



Board of Directors Meeting

March 26, 2015 • 2:30pm – 5:15pm MST

DSST: Stapleton High School, Room 201

2000 Valentia Street, Denver, CO 80238

core values

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

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

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

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

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

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

Dial in: 303-524-6301 • PIN: 9999

Username: **wireless-guest-nov**

Password: **F4Lmv2mG**

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

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I. Welcome

DSST PUBLIC SCHOOLS

Board of Directors Meeting – March 26, 2015

<u>I. Welcome (25)</u> <ul style="list-style-type: none"> Board Chair Welcome (5) School Director Welcome and Q and A (15) Welcome new board members (5) Public Comment (if needed) 		Q and A	Steve H. Bill & Jess Heesacker	2:30
<u>II. Approval Items (10)</u> <ul style="list-style-type: none"> Approval of Meeting Minutes Transfer of 401k plan from STMC to DSST 	Pg. 6 Pg. 9	Approval Approval	Steve H. Teresa	2:55
<u>III. Discussion (30)</u> <ul style="list-style-type: none"> Risk management (30) 		Information/Discussion	Scott Walker	3:05
<u>IV. Reports (60)</u> <ul style="list-style-type: none"> Home Office (15) Executive Committee/Chair (5) Education and Information Technology Committee (10) (deep dive and risk assessments) Finance Committee (10) (financials, definitions, dashboard; shut down of STMC) Audit Committee (5) Advancement Committee (10) Nominating and Governance (5) New Business 	Pg. 12 Pg. 30 Pg. 31 Pg. 42	Information Information Information Information Information Information Information	Bill Steve H. David / Don Teresa Norwood Denise Steve M./ Heather	3:35
<u>V. Executive Session (40)</u> <ul style="list-style-type: none"> Strategic Next Steps for DSST 		Decision	Bill	4:35
<u>V. Adjourn</u>			Steve H.	5:15



II. Approval Items

- **Minutes from the January 22, 2015 DSST Public Schools Board Meeting**

MINUTES

DSST Public Schools Board Meeting

January 22, 2015

DSST: Cole High School, Room 301

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

Board Members Present:

Dan Wilkerson
David Greenberg
Deborah McGriff (via phone)
Don Kirkpatrick
Gloria Zamora
Heather Lamm
Jackie Sullivan
Justin Jaschke
Keith Evans
Michele Cooper (via phone)
Norwood Robb
Steve Halstedt
Steve McConahey
Teresa Berryman

Parent Present: Lolly Block (Cole Campus)

Board Members Absent: Matthew Schnittman, Sean VanBerschot, Tanya Kelly-Bowry

DSST Staff Present: Bill Kurtz, Becca Bloch, Denise Queen, Katie Glenn (note taker), Scott Walker

DPS Staff Present: None

Welcome

Mr. Halstedt introduces Ms. Block. Ms. Block is the STP Chair for the Cole Campus.

Mr. Halstedt also notes that Becca Bloch is sitting in for Ben Cairns for the School Director Q & A section of the meeting.

Mr. Halstedt then introduces Gloria Zamora and gives a brief background of Ms. Zamora. Ms. Zamora is a new member of the DSST Board.

Mr. Halstedt mentions a couple changes to the agenda. The first change being the addition of an executive session at the end of the meeting and the second change is Jim Griesemer, the guest speaker, will not be arriving until 3:30pm. Mr. Halstedt states that we will continue on with the agenda until Mr. Griesemer arrives.

Mr. Halstedt continues by introducing Becca Bloch, the Dean of Students at DSST: Cole High School. Mr. Kurtz adds on to Mr. Halstedt's introduction by providing a brief background of Ms. Bloch.

School Director Q&A: Becca Bloch, Dean of Students at Cole High School. Ms. Bloch begins by thanking the board for being at their school and shares that the room they are currently sitting in is the future college placement office. Ms. Bloch continues by sharing a couple areas that the staff are proud of which included the results of their trimester finals and strong school culture. Ms. Bloch also shared a couple areas that the staff wishes to improve moving forward in the school year which included teachers bringing more joy and academic rigor to the classroom as well as finding a way for

PB1 students to catch up to their peers at a faster rate. Ms. Bloch then opened the discussion up to a Q and A session for her remaining time at the meeting.

Consent Agenda

Motion: Approval of previous board meeting minutes, Robb

Second: Sullivan

Vote: Unanimous approval

Motion: Approval of January Budget, Robb

Second: Wilkerson

Vote: Unanimous approval

Discussion

Mr. Halstedt introduces Jim Griesemer and provides a brief background on Mr. Griesemer. Mr. Griesemer is the Dean Emeritus of the Daniels College of Business at the University of Denver.

Mr. Griesemer presented an overview on "Higher Education in an Era of Change".

Reports

Mr. Kurtz started the discussion by asking if there were any questions regarding the home office report. The board then proceeded to have an open Q and A.

Mr. Kurtz discussed two additional items to the home office report which were mid-year map scores (only measured in middle school) and building a stronger grass roots support system. Mr. Kurtz closed by discussing two initiatives regarding our operating plan. The initiatives discussed were interventions and leadership.

The Executive Committee reported that they are in the process of discussing if the board book should be posted on the intranet after each meeting which would allow staff to have access to it.

The Education Committee and IT Advisory reported that they are currently researching and discussing risk management and risk assessment with data security. They also shared that the Morgridge College of Education at the University of Denver has offered to host the technology deep dive this year. The topic would be the process of how we use Ed Tech for education and how these tools work at DSST. The deep dive is tentatively scheduled for April 9th at 9am.

The Finance Committee gave a brief update on the status of their committee goals for the year. They continued by noting the dashboard included in the board book. The dashboard is a helpful tool for people to understand DSST's finances. They also mentioned that these tools, such as the dashboard, are evolving and there will most likely be different versions in the future. The Finance Committee reported that we will be able to close STMC (Science and Tech Management Corporation) with the implementation of the new GPS on April 30th.

Ms. Queen reported out for the Advancement Committee. She shared that the Advancement Committee is currently discussing how to reconfigure the committee with Ms. Kelly-Bowry being unable to continue as the Advancement Committee Co-chair and Mr. Schnittman currently being out of the country. Ms. Queen continued by telling the board to mark their calendars for Slice of Pi on Friday, May 1st. She asked that they help get sponsors and to invite their contacts. She reminded the board that we will be honoring Steve and Susan Halstedt this year at the event.

The Nominating and Governance Committee asked the Board to please complete an updated Board contract by the end of the meeting. They continued by clarifying the responsibility of the School Accountability Committee. Mr. McConahey mentioned that we will continue to have guest speakers, similar to Mr. Griesemer, to discuss topics we are interested in learning about. Future topics include understanding DSST's financial model, changes occurring in the Charter School movement, new teaching/learning models, and DSST college placements and persistence. There are also three management topics to be presented which include succession planning for the senior team, risk management including student privacy, and the long range strategic plan: What's next?". The Nominating and Governance Committee are continuing to look for board candidates. They will be sending a memo on the gaps on the board (higher education, fundraising, legal, auditor, athlete). They are hoping to build a pipeline in the next several months since there will be openings after this year. Ms. Lamm added that she will have a couple candidates next week that we may need everyone to approve joining the board via email.

New Business: None

Motion to go into Executive Session at 4:50pm, Wilkerson

Second: Robb

Vote: Unanimous approval

Motion for adjournment of Board Meeting at 5:30pm, Robb

Second: Wilkerson

Vote: Unanimous approval

Respectfully Submitted,

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

- **Transfer of 401k Plan from STMC to DSST**

RESOLUTIONS OF

DENVER SCHOOL OF SCIENCE AND TECHNOLOGY

WHEREAS, Science & Technology Management Corp. sponsors and maintains the Science & Technology Management Corp. 401(k) Plan (the "Plan"), which is a cash or deferred arrangement under Section 401(k) of the Internal Revenue Code ("Code") that is qualified under Section 401(a) of the Code, which was originally effective as of April 1, 2006 and restated in its entirety effective November 1, 2014; and

WHEREAS, Science & Technology Management Corp. wishes to transfer sponsorship of the Plan to Denver School of Science and Technology ("DSST"), and DSST wishes to adopt the Plan as the Plan Sponsor;

NOW, THEREFORE, DSST hereby authorizes and directs that the following actions be taken relating to the Plan, to be effective as of April 1, 2015:

1. Acceptance of Transfer of Sponsorship

RESOLVED, that DSST shall assume sponsorship and administration of the Plan, and shall have the authority to approve and adopt any and all amendments to the Plan and to take all actions necessary or convenient under the terms of the Plan to carry out the administration thereof;

2. Appointment of Trustee

RESOLVED, that, pursuant to the Plan, Jennifer Goldstein, Director of Human Capital, has been appointed as Trustee of the Plan and any individual who subsequently assumes the position of Director of Human Capital shall be deemed to be appointed as successor Trustee of the Plan, and such appointment is hereby ratified and approved in all respects;

3. Ratification of Amendment

RESOLVED, that the Amendment to the Plan executed on January 22, 2015 by the Director of Human Capital is hereby ratified and approved in all respects;

4. General

FURTHER RESOLVED, that the appropriate officers and directors of DSST shall take all steps and do all acts which may be necessary or convenient in conjunction with the implementation of the foregoing resolutions;

FURTHER RESOLVED, that all acts and deeds heretofore taken to carry out the intent of these Resolutions by any officer or authorized agent of DSST are hereby approved in all respects; and

FURTHER RESOLVED, that these Resolutions may be transmitted via facsimile or other similar electronic means and executed in counterparts, each facsimile of the signature of one or more of the undersigned shall be deemed an original, and all of which, taken together, shall constitute one and the same agreement.

Resolutions of Denver School of Science and Technology
Page 1 of 2

IN WITNESS WHEREOF, the undersigned authorized agent of Denver School of Science and Technology has executed these Resolutions, to be effective as of the date specified hereinabove.

Denver School of Science and Technology

By: _____

Its: _____

Printed Name: _____

Dated: _____



IV. Reports



Home Office

a. Academic Team Update

- Prepared for and executed PARCC testing at all of our campuses
- Course sequence shift for 6-12 Math Program designed to align to Common Core and further support students
- Data analysis and data meetings for IA 3 and Tri 2 Final
- Rolled out Professional Development Prototypes and have approximately 40 teacher participants
- Conducted professional learning one on one meetings with all Lead and Master teachers to define a significant professional learning opportunity for each individual this spring
- Designed SPED program evaluation tools to be utilized throughout March in order to identify strengths and 1-2 areas of growth for each school

b. Operations Update

- **Facilities & Construction:**
 - Stapleton HS Autism Center Program Construction
 - Project is on track for early April completion
 - College View:
 - DPS is likely placing Summit High School in the second floor of College View High School for one year (they are currently located in other space on the CHU campus, their lease is not being renewed, and DPS won't have a new facility ready for another year)
 - Planning summer capital improvement projects
- **Project GPS: Implementing a new ERP system, Tyler Technologies iVisions:**
 - Configuration, data migration and training will continue on a weekly basis through April with additional support for fiscal year roll over
 - Plan is for a Home Office go-live of April 6 at the end of our 3rd Quarter with the first in house payroll occurring April 30
 - School specific HR & finance business processes will be introduced this summer, into the fall
- **School Operations:**
 - Greg continues to focusing on clarifying & improving front office roles, evaluations, training and supports
 - Developing a full proposal for the end of the year (job descriptions, evaluations, training calendar, management toolkit)
 - We are developing risk & crisis response plans for the situations most applicable by schools
 - Completed an emergency audit of all schools – overall yellow/green outcome
- **Performance Management/Compliance:**
 - We are up-to-date on our district compliance deliverables
 - Andrea has been coordinating the logistics of our 8 new charter applications (32 500+ page binders will be completed by 3/20 for submission)
 - Andrea successfully coordinated our all-day home office visit on 3/4 and our team was pleased with the outcomes & feedback

- **Transition to Panorama for TCP Survey (Course, Parent, Advisory):**
 - Online Student Course surveys: we completed a pilot run in Feb with an ~70% completion rate, a number we're working to drive up for End of Year execution
 - Parent Surveys: we are doing a 2-phased approach allowing families the option to complete online first and then by paper if they do not complete online
 - We had a 23% completion rate for online and are awaiting completion rate for paper (due 3/20)
 - Online Student Advisory surveys will be administered to all students the week of 3/23

c. Human Capital Update

Since January, the DSST human capital team has been incredibly focused on building and growing our pipeline of leaders and teachers for the 2015-2016 school year. As of March 18th, we have a total of 42% of our open positions hired for the 2015-2016 school year, out of a total of 101 positions. Of the remaining open roles, our greatest priority areas are math, SPED, and English to ensure we have great candidates positioned for the next school year.

In addition, the team is taking on establishing a summer program for our alumni focused on building our future pipeline of teachers by introducing alumni to opportunities in education. We will have a cohort of 20 college-aged alumni working with us through summer school, both helping to co-teach classes as well as participate in seminars on current trends in education and the basics of classroom teaching. Generous funding from the Walton Family Foundation has made this opportunity possible and we are really excited to get this work kicked off this summer.

Finally, DSST will be looking to hire a new HR and Benefits Manager over the next couple of months as our current team member in that role elected not to return following her recent maternity leave. Please send any recommendations for great candidates for this position to Jen Goldstein.

d. Finance Update

Audits and Filing Requirements:

The work to dissolve Science and Tech Management Corp. and transfer all employment related items to DSST, Inc. is nearly complete. A Board resolution is included this month for the DSST Board to accept sponsorship of the 401 (k) plan. Other necessary contracts are being updated (insurance, benefits, etc.). The Finance Team is working with a 401(k) consultant to correct issues raised in the last audit and develop a strategy to address the beginning balances from 2011.

Budget, Reporting and Internal Controls:

Fiscal year 2015 budget to actual reporting and analysis is on-going with School and Home Office Directors. Work is continuing on the FY 16 budget. The first of three budget drafts has been sent to budget owners for completion. A primary focus of the past weeks has been the long-term forecast. Analysis of the FTE model and variances from that model is on-going from both program and budget perspectives. The long-term forecast is scheduled for presentation to the Board in May.

Enterprise Resource Planning System (ERP):

Implementation of the new Tyler Technologies ERP system has consumed numerous hours since January. Training and set-up has proceeded according to plan and we are set for an April 1 "Go-Live". Significant time commitments have been required of the Finance Team during the implementation phase and the Team is excited about actually using the new system soon. As knowledge about the system has increased, the benefits it will bring to the network have become increasingly apparent.

Staffing:

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

e. Development Update

The Development Team is in the midst of planning for this year's Slice of Pi, which will take place on Friday, May 1 2015. After considering other school venues, the team decided that the event will be held at DSST: Stapleton High School again this year. This year's post-party will be held at Michelle and Tom Whitten's house immediately after the event. Please make sure you have your calendars marked for this date!

As of March 18th, DSST has raised \$566,000 in sponsorship pledges. Our team is hard at work engaging with other prospective sponsors and promoting the event. The following is a current list (through March 18th) of Event Co-Chairs. Please refer to the attached Excel spreadsheet for additional sponsorship information:

Event Co-Chairs- \$50,000:

- Steve and Susan Halstedt
- Nancy Phillips
- Barton Family Foundation
- Kent Thiry and Denise O'Leary
- Jay and Bunnie Busch
- John and Leslie Malone
- Justin Jaschke and Ann Gail

Slice of Pi 2015 will feature a re-vamped Wishing Wall that was intentionally designed to give teachers more flexibility with the materials they request. The Wishing Wall will include categories like "\$200 pays a middle school student's school fees" and "\$500 buys a service learning trip for a high school student" that Slice of Pi patrons can donate to. After Slice of Pi, teachers will be able to apply for funds for their students or classrooms that fall roughly into the categories that were donated to. In addition to this change, this year's event also will include a greater presence of visual art in both student demonstrations and displays throughout the event. Make sure to look for the Student Art Gallery between student demonstration rooms!

In addition to Slice of Pi, DSST recently wrote and was awarded several grants. The Harvey Family Foundation pledged \$3.9 million over three years for STEM professional development, and the Barton Family Foundation pledged \$1.5 million over three years to help develop DSST's leadership pipeline. DaVita also recently pledged \$500,000 to support leadership pipeline development (a press release will be forthcoming).

Additionally, the Walton Family Foundation committed \$228,000 over three

years to create a pipeline of diverse alumni teachers at DSST through the Summer Teaching Fellowship, which will begin this summer. Lastly, Wells Fargo committed \$5,000 in general operating funds.

As we close out several grants from major corporate donors, the development team is engaging volunteers and beginning conversations about future funding. An engineering team from CH2M Hill will be presenting at a Cole Middle School Morning Meeting this month in hopes of piquing student interest in their field, and Zayo recently partnered with Girl, Develop It! to create a coding day for Conservatory Green Middle School students. Volunteers from CH2M Hill and DIRECTV will also be participating in Senior Projects as panelists at both Green Valley Ranch High School and Stapleton High School. DSST will be approaching both organizations about continued funding in the near future.

As part of our preparation for expansion, Bill Kurtz and Denise Queen will be visiting with local corporate and foundation leaders to answer questions and engender support for growth. These conversations will occur from the end of March through mid-April in the period of time after our expansion application has been submitted to Denver Public Schools. A sample of foundations that will be visited includes: the Piton Foundation, the Gates Family Foundation, and the Anschutz Foundation.

Lastly, the development team has been interviewing for a part-time development position to perform a variety of gift processing, grant compliance and events support duties. This individual will fill the position left vacant by Barbara Atkeson (former Individual Donor Coordinator) but will be responsible for the tasks outlined above rather than individual donor cultivation and stewardship, which will be taken over by Denise Queen. We expect this position to be filled in the weeks following Slice of Pi.

SLICE OF PI 2015 SPONSORS

Written on Collateral	2015 Pledged	2015 Sponsor Level
Jack Tankersley and Jennifer Evans	1,000.00	Patron
Complete Financial Ops, Inc.	2,500.00	Helium
Delta-v Capital	2,500.00	Helium
Craig Moseley and Stephanie Shpall	2,500.00	Helium
Holland & Hart, LLP	2,500.00	Helium
Swiftpage	2,500.00	Helium
Blackstone Entrepreneur Network Colorado	2,500.00	Helium
Tryg and Vicki Myhren	2,500.00	Helium
Karl and Julie Maier	2,500.00	Helium
Helix Education	5,000.00	Neon
Michele Cooper & Frederick Thompson	5,000.00	Neon
Forest City Stapleton	5,000.00	Neon
Cooley, LLP	5,000.00	Neon
Bob McKenzie and Jo Ruder	5,000.00	Neon
Access Venture Partners	5,000.00	Neon
Bill and Gretchen Kurtz	5,000.00	Neon
Brad Feld and Amy Batchelor	5,000.00	Neon
TeleTech Community Foundation	10,000.00	Argon
Jeff and Andrea Tarr	10,000.00	Argon
Anonymous	10,000.00	Argon
Anonymous	25,000.00	Xenon
Peter and Gail Fritzing	25,000.00	Xenon
Steve and Kathy McConahey	25,000.00	Xenon
The Anna and John J. Sie Foundation	25,000.00	Xenon
Dan Caruso and Cindy Chavez	25,000.00	Xenon
The Barton Family Foundaton	50,000.00	Event Co-Chair
Steve and Susan Halstedt	50,000.00	Event Co-Chair
Justin Jaschke and Ann Gail	50,000.00	Event Co-Chair
John and Leslie Malone	50,000.00	Event Co-Chair
Nancy Phillips	50,000.00	Event Co-Chair
Kent Thiry and Denise O'Leary	50,000.00	Event Co-Chair
Jay and Bunnie Busch	50,000.00	Event Co-Chair
Total Pledged		566,000.00

f. Development Report

I. Current Period (December-January 2015) Donations/Grants/Promises to Give										
Donor	Amount	Type		Restricted/ Unrestricted	Purpose					
RK Mechanical	\$5,011	Grant		Restricted	STEM Professional Development					
Boettcher Foundation	\$5,000	Grant		Restricted	Alumni & College Support					
Boettcher Foundation	\$2,500	Contribution		Unrestricted	General Operating					
Charter School Growth Fund	\$500,000	Contribution		Restricted	Vision 2022					
Walton Family Foundation	\$228,000	Grant		Restricted	Alumni Pipeline Grant					
Board Members	\$1,750	Contribution		Restricted	DSST Staff Computer Bags for Best Year Yet Campaign					
Colorado College	\$1,500	Contribution		Restricted	Fellow Stipend Supplement					
Bentley Sustaining Infrastructure	\$250	Contribution		Restricted	Stapleton MS Engineering					
Sydney E. Frank Foundation	\$10,000	Contribution		Unrestricted	General Operating					
Paul Bechtner Foundation	\$5,000	Contribution		Unrestricted	General Operating					
Thomas & Beatrice Taplin Fund	\$100,000	Contribution		Unrestricted	General Operating					
Mile High United Way	\$5,000	Contribution		Unrestricted	General Operating					
Colorado Gives Day Donations	\$108,527	Contribution		Unrestricted	General Operating					
Other	\$2,005	Contribution		Unrestricted	General Operating					
Total	\$974,543									
II. Year-to-Date (January 2015) Donations/Grants/Promises to Give										
All Donors	\$5,801,882	All		Restricted						
All Donors	\$243,239	All		Unrestricted						
Total	\$6,045,121									
III. 2014 Slice of Pi										
All Donors	\$0	Donation		Unrestricted						
IV. Unconditional Promises to Give										
	Total @6/30/2014	Additions	Collections	Balance 1/31/2015	Expected Remaining Payments					
					FY15	FY16	FY17	FY18	FY19	
Total	\$6,423,000	\$4,478,000	\$4,277,490	\$6,623,510	\$1,591,510	\$1,856,000	\$1,376,000	\$1,000,000	\$800,000	
V. Other Major Contributions Recently Committed/Being Pursued(not included above)										
Donor	Amount	Type	Status	Restricted/ Unrestricted	Purpose					
Harvey Family Foundation	\$3,900,000	Grant	Awarded, funds not disbursed	Restricted	STEM professional development					
Wells Fargo	\$2,500	Grant	Awarded, funds not disbursed	Unrestricted	General operating					
Barton Family Foundation	\$1,500,000	Grant	Awarded, funds not disbursed	Restricted	Leadership pipeline development					
DaVita	\$500,000	Grant	Awarded, funds not disbursed	Restricted	Leadership development					
Total: \$5,902,500										

g. Technology Update

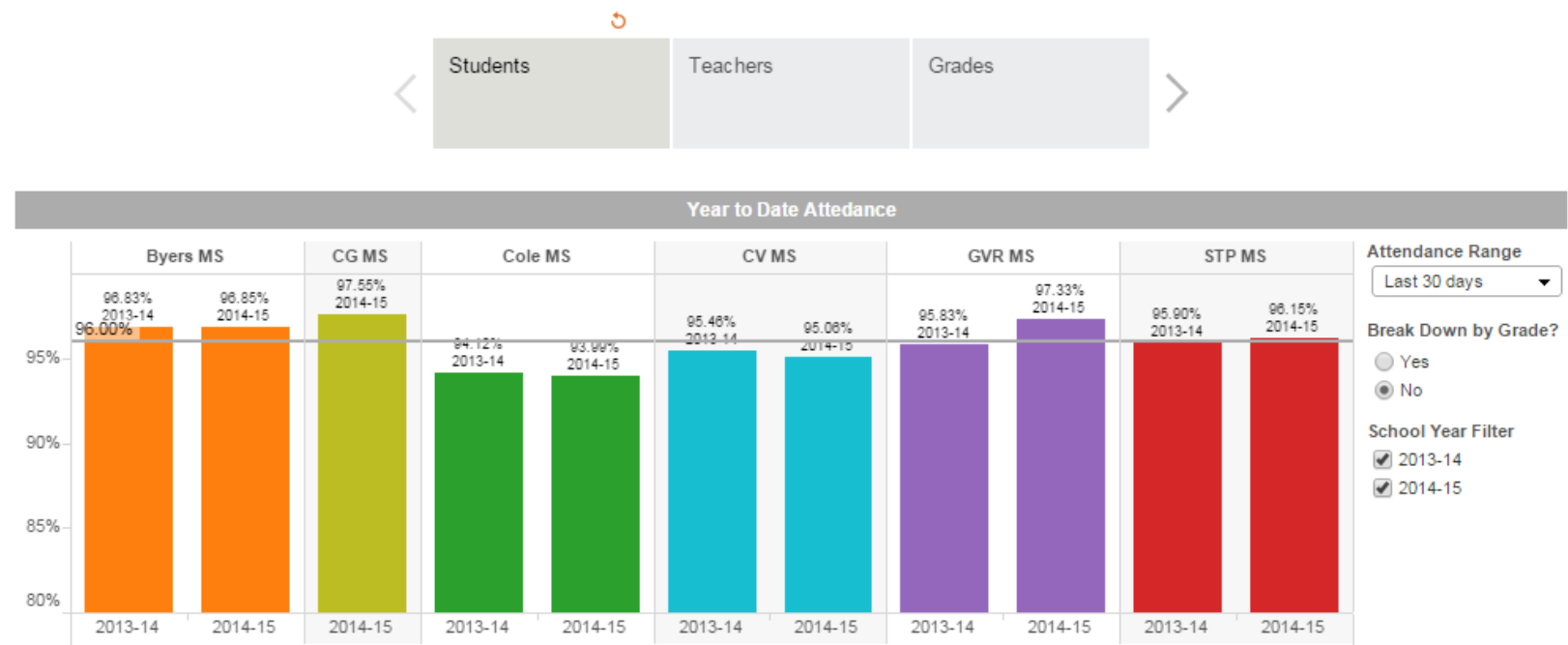
Infrastructure Team: The Technology team has completed network infrastructure and systems work to support a successful round of PARCC testing. These changes allowed us to services tests at our school sites with a near zero test failure rate while handling nearly 3.5% the previous peaks of network traffic.

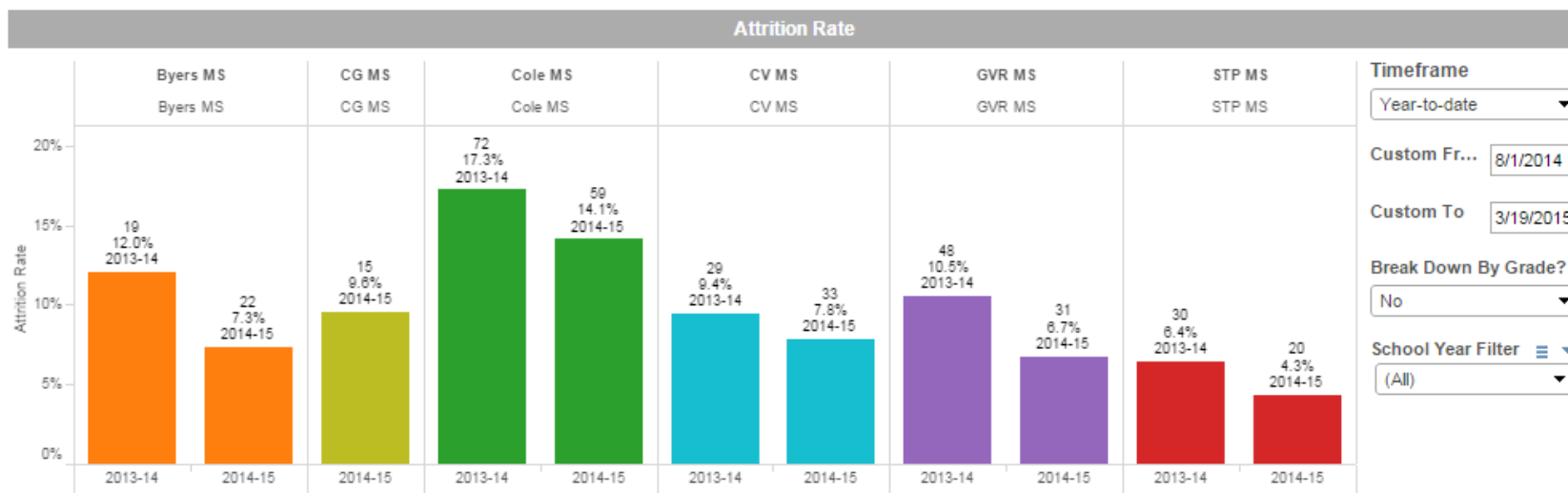
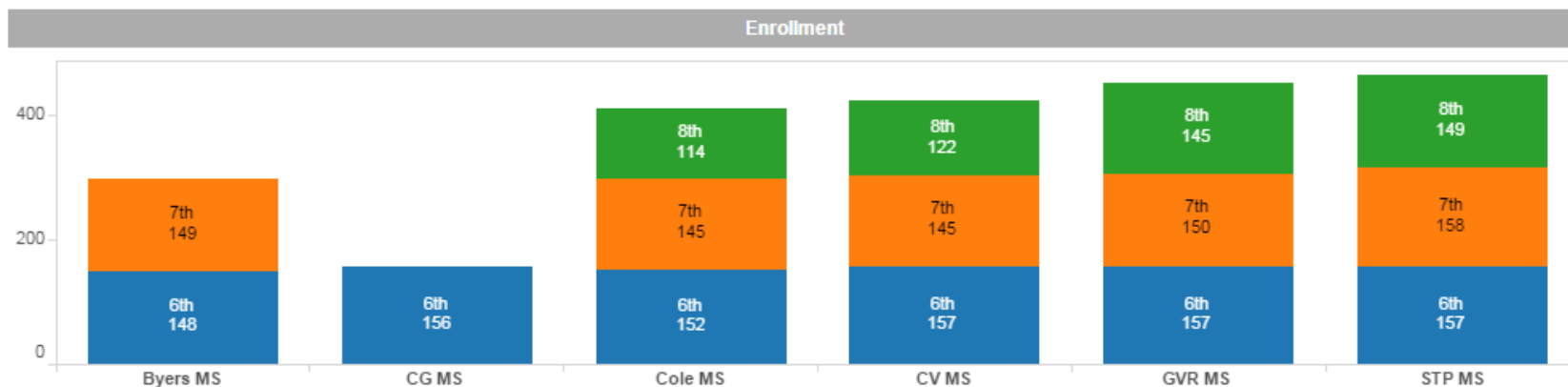
Laptop Program:

- Made significant changes to live system deployments to allow on the stop changes needed to maintain compatibility with PARCC testing platform.
- First phase testing of 2015-16 student laptop image complete and along with regression testing across all 5 laptops types in our student fleet.

h. Directors Report

Middle School Directors Report





High School Directors Report

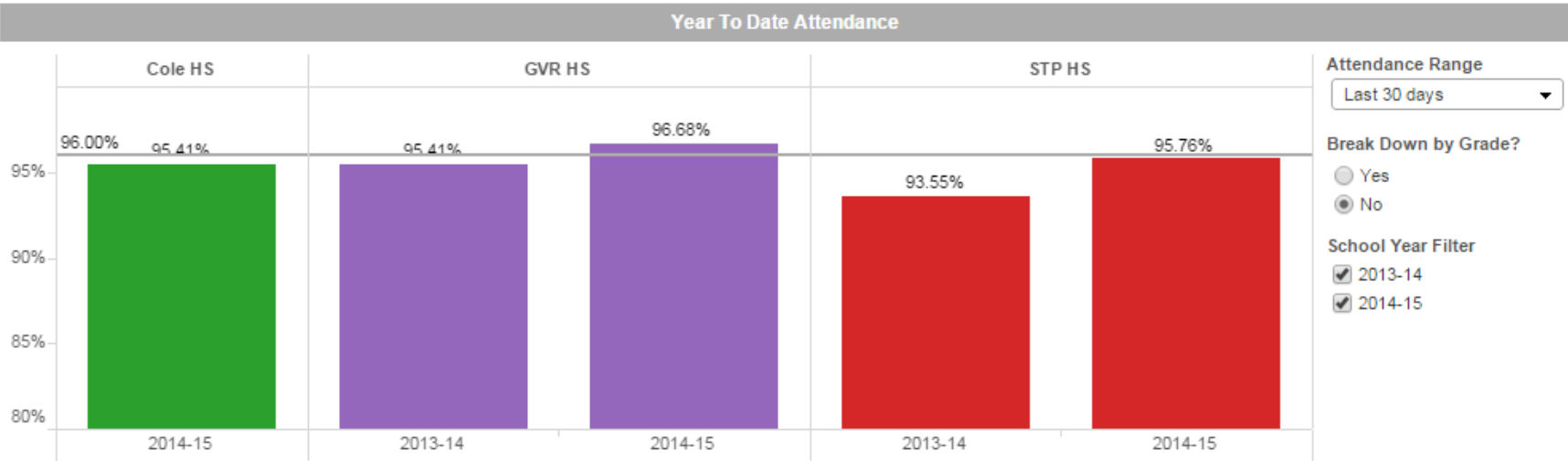
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Students

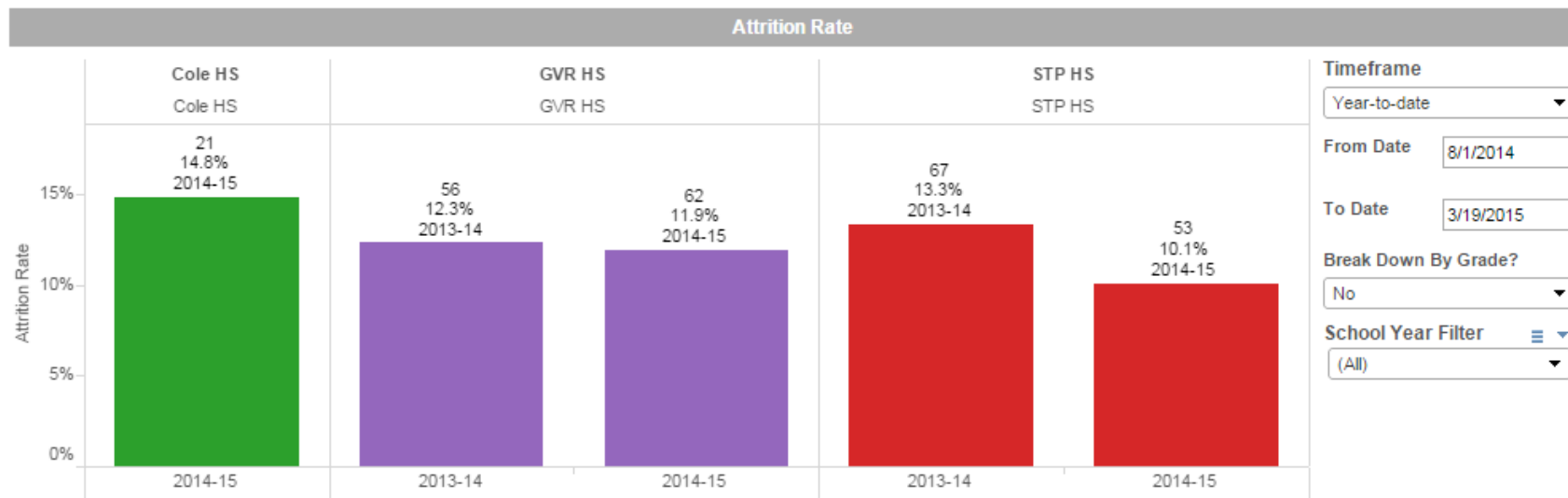
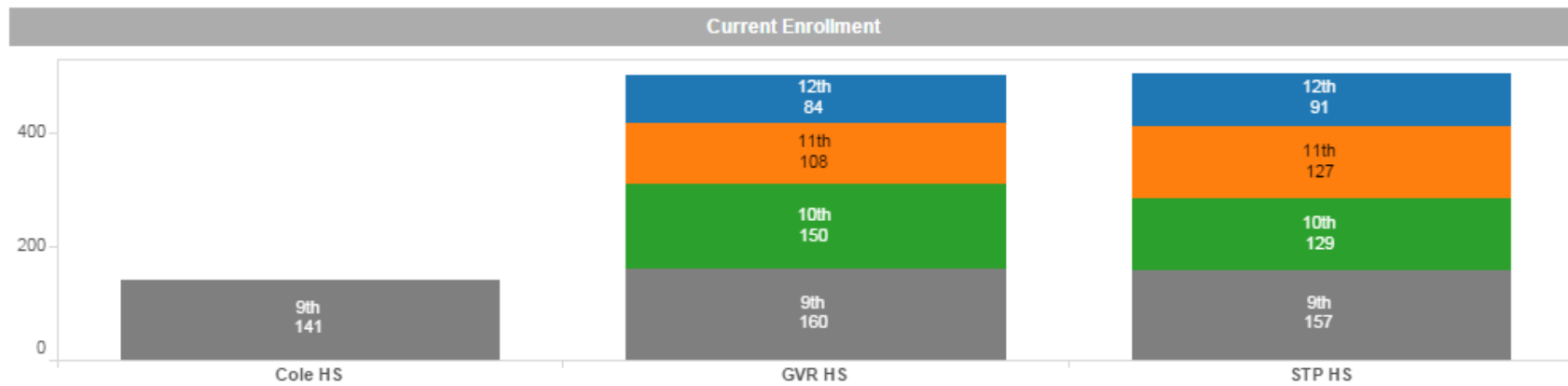
Teachers

Grades

>



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



i. Operating Plan Overview (2014-2015)

DSST PUBLIC SCHOOLS | Strategic Priorities

Ultimate Vision:

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

Single Common Goal, 2014-2015:

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

Strategic Priorities:

IMPROVE

Academic
Interventions

INNOVATE

Fulfillment
Paradigm

GROW

Leadership
Pipeline

DEVELOP

Professional
Development

Areas for Careful Implementation

Systems
That
Scale

Common
Core

Teacher
Career
Pathway



Operating Plan Dashboard Update: March

INNOVATE

Fulfillment

IMPROVE

Academic
Interventions

DEVELOP

Professional
Development

GROW

Leadership
Pipeline

Fulfillment

Overall Status: **Green**
Overall Percent Complete: 65%








Number of Overdue Items: None.

List of Overdue Items: None.

Monthly Overview:

The month of February was focused on stepping back, assessing progress, and establishing core strategies for next school year, while continuing to advance the fulfillment pilots.

1. **Stepping back and establishing areas of focus for 2015-16.** This month, the Working Group took a step back, looked at mid-year data, assessed progress, and established several areas of focus. Mid-year survey data indicates that teachers who are new to DSST (in their first three years with the network) face the greatest challenges around sustainability. This is also the group where we see the highest turnover year to year. Recognizing this fact, at a network level, we will focus greater attention on the experiences of new-to-DSST teachers through: (i) better onboarding; (ii) better instructional resources; and (iii) better coaching and professional development. At the school level, fulfillment will look different from school to school, but have a central commitment to (i) team and individual goal-setting around fulfillment; (ii) attention to team norms and culture; and (iii) expansion of fulfillment pilots.
2. **Continuing fulfillment pilots:** Below is a summary of the status of each fulfillment pilot.

Pilot status		
School	Pilot idea	Status
Byers MS 	Group fitness series	Pilot underway
Cole HS 	Shared C3 flex days – 9 th Humanities as pilot group	Flex day is planned for March. Unit for May.
Cole MS 	<ul style="list-style-type: none"> Team conversations about fulfillment Shift RF to lunch 	Pilots in development
CG MS 	<ul style="list-style-type: none"> Weekly leadership check-ins Fulfillment affinity groups 	Pilot underway
CV MS 	Go home Wednesdays	Pilot underway
GVR HS 	Student teaching assistants	Pilot in development
STP MS	Teaching assistants at each grade level	Pilot in development
STP HS	<ul style="list-style-type: none"> Shift to Wed. meeting schedule Group fitness activities 	Pilot in development
HO 	Fulfillment affinity activities	Pilot underway

5

One Major High Point:

We got a [shout-out in Chalkbeat Colorado](#) for our effort to promote fulfillment and sustainability. The article notes that districts across Colorado, particularly DPS, have struggled with teacher turnover, even more so than in other states.

Issues/Risks & Mitigation:

Risks	Mitigation
Commitment to fulfillment wanes as we move into testing periods and the end of the school year	<ul style="list-style-type: none"> - Directors and other managers continue to prioritize messaging around fulfillment - HO runs a couple "Spontaneous Perks" to give teams a small lift during the spring
Building capacity for next year's priority areas is delayed due to short-term priorities.	<ul style="list-style-type: none"> - Embed fulfillment planning into strategic planning work of HO departments - Create clarity around future roles, responsibilities, and ownership

Upcoming Asks for School Directors (60 days):

- If you have a member of the Fulfillment Working Group at your school, continue to work with that person(s) to design pilots and collect feedback from teams.
 - o All teams participating in a pilot are being asked to complete a short pre- and post-pilot survey that has been designed by the Fulfillment Working Group. Working Group members have responsibility for inviting survey responses from their teams. Please support Working Group members in making these asks.

Current Talking Points for Leadership Team:

- As a network, we aim to support each other not only to have a fulfilling career, but more importantly, to **lead fulfilling lives that combine deeply meaningful professional work with personal well-being – with the ultimate goal of sustaining our team to continue advancing DSST's mission over many years.**
- Working Group members are running pilots to test some of the most popular ideas generated at the Fulfillment Design Jams. We encourage the entire team to engage in these pilots as opportunities for learning and building individual and collective understanding about fulfillment at DSST.

Overall Status: **Red Yellow Green**
Overall Percent Complete: **65%**

Number of Overdue Items: 0

List of Overdue Items:

Monthly Overview:

With great excitement we rolled out the application process for our first round of PD prototypes. In addition, GVR MS has begun to use an exemplar video tool.

One Major High Point:

PD Prototypes roll out of course. However, the Harvey Family Foundation gave us 3.9 million reasons to be excited about PD.

Issues/Risks & Mitigation:

Ensuring teachers are clear on what opportunities exist, eligibility, and how to apply/participate. To mitigate this SLT is supporting SDs to ensure they are prepared and able to support teachers.

Upcoming Asks for School Directors (60 days):

- Feedback/approve PD prototype placement – 3/10/15
- Follow up with teachers about opportunities – whether accepted/rejected – after 3/11/15
- Input on Teacher Development Resource Bank in the next month (likely on a call)
- Input on summer NTT, two weeks in August, and overall PD work in next two months

Current Talking Points for Leadership Team:

Conversations with SLT members by SDs to make sure we're all on the same page with communications regarding PD. Those key points have been shared with SLT.

Interventions

Overall Status: **Red Yellow Green**

Overall Percent Complete: **25%**

Number of Overdue Items: 0

List of Overdue Items:

Monthly Overview:

This month, we rolled out scaled/modified assessments for our highest need students. This was a huge effort involving the collaboration of the entire Academic team, as well as general education teachers and DCIs at our schools. The response to these assessments was overall very positive and we're in the process of breaking down the data to understand the data and its implications at a deeper level in order to determine how to improve this process for our higher needs students moving forward.

We are in the process of scheduling the program visits for individual schools to start a process by which schools will self-evaluate and identify two areas of focus for the spring. This is a key process in understanding the state of SpEd at each of our schools and laying the groundwork for the fall.

We've also been collaborating closely with the leadership team to determine how psych/social work will be staffed next year in our network and determining a structure for needs-based supplemental SpEd staffing.

One Major High Point:

The beginning of scaled/modified assessments was a high point- we now have more usable data for our highest needs students as well as supported them to feel more successful at DSST.

Issues/Risks & Mitigation:

- Internally hiring psychs/social workers by the May 1 deadline
- Ensuring the program visits are supportive in identifying high leverage areas for SpEd

Upcoming Asks for School Directors (60 days):

- Schedule your program visit with Ingrid
- Focus on hiring Psych/SW, if hiring internally

Current Talking Points for Leadership Team:

- Discuss with teams the program visits and the relation to the strategic priority

Leadership

Overall Status: **Red**
Overall Percent Complete: **30%**

Number of Overdue Items: 1

List of Overdue Items: Leadership competencies and analysis of current leadership positions

Monthly Overview:

This past month, we conducted one leadership hiring day, and have another scheduled on March 5th. We anticipate having 90% of our leadership hires finalized for the next year following this March 5th date. In addition, the teacher leader program continued through February with strong participation, and we will be concluding this program on March 5th.

One Major High Point:

This past month, we secured two additional leadership hires for the next school year, and have a very strong pipeline of candidates that will attend the March 5th hiring day.

Issues/Risks & Mitigation:

One key risk in this work is heading into the next school year without much progress accomplished on analyzing the effectiveness of our leadership competencies and our leadership programs.

Upcoming Asks for School Directors (60 days):

Talk with your team and ensure all possible internal candidates to consider for leadership hires have applied, as well as you have a final confirmation of your team's intent to return to their role for next year.

Current Talking Points for Leadership Team:

We are continuing to build a strong pipeline of leaders for our network for next year, and are excited about moving this work forward as a strategic initiative for next year.



Executive Committee and Chair's Report Reference

DSST Telephonic Executive Committee Meeting

March 17, 2015

2:00pm MST

The meeting was called to order at 2:03pm. Attending were Norwood Robb, Steve McConahey, Teresa Berryman, Steve Halstedt (Chairman), Don Kirkpatrick, Michele Cooper, David Greenberg and Bill Kurtz (CEO).

The first order of business was to develop the agenda for the March 26, 2015 board meeting. Mr. Kurtz provided a proposed agenda in advance of the call. All members had the proposed agenda, which we discussed in some detail. There was one addition to section II Approval Items. This is a resolution to accept the transfer from STMC of the employee 401(k) plan. There being no other changes, the committee approved the agenda..

Mr Kurtz then updated the committee with a high level overview of the process of selecting the location for Campus 7. We discussed the new DPS Facility Allocation Policy. The location has not yet been designated by DPS, although several alternative sites were discussed.

There being no further business, the meeting was adjourned at 2:23pm.

Respectfully submitted,

Steven C. Halstedt
Chairman



Education Committee

School Accountability Committees: Overview

School Accountability Committees are defined in Colorado statute as advisory bodies that provide oversight to school administration. Specifically, the committees are charged to do the following:

- Recommend school priorities for spending
- To advise the principal of the school in preparation for a school performance or improvement plan;
- To assess whether leadership, personnel and infrastructure are advancing implementation of the school's performance or improvement plan*

*For this purpose, we consider the "improvement plan" to be the UIP (Unified Improvement Plan) submitted to Denver Public Schools annually. The new UIP for each school will be available in mid November.

School Accountability Committees must be comprised of seven people: a school director (or designee), a teacher, a board member (or two), and four parents, one of whom needs to be elected by parents.

Committees must meet quarterly and take meeting minutes. Meeting minutes should be submitted to the Home Office.

Recommendations for revised role of the DSST Public Schools Board of Directors in School Accountability Committees:

- 1) Only one DSST board member needs to attend quarterly SAC meetings at each campus.
- 2) That same board member may or may not be asked to attend annual school visits for the middle or high school on each campus.
- 3) SAC meeting agendas should be focused on three core areas: academic progress, school safety and resource allocation.
- 4) School Directors will be instructed to structure agendas that all allow board members to participate only in discussions of the core areas. Any Q & A between parents and School Directors about more specific topics can be added to the end of the meetings, so that it is optional for board member participation.

SCHOOL ACCOUNTABILITY COMMITTEES

Charter Schools Meeting
September 8, 2011

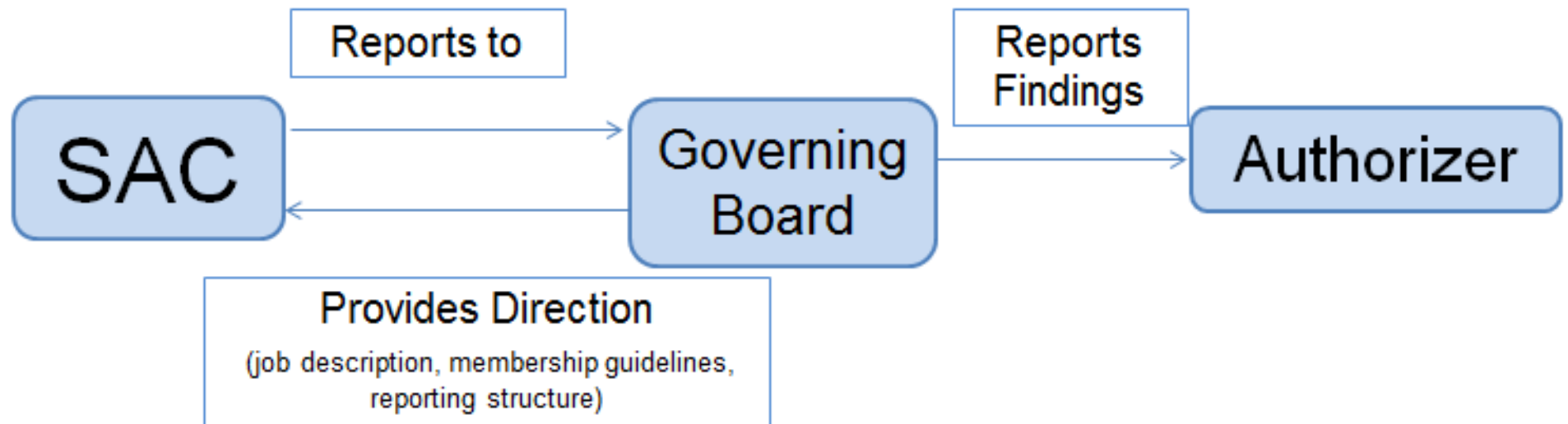
Purpose

“The School Accountability committee exists as a means to monitor and ensure: academic progress, school safety, and appropriate resource allocation.”

History

- Originally created to give parents a stronger voice in school decision making
- Original statute also included State and District Accountability Committees
- For charter schools, originally the requirements could be filled by governing boards. Now the governing board only takes on the responsibility of reporting back to the district and the SAC must be a separate committee*.
 - *The Education Accountability Act of 2009 eliminated the possibility of charter boards serving as their SAC. It is possible to get a state waiver regarding the specific membership requirements (2 rather than 3 parents, etc.), but the governing board cannot be the SAC.

Structures



Membership

Administrator

Teacher

Parent/Guardian

Parent/Guardian

Board Member

Parent/Guardian

Member of an organization of teachers,
parents, and students

- Must have at least 7 members
- No more than 2 board members
- Some members can fulfill more than one requirement

Reporting Structures

- SACs must meet quarterly, but it is recommended that they meet monthly
- Meeting minutes are required
- Should report to the governing board at least quarterly
- Reports to the authorizer should be done (or approved by) governing board
- May provide year-end reports to the community, so long as they are approved by the board

Function

- Evaluate for effectiveness
- Monitor progress
- Report to the governing board
- Recommend for improvement

Using Data: Types of Data

- Data reflecting the school's values
- Data from annual surveys of key stakeholders
- Accreditation data
- Data included in charter application (most likely tied to school goals)
- Data needed by school administration
- Data needed for financial decision making
- Data required by the charter contract

Using Data: Purposes

- Align data collection with school values
- Track progress
- Empower individuals
- Modify and refine practices
- Set goals
- Drive school improvement
- Inform professional development

Oversight of SACs

- All schools are expected to have a functioning SAC that meets all statutory requirements, and documentation of this compliance. OSRI will review this information annually going forward.
- Review of SAC compliance is now a component of the charter renewal process.



Finance Committee

Status Finance Committee Goals 2014-2015

1. Revisit dashboard and determine how best to report out to the board
Status: Done. Dashboard is included in January meeting materials.
2. Work with Peter Fritzing and investment manager to develop better investment reporting and reinvestment strategy
Status: Done.
3. Examine and test assumptions in the long-term forecast and seek consensus with CEO and finance personnel on the 2014-2015 model
Status: In process. Plan to complete for presentation at March board meeting.
4. Recruit new board members to join finance committee
Status: One new member is planning to join (thank you Heather Lamm) and we hope to gain more members as board expands.
5. Discuss enterprise risk management
Status: This topic has been elevated to board level. Finance will continue to monitor.

Finance Committee Meeting Minutes January 22, 2015 1:00 p.m.

Meeting Purpose

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

Attendees

Teresa Berryman, Finance Committee Chair
Norwood Robb, Finance Committee
Don Kirkpatrick, Finance Committee
Scott Walker, DSST Chief Operating Officer
Coreen Miller, DSST Director of Finance
Nicole Witcher, DSST Accounting Manager
Matt Cullen-Meyer, DSST Finance Manager

Teresa convened the meeting and introduced and welcomed Scott Walker as the new Chief Operating Officer for DSST.

Nicole presented the financial statements through November 30, 2014. She informed the Committee that we have received payment in January, 2015 in the form of stock on \$2.0 of the pledge receivable from the Malone Family Foundation and sold it the same day. Coreen stated that we would transfer the cash from the Tribeca investment account to Wells Fargo before the end of January. Nicole highlighted variances in

revenue and expense categories and explained the differences, including student fee collections which continue to lag behind budget. The Committee discussed the difference between funded pupil count and October count, which resulted in a decrease of 3 additional students from the information presented in November. The Committee asked for follow-up on the variance in the Human Capital category and the Technology Bond (staff to check with Shaun Bryant) and requested clarification on some of the descriptions (i.e. payroll taxes changed to taxes and benefits). The Committee also suggested adding the month to the headings on the Income Statements. Don wondered if it would be beneficial to break any of the benefits out individually, but it was decided that materiality did not warrant the added complexity.

Matt explained the revisions in the budget presented for approval today from the one approved in November. Significant differences were discussed, the largest being the inclusion of contribution and grant revenue previously excluded pending final grantor approvals. The budget approved in January is expected to be the final budget for FY 15.

Matt presented the Financial Dashboard which included Committee suggestions from November. The Committee suggested the personnel turnover statistics be shown as annual and as a network average. Discussion ensued about fund raising per student and Scott informed that that amount is being reviewed in conjunction with the long-term forecast.

Coreen led a discussion of the investment report as of December 31, 2014. Committee asked staff to communicate with Morgan Stanley concerning the need for regular and current investment communications.

Coreen provided updates on the status of the implementation of the new ERP system and the dissolution of Science and Tech Management Corp. Both are moving forward on schedule.

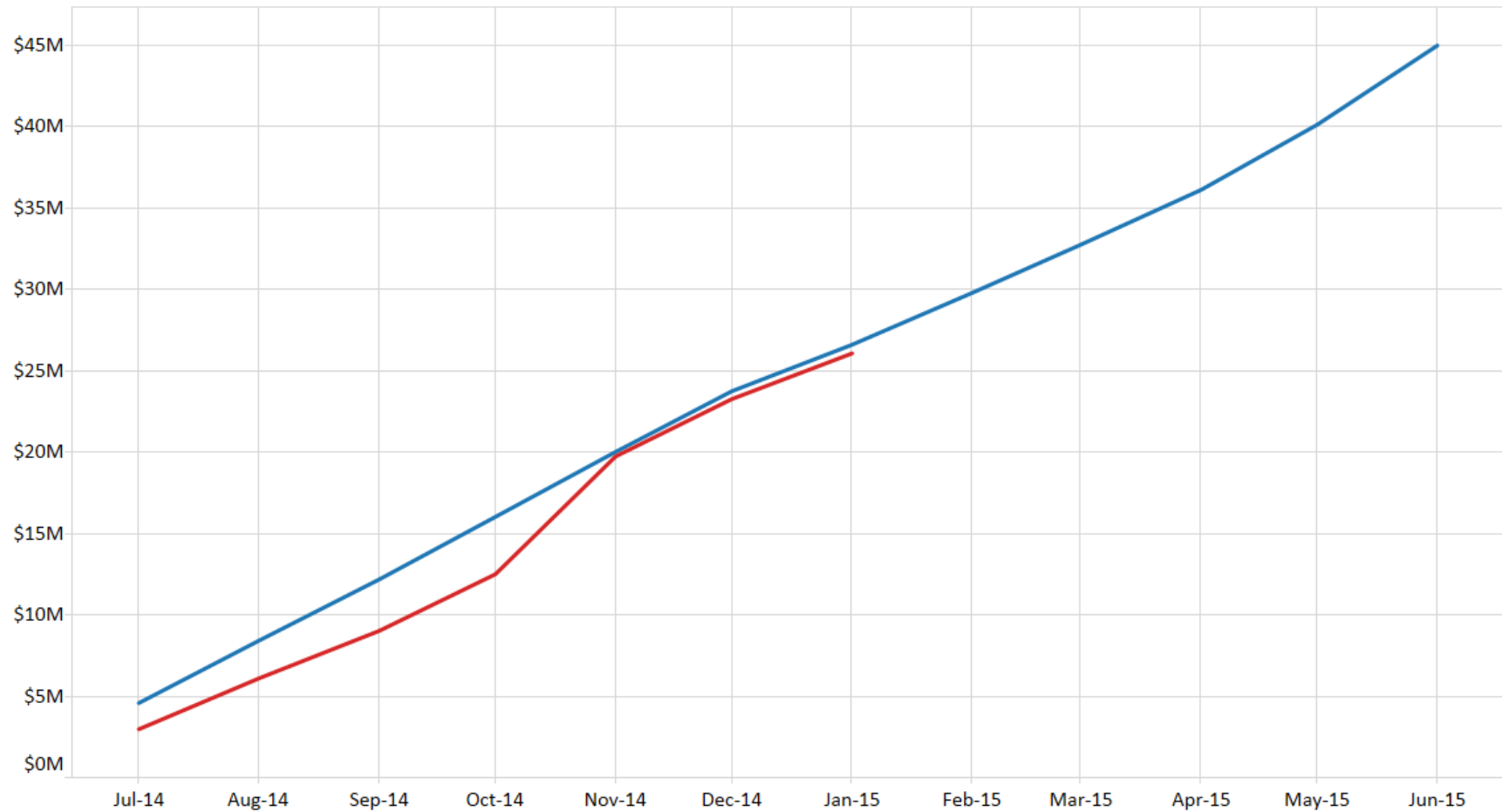
Teresa led a discussion of what items to present to the Board in the financial presentation in March. The Finance Dashboard is fundamental to building Board knowledge and capacity. The long-term forecast should also be presented at the network level with emphasis on sensitivity of the model.

The meeting adjourned at 2:30 p.m.

Finance Committee Meeting

Financial Results through January, 2015

YTD Total Revenue



January Budget-to-Actual

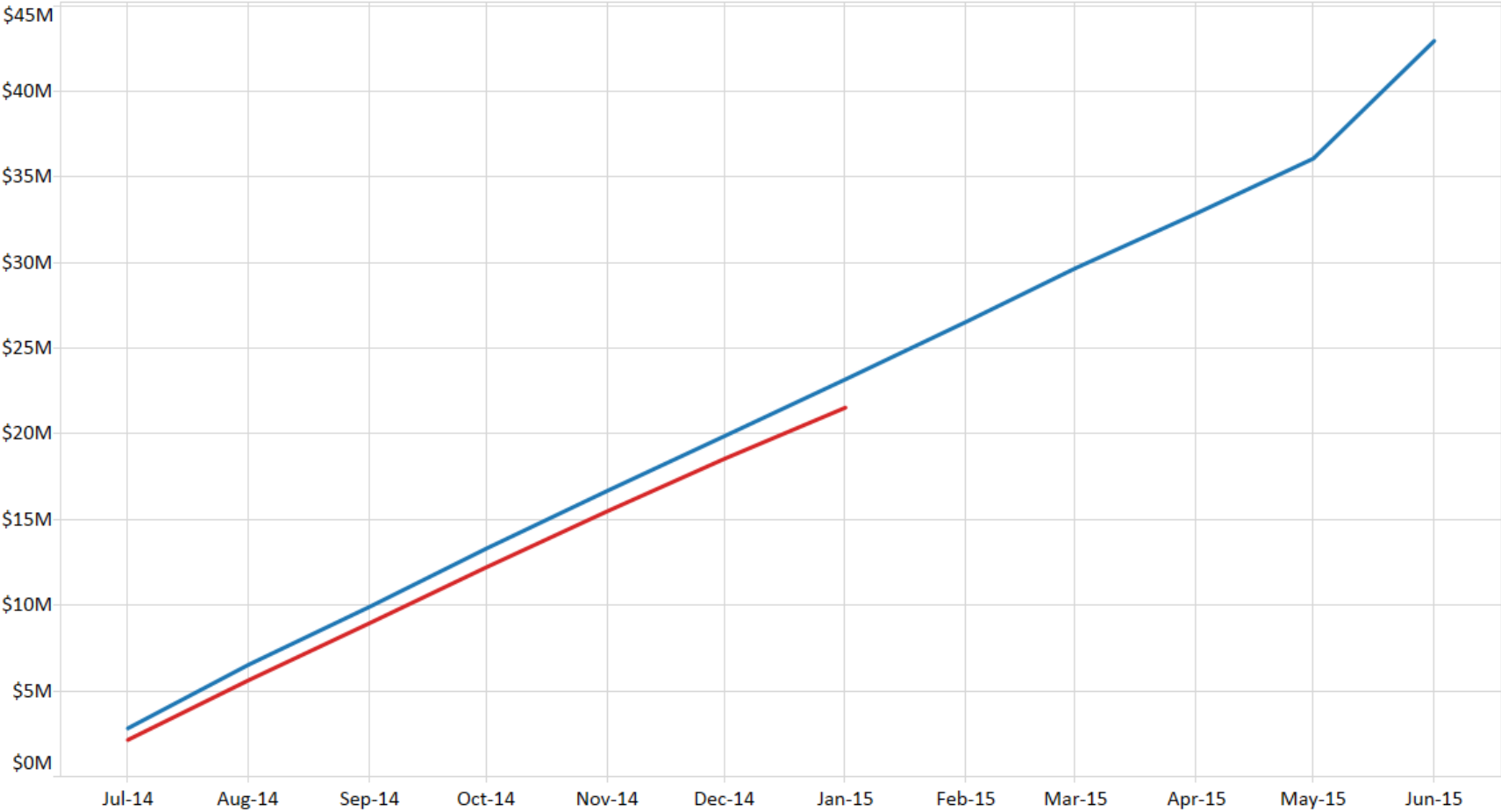
YTD Actual	YTD Budget
\$26,053,150	\$26,585,810

Enrollment

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

■ Actual
■ Budget

YTD Total Expense



January Budget-to-Actual

YTD Actual	YTD Budget
\$21,530,784	\$23,181,683

Enrollment

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

Actual
Budget

Statement of Financial Position

			January 31, 2015	June 30, 2014	
Assets	Current Assets	Cash & Investments	25,669,988	11,755,012	FY15 DPS payments received
		Accounts Receivable	16,270,975	16,812,835	Promises to give additions & collections*
		Prepaid Expenses	63,159	109,522	Prepaid expense recognition
		Tabor Reserve	547,180	547,180	
		Total	42,551,301	29,224,550	
	Long-Term Assets	Long-Term Investments	12,157,415	12,915,953	Realized and unrealized losses;
		Other Long-Term Assets	141,988	141,206	Tribeca withdrawal & Malone donation
		Total	12,299,402	13,057,160	
	Property & Equipment	Property & Equipment (Net of Accumulated Depreciation)	1,170,770	1,170,770	
		Total	1,170,770	1,170,770	
Total			56,021,473	43,452,479	
Liabilities	Short-Term Liabilities	Accounts Payable	714,151	2,306,517	June salary reversal & 401K payouts
		Deferred Revenue	10,187,090	673,603	Stapleton sale; FY15 DPS pmts received
		Due to CMO	0	0	
		PCOPS	125,508	0	Payment & accrual; credit recognition
		Total	11,026,749	2,980,120	
Total			11,026,749	2,980,120	
Net Assets	Beginning Net Assets	Net Assets	40,472,359	31,941,270	
		Total	40,472,359	31,941,270	
	Current YTD Net Income	Current YTD Net Income	4,522,365	8,531,088	
		Total	4,522,365	8,531,088	
	Total			44,994,724	40,472,359

* Additions: Daniels Fund (\$4M); Walton (\$228K); Nord (\$150K)

Collections: Malone (\$2M); Daniels Fund (\$1.4M); Sie (\$250K)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Consolidated Network

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	461,267	486,307	(25,040)	635,257
	PPR Revenue	14,299,431	14,311,829	(12,398)	24,534,563
	Governmental Revenue	2,494,023	2,582,768	(88,745)	5,356,597
	Contributions and Grants	6,045,121	6,367,879	(322,758)	7,895,951
	CMO Contributions to Schools	0	0	0	1,678,989
	Fees to CMO from Schools	2,594,461	2,669,611	(75,150)	4,576,477
	Misc Revenue	158,847	167,416	(8,569)	287,000
	Total	26,053,150	26,585,810	(532,660)	44,964,834
Expense	Personnel Expenses	13,046,117	13,522,235	476,118	24,221,657
	Human Capital	425,090	326,350	(98,740)	514,441
	Non Instructional Supplies	451,514	725,918	274,404	1,337,451
	Instructional Supplies	188,738	258,504	69,766	421,758
	Curriculum and Assessment	99,839	99,426	(413)	124,282
	Advancement	3,242	62,223	58,981	78,894
	DPS Expenses	2,735,628	2,754,434	18,806	4,721,437
	Professional Services	415,017	469,910	54,893	798,418
	Fees to CMO	2,594,461	2,669,611	75,150	4,576,477
	Operating Leases	108,115	105,980	(2,135)	178,379
	Facilities	700,397	1,077,956	377,559	1,266,753
	Technology	709,901	707,072	(2,829)	2,212,420
	Transfers	0	0	0	1,678,989
	Misc Expenses	52,726	402,064	349,338	806,303
	Total	21,530,785	23,181,683	1,650,898	42,937,659
Net Income		4,522,365	3,404,127	1,118,238	2,027,175

Statement of Cash Flow

	YTD Jan, 2015	
Cash Flows from Operating Activities		
Change in net assets	\$ 4,522,365	
Adjustments to reconcile changes in net assets to		
Net cash provided by operating activities		
Changes in assets and liabilities		
Accounts receivable	742,370	Collections - DPS
Prepaid expenses	46,363	Pre paid insurance policies, deposits
Promises to Give	(200,510)	Promises to give additions and collections
Accounts payable and accrued liabilities	(1,448,538)	Accrued June salary reversal & 401K payouts
Deferred revenue	9,513,487	Stapleton sale, FY15 DPS payments & revenue recognition
PCOPS Liability	(18,320)	Payment & accrual; credit recognition
	<u>13,157,217</u>	
Net cash provided by operating activities		
Cash Flows from Investing Activities		
Purchase of investments	758,538	Tribeca withdrawal & Malone donation
Purchase of other long-term assets	(782)	Wilfey Endowment Fund activity
Purchase of property & equipment	<u>-</u>	
Net cash used by investing activities	<u>757,756</u>	
Net Increase (Decrease) in Cash	13,914,973	
Cash and Cash Equivalents, Beginning of Year	<u>11,755,013</u>	
Cash and Cash Equivalents, End of Period	<u>\$ 25,669,988</u>	

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Consolidated Schools

		YTD Actual	YTD Budget	YTD Variance	Total Budget	
Revenue	Student Revenue	461,267	486,307	(25,040)	635,257	Low student fee collection at College View
	Governmental Revenue	16,793,404	16,889,437	(96,033)	29,882,316	Variance due to E-Rate
	Contributions & Grants	265,250	375,830	(110,580)	481,330	Title V transfer @ Cole campus delayed
	Misc Revenue	17,156	5,159	11,997	8,844	In-Kind donations
	CMO Contribution	0	0	0	1,678,989	
	Total	17,537,076	17,756,733	(219,656)	32,686,736	
Expense	Salaries	7,690,220	7,922,850	232,630	14,661,474	Delayed hires and timing of teacher pay cycles
	Additional Pay (School)	429,876	387,532	(42,344)	772,071	Higher spend in coaches, subs, and Compact Blue stipends
	Additional Pay (CMO)	354,229	353,164	(1,065)	358,714	
	Payroll Taxes and Benefits	2,501,577	2,544,709	43,132	4,522,871	Related to variance in salaries
	Human Capital	108,498	147,962	39,464	214,916	Compact Blue budgeted here
	Non-Instructional Supplies	165,038	182,823	17,784	310,160	Lower postage and office supply spend
	Instructional Supplies	460,310	509,454	49,144	944,399	Savings throughout
	DPS Expenses	2,733,688	2,754,434	20,746	4,721,437	Diff. in transport, food service, Tabor, and DPS purchased days
	Professional Services	55,648	88,866	33,219	119,514	TFA not yet invoiced
	Fees to CMO	2,595,413	2,669,611	74,199	4,576,477	Delayed tech bond JVs
	Operating Leases	51,296	52,779	1,483	87,177	
	Facilities	213,925	408,001	194,076	601,261	Buses not yet recognized and delayed Title V spending
	Technology	467,742	701,551	233,810	706,736	Timing of tech system installations
	Misc Expenses	24,151	340,814	316,663	490,174	Budgeted surpluses from prior years
	Total	17,851,612	19,064,551	1,212,940	33,087,380	
Net Income		(314,535)	(1,307,819)	993,284	(400,644)	
	Total	(314,535)	(1,307,819)	993,284	(400,644)	

Enrollment

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

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Consolidated Home Office

		YTD Actual	YTD Budget	YTD Variance	Total Budget	
Revenue	Contributions & Grants	5,779,871	5,992,050	(212,179)	7,414,621	Unknown amount and timing of contributions
	Fees to CMO from Schools	2,594,461	2,669,611	(75,151)	4,576,477	Delayed tech bond JVs
	Misc Revenue	141,742	167,417	(25,675)	287,000	Unrealized investment losses and lower Google ad revenue
	Total	8,516,073	8,829,078	(313,004)	12,278,098	
Expense	Salaries	1,581,035	1,751,398	170,363	3,002,397	Open positions and delayed hires
	Additional Pay	147,796	189,340	41,544	263,700	Timing of academic stipends
	Payroll Taxes and Benefits	333,721	373,242	39,521	640,431	Tied to salaries
	Human Capital	311,685	366,259	54,574	611,467	Unspent travel and PD
	Supplies	113,179	131,586	18,407	179,022	Unspent academic grant
	Professional Services	318,309	381,043	62,735	678,904	Unspent academic grants
	Operating Leases	60,710	53,201	(7,509)	91,202	Timing of rent
	Facilities	21,729	21,000	(729)	21,000	
	Technology	739,850	740,697	848	2,269,992	
	Transfers	0	0	0	1,678,989	
	Misc Expenses	49,713	109,365	59,653	413,175	Timing of strategic initiatives
	Total	3,677,725	4,117,131	439,406	9,850,279	
Net Income		4,838,348	4,711,946	126,402	2,427,818	
	Total	4,838,348	4,711,946	126,402	2,427,818	

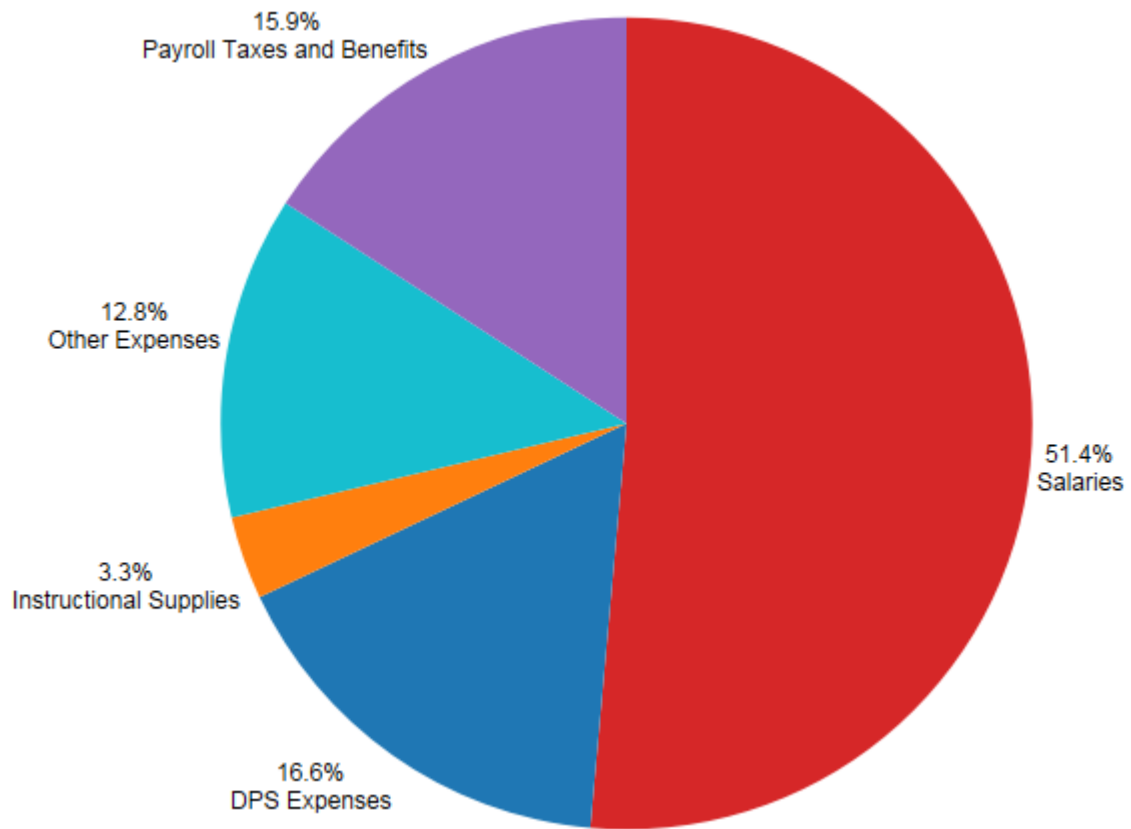
Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office, STMC, and Building Corp.

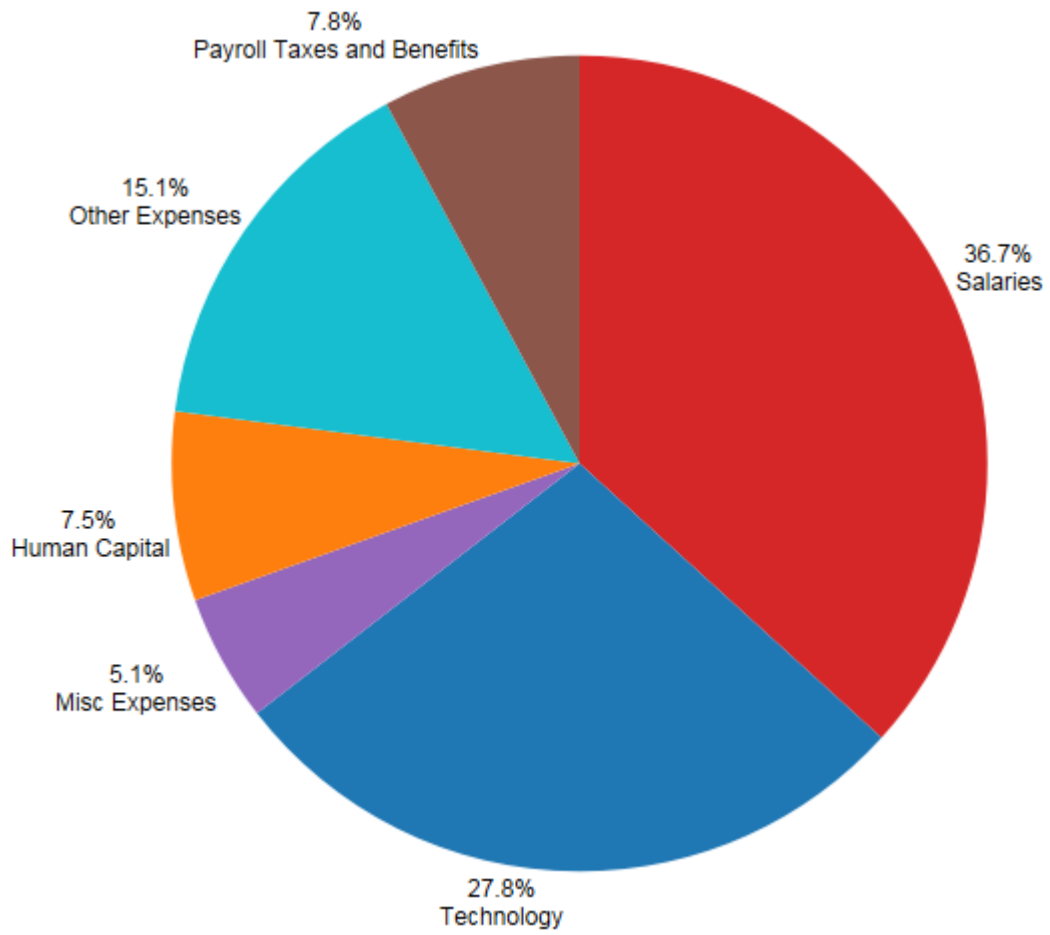
		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions and Grants	5,779,871	5,992,050	(212,179)	7,414,621
	Fees to CMO from Schools	2,594,461	2,669,611	(75,150)	4,576,477
	Misc Revenue	141,742	167,417	(25,675)	287,000
	Total	8,516,074	8,829,078	(313,004)	12,278,098
Expense	Personnel Expenses	2,074,183	2,313,980	239,797	3,906,527
	Human Capital	267,903	195,392	(72,511)	300,786
	Non Instructional Supplies	101,255	295,131	193,876	511,652
	Instructional Supplies	0	0	0	22,680
	Curriculum and Assessment	99,839	99,426	(413)	124,282
	Advancement	1,893	5,720	3,827	11,440
	Professional Services	326,762	381,043	54,281	678,904
	Operating Leases	55,417	53,201	(2,216)	91,202
	Facilities	44,789	21,000	(23,789)	21,000
	Technology	680,874	699,913	19,039	2,200,076
	Transfers	0	0	0	1,678,989
	Misc Expenses	26,259	52,325	26,066	302,741
	Total	3,679,174	4,117,131	437,957	9,850,279
Net Income		4,836,900	4,711,947	124,953	2,427,819

School Budgeted Expenses

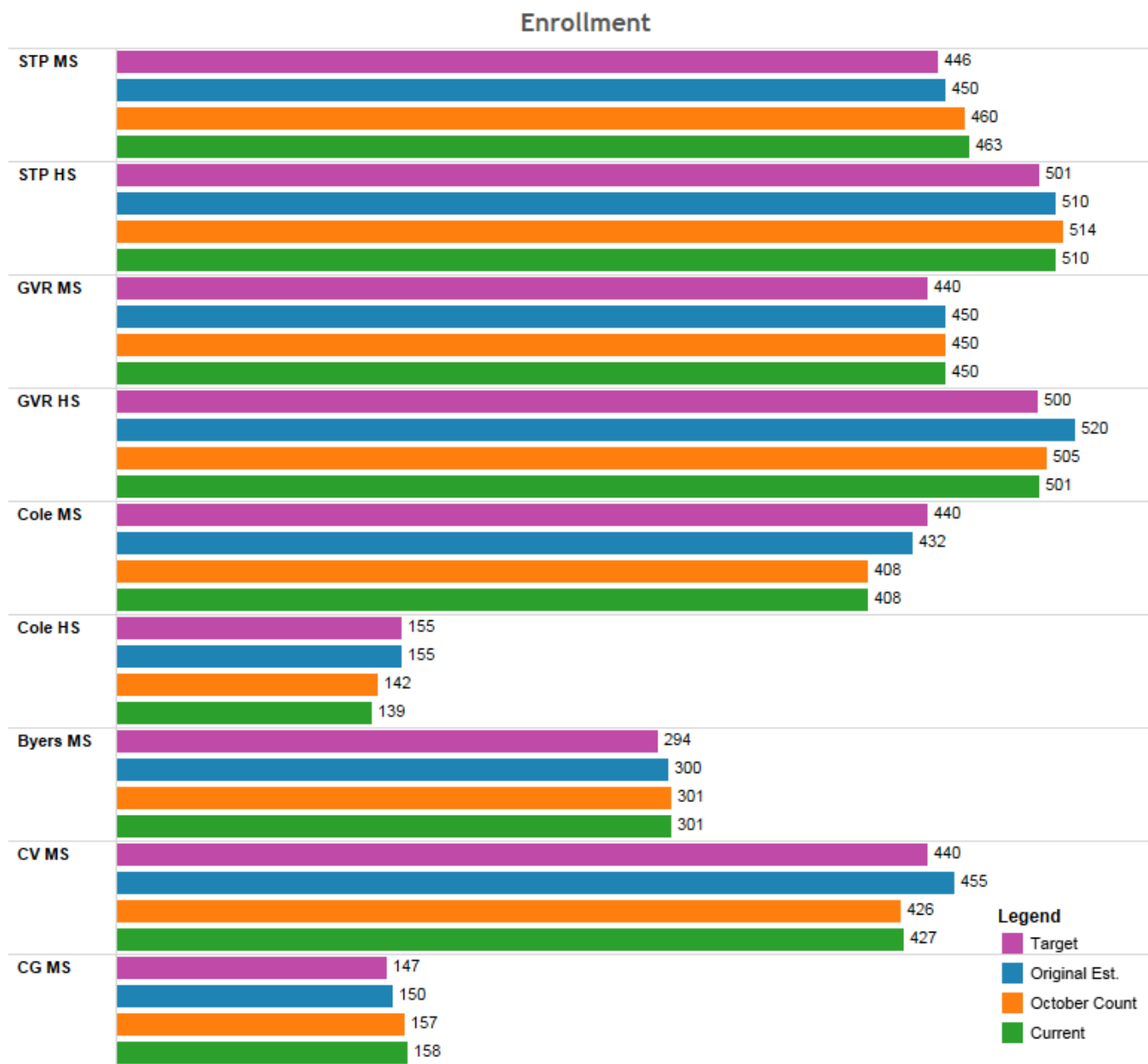


**Net of intercompany transfers*

Home Office Budgeted Expenses



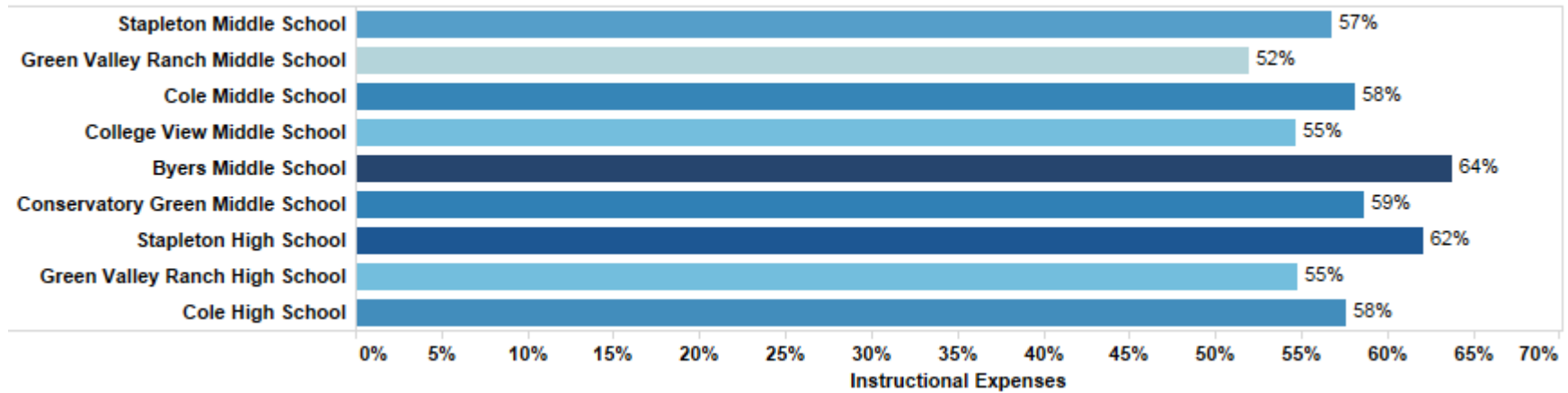
**Net of intercompany transfer*



Enrollment

Current	October Count	Original Est.	Target
3,357	3,363	3,422	3,363

Instructional Metric (%)



- The minimum instructional expense required is 50%.
- Byers middle school has Title V expenses, which were largely instructional.
- Conservatory Green and Cole middle schools had \$96K and \$87K (respectively) tech system installations.
- Instructional salaries are generally not recognized in July, thereby temporarily suppressing the proportion of instructional expenses (especially at newer schools or ones with recently high turnover).

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Byers Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	48,191	51,387	(3,196)	62,665
	Governmental Revenue	1,547,947	1,537,986	9,960	2,754,225
	Misc Revenue	5,044	317	4,726	544
	Total	1,601,181	1,589,690	11,491	2,817,434
Expense	Salaries	603,351	649,326	45,975	1,200,387
	Additional Pay (School)	27,600	29,561	1,961	57,000
	Additional Pay (CMO)	31,988	31,988	0	32,605
	Payroll Taxes and Benefits	220,297	231,079	10,781	408,611
	Human Capital	9,839	12,542	2,703	16,903
	Non-Instructional Supplies	15,374	18,947	3,573	32,586
	Instructional Supplies	41,619	73,974	32,356	112,409
	DPS Expenses	264,560	265,155	595	454,551
	Professional Services	2,335	6,490	4,155	8,686
	Fees to CMO	251,329	249,638	(1,691)	427,950
	Operating Leases	12,893	13,420	527	16,893
	Facilities	90,686	181,842	91,156	210,107
	Technology	222,397	213,724	(8,673)	213,976
	Misc Expenses	793	51,793	51,000	87,455
	Total	1,795,061	2,029,479	234,418	3,280,119
Net Income		(193,879)	(439,788)	245,909	(462,685)
	Total	(193,879)	(439,788)	245,909	(462,685)

Enrollment

Actual	Original	Target
301	300	294

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Cole High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	14,933	19,025	(4,092)	23,658
	Governmental Revenue	736,587	737,540	(954)	1,321,441
	Misc Revenue	(50)	0	(50)	0
	CMO Contribution	0	0	0	575,230
	Total	751,470	756,565	(5,095)	1,920,328
Expense	Salaries	387,243	402,572	15,329	737,025
	Additional Pay (School)	24,410	24,847	437	50,045
	Additional Pay (CMO)	9,863	9,613	(250)	10,230
	Payroll Taxes and Benefits	135,559	140,799	5,241	248,262
	Human Capital	6,750	6,267	(483)	7,884
	Non-Instructional Supplies	10,139	7,625	(2,514)	12,958
	Instructional Supplies	29,228	46,873	17,645	84,533
	DPS Expenses	139,895	144,655	4,760	247,985
	Professional Services	4,487	1,423	(3,064)	2,251
	Fees to CMO	156,905	156,729	(176)	268,679
	Operating Leases	1,831	3,243	1,412	5,791
	Facilities	121	30,948	30,827	37,782
	Technology	257	94,080	93,823	94,210
	Misc Expenses	668	112,283	111,614	112,692
	Total	907,356	1,181,957	274,602	1,920,328
Net Income		(155,886)	(425,392)	269,506	0
	Total	(155,886)	(425,392)	269,506	0

Enrollment

Actual	Original	Target
142	155	155

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Cole Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	38,959	50,593	(11,634)	63,012
	Governmental Revenue	2,122,683	2,104,398	18,285	3,787,279
	Contributions & Grants	0	110,830	(110,830)	110,830
	Misc Revenue	1,467	856	611	1,467
	CMO Contribution	0	0	0	3,482
	Total	2,163,110	2,266,676	(103,567)	3,966,070
Expense	Salaries	936,023	977,545	41,522	1,805,545
	Additional Pay (School)	42,255	46,138	3,883	92,750
	Additional Pay (CMO)	42,363	42,613	250	43,230
	Payroll Taxes and Benefits	355,028	349,817	(5,211)	618,368
	Human Capital	15,188	15,558	371	21,582
	Non-Instructional Supplies	18,963	19,888	925	32,875
	Instructional Supplies	53,015	44,101	(8,914)	80,338
	DPS Expenses	307,043	306,273	(770)	525,039
	Professional Services	9,398	16,095	6,697	22,404
	Fees to CMO	305,132	309,669	4,537	530,861
	Operating Leases	6,138	6,138	0	10,960
	Facilities	62,835	52,233	(10,601)	73,108
	Technology	88,936	105,361	16,425	105,724
	Misc Expenses	2,167	2,971	804	3,286
	Total	2,244,482	2,294,399	49,917	3,966,069
Net Income		(81,372)	(27,723)	(53,649)	1
	Total	(81,372)	(27,723)	(53,649)	1

Enrollment

Actual	Original	Target
408	432	440

Statement of Profit and Loss

7/1/2014 - 1/31/2015

College View High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	250,000	250,000	0	250,000
	CMO Contribution	0	0	0	71,479
	Total	250,000	250,000	0	321,479
Expense	Salaries	0	10,306	10,306	61,833
	Additional Pay (School)	150	83	(67)	5,500
	Payroll Taxes and Benefits	15	3,294	3,279	19,766
	Non-Instructional Supplies	0	1,208	1,208	7,250
	Instructional Supplies	0	833	833	5,000
	Professional Services	0	60	60	104
	Fees to CMO	51,389	51,389	0	88,095
	Facilities	0	55,200	55,200	60,000
	Technology	38,530	73,930	35,400	73,930
	Total	90,084	196,304	106,220	321,479
Net Income		159,916	53,696	106,220	0
	Total	159,916	53,696	106,220	0

Statement of Profit and Loss

7/1/2014 - 1/31/2015

College View Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	26,317	51,841	(25,524)	65,356
	Governmental Revenue	2,098,909	2,110,826	(11,917)	3,784,501
	Contributions & Grants	0	0	0	58,000
	Misc Revenue	3,451	555	2,897	951
	CMO Contribution	0	0	0	188,643
	Total	2,128,677	2,163,221	(34,544)	4,097,451
Expense	Salaries	1,000,698	1,004,909	4,211	1,858,013
	Additional Pay (School)	46,665	45,464	(1,201)	89,125
	Additional Pay (CMO)	33,276	33,613	338	34,230
	Payroll Taxes and Benefits	359,262	358,578	(684)	634,041
	Human Capital	16,955	11,958	(4,997)	16,311
	Non-Instructional Supplies	41,569	24,657	(16,912)	41,024
	Instructional Supplies	63,924	50,641	(13,283)	92,359
	DPS Expenses	388,420	391,283	2,863	670,818
	Professional Services	6,180	21,486	15,306	26,646
	Fees to CMO	313,480	321,818	8,337	551,687
	Operating Leases	5,125	5,653	528	10,094
	Facilities	25,334	30,017	4,683	52,626
	Technology	3,349	16,488	13,139	16,870
	Misc Expenses	1,848	3,204	1,356	3,606
	Total	2,306,086	2,319,769	13,683	4,097,451
Net Income		(177,409)	(156,548)	(20,861)	0
	Total	(177,409)	(156,548)	(20,861)	0

Enrollment

Actual	Original	Target
426	455	440

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Conservatory Green Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	22,241	23,336	(1,095)	28,726
	Governmental Revenue	759,711	761,454	(1,743)	1,309,447
	Contributions & Grants	0	0	0	0
	Misc Revenue	(84)	0	(84)	0
	CMO Contribution	0	0	0	403,105
	Total	781,869	784,790	(2,921)	1,741,278
Expense	Salaries	341,166	340,241	(926)	647,519
	Additional Pay (School)	18,879	20,959	2,080	40,550
	Additional Pay (CMO)	13,613	13,613	0	14,230
	Payroll Taxes and Benefits	105,640	123,434	17,793	217,854
	Human Capital	4,605	6,879	2,274	9,483
	Non-Instructional Supplies	10,892	29,489	18,597	48,217
	Instructional Supplies	18,430	33,829	15,399	58,679
	DPS Expenses	153,898	154,184	286	264,316
	Professional Services	1,423	1,685	262	2,628
	Fees to CMO	152,804	152,773	(30)	261,897
	Operating Leases	1,831	3,243	1,412	5,791
	Facilities	0	13,742	13,742	22,402
	Technology	100,386	132,254	31,868	133,388
	Misc Expenses	1,899	8,761	6,862	14,324
	Total	925,467	1,035,087	109,620	1,741,278
Net Income		(143,598)	(250,296)	106,698	0
	Total	(143,598)	(250,296)	106,698	0

Enrollment

Actual	Original	Target
157	150	147

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Green Valley Ranch High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	72,951	74,186	(1,235)	92,498
	Governmental Revenue	2,515,511	2,528,631	(13,121)	4,518,438
	Misc Revenue	1,819	843	976	1,445
	CMO Contribution	0	0	0	355,195
	Total	2,590,280	2,603,661	(13,380)	4,967,576
Expense	Salaries	1,180,973	1,228,168	47,195	2,255,672
	Additional Pay (School)	60,021	66,893	6,873	135,500
	Additional Pay (CMO)	45,113	45,113	0	45,730
	Payroll Taxes and Benefits	413,380	424,625	11,245	749,636
	Human Capital	11,590	18,396	6,806	26,322
	Non-Instructional Supplies	15,759	22,920	7,161	40,000
	Instructional Supplies	80,367	76,801	(3,567)	147,084
	DPS Expenses	396,344	397,263	919	680,815
	Professional Services	8,957	9,920	964	12,710
	Fees to CMO	356,459	363,158	6,699	622,557
	Operating Leases	6,076	6,138	62	10,960
	Facilities	14,637	23,932	9,295	51,548
	Technology	280	35,603	35,323	36,040
	Misc Expenses	3,262	90,556	87,294	153,003
	Total	2,593,218	2,809,487	216,269	4,967,576
Net Income		(2,938)	(205,826)	202,889	0
	Total	(2,938)	(205,826)	202,889	0

Enrollment

Actual	Original	Target
505	520	500

Statement of Profit and Loss
7/1/2014 - 1/31/2015
Green Valley Ranch Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	60,829	54,876	5,952	75,623
	Governmental Revenue	2,156,343	2,177,793	(21,450)	3,928,815
	Misc Revenue	1,420	774	646	1,327
	CMO Contribution	0	0	0	81,856
	Total	2,218,591	2,233,443	(14,852)	4,087,621
Expense	Salaries	905,990	956,519	50,529	1,765,061
	Additional Pay (School)	55,035	42,685	(12,350)	84,400
	Additional Pay (CMO)	44,383	44,382	0	44,999
	Payroll Taxes and Benefits	332,732	341,243	8,511	602,977
	Human Capital	15,422	16,721	1,299	23,657
	Non-Instructional Supplies	16,694	20,704	4,010	32,600
	Instructional Supplies	37,357	50,158	12,801	94,700
	DPS Expenses	433,129	432,680	(449)	741,752
	Professional Services	3,988	15,684	11,697	18,819
	Fees to CMO	316,188	332,802	16,614	570,517
	Operating Leases	5,934	4,865	(1,069)	8,687
	Facilities	7,264	5,504	(1,760)	28,398
	Technology	2,764	2,586	(178)	2,964
	Misc Expenses	3,427	40,881	37,453	68,089
	Total	2,180,307	2,307,414	127,107	4,087,621
Net Income		38,285	(73,970)	112,255	0
	Total	38,285	(73,970)	112,255	0

Enrollment

Actual	Original	Target
450	450	440

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Stapleton High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	104,681	89,255	15,426	135,351
	Governmental Revenue	2,536,342	2,567,003	(30,661)	4,412,891
	Contributions & Grants	15,000	15,000	0	15,000
	Misc Revenue	2,317	938	1,379	1,608
	Total	2,658,340	2,672,196	(13,856)	4,564,850
Expense	Salaries	1,271,219	1,281,004	9,784	2,352,958
	Additional Pay (School)	94,467	72,080	(22,387)	141,051
	Additional Pay (CMO)	70,015	67,863	(2,152)	68,480
	Payroll Taxes and Benefits	316,976	309,137	(7,840)	553,055
	Human Capital	15,963	15,178	(785)	22,617
	Non-Instructional Supplies	16,503	17,953	1,450	30,600
	Instructional Supplies	102,520	78,840	(23,681)	171,252
	DPS Expenses	263,596	270,739	7,142	463,815
	Professional Services	14,581	10,011	(4,570)	17,200
	Fees to CMO	365,739	386,732	20,994	662,970
	Operating Leases	5,830	4,441	(1,389)	7,931
	Facilities	5,688	6,235	548	33,089
	Technology	8,488	24,360	15,872	25,670
	Misc Expenses	4,965	3,732	(1,234)	4,117
	Total	2,556,553	2,548,305	(8,248)	4,554,805
Net Income		101,788	123,891	(22,104)	10,045
	Total	101,788	123,891	(22,104)	10,045

Enrollment

Actual	Original	Target
514	510	501

Statement of Profit and Loss
7/1/2014 - 1/31/2015
Stapleton Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	72,165	71,808	357	88,370
	Governmental Revenue	2,319,372	2,363,805	(44,433)	4,065,278
	Contributions & Grants	250	0	250	47,500
	Misc Revenue	1,770	876	894	1,502
	Total	2,393,558	2,436,489	(42,931)	4,202,650
Expense	Salaries	1,063,558	1,072,262	8,704	1,977,460
	Additional Pay (School)	60,394	38,821	(21,573)	76,150
	Additional Pay (CMO)	63,613	64,363	750	64,980
	Payroll Taxes and Benefits	262,687	262,703	16	470,301
	Human Capital	12,186	44,462	32,277	70,157
	Non-Instructional Supplies	19,146	19,431	285	32,050
	Instructional Supplies	33,850	53,405	19,555	98,044
	DPS Expenses	386,803	392,201	5,398	672,345
	Professional Services	4,299	6,012	1,712	8,066
	Fees to CMO	325,988	344,903	18,915	591,263
	Operating Leases	5,639	5,639	0	10,070
	Facilities	7,359	8,347	987	32,201
	Technology	2,355	3,166	811	3,964
	Misc Expenses	5,120	26,633	21,513	43,602
	Total	2,252,998	2,342,350	89,352	4,150,654
Net Income		140,559	94,139	46,420	51,996
	Total	140,559	94,139	46,420	51,996

Enrollment

Actual	Original	Target
460	450	446

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Technology

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	80,000	(80,000)	80,000
	Fees to CMO from Schools	980,935	1,054,847	(73,912)	1,808,308
	Misc Revenue	0	0	0	0
	Total	980,935	1,134,847	(153,912)	1,888,308
Expense	Salaries	218,658	235,941	17,283	404,470
	Additional Pay	12,665	19,953	7,288	25,990
	Payroll Taxes and Benefits	55,713	49,167	(6,545)	84,362
	Human Capital	10,540	16,464	5,924	28,224
	Professional Services	130,000	139,417	9,417	269,000
	Technology	617,044	559,015	(58,029)	2,018,611
	Total	1,044,619	1,019,956	(24,663)	2,830,657
Net Income		(63,684)	114,890	(178,575)	(942,349)
	Total	(63,684)	114,890	(178,575)	(942,349)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Operations

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	1,500	0	1,500	0
	Misc Revenue	0	0	0	0
	Total	1,500	0	1,500	0
Expense	Salaries	153,159	154,891	1,732	265,527
	Additional Pay	6,906	7,181	275	8,606
	Payroll Taxes and Benefits	33,676	37,209	3,533	63,860
	Human Capital	1,668	5,472	3,804	9,380
	Supplies	10,415	13,924	3,509	23,500
	Professional Services	10,547	6,125	(4,422)	10,500
	Operating Leases	60,710	53,201	(7,509)	91,202
	Facilities	21,729	21,000	(729)	21,000
	Technology	105,126	159,645	54,519	220,200
	Total	403,935	458,647	54,713	713,774
Net Income		(402,435)	(458,647)	56,213	(713,774)
	Total	(402,435)	(458,647)	56,213	(713,774)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Human Resources

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	6,000	(6,000)	6,000
	Misc Revenue	12,064	28,000	(15,936)	48,000
	Total	12,064	34,000	(21,936)	54,000
Expense	Salaries	158,125	168,181	10,056	288,310
	Additional Pay	22,242	23,080	838	31,352
	Payroll Taxes and Benefits	21,819	36,450	14,631	62,543
	Human Capital	24,675	40,378	15,703	62,120
	Supplies	176	2,789	2,613	4,650
	Professional Services	21,168	17,777	(3,390)	30,475
	Technology	911	629	(282)	868
	Misc Expenses	12,314	31,200	18,886	48,000
	Total	261,430	320,484	59,054	528,318
Net Income		(249,366)	(286,484)	37,118	(474,318)
	Total	(249,366)	(286,484)	37,118	(474,318)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Human Capital

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	13,250	113,250	(100,000)	113,250
	Misc Revenue	0	817	(817)	1,400
	Total	13,250	114,067	(100,817)	114,650
Expense	Salaries	180,521	188,140	7,619	322,525
	Additional Pay	26,240	16,305	(9,935)	24,737
	Payroll Taxes and Benefits	34,619	39,623	5,005	67,986
	Human Capital	170,462	140,311	(30,151)	209,983
	Supplies	2,650	2,580	(70)	4,850
	Professional Services	6,101	11,970	5,869	20,477
	Technology	7,808	11,760	3,953	16,221
	Misc Expenses	4,227	13,256	9,029	20,394
	Total	432,627	423,946	(8,681)	687,174
Net Income		(419,377)	(309,879)	(109,498)	(572,524)
	Total	(419,377)	(309,879)	(109,498)	(572,524)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Finance

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Misc Revenue	129,066	138,600	(9,534)	237,600
	Total	129,066	138,600	(9,534)	237,600
Expense	Salaries	163,160	158,454	(4,707)	271,635
	Additional Pay	7,143	7,143	1	7,343
	Payroll Taxes and Benefits	48,063	34,885	(13,178)	59,863
	Human Capital	3,215	3,879	665	6,650
	Supplies	0	0	0	0
	Professional Services	132,963	129,613	(3,350)	204,352
	Technology	3,334	3,361	27	4,636
	Misc Expenses	25,481	21,125	(4,356)	32,500
	Total	383,359	358,459	(24,900)	586,979
Net Income		(254,293)	(219,859)	(34,434)	(349,379)
	Total	(254,293)	(219,859)	(34,434)	(349,379)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Development

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	5,765,121	5,445,429	319,692	6,868,000
	Misc Revenue	612	0	612	0
	Total	5,765,733	5,445,429	320,304	6,868,000
Expense	Salaries	109,961	117,615	7,654	201,625
	Additional Pay	4,365	4,405	40	4,605
	Payroll Taxes and Benefits	17,472	26,643	9,170	45,721
	Human Capital	10,064	11,908	1,844	54,170
	Supplies	499	2,458	1,959	4,390
	Professional Services	47	0	(47)	0
	Technology	2,079	2,436	357	3,360
	Misc Expenses	0	0	0	22,680
	Total	144,485	165,463	20,978	336,551
Net Income		5,621,247	5,279,965	341,282	6,531,449
	Total	5,621,247	5,279,965	341,282	6,531,449

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: Academic

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	347,371	(347,371)	347,371
	Fees to CMO from Schools	30,255	30,255	1	51,865
	Misc Revenue	0	0	0	0
	Total	30,255	377,626	(347,370)	399,236
Expense	Salaries	351,862	425,311	73,449	729,105
	Additional Pay	35,865	79,153	43,288	128,147
	Payroll Taxes and Benefits	76,715	94,143	17,428	161,539
	Human Capital	27,117	70,228	43,111	119,309
	Supplies	99,440	109,836	10,396	141,632
	Professional Services	47	50,808	50,762	87,100
	Technology	3,549	3,851	302	6,096
	Misc Expenses	7,247	43,784	36,537	67,360
	Total	601,841	877,114	275,273	1,440,288
Net Income		(571,586)	(499,488)	(72,098)	(1,041,052)
	Total	(571,586)	(499,488)	(72,098)	(1,041,052)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: COS

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Expense	Salaries	113,562	119,583	6,021	205,000
	Additional Pay	4,050	3,560	(490)	3,960
	Payroll Taxes and Benefits	20,638	21,404	767	36,718
	Human Capital	62,352	59,243	(3,109)	90,131
	Misc Expenses	0	0	0	0
	Total	200,602	203,791	3,189	335,808
Net Income		(200,602)	(203,791)	3,189	(335,808)
	Total	(200,602)	(203,791)	3,189	(335,808)

Statement of Profit and Loss

7/1/2014 - 1/31/2015

Home Office: CEO

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Fees to CMO from Schools	1,583,271	1,584,510	(1,240)	2,716,303
	Total	1,583,271	1,584,510	(1,240)	2,716,303
Expense	Salaries	123,200	123,200	0	211,200
	Additional Pay	28,280	28,280	0	28,480
	Payroll Taxes and Benefits	23,676	23,049	(627)	39,537
	Human Capital	1,592	17,208	15,616	29,500
	Professional Services	10,200	25,333	15,133	57,000
	Transfers	0	0	0	1,678,989
	Misc Expenses	443	0	(443)	222,241
	Total	187,392	217,071	29,679	2,266,947
Net Income		1,395,879	1,367,439	28,440	449,356
	Total	1,395,879	1,367,439	28,440	449,356

Statement of Profit and Loss

7/1/2014 - 1/31/2015

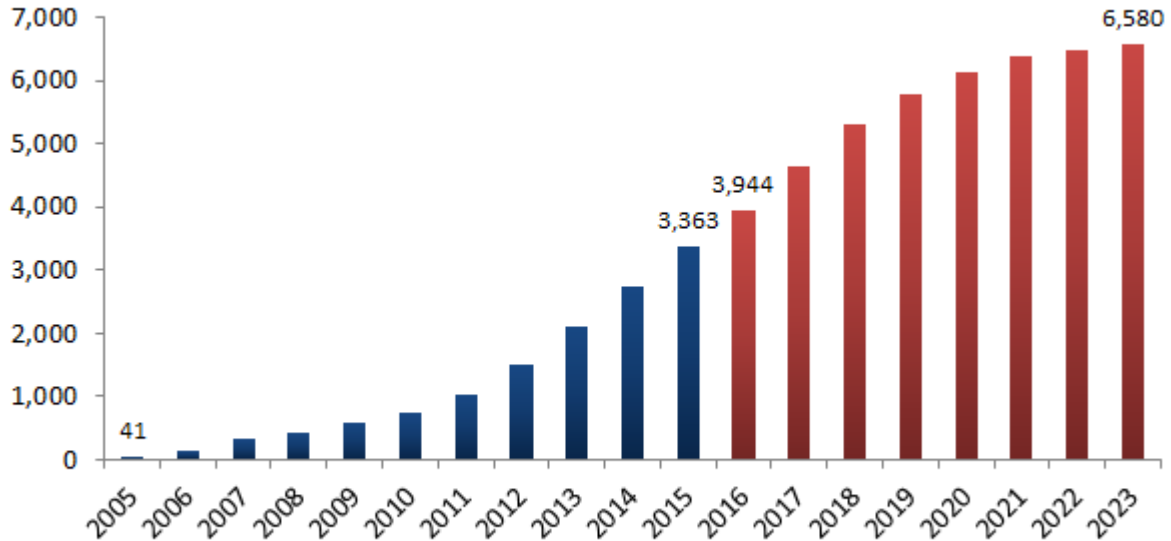
Home Office: COO

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Expense	Salaries	8,827	60,083	51,256	103,000
	Additional Pay	40	280	240	480
	Payroll Taxes and Benefits	1,330	10,669	9,339	18,302
	Human Capital	0	1,167	1,167	2,000
	Professional Services	7,238	0	(7,238)	0
	Total	17,435	72,199	54,764	123,782
Net Income		(17,435)	(72,199)	54,764	(123,782)
	Total	(17,435)	(72,199)	54,764	(123,782)

Finance Dashboard

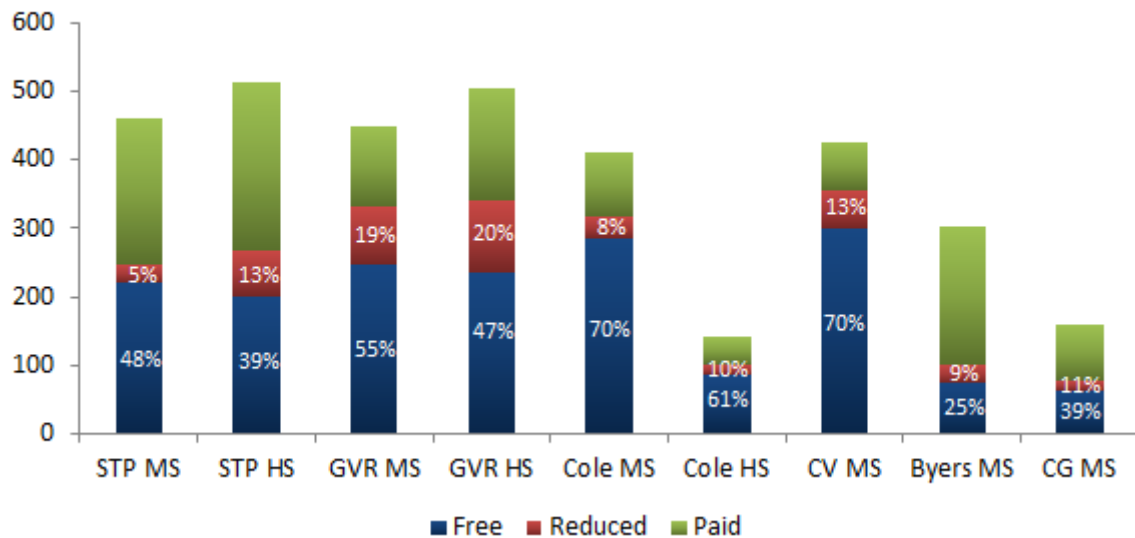
Enrollment Statistics

Historical and Projected Enrollment



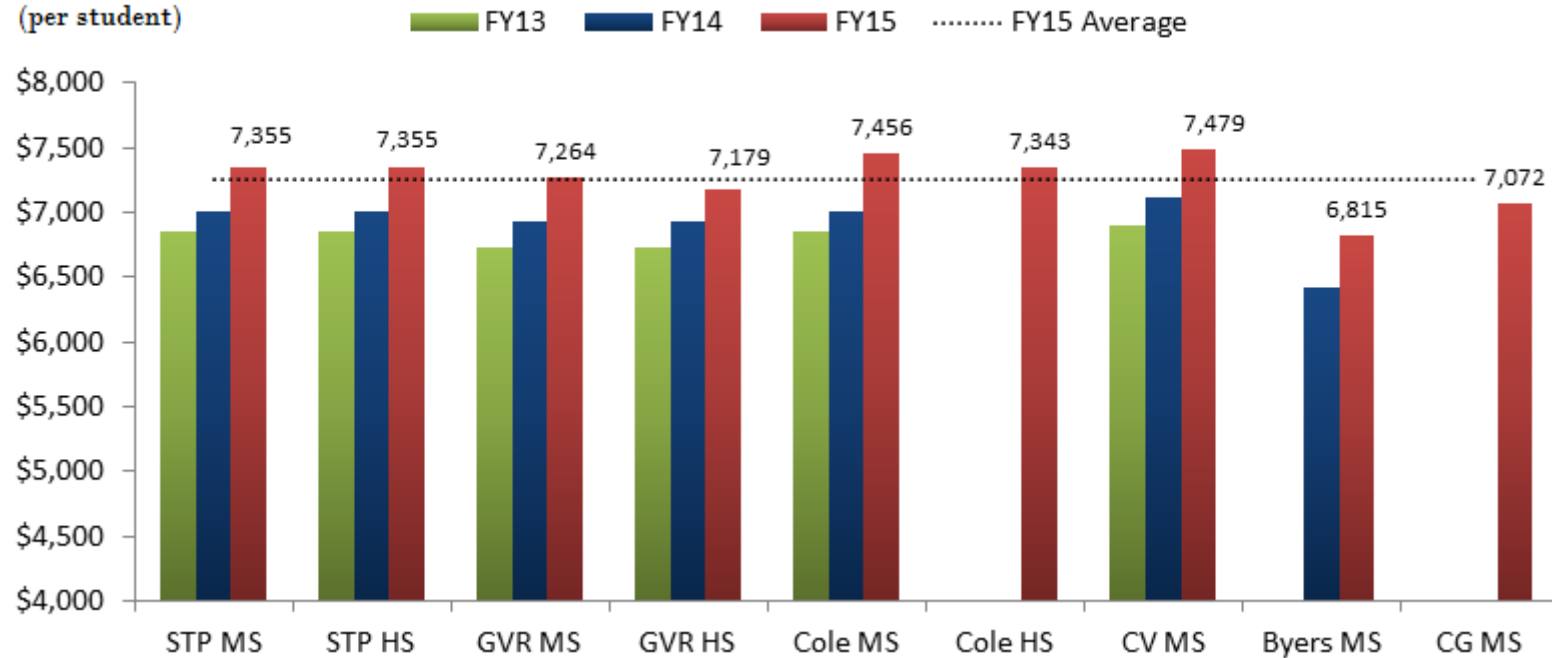
Note: blue bars represent historical enrollment; red bars represent projected enrollment

Students Qualifying for Free or Reduced Lunch

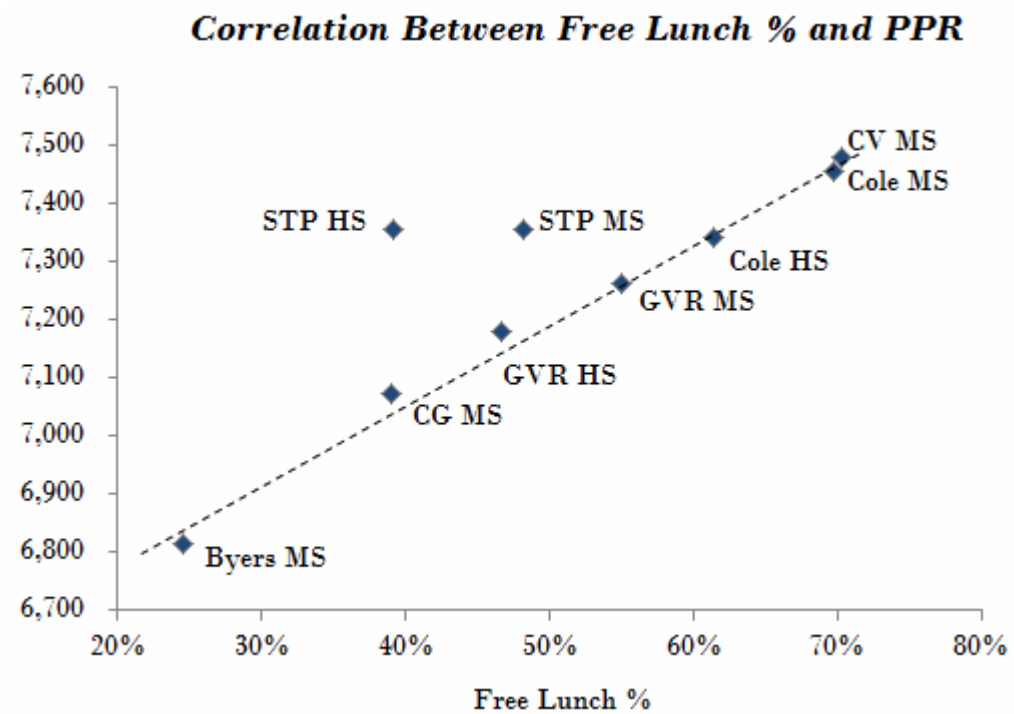


Per Pupil Revenue

(per student)

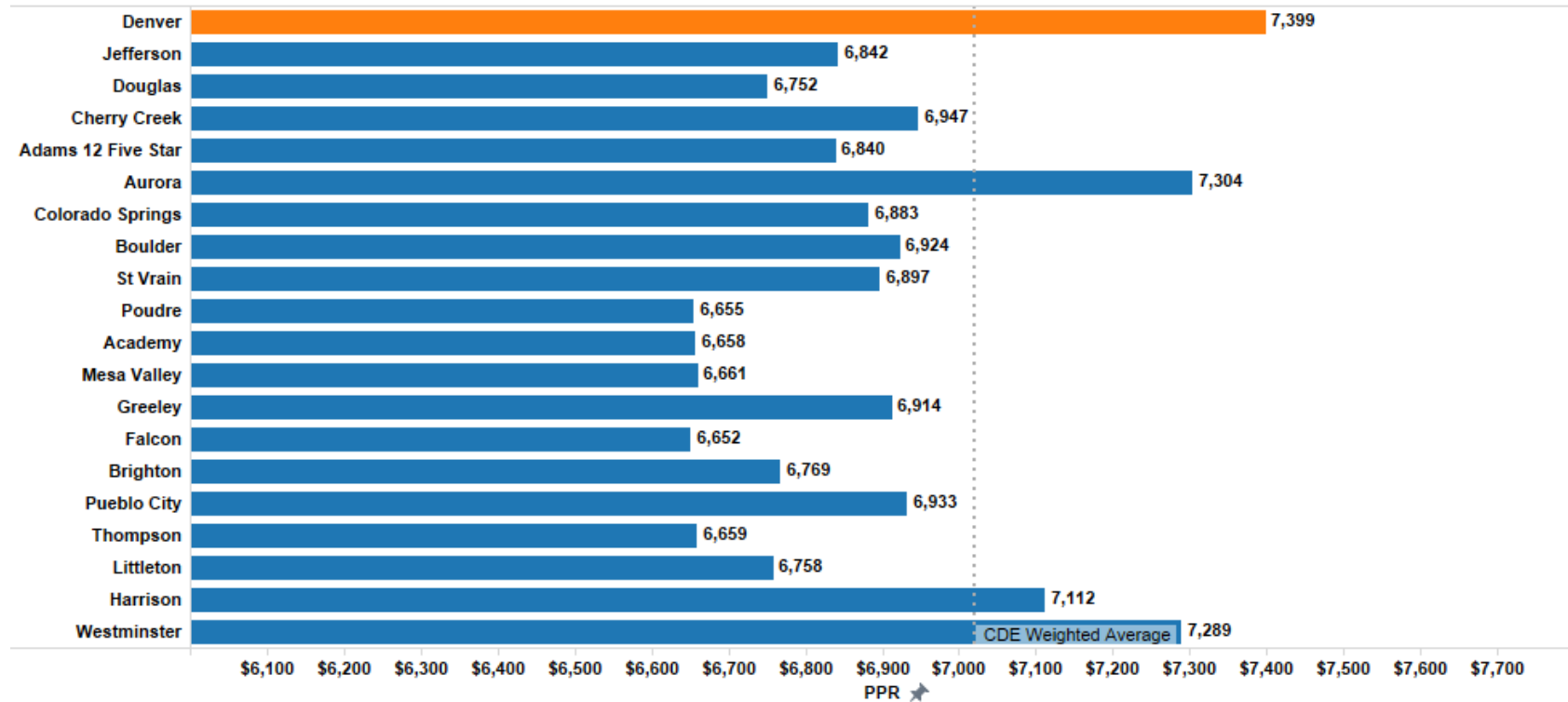


- PPR is driven by an “at-risk formula factor”, which heavily weights the free lunch percentage at a school (see next page).

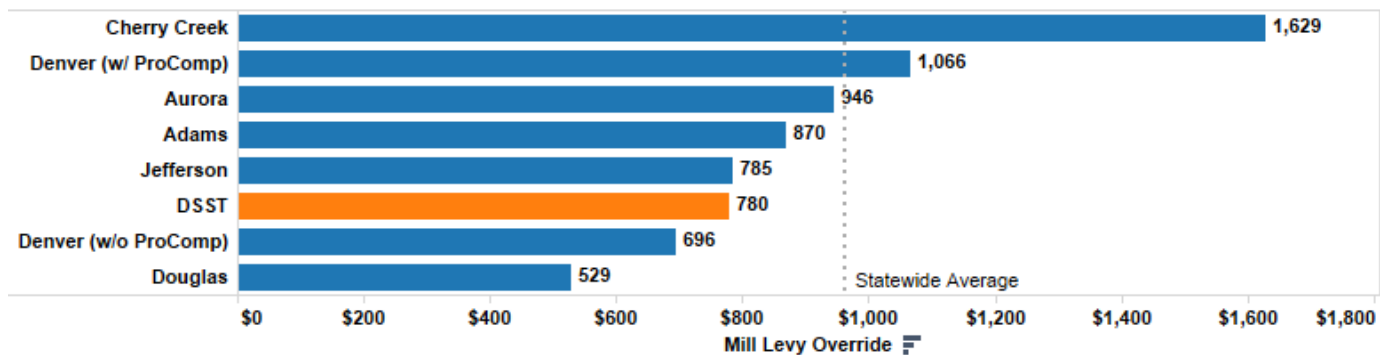


- Stapleton campus was grandfathered into the district average PPR amount and is therefore not subject to the typical formula used to determine funding allocations.

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

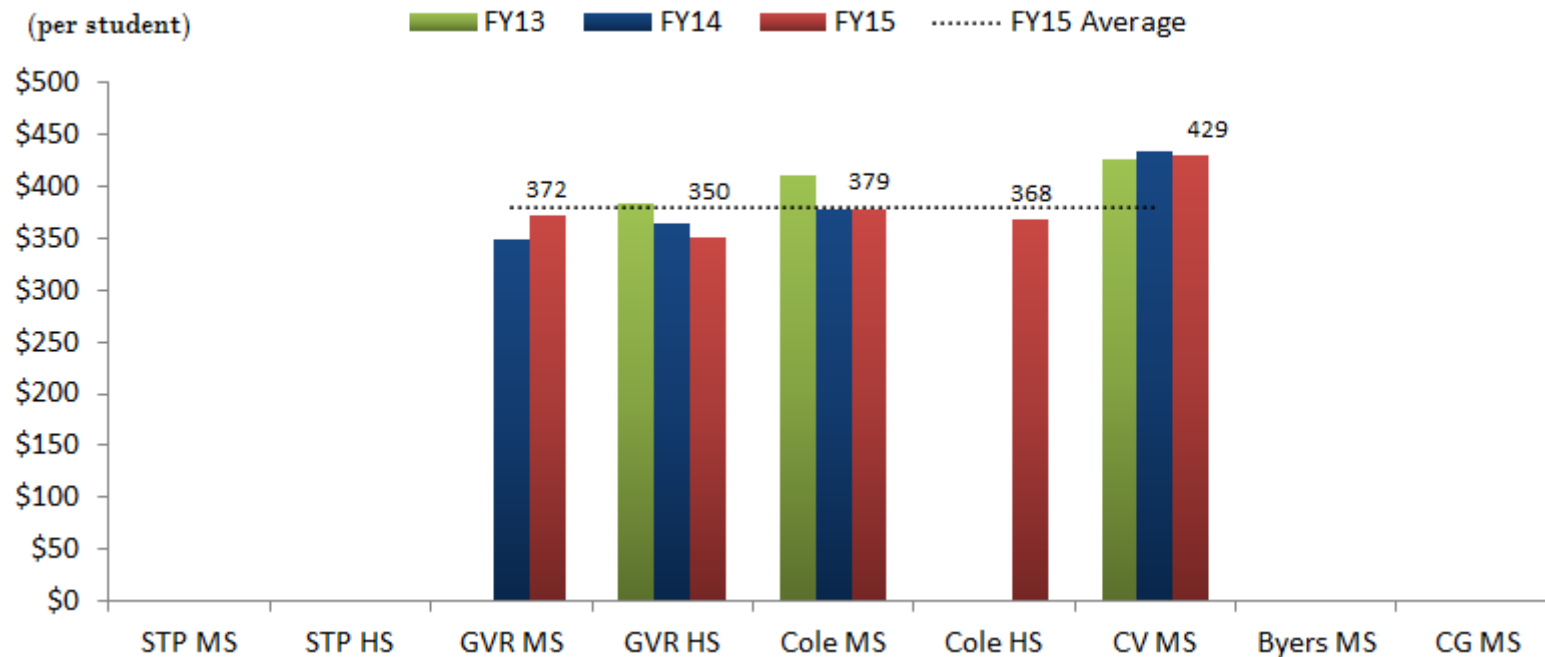


Mill Levy Overrides for Largest Districts

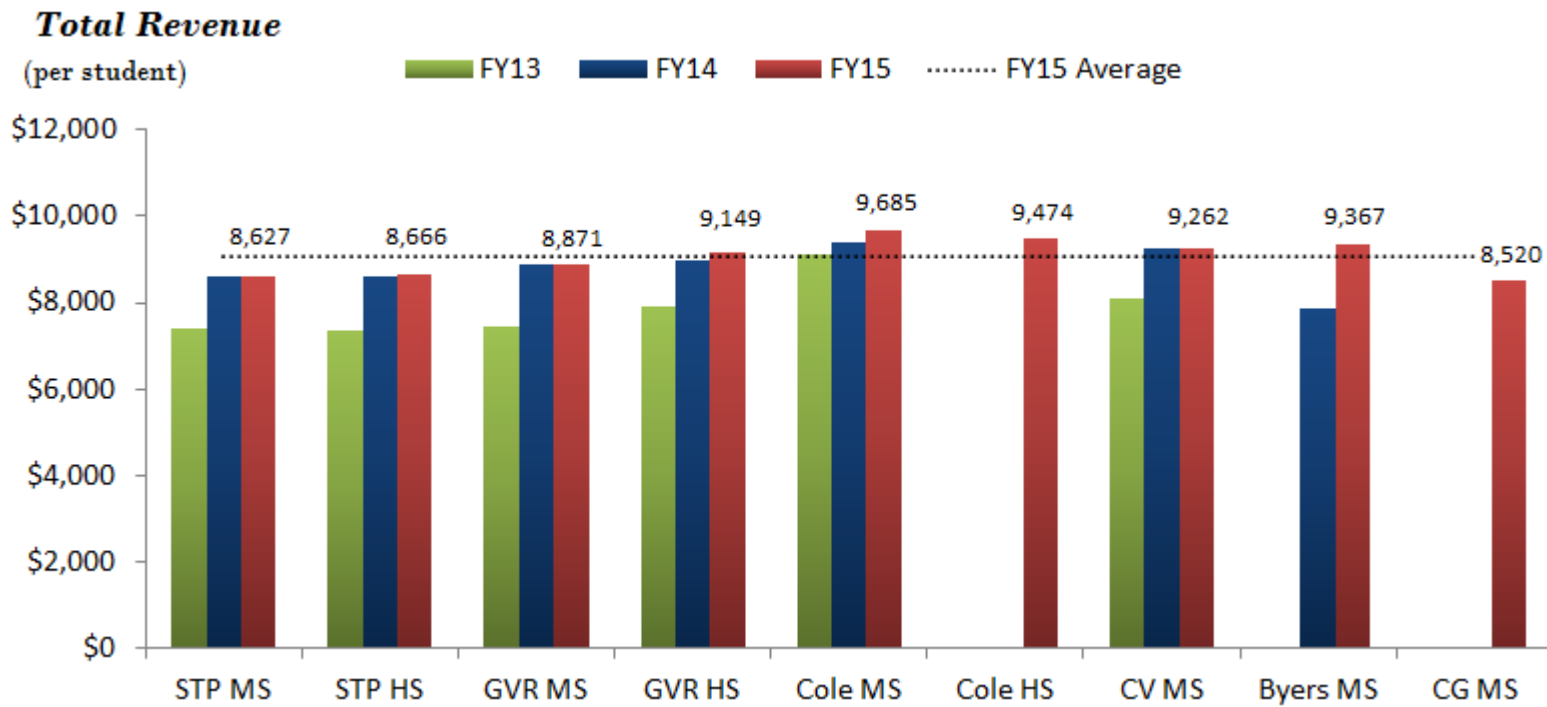


Title I - Intervention (Federal - based on FRL %)

(per student)

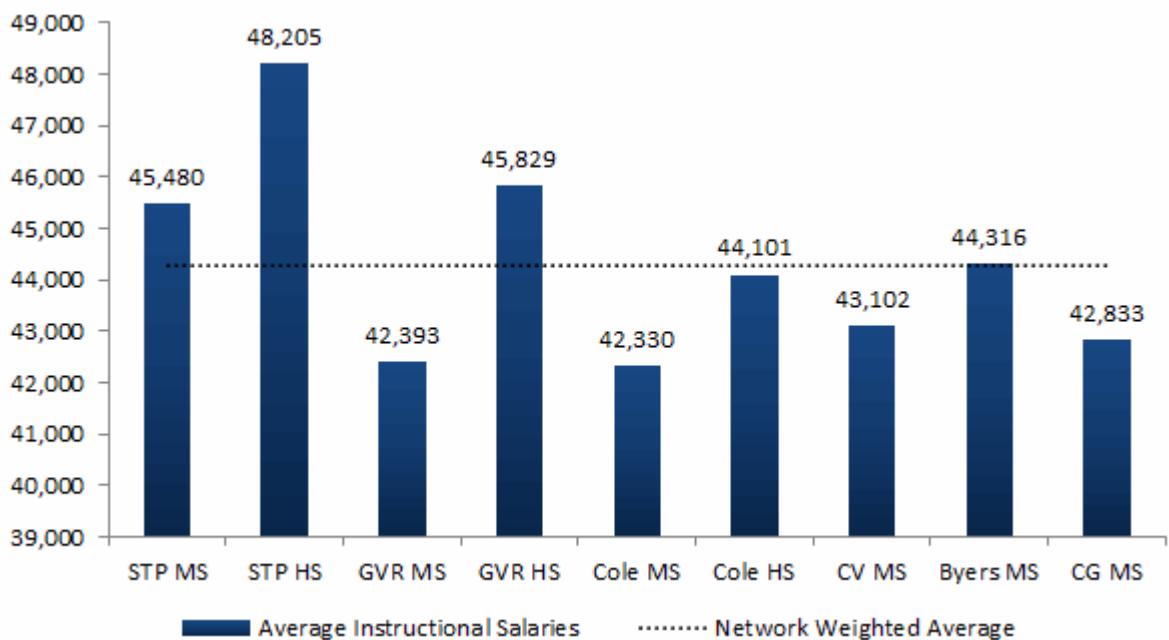


- Schools qualify for Title I federal funding only if the FRL population is greater-than-or-equal to 66%. At that point, the Title I per student average is influenced by (1) the number of FRL students and (2) the per student amount for each FRL student.
- The current Charter Credit per Pupil is \$144,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

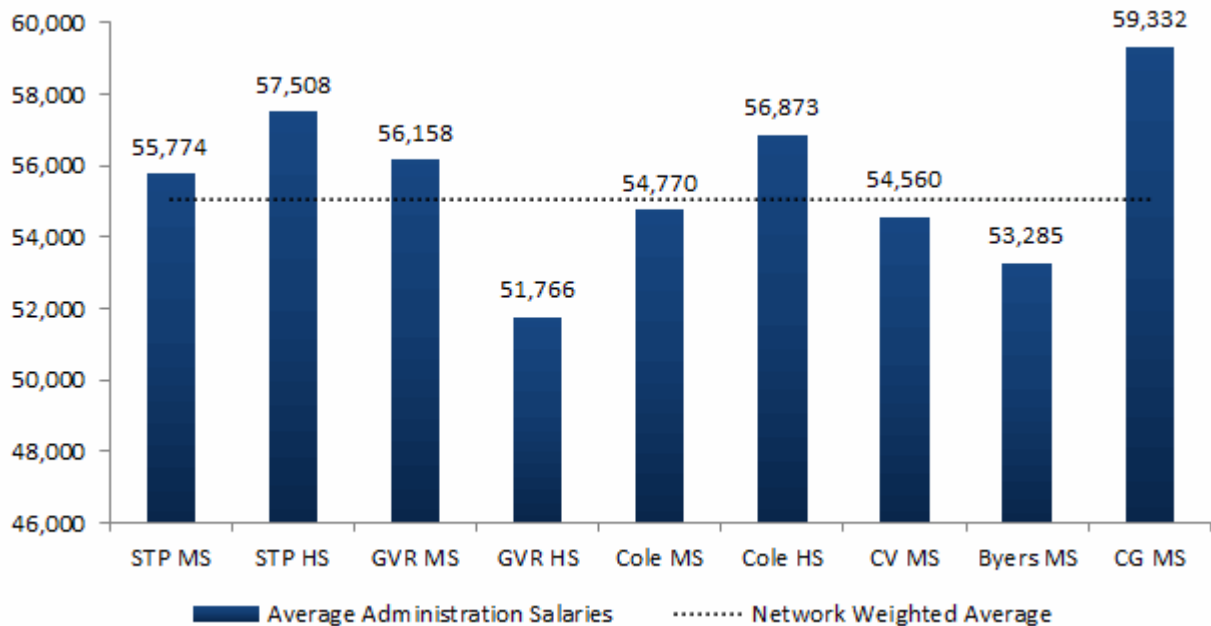


- Total revenue includes all forms of revenue, excluding transfers/contributions from the home office. This includes student revenue, governmental revenue, grants, and miscellaneous revenue.
- Higher PPR in FY15 offset by student fee discount for FRL students and lower Title funding.

Personnel Statistics

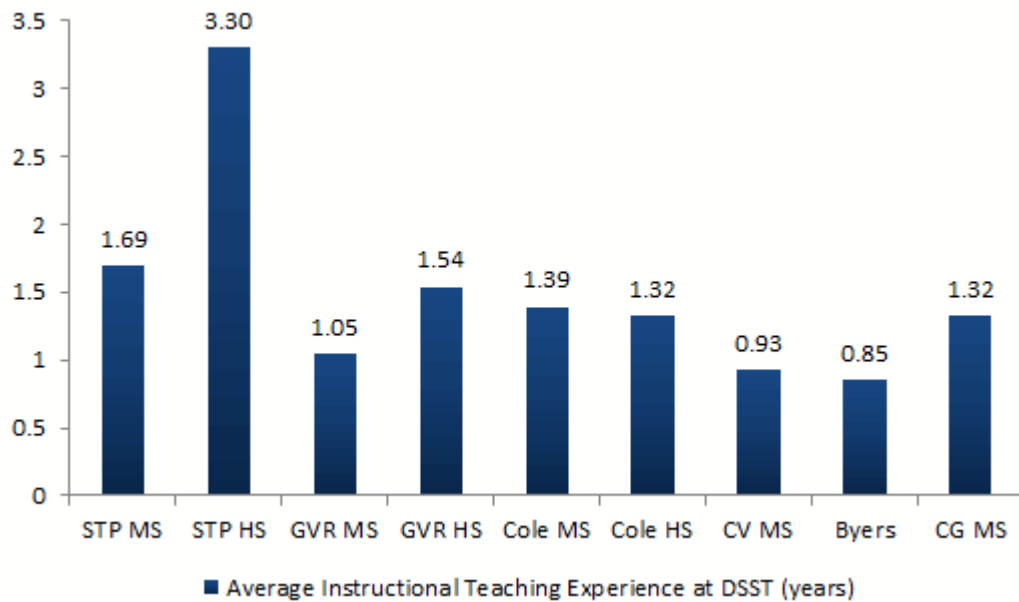


- Instructional salaries exclude apprentice teachers, athletic directors, and all coordinators.

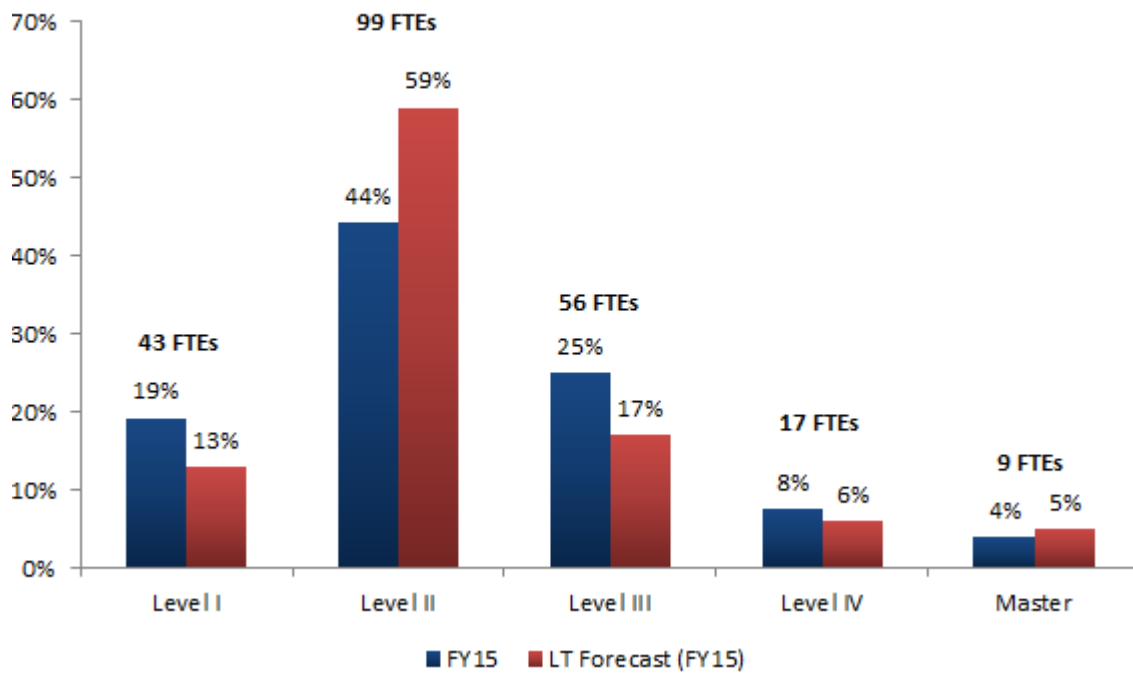


- Cole HS and CG MS are inflated upward due to being in their first year of build-out.
- GVR HS is suppressed due to lower athletic and college placement salaries.

Personnel Statistics (cont.)

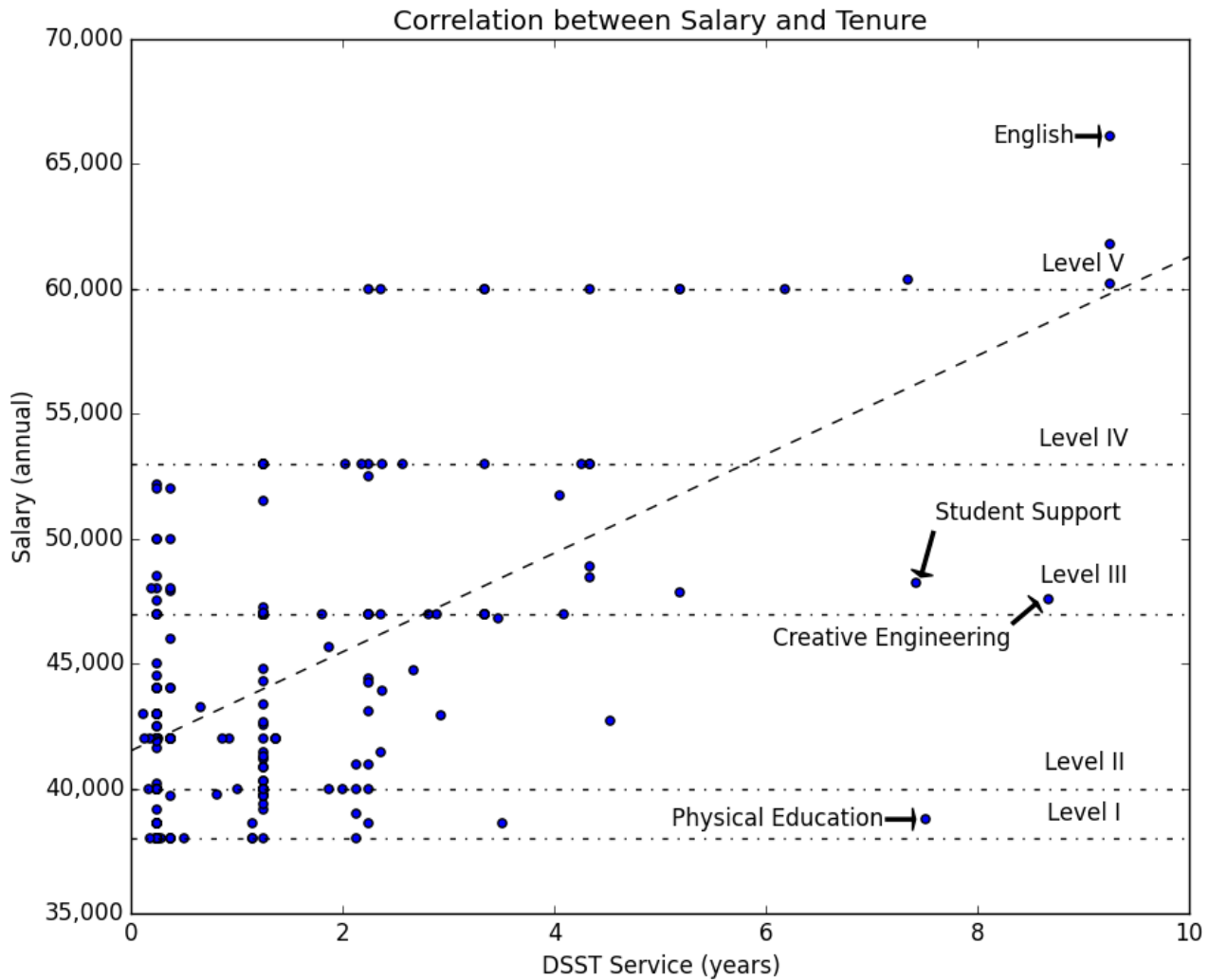


Teacher Career Pathway Distribution



- The long-term forecast is based on the original, board-approved TCP proposal.
- The variance in Level III is expected to create an additional cost of \$1.3M over 7 years.

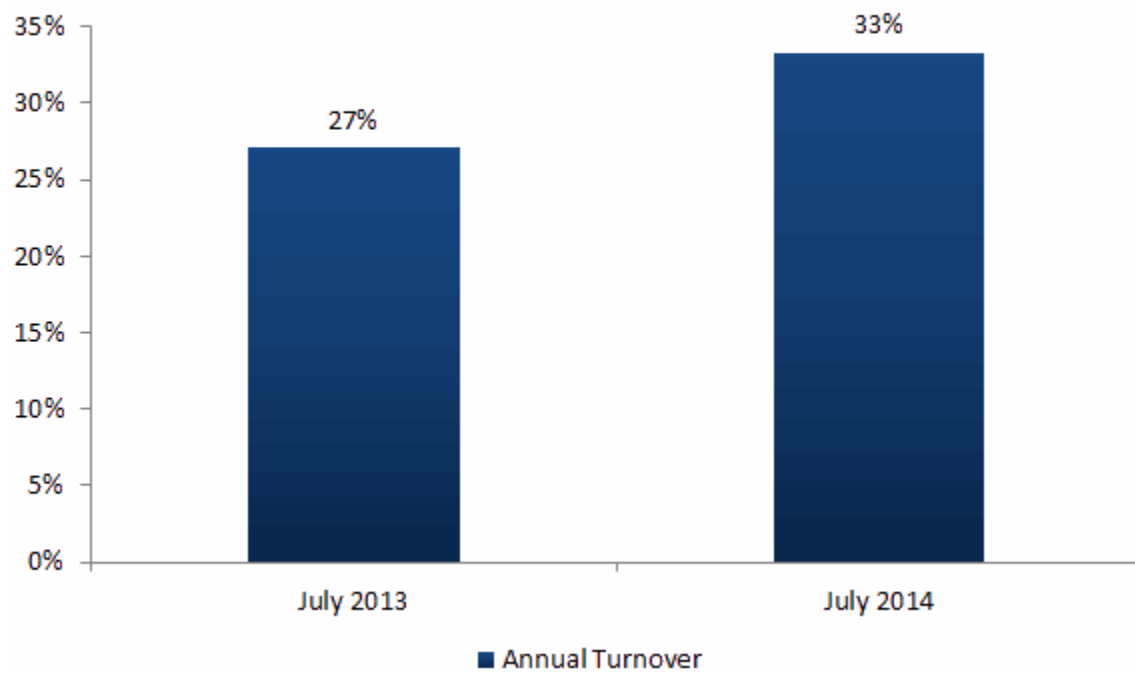
Personnel Statistics (cont.)



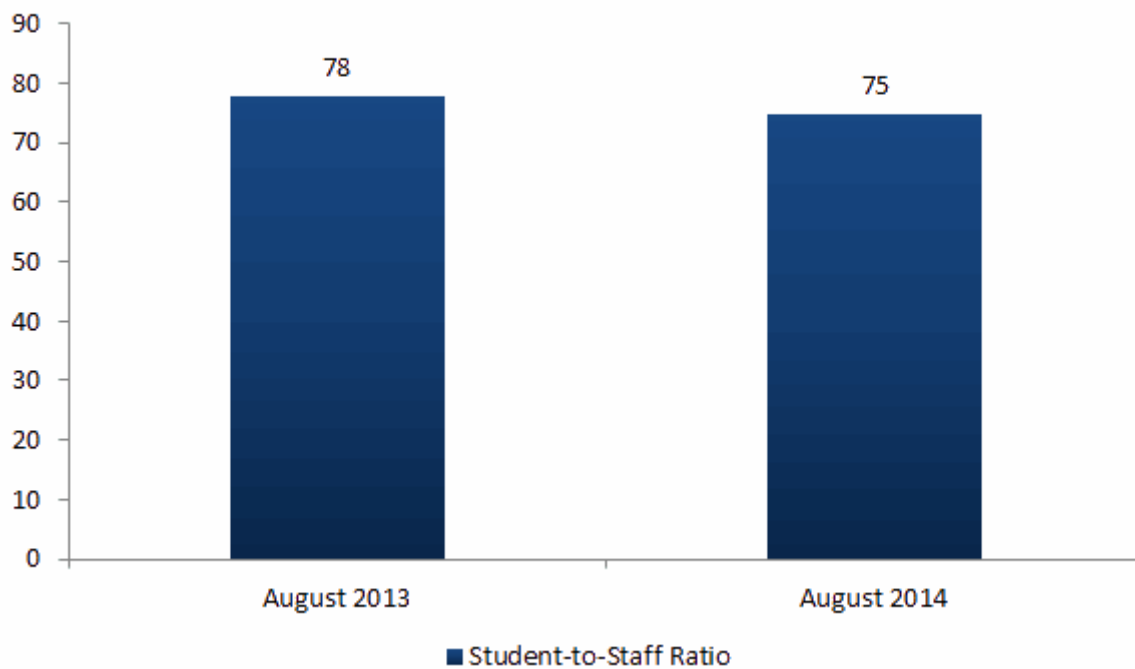
- There are 9 Level V (i.e., Master) teachers, but a few of them are overlapping (i.e., they have the same salary and years of experience). There are two Level IV teachers with salaries \geq \$60k.
- Outliers have been identified and marked (see graph).

Personnel Statistics (cont.)

School Staff Turnover

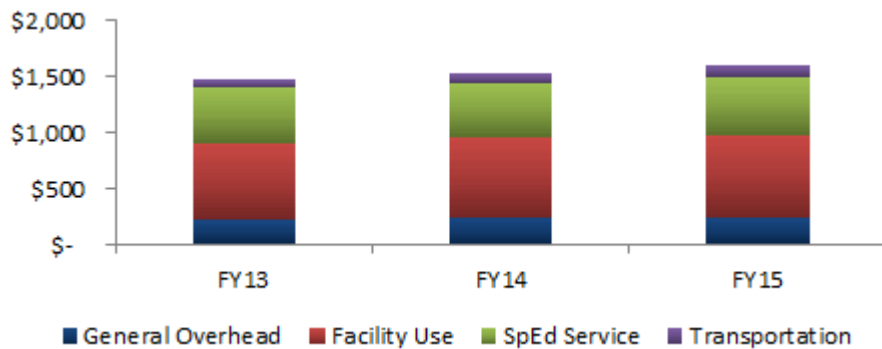


Home Office Growth

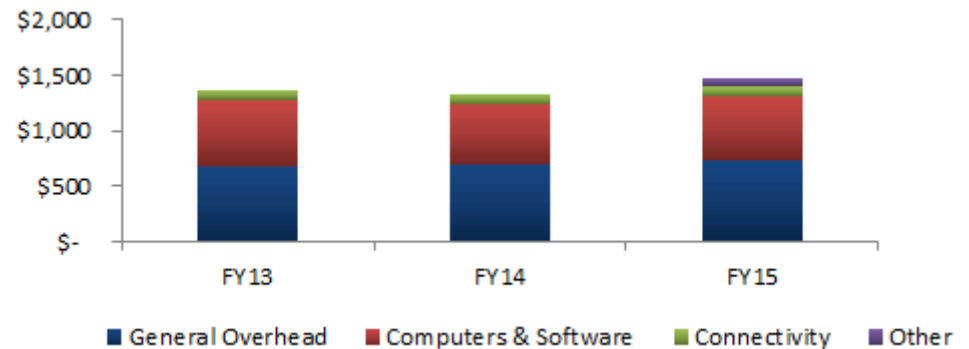


Overhead Expenses (Per Student)

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



	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
CMO			
General Overhead	\$ 686	\$ 694	\$ 733
Computers & Software	\$ 580	\$ 538	\$ 570
Connectivity	\$ 91	\$ 88	\$ 90
Other	n/a	n/a	\$ 79
	<u>\$ 1,357</u>	<u>\$ 1,320</u>	<u>\$ 1,472</u>



- DPS Facility Use refers to rent.
- DPS SpEd Service charge proposed to be reduced by \$186 next year.
- Transportation rates shown here are only paid at Green Valley Ranch and Cole campuses.
- CMO General Overhead is 10% of PPR.
- Assume 4-year useful life for student computers.
- Connectivity is a set amount per campus, but charged on a per pupil basis. E-Rate federal revenue covers half of expense.

Finance Definitions

PCOPS	Pension Certificates of Participation—Denver Public Schools (DPS) issued Certificates of Participation to fund Denver Public Schools Retirement System pension plan Unfunded Accrued Actuarial Liability. The cost of paying the certificates is spread over the entire DPS population, including charter schools. Charters are charged a % of salary, currently 9.84%.
PCOPS CREDITS	In 2013, DSST sold the buildings at the Stapleton campus to DPS. DPS is paying for the assets through a reduction of PCOPS payments from DSST to DPS each year through 2037. The amount of the credit available to DSST varies per year from a low of \$80,000 in years 2027 through 2036 to a high of \$1,230,000 in 2020. DSST has discretion in determining how the credits are allocated among the schools each year. The total amount of the credits through all years is \$13,018,140.
QZABS	Qualified Zone Academy Bonds—Denver Public Schools issued Qualified Zone Academy Bonds in 2012 to renovate Byers. These bonds allow qualified schools to borrow at nominal interest rates. They require matching funds from a private sector/non-profit partner equal to at least 10% of the cost of the project. DSST provided the match and DPS is sharing in the interest savings through a credit of \$600,000 per year through FY20, \$250,000 in FY21 and none thereafter. The credits are taken as a reduction of facility fee and distributed among DSST schools per DSST discretion.
PPR	Per Pupil Revenue—State funding providing the bulk of the operating revenue for K-12 education in Colorado. The amount varies with student population (primarily dependent on Free and Reduced Lunch percentage).
FRL	Free and Reduced Lunch—Students who complete and application and qualify for the Federal Free and Reduced Lunch Program. Often expressed as a percentage of enrollment and used as a benchmark for determining school need.
Title I	Title I, Part A of the Elementary and Secondary Education Act (ESEA) provides Federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to schools with high numbers or high percentages (66% in DPS) of children from low-income families to help ensure that all children meet challenging state academic standards. The funds must supplement and not supplant state and local support.
Title II	Title II, Part A, of the Elementary and Secondary Education Act (ESEA) provides Federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to increase student achievement through strategies such as improving teacher and principal quality and increasing the number of highly qualified teachers in the classroom. The funds must be supplemental to state and local support.
Title III	Title III, Part A, of the Elementary and Secondary Education Act (ESEA) provides federal funding as authorized by No Child Left Behind (NCLB). Financial

assistance is provided to help ensure that children who are limited English proficient attain English proficiency and meet the same challenging State academic content and student achievement standards as all children are expected to meet. The funds must be supplemental to state and local support.

ERP/HRIS	Enterprise Resource Planning/Human Resource Information System—ERP is defined as the ability to deliver an integrated suite of business applications, ERP tools share a common process and data model, covering broad and deep operational end-to-end processes, such as those found in finance, human resources, and distribution. DSST recently signed a contract with Tyler Technologies to implement a new ERP system-Infinite Visions.
TCP	Teacher Career Pathway—DSST's strategy, developed by a collaborative group of teachers, leaders, and staff to develop and retain effective teachers. TCP offers a systematic and coordinated approach to recognizing and developing great teachers as they progress through five career stages (novice, developing, accomplished, lead, and master). Teacher success is measured through student achievement, culture contributions, team (leadership), and instructional practices.
CMO	Charter Management Organization—Central administrative functions of running the network (Human Resources, Development, Academic Assessment and Accountability, Finance, Operations, Technology, and Executive functions) are operated through the CMO, frequently referred to as the “Home Office”.
SpEd	Special Education—Services provided to students identified as requiring additional support through an Individualized Education Program. Services can be provided through Denver Public Schools or through DSST employees/contractors. Denver Public Schools charges a fee to each charter school for SpEd support.



Appendices



School Reports

School Name	DSST: Byers Middle School	
School Director	Brad White	
Grades Served	6, 7	
Enrollment update	6 th	148
	7 th	149
	Total Enrollment	297
Brief Summary of Academic Results	<ul style="list-style-type: none"> Based on our mid-year “stoplight,” results are mixed: <ul style="list-style-type: none"> Lower than expected MAP growth- unsure if this is related to curriculum misalignment between common core daily work and MAP, changes in MAP, or truly lower performance. More than half of school areas are “green” (vs. yellow, or red) and there were no “red” areas of major concern. Overall, student growth and proficiency are still high, but not as high as we’d like, especially for our lowest performance band and ELL students. 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> Team- <ul style="list-style-type: none"> distributed leadership structures, leadership development, perseverance and strong performance while director was out for 6 weeks (paternity leave) Recruiting- Byers Class of 2022 is over 50% FRL at this point! 	
Top Two Challenges	<ul style="list-style-type: none"> Paternity leave coverage for school leadership: <ul style="list-style-type: none"> Rather than having another hand on deck to lead while the director took care of a new baby for 4-6 weeks, the team shifted roles to cover internally. Although it was an overall success, the leadership team was stretched to its limits and one teacher will not be returning in part because of the effects of those team stresses. Balancing instruction and teacher development this spring with frequent testing (CMAS, PARCC, MAP, IA 4). 	

School Name	DSST: Cole High School	
School Director	Ben Cairns	
Grades Served	9 th	
Enrollment update	9 th	140
	Total Enrollment	140
Brief Summary of Academic Results	<p>Tri 2 finals went well. We made gains in SNS and in Composition. Our physics team also improved. All of our courses saw results similar to our other 2 high schools with the expectation of Spanish 1, which was the lowest performing part of our school and the lowest performing in the network. Our Math was a high spot and saw some of the best performance in the network.</p>	
Top Two Things That are Working Well	<p>-Staff culture is in a good spot. At this point everyone plans to return with one possible exception. Even when tough things arise the team is committed to learning and working through things to get better.</p> <p>-Overall academic outcomes are on track. I think this is due to the fact that we have established a strong student work ethic and good basic instructional practices.</p>	
Top Two Challenges	<p>-This challenge remains the same from our last board update: Our PB1 students, particularly ELL and students with IEP's, are not making enough growth fast enough to experience success in DSST's core 9th grade curriculum.</p> <p>-We are trying to figure out how to make school genuinely joyful. We don't want to just promise students happiness after college but want them to experience joy on their academic journey now. We think this is connected to creating real classrooms that celebrate learning and deep understanding.</p>	

School Name	DSST: Cole Middle School	
School Director	Shawn Smith	
Grades Served	6-8	
Enrollment update	6 th	152
	7 th	145
	8 th	114
	Total Enrollment	411
Brief Summary of Academic Results	<p>Strengths to date:</p> <ul style="list-style-type: none"> • 8th Reading • 6th Writing • 7th Adv. Math <p>Improvement:</p> <ul style="list-style-type: none"> • 6-8 Social Studies • 7th Reading <p>Continued Areas for Growth:</p> <ul style="list-style-type: none"> • 6th Reading • 7th Math • 7th Writing 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • Mid-Year Strategic Priorities: Staff Team, Coaching and Observation, Cultural Consistency • Recruitment and Enrollment projections for next year 	
Top Two Challenges	<ul style="list-style-type: none"> • Hiring • Summer/2015-16 School Year Planning 	

School Name	DSST: College View Middle School	
School Director	Jenna Leupold	
Grades Served	6 th , 7 th , 8 th	
Enrollment update	6	157
	7	145
	8	122
	Total Enrollment	424
Brief Summary of Academic Results	<p>Strengths: Reading 7, slowly bridging the math gap in IPAG and Math 6</p> <p>Concerns: Reading 6, Writing 6, Math</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. Mindset about student growth and achievement; pushing bar of excellence 2. CMAS/PARCC preparedness. Day 1 has gone fantastic! 	
Top Two Challenges	<ol style="list-style-type: none"> 1. Several students are exhibiting higher need for support and accountability (several 8th graders, several 7th graders) 2. Leadership team experience, effectiveness, communication, collaboration & capacity 	

School Name	DSST: Conservatory Green Middle School	
School Director	John Clark	
Grades Served	6th	
Enrollment update	6 th Grade	156
	Total Enrollment	156
Brief Summary of Academic Results	<ul style="list-style-type: none"> IA3 results were strong across the board with particularly strong efforts in Reading and Science. IA3 Math 6th results were low and mirrored network trends. Looking for ways to better support teachers in this jump to Common Core so that students can find success on these assessments 	
Top Two Things That are Working Well	<ol style="list-style-type: none"> Good strides with Parent Engagement that are including Movie Night here in March and a Student Showcase in April. Continued strong class culture and instructional practices from teachers. 	
Top Two Challenges	<ol style="list-style-type: none"> Staff work life balance – Many members of staff are having difficulty monitoring and balancing their Work Load. In part, this as a result of their response to the great work of those around them. Working as a staff to think of strategies for how to do the work effectively without over doing it. Gradual Release Planning – Not a challenge but an area we are working on as we plan for next year and think about adding a class while our current 6th graders become 7th graders. Thinking through best structures for how we grow and support all students with this growth. 	

School Name	DSST: Green Valley Ranch High School	
School Director	Jenna Kalin	
Grades Served	9-12	
Enrollment update	9 th	159
	10 th	150
	11 th	108
	12 th	84
	Total Enrollment	501
Brief Summary of Academic Results	<p>Spanish and Chemistry data from Trimester 2 final exams were strong, with students growing in almost all performance band for both courses.</p> <p>10th grade World Literature continues to be an area of concern, as averages in each performance band fell on the Tri 2 final.</p>	
Top Two Things That are Working Well	<p>Attrition – Our attrition from January to date is dramatically lower than the previous year. Admin and teachers are working hard to have continuous dialogue with students, especially ones who may be struggling, to make sure we are meeting their needs.</p> <p>College Placement – We are currently at 99% college acceptance in our seniors class. We have one student waiting on admission and expect many more notifications over spring break.</p>	
Top Two Challenges	<p>% of Fs - We still have a large number of Fs, as compared to Stapleton and Cole. In particular, this is a concern for our senior class. While we are in a better place than last year, we will still be pushing department chairs to be checking in about this concern with teachers.</p> <p>Gradual Release – Many students are still lacking the soft skills to be successful on their own in college and not many courses are explicitly teaching these. This summer a committee will be working to identify these skills and create a plan for specific instruction throughout grades 9-12.</p>	

School Name	DSST: Green Valley Ranch Middle School	
School Director	Lisa Richardson	
Grades Served	6-8	
Enrollment update		
	6 th	157
	7 th	150
	8 th	145
	Total Enrollment	452
Brief Summary of Academic Results	<p>We are currently seeing some exciting success in 6th and 7th grade science – particularly in growth with our lower performance band students. We saw excellent results in our two 6th grade IPAG classes, and are excited about what this will mean for this group of students moving into 7th grade, as we now have two cohorts of students on an advanced track.</p> <p>We are struggling with the common core shift in our reading classes across grades, and have partnered with the home office to get additional support. We are also looking at our co-taught math classes with students who need interventions, and thinking about how to better serve those students moving forward. We were generally disappointed with winter MAPs and IA3 scores.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • Positive Staff Culture <ul style="list-style-type: none"> ○ Over 90% returning for 2015-2016 ○ Weekly one-on-one development cycles with instructional coaches ○ Teacher-Leader Development ○ 100% returning admin team • 6th and 7th grade science, both of which have teaching teams that include returning and high performing teachers – the two teachers leading these partnerships are returning and participating in our new PD opportunities this summer, which will support us having a strong set of teacher leaders next year. 	
Top Two Challenges	<ul style="list-style-type: none"> • We are taking next steps in our admin team development around creating a stronger culture of trust and honest feedback that moves us toward better results. • The common core shift in our classrooms has continued to challenge us in getting students to proficiency on IA's 	

School Name	DSST: Stapleton High School	
School Director	Jeff Desserich	
Grades Served	9 - 12	
Enrollment update	9 th	157
	10 th	131
	11 th	126
	12 th	91
	Total Enrollment	505
Brief Summary of Academic Results	<p>Overall, our Trimester 2 Final Exam results were at or just below average, other than Math, where we are struggling significantly due to a variety of factors.</p> <p>Our overall percentage of grades that are F's is right around historic averages.</p>	
Top Two Things That are Working Well	<p>100% of our seniors have been accepted to 4 year colleges for the 8th year in a row.</p> <p>Most of our experienced and effective teachers are returning.</p>	
Top Two Challenges	<p>Special Education – we are still working to be more creative in supporting all of our students with Special Needs. We have a significantly higher percentage of F's in our Special Needs population than we do in our General Ed population.</p> <p>Math Results – Due to a variety of factors, our Math Results from the Trimester 1 and Trimester 2 final are significantly lower than we want them to be.</p>	

School Name	DSST: Stapleton Middle School	
School Director	Jessica Heesacker	
Grades Served	6-8	
Enrollment update	6th	157
	7th	158
	8th	149
	Total Enrollment	464
Brief Summary of Academic Results	<p>PB2 has been an area of concern in almost all grade levels and subjects this year. However, we saw huge improvements in our PB2 proficiency and assessment averages on IA3 in almost all subjects that were red flags in previous assessments. We are all very excited to see this area improve as this has been a focus area in our houses and in our instructional coaching/feedback for teachers.</p>	
Top Two Things That are Working Well	<p>We are presently working on our dean structure. We have always had 2 deans split between 3 grades and we've never done that well. Prompted by some concerns we are having in 6th grade has led us to become more innovative with our support. We are now piloting a dean on/off time in regards to student concerns/support for all grade levels so that 1 dean can be observing/coaching teachers, providing cultural feedback, and being a presence in the community to help be more proactive with student concerns/problems. So far this has been a huge success. We will continue to see how this goes this year to determine if we make structural changes to the dean structure next year.</p>	
Top Two Challenges	<p>We are still seeing behavioral concerns w/ our 6th grade cohort. We are finding that this class has unique needs beyond what we have seen in previous years. I'm hopeful that our pilot to our dean structure (explained above) will help with this challenge.</p> <p>Some of our data (CP, RF, Failing students) leads me to believe that we are lacking investment from our students (specifically in 6th and 8th grade) in some capacity. This is something we are exploring as an admin team but the balance of moving beyond "compliance" to true "investment" is always something we are thinking thoughtfully about.</p>	



Committee Charters- 2014-15



Audit Committee Charter

Denver School of Science and Technology Public Schools Audit Committee Charter

Role

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

Authority

The audit committee is empowered to:

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

Membership

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

Operational Principles

The audit committee will operate under the following principles:

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

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

Responsibilities

Financial Reporting

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

Audit

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

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

Compliance and Control

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

Members 2014-2015

Norwood Robb, Chair
 Teresa Berryman, Member
 Steve Halstedt, Member
 Don Kirkpatrick, Member
 Coreen Miller, DSST Liaison

Audit Committee Goals 2014-2015

In conjunction with DSST leadership accomplish the following:

1. Update charter
2. Expand membership and fill the vacancy for the committee chair that is term limited and will be leaving the Board in June 2015.
3. Monitor reporting catch-up efforts
4. Track compliance initiatives

Schedule 2014-2015

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



Education Committee Charter

**Charter
2014-2015**

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

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

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

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

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

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

General Long Term Goals

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

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

Education Committee Fiscal Year 2015 Objectives

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

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

Deliverables

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

Meeting Schedule / Key Topics

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

Members:

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

Key Staff:

Christine Nelson
Jessica Palffy
(others as needed)



Executive Committee Charter

Executive Committee Charter, Goals and Objectives Fiscal Year 2015

Charter:

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

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

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

General Long Term Goals:

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

Executive Committee Fiscal Year 2015 Objectives:

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

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

Deliverables:

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

Meeting Schedule / Key Topics

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

Members:

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

Key Staff:

Bill Kurtz



Finance Committee Charter

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

Role

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

Authority

The finance committee is empowered to:

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

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

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

Membership

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

Operational Principles

The finance committee will operate under the following principles.

Reporting

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

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

Internal Controls and Accountability Policies

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

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

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

Role of the Chair

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

Specific duties of the chair include:

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

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

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

Annual Task Schedule

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

Members 2014-2015

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

Financial Committee Goals for 2014 – 2015

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

Schedule 2014 – 2015

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



IT Advisory Committee Charter

Charter, Goals, and Objectives Fiscal Year 2015

Charter:

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

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

General Long Term Goals:

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

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

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

Information Technology Advisory Committee Fiscal Year 2014-15 Objectives:

1. Committee Organization and Planning

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

2. Polaris

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

3. Data Security

- a. Work with the Education Committee and the Director of IT to identify goals and metrics for a data security initiative
- b. Monitor and provide feedback on processes related to and development and implementation of a data security initiative

4. Support IT Operations

- a. Begin work on assessment of long term risk associated with internal development, integration, and management of critical applications
- b. Review and provide feedback on IT Operations.
 - Rollout of new back office systems
 - Review network and systems documentation.

5. Board Education

- a. Inform and educate the board on DSST's Data Security Initiative and Polaris progress.
- b. Board Deep Dive – 2015 Edition. Review alternatives for increased exposure to Deep Dive, including video production. Work with Nom and Gov committee to educate new board members using a form of Deep Dive.

Deliverables:

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

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

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

Members:

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

Key Staff:

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



Nominating and Governance Committee Charter

Nominating and Governance Committee

Charter, Goals and Objectives

Fiscal Year 2014-2015

Charter:

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

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

Long Term Goals:

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

Fiscal Years 2014-2015 Objectives:

I. Board Development

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

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

II. Board Evaluation

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

Deliverables:

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

Committee Meeting Schedule:

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

Committee Members:

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

Staff Liaison:

- **Christine Nelson**



Individual Board Plans- 2014-15

Berryman, Teresa	<p>Annual Goals:</p> <ol style="list-style-type: none"> 1. Resource for HRIS and ERP selection and implementation 2. Serve as coach/mentor for home office leader <p>Assignments:</p> <ol style="list-style-type: none"> 1. Serve as Treasurer 2. Chair Finance Committee 3. Member Audit Committee 4. Member 401 K Committee 5. Member Byers Accountability Committee
Cooper, Michele	<p>Assignments:</p> <ol style="list-style-type: none"> 1. Co-Chair IT Committee 2. Member Education Committee 3. Member, Board and Nominating Committee 4. Member Executive Committee <p>Objectives:</p> <ol style="list-style-type: none"> 1. Work through the Education Committee to develop a framework to a.) Characterize the DSST effectiveness with African-American boys and minority students, in general; b.) Develop recommendations as appropriate. 2. Work through the IT Committee to evolve the DSST Deep Dive from an IT focus to a broader scope. 3. Work through the nominating committee to develop/strengthen objectives for Board diversity.
Evans, Keith	<ol style="list-style-type: none"> 1. With Christina's help you will get engaged with the Entrepreneurship course with the objective of turning the entrepreneurs who teach the classes into raging supporters of DSST. Get them to do a school visit and get them to Slice of Pi. Work on summer and other internships for DSST kids at their companies. This is consistent with your Committee's goal of more corporate engagement. I will introduce you to the DSST teachers managing the courses and send you a schedule of events. 2. Develop a creative way to engage larger corporations in DSST, with something in it for them. Develop goals and metrics against which the Committee can gauge its progress (with both 1 and 2).
Greenberg, David	<p>Board assignments:</p> <ol style="list-style-type: none"> a) Executive Committee b) Chair, Education Committee c) Home office site visit - Byers d) Accountability committee - Byers <p>Additional activities</p> <ol style="list-style-type: none"> a) Strengthen support activities between the University of Denver and DSST:Byers b) Strengthen recruiting, financial aid and support services for DSST alumni attending the University of Denver

<p>Halstedt, Steve</p>	<p>(1) To co-chair the 2015 Slice of Pi</p> <p>(2) To organize and help facilitate the Entrepreneurship Course at DSST Stapleton and GVR, perhaps with the participation of Young Americans Financial Centers</p> <p>(3) To explore and if appropriate start a for credit business startup course for Seniors to fulfill Senior Project requirements at DSST GVR and perhaps Stapleton.</p>
<p>Jaschke, Justin</p>	<ol style="list-style-type: none"> 1. Pursue potential partnership relations between DSST and my alma matter, Univ. of Puget Sound. May include some or all of the following elements: <ol style="list-style-type: none"> a. Increase UPS awareness of DSST approach and student achievements. b. Increased DSST student awareness of Puget Sound as college alternative. c. UPS summer visit program. d. Targeted financial aid for DSST graduates. 2. Work with Nom & Gov committee and DSST staff to develop an expanded Onboarding Seminar agenda and materials for new board members. Elements would include: <ol style="list-style-type: none"> a. Educational and background materials posted to board web site. b. Presentation materials for new board member on-boarding seminar. c. Reference materials and citations for further board education. 3. Serve as a lecturer in Steve Halstedt's Entrepreneurship course. 4. Serve on Nominating and Governance Committee. 5. Participate in GVR site visit with CMO team. 6. Introduce key contacts in my network to DSST. <p>Updates</p> <ol style="list-style-type: none"> 1. Sam Riggs, Assistant Director of Admissions for Puget Sound visited on Oct to tour school, sit in on morning meeting, and meet with students to describe Puget Sound and answer questions. Jenny Rickard, VP of Enrollment is visting DSST Stapleton on Jan 15 to tour school and discuss potential partnership relationships between Puget Sound and DSST. Jessica Palfy is coordinating for DSST. 2. Draft of detailed on-boarding Director information and education package has been posted to DSST web site. Kaitlin Glenn is taking the lead in adding links, documents and supporting resources to the overview. Seeking input from Board on what is missing or needs further clarification. Will work with staff on putting into more polished form for presentation to new directors. 3. TBD 4. Ongoing 5. Scheduled to participate in Stapleton High's school visit on Jan 15th and join accountability committee. 6. Ongoing

Kelly-Bowry, Tanya	<ol style="list-style-type: none"> 1. Provide political advocacy for DSST 2. Consult with DSST leadership on political issues 3. Invite influence leaders to Slice of Pi 4. Provide DSST with legislative updates on education issues and bills in the current legislative session 5. Assist DSST making contact with key individuals who can help DSST fulfill its mission
Kirkpatrick, Don	<ol style="list-style-type: none"> 1. Co-chair IT Committee; Serve on Finance, Audit, and 401K Committees 2. Help get first phase of a data security audit budgeted and executed by end of calendar 2014. 3. Assist Teresa with HRIS and ERP selection. 4. Participate in Byers site visit with CMO team. 5. Work with Justin to get a compressed version of Technology Deep Dive into FY15board orientation program.
Lamm, Heather	<ol style="list-style-type: none"> 1. Assist Teresa with the task force on DSST systems that scale 2. Help to shape the DSST strategic planning/growth conversations <ul style="list-style-type: none"> • Facilitate DSST strategic planning process in February • Help organize conversations (and possibly events) to educate the Board on 1) the broader education landscape and 2) some of the more nuanced specifics of DSST operations 3. Mentor (if appropriate) a Home Office Director 4. Committees: Serve on Nom & Gov Committee through June, transitioning chairmanship to Steve M; Assist Advancement Committee with outreach to the "young" Denver community (the Graland/Country Club crowd.)
McConahey, Steve	<ol style="list-style-type: none"> 1. Effectively co-chair the nominating and governance committee: <ol style="list-style-type: none"> a. develop action plans to create a pipeline of qualified candidates to fill upcoming board openings b. Secure board member feedback to improve board operation and overall value and productivity of board meetings c. help structure in depth board discussions and education on subjects related to board survey feedback 2. Provide assistance to senior staff and executive committee on annual board retreat topics and meeting conduct 3. Participate in resource development activities through introduction of my contact to the DSST story and in support of Slice of Pi 4. Participate annually in a school visit session

McGriff, Deborah	<ol style="list-style-type: none"> 1. Help strategize about Advisory Council management. 2. Introduce DSST to prospective national donors. 3. Help secure the right external leadership recruitment firm. 4. Provide assistance in securing and strengthening college partnerships. 5. Share NewSchools portfolio information on scaling infrastructure in high growth environments.
Robb, Norwood	<p>I will be focusing on the following items that are not part of my DSST Board responsibilities.</p> <ol style="list-style-type: none"> 1. Continue to be a member of the Colorado BioScience Association (CBSA) and <ol style="list-style-type: none"> a. Make sure that the DSST listing in their annual membership directory is updated and included. b. Continue to work to identifying internship opportunities for our 11th grade students with CBSA member companies. 2. I am on the UCD BA/BS-PhD degree steering committee and will work to keep them updated on DSST student's interest in their program. 3. Continue to be involved in the CDE STEM Think Tank by monitoring activities and developments keeping DSST staff updated on items of interest to DSST. The most recent activity has been the Colorado Reader Program that provides digital book to students. 4. Continue to participate in the South Denver Metro Chamber of Commerce STEM Education Coalition. The vice chairman of this effort is Gene Dionne who is a Lockheed Martin Consultant on STEM.
Schnittman, Matthew	<ul style="list-style-type: none"> • Education Committee – leverage experience in academic operations (with an emphasis on competency based education) to aid in evolving the DSST educational approach. • Accountability Board – a request has been made to be assigned to the Byers Accountability Board. • Development Committee – Leverage contacts in the publishing world to gain access to relevant Foundations. To date, contact with the Pearson Foundation has been made and lunch meeting dates are being volleyed.

<p style="text-align: center;">Sullivan, Jackie</p>	<ol style="list-style-type: none"> 1. The DSST STP 9th grade visits to CU-Boulder have always been only to the College of Engineering – perhaps too limiting for such young students. In 2014, we will broaden to give students a choice of one or two science/engineering discipline areas to engage in during their campus visit. Toward that end, we will make it a campus-wide event, expanding to four or five discipline areas: Biology; Chemistry; Physics; Engineering Design; and Technology, Arts & Media. 2. Initiate an all-DSST GVR 10th grade visit to the CU-Boulder campus (spring 2014). 3. Participate in two Home Office Site visits to DSST campuses, preferably to include DSST Cole and GVR High. <p>Optimize the design of the new CU Teach Engineering program to create a pipeline of high quality STEM teachers for the DSST workforce.</p> <p>Committees Education Committee Cole Accountability Committee</p> <p>Activities (as of Dec 6 2013) Have participated in both Education Committee meetings Significant progress made to broaden CU campus visits to include various science and Technology, Arts & Media disciplines</p> <ul style="list-style-type: none"> • Scheduled inaugural GVR all-10th grade visit Feb 4 2014 • Scheduled all-9th grade STP grade visit to CU-Boulder April 15 2014
<p style="text-align: center;">VanBerschoot, Sean</p>	<p>Goals:</p> <ul style="list-style-type: none"> - Assist in all talent needs, particularly higher level education roles and Talent Capital needs - Assist as a community and diversity consult to Bill Kurtz - Assist in deliberate donor coordination and strategy with Advancement and Bill Kurtz - Serve on Cole SAC <p>Committees</p> <ul style="list-style-type: none"> - Education committee - Advancement Committee
<p style="text-align: center;">Wilkerson, Dan</p>	<ul style="list-style-type: none"> -Serve on two School Visit Teams -Serve on Stapleton Accountability Committee -Continue Membership on Nominating and Governance Committee -Assist Management in Retaining Firm to Serve in General Counsel Capacity -Oversee Board Compliance with Articles of Incorporation, Bylaws and Board Policies and Lead the Process to Update as Necessary -Assist with Legally Related Issues (Such as PERA) as Needed



Objections to DSST

List of Objections to DSST

1. Neighborhood schools are the backbone of our public education system; DSST siphons talented kids away from DPS neighborhood schools, weakening them and thus DPS.
2. As a Charter School, DSST takes critical resources away from DPS and its traditional public schools.
3. DSST does not have to deal with special needs kids; its program is not a solution for the typical traditional public school.
4. DSST through charitable contributions provides computers to all of its students, and this technology contributes significantly to its record of success. It is not economic or practical to provide computers to all of DPS' students and thus the success of DSST will not scale.
5. The DSST model can never break even just with the Per Pupil Operating Revenue provided by the State of Colorado (and the other relatively modest revenue sources provided by local and Federal governments). It is dependent on substantial charitable donations and is unsustainable without them.
6. DSST has an advantage in hiring talented teachers. For every opening there are multiple qualified applicants. This model cannot scale locally, in the state or nationally as ordinary teachers cannot successfully deliver the program.
7. While DSST accepts students by lottery, it is pretty much the gifted and talented kids that apply, a self-selection process. By siphoning off talented kids, DSST weakens traditional DPS public schools, and gets credit it does not deserve for the results turned in by those talented kids; they might do just as well at a traditional public school.
8. Teachers at DSST do not have the proper protection provided by the Teachers Union; most are young, naive, overworked and underpaid. This too is not sustainable.
9. Not all kids need to go to college; DSST's college ready approach is not appropriate for a large number of students many of whom would rebel at or not be able to meet this requirement.
10. Many kids are not interested in STEM; DSST's STEM approach is not appropriate for a large number of students many of whom would rebel at or not be able to meet this requirement.
11. Some feel that it makes no sense to try to even apply to DSST because they only have 1 or 2 slots available for kids from Graland or other private schools transitioning into high school.
12. Some feel that DSST has had to give up creativity and flexibility in its curriculum in order to ensure that everyone makes his/her way through the curriculum and becomes eligible for college.
13. There is discomfort with the perception that the arts are not an important component of the program: music, art, theatre, etc.

a. Teresa's Response to Objections 1 and 2

Issue:

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

Arguments:

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

Response:

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

Issue:

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

Arguments:

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

Response:

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

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

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

Issue:

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

Responses:

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

c. Dan's Response to Objection 7

Issue:

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

Argument:

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

Response:

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

- DSST has always been an open-enrollment school, unlike the DPS magnet schools, such as DSA. DSST does not require entrance examinations and is open to all students willing to work hard in a core values culture.
- In its early years, because students and/or parents needed to apply to DSST, there may have been some self-selection bias among those families seeking a rigorous academic program. However, DPS's choice enrollment plan, has eliminated any self-selection bias because listing DSST as a first choice school takes no more effort than listing another neighborhood school in DPS.

e. Teresa and David's Responses to Objection 5

***Please note, the responses below are from notes Katie Glenn took at the November Board Meeting.**

Issue:

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

Argument:

Is DSST sustainable or not sustainable?

Response:

- Yes, DSST is sustainable.
 - We raise money in order to open schools the way we think all (students, staff, the DSST organization) can succeed.
 - DPS has adopted our model of opening schools one grade at a time.
 - Our outcomes speak volumes and our students graduate at the same costs as DPS.
- No, DSST is not sustainable.
 - It costs a lot of money to run a network of schools and open new ones.
 - We use a lot of technology which also costs a lot of money.
 - DSST has to raise money to stay in business.
 - Fundraising efforts have to continue to grow as we expand.

Keywords and Thoughts:

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