Staffing and discretionary spending are based on budget, not model, enrollment.

Enrollment vs. Model
(2018-19 Fiscal Year)

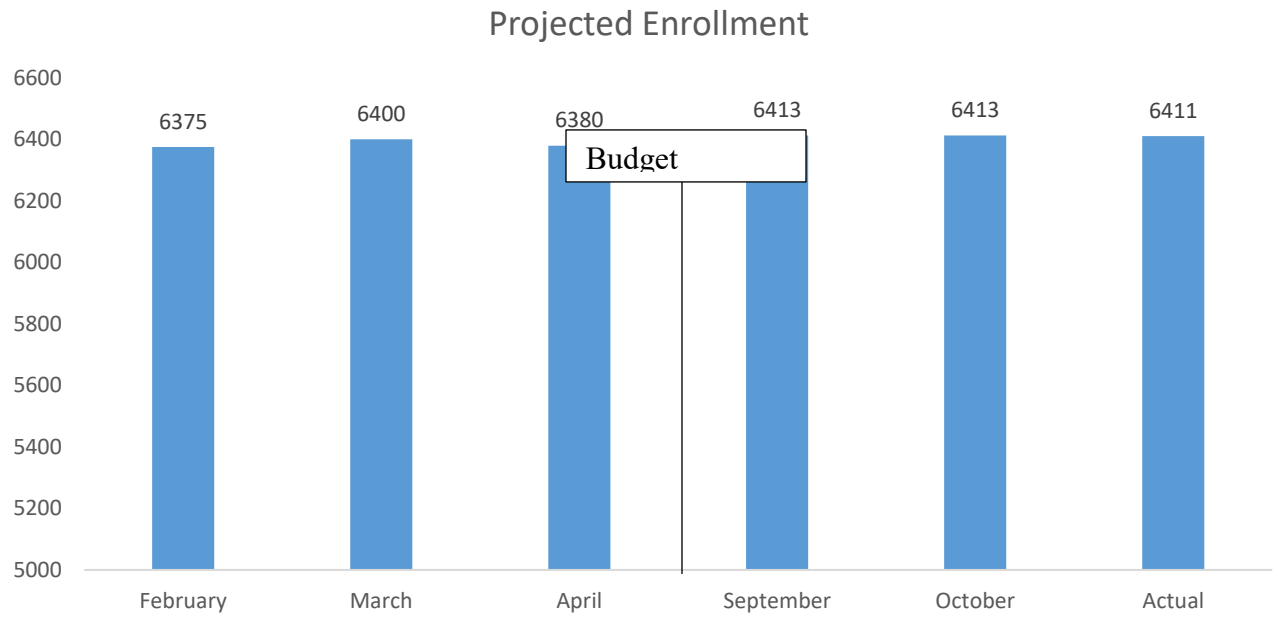


Enrollment vs. Model
(2019-20 Fiscal Year)



Model enrollment is the standard enrollment model against which our staffing model is built. Every school has a set model enrollment based on year of build out and school type:

	<u>MS</u>	<u>HS</u>
Year 1	150	156
Year 2	300	291
Year 3	450	413
Year 4		525





Appendices



School Profiles

AURORA SCIENCE & TECH

School Name	Aurora Science & Tech	
School Director	Becca Bloch	
Grades Served	6	
Enrollment Update	6 th	160
	Total Enrollment	160
Brief Summary of Academic Results	<p>Overall, we are pleased with Tri 1 data, given there was a leadership transition in late September/early October and that we have turned over 4 teachers since the start of the year.</p> <p>-In math, we had the highest performance for PB3 students and math performance that generally was right in line with the rest of the network.</p> <p>-In English we saw strong results that mirrored in the network in all areas aside from our lowest learners. We are now pivoting to ensure our writing and lowest readers are supported.</p> <p>-Science data was below the network average across the board. Our two science teachers were high school teaches and struggled to transition to teaching MS. We are hopeful that now that management is more on track in those rooms that we will see stronger results in Tri 2.</p> <p>-Social Students data was among the lowest in the network. The original teacher in that role was not a strong fit and we have gone through subs and another teacher who resigned. Thus, it has been a challenge in that room. We hired a vetran teacher to start in that classroom in early January.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> - Real Time Teacher Coaching (coaching teachers on walkie talkies) has been VERY impactful and effective for our team. We are seeing both academic and cultural benefits because of our school wide RTTC. - Grounding and investing the team in AST/the cultural and instructional resets in the community. With the leadership transition and some additional teacher transitions we are just getting our footing as a team, and are starting to row together in the right direction. 	
Top Two Challenges	<ul style="list-style-type: none"> - Teacher turnover. Teacher turnover since the start of the year has been hard for both staff, students, and families. I have started parent groups and have a monthly coffee with the principal for families which has been well attended and has allowed me to get ahead of some of the hiring issues. That said, it has been a lot of turnover for a founding school - morale is in a 	

	<p>better place now, but has definitely been up and down since October.</p> <ul style="list-style-type: none"> - Science and social studies data (see above) are two places we need to lean into in order to improve - we are coaching the two science teachers (and will also with the social studies teacher in January), working with them on planning and ensuring that planning and execution of lessons are strong.
--	--

BYERS CAMPUS

School Name	DSST: Byers Middle School & High School	
School Director	Elin Curry	
Grades Served	6 – 12	
Enrollment Update- Middle	6 th	161
	7 th	157
	8 th	157
	Total Enrollment	475
Enrollment update- High	9 th	162
	10 th	135
	11 th	126
	12 th	103
	Total Enrollment	526
Brief Summary of Academic Results	<p>Strong overall performance on Trimester 1 IA/Finals.</p> <p>Highlights:</p> <ul style="list-style-type: none"> - HS ELA and Math are looking overall on track with limited gaps between student subgroups - MS and HS Social Studies looking strong across Performance Bands - MS ELA overall on track <p>Growth Areas:</p> <ul style="list-style-type: none"> - MLL gaps in science classes - MS Math data looking weaker than previous years 	
Top Two Things That are Working Well	<p>Overall, of staff that responded to our mid-year Network survey, most are satisfied with their roles at Byers. Our internal 'team pulse' as been strong across the year and we are doing a lot of intentional work to make sure people are getting what they need within our locus of control.</p>	

	<p>Trimester 1 HS ELA, Social Studies and Math data look strong and we are proud of the culture we've created in our high school that is helping ensure that students are really getting what they need to focus on academics and see strong outcomes.</p>
<p>Top Two Challenges</p>	<p>MS Math curriculum shifts have been challenging for our team to adjust to. Data is unclear based on the lack of comparative data points due to our innovative approach this year.</p> <p>MLL gaps, particularly in science. We know that the large amount of new vocabulary in science is challenging and that without using intentional strategies for language acquisition, students are struggling to grapple with it. We see this in gaps between our MLL and non-MLL students almost across the board, particularly in MS Science.</p>

COLE MS

School Name	DSST: Cole Middle School													
School Director	Grant Erwin													
Grades Served	6 – 8													
Enrollment Update	6 th	108												
	7 th	120												
	8 th	110												
	Total Enrollment	338												
Brief Summary of Academic Results	<p>Students made solid progress in catching up to the DSST average in trimester 1.</p> <table><tr><td>Math</td><td>3% (16 to 13)</td></tr><tr><td colspan="2">Interpretation: Cole MS students were 16 percentage points behind the DSST math average in 18-19. Now they are 13 percentage points behind the DSST average after Tri 1. They caught up by 3 percentage points in Tri 1.</td></tr><tr><td>Reading</td><td>4% (11 to 7)</td></tr><tr><td>Writing</td><td>4% (9 to 5)</td></tr><tr><td>Social Studies</td><td>3% (7 to 4)</td></tr><tr><td>Science</td><td>2% (14 to 12)</td></tr></table>		Math	3% (16 to 13)	Interpretation: Cole MS students were 16 percentage points behind the DSST math average in 18-19. Now they are 13 percentage points behind the DSST average after Tri 1. They caught up by 3 percentage points in Tri 1.		Reading	4% (11 to 7)	Writing	4% (9 to 5)	Social Studies	3% (7 to 4)	Science	2% (14 to 12)
Math	3% (16 to 13)													
Interpretation: Cole MS students were 16 percentage points behind the DSST math average in 18-19. Now they are 13 percentage points behind the DSST average after Tri 1. They caught up by 3 percentage points in Tri 1.														
Reading	4% (11 to 7)													
Writing	4% (9 to 5)													
Social Studies	3% (7 to 4)													
Science	2% (14 to 12)													
Top Two Things That are Working Well	<div>1) Improved systems, routines, and consistent expectations for students</div> <div>2) Staff development shifting more towards instructional techniques, which has been a challenge in the past given focus on culture</div>													
Top Two Challenges	<div>1) Maintaining strong culture while moving beyond that being a focus.</div> <div>2) Our entire team staying focused on continuing to get better every day and not being complacent with simply being better</div>													

COLE HS

School Name	DSST: Cole High School																						
School Director	Lia Brunner																						
Grades Served	9 – 12																						
Enrollment Update	9 th	119																					
	10 th	89																					
	11 th	75																					
	12 th	69																					
	Total Enrollment	352																					
Brief Summary of Academic Results	EBRW Progress to Goals:																						
	-MGP forecast is a significant concern, but all sub groups and grades are trending up from the previous 18-19 school year																						
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Math 10	70	64.5	74.5																				
Math 11	70	56	68																				
Overall	70	57	70																				

<p>Top Two Things That are Working Well</p>	<p>On January 6th, we launched our PD focus on Criteria For Success to address our root cause analysis.</p> <ul style="list-style-type: none"> • We are tracking use of teacher exemplar containing Criteria for Success in hand during the lesson • We are tracking teacher aggmo of Criteria For Success providing students targeted content-based feedback based on criteria for success for mastering the skill
<p>Top Two Challenges</p>	<p>Root Cause analysis of academic progress to goals:</p> <ul style="list-style-type: none"> -Lack of intentional aggmo on the skill/process by teachers. Teachers are aggmo'ing right vs. wrong and not on the process/skill. -Intellectual prep / planning expectations were not widely established and resulted in wide range of quality of criteria for success

COLLEGE VIEW MS

School Name	DSST: College View Middle School	
School Director	Libby Brien	
Grades Served	6 – 8	
Enrollment Update	6 th	160
	7 th	167
	8 th	143
	Total Enrollment	470
Brief Summary of Academic Results	<p>Goal 1: Increase MGP in ELA to</p> <ul style="list-style-type: none"> - Forecast overall = 54 MGP - Trending up from last year forecast, above last year actual. - Lower than expected MGP in Reading 6 <p>Goal 2: Increase MGP in Math to</p> <ul style="list-style-type: none"> - Forecast overall = 53 MGP (doesn't include math 6 due to pilot curriculum) - Trending up from last year forecast, below last year actual. - Trending lower than expected in Math 8 <p>Goal 3: PB1 MGP should be <8 different than MGP average.</p> <ul style="list-style-type: none"> - We are meeting this goal in ELA - We are off track in Math. 	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. Impact of new writing curriculum on Tri 1 results: after a switch to Achievement First, our writing results looks promising. With 2 first year teachers we still managed to score at or above benchmark in all three grades overall. In 6th grade our teacher scored above across all PB bands. 2. MY Survey Results - improvement in nearly every category & generally strong results compared to network averages etc (nearly green across the board)- showing that our team feels supported, valued, connected- and overall committed to our school. 	

Top Two Challenges

1. Staffing changes and transition (1 resignation, 1 termination, & 4 FMLAs): we are currently working through several staffing changes, particularly on our 7th grade team. This includes a dean who went on maternity 12 weeks before expected, an office manager, student support specialist, and 3 teacher changes (1 maternity, 1 resignation, 1 termination). These transitions are having a big impact on the capacity of the team- particularly those most directly involved.
2. 7th grade staff culture: with the transitions and lacking team cohesion- student culture is not in the same place as 6th and 8th grade are. This team is struggling to understand their own role in the current state, and are therefore missing key opportunities to improve their practice and therefore improve the student culture. Weak culture leadership from new dean is a root cause of current state regarding both student and staff culture.

COLLEGE VIEW HS

School Name	DSST: College View High School	
School Director	Becca Meyer	
Grades Served	9 – 12	
Enrollment Update	9 th	170
	10 th	139
	11 th	114
	12 th	111
	Total Enrollment	534
Brief Summary of Academic Results	<p>Trimester 1 Final Results were mixed. Spanish exam results were strong. World History results were strong.</p> <p>As we project to the SAT, we are most concerned with the results in 11th grade math and in one of our 9th grade math classes. We are also concerned with our 9th grade English results.</p> <p>We are focused deeply on increasing rigor in classes to fill in these gaps.</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. Our focus on rigor and access is leading to improved results since we returned from Thanksgiving Break. 2. College acceptances are strong breadth and depth. We have only five more seniors to be accepted. We have received acceptances from very strong schools, and have awesome financial packages coming to students. 	
Top Two Challenges	<ol style="list-style-type: none"> 1. We still have low rigor classrooms and teachers that are not moving toward improvement with urgency. 2. We remain too reactionary in our discipline approach, rather than being proactive 	

CONSERVATORY GREEN MIDDLE SCHOOL

School Name	DSST: Conservatory Green Middle School																																																																	
School Director	Natalie Lewis																																																																	
Grades Served	6 – 8																																																																	
Enrollment Update	6 th	150																																																																
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<p>Overall, I'm glad to see that the literacy data at CG is showing a path to moving toward our MGP goal. Our 8th grade is priority our literacy priority as our data in this area is concerning. In response to the data that we are seeing, we are launching a ELA focus of standard unpacking and ensuring there is a close alignment of our daily objectives to grade level standards.</p> <p>Or math data is lower than we would like as well to see. In our IA data reflections with our math team we focused on asking teachers if we are exposing students to the level of rigor in daily questioning that is needed.</p> <p>Starting this month we are moving to a whole school launch of data teams. We have prepared our teachers to use a data tracker in which the disaggregated data, identify misconceptions</p>																																																																		

	and plan a reteach. We have prepared our department chairs to lead a tier 1 dive through a data protocol and are deepening our coaching meetings to focus on data talks.
Top Two Things That are Working Well	<ul style="list-style-type: none"> - Our ILT has been centered in realigning so that we lead in a way that is going to push for an academic press. The language of our DDI tracker is grounding the language that we're all using to approach the work. - Our eighth grade is in such a strong place this year, both teachers and students. Our teachers work together strong as a team and have created a strong as a team.
Top Two Challenges	<ul style="list-style-type: none"> - Our seventh grade culture is area of focus. The middle grade can always be challenging, so trying to find something that we can anchor the group around is a work in progress for our seventh grade team. - The sixth grade writing teacher resigned the last week before break, so we're currently looking for a new writing teacher. Having a long-term guest teacher presents different challenges.

CONSERVATORY GREEN HIGH SCHOOL

School Name	DSST: Conservatory Green High School	
School Director	Adeel Khan	
Grades Served	9 – 11	
Enrollment update	9 th	164
	10 th	141
	11 th	135
	Total Enrollment	440
Brief Summary of Academic Results	Tri-1 finals results were overall strong, with some areas for growth. Our biggest concerns are in our on level math students in 10 th and 11 th grades who need to make more rapid growth to be college ready on the PSAT/SAT in the coming years.	
Top Two Things That are Working Well	<p>-School culture and student investment - students are focused on their academic outcomes and rising to the challenge of high school.</p> <p>-Student recruitment and demand is still strong, being rated the #1 high school in Denver has created a strong reputation for us in the center of Stapleton even in our short time open.</p> <p>-Special Education - is healthy and families are really satisfied with students services and support across the board. We're still working to move the needle on results, but have all the healthy structures in place and team to do so!</p>	
Top Two Challenges	<p>-Staff sustainability / fulfillment is a challenge. We have a lot of new-to-DSST staff that are struggling through the high expectations of our work environment. We're actively working on "working smarter not harder" initiatives and showing them how valued they are in contribution to our mission.</p> <p>-Teacher turnover - we've lost 2 teachers mid-year (one who is on a leave but we suspect may not return from it, and one who abruptly left without a lot of prior notice or indication that he was struggling. Both teachers are on-level teachers for our 11th graders (a group that needs the most support at this time), but we have 2 apprentice teachers in the building who are stepping up in big ways to become lead teachers in those rooms. They've been pretty effective thus far and we're focused on support plans to ensure that transition is smooth for students, families, and the staff members leading.</p>	

DSST MIDDLE SCHOOL @ NOEL CAMPUS

School Name	DSST Middle School @ Noel Campus	
School Director	Brandi Chin	
Grades Served	6 – 7	
Enrollment Update	6th	149
	7th	159
	Total Enrollment	308
Brief Summary of Academic Results	<p>Below are our reflections from IA I.</p> <p>Click: HERE</p>	
Top Two Things That are Working Well	<p>-Strong start to the new year student culture. Teachers and students are working hard on achieving 100%.</p> <p>-Leadership is executing at a high level and getting better every day.</p>	
Top Two Challenges	<p>-Two staff members left mid-year and the change management that comes with that.</p> <p>-Balancing Noel High School advocacy with everything else.</p>	

GREEN VALLEY RANCH MS

School Name	DSST: Green Valley Ranch Middle School	
School Director	Caroline Gaudiani	
Grades Served	6 – 8	
Enrollment Update	6 th	161
	7 th	159
	8 th	162
	Total Enrollment	482
Brief Summary of Academic Results	<p>We are generally pleased with our academic results from IA 1. Our leadership team was proud that we anticipated our results accurately using our new data systems for tracking progress within the trimester.</p> <ul style="list-style-type: none"> • In our reading classes we continued to close performance band gaps between growth benchmarks and scores on summatives/IA's. • 7th grade across the board had consistent on-track results • In most courses we were in the top 1, 2, or 3 ranked within the network. <p>Math 6 and Math 8 remain areas of concern and we are focusing on them as an admin team, in addition to implementing a standard specific tracker so that we can better track progress on focus standards and prioritize them for reteach.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • MY survey results were strong - reflecting a strong staff culture and commitment. 100% of staff took the survey. • Our data systems for tracking progress in reading have borne fruit in allowing us to target our student supports in class with a clear knowledge of who is exhibiting gaps. 	
Top Two Challenges	<ul style="list-style-type: none"> • Math 6 and Math 8 coached by a new coach and two of the teachers are new to their content. We are challenged to pick the right priority within this focus area to ensure we move mastery. • Admin capacity - we are using a lean model this year, and it is impacting our leadership team in exhaustion and struggle to work at the level everyone would like. It is also trickling down to our teacher team who has to pick up more student issues when we are at capacity, and for teachers whose needs and courses we have deprioritized. 	

GREEN VALLEY RANCH HS

School Name	DSST: Green Valley Ranch High School	
School Director	Jenna Kalin	
Grades Served	9 – 12	
Enrollment Update	9 th	160
	10 th	141
	11 th	128
	12 th	123
	Total Enrollment	552
Brief Summary of Academic Results	<p>Reflections from Tri 1 Finals:</p> <ul style="list-style-type: none"> • 10th, 11th, 12th Math results were extremely strong; very effective and experienced teachers here • Consistent results in Science department across grade levels; neat to see with some new teachers in Science department • Biggest red flag is 9th Math - we have new teacher who is struggling with both management and planning • Reading/writing data inconsistent; lots of digging here 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • MY Survey Results- We saw significant growth in almost all categories, and especially in questions related to staff fulfillment. • Despite some FMLA leaves and one midyear transition, we have two strong student teachers stepping in. They are off to a great start due to the great mentoring, development, and support they received from their mentor teachers during the first half of the year. And one is a GVR HS Alum :) 	
Top Two Challenges	<ul style="list-style-type: none"> • Student Services- We have two inexperienced and struggling SpEd teachers and are struggling to provide the right supports to students. • Proactive Prep Academy Culture support - a handful of teachers are struggling with management and high support/high accountability for a group of students; we are somewhat in a reactive space and need to push ourselves to be more proactive. 	

HENRY MS

School Name	DSST: Henry Middle School	
School Director	Kelli Herrick	
Grades Served	6 – 8	
Enrollment Update	6 th	65
	7 th	66
	8 th	81
	Total Enrollment	212
Brief Summary of Academic Results	<ol style="list-style-type: none"> 1. Our IA results showed a lot of improvement - especially in 6th grade, where we have seen the most significant growth - between 8-10% on average 2. Our 7th grade has seen some stagnation in results growth 3. Our team is excited about and invested in executing Winter MAP well to give us more information about where to head next with students 	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. Our team is currently on track with our enrollment goals for outreach, touchpoints, and interest generation and our LT is modeling the way on innovative ways to generate interest in our school. 2. Our very green culture team has made immense improvement in their practice so that we can continue to build on our solid culture to create an excellent one. 	
Top Two Challenges	<ol style="list-style-type: none"> 1. The southwest community is seeing an increase in gang affiliation/interest and we are working through that as a team to make students who are at-risk feel more connected to school. 2. Finding the balance between highly tight culture and eliciting interested and hardworking engagement from students through rigorous coursework and instructional execution is a topic our team is grappling with. 	

MONTVIEW MS

School Name	DSST: Montview Middle School			
School Director	Eva Rodrigues			
Grades Served	6 – 8			
Enrollment Update	6 th	151		
	7 th	162		
	8 th	160		
	Total Enrollment	473		
Brief Summary of Academic Results	ELA Forecasts (hyperlinked and also posted below)			
	Subject	19-20 MGP Forecast	18-19 MGP Forecast	18-19 Actual MGP
	6th ELA	63	69	61
	7th ELA	72	80	73
	8th ELA	54	42.5	38
	Overall	64	64	59
	-Overall our ELA data is concerning. Most significant is our 8th grade data. We had concerns stemming from last year with our 8th grade ELA data, and in the current year we have experienced turnover 8th grade reading and writing. We have already changed course with leveraging strong curriculum from the network for 8th grade, and leveraging coaches to provide more targeted support.			
	Math Forecasts (hyperlinked and also posted below)			
	Math			
	Subject	19-20 MGP Forecast	18-19 MGP Forecast	18-19 Actual MGP
6 Math	64	64	62	
7 Math	65	60	62	
8 Math	53	55	57	
Overall	61	57.5	60	
Top Two Things That are Working Well	1. Our team is working to support each other in creative ways. Our major concern in 8th grade is viewed as an issue we need to navigate as a school community.			
	2. Our 6th grade team has historically been strong and this year our 7th grade team is also strong. Both as consistent with their practices and reflective of areas of success and growth allowing them to be more aligned and consistent with culture.			

Top Two Challenges

1. We have experienced significant events (staff turnover traumatic situations) for some time now that have impacted morale in our school community.. We are beginning to move in the right direction with some positive momentum with our leadership team in place. I have started our work in supporting our leadership team to find joy and invest in self care to support sustainability. The ASD and I are also beginning to work with teammates with individual check-ins, which is having a positive impact. We are also hopeful about our plans to support our team in experiencing better fulfillment and finding joy in their work.
2. 8th grade culture and ELA instruction is a challenge. Approximately half of our team (4 out of 10) teachers and advisors have resigned. We had a writing sub that was having a negative impact on our culture and team, who is no longer with us. We have leveraged our dean and DCI team to work more collaboratively to help gain positive momentum. We are experiencing some good momentum as we have been able to provide more support with culture and instructional coaching. We creatively leveraged our apprentice teachers as advisors so that there is more stability for students culturally/ The 8th grade team is still feeling overwhelmed and stretched as we have been without 3 of the 4 teachers for T2, and 1 of whom was only here for 6 weeks at the beginning of the year. Our dean is receiving intention coaching with our ASD to support the team, which is helping.

MONTVIEW HS

School Name	DSST: Montview High School	
School Director	Josh Hugo	
Grades Served	9 – 12	
Enrollment Update	9 th	154
	10 th	153
	11 th	128
	12 th	138
	Total Enrollment	573
Brief Summary of Academic Results	<p>Denver's SPF rankings came out and MTV was rated the #4 DPS High School for combined growth and performance. Also, DSST MTV HS was the #2 fully built out HS in Denver in terms of "on grade level" preparation from DPS's SPF rating. MTV HS is 55% FRL, and the only other fully built out high school with a higher percentage of "on grade level" was DSA at 100%, which is only 10% FRL. CG HS was also at 100%, and is not yet fully built out. Other DPS (non DSST) high schools range from 11% on track to 57% on track to graduate with a lower % of FRL students.</p> <p>Final exam data from trimester one was mixed--some areas of success and some of struggle. Initial projections have us on a similar trajectory from last year, while noting that some exams have either changed in content or grading.</p>	
Top Two Things That are Working Well	<p>We have a committed team who has a high degree of collective efficacy. Recently polled, 95% of our team believes "we have what it takes to provide a great education to our students." Our team cares for each other and believes in one another.</p> <p>Our school culture continues to grow in empowering student voice and engagement, creating a large variety of leadership groups and voices that have helped to increase school spirit, work towards greater inclusion and belonging, and shape important dialogue around equity and our mission.</p>	

Top Two Challenges

High number of staff have taken FMLA this year for both bereavement, family care, and mental health concerns. We are actively working on the best response to these challenging situations with our HO and outside partners through development opportunities and expanding awareness of resources.

Our Campus Director resigned in November and are navigating a series of changes around leadership, roles, and model clarity for our campus at this time.