



## Board of Directors Meeting

March 23<sup>rd</sup> • 2:30pm – 5:30pm MST  
DaVita World Headquarters (Casa Nueva)

*1551 Wewatta Street, Denver, CO 80202, 2<sup>nd</sup> Floor, Room-Rocks*

# core values

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

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

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

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

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

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

**Dial in: 303-524-6302 • PIN: 8675309**

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# I. Welcome

# DSST PUBLIC SCHOOLS

## Board of Directors Meeting – March 23, 2017

<b><u>I. Welcome (10)</u></b> <ul style="list-style-type: none"> <li>Board Chair Welcome (10)</li> <li>Public Comment (if needed)</li> </ul>		Introductions Q and A	Gloria	2:30 - 2:40
<b><u>II. Approval Items (10)</u></b> <ul style="list-style-type: none"> <li>Approval of New Board Member (5)</li> <li>Approval of previous Board Meeting minutes</li> </ul>	Pg. 40 Pg. 6	Approval Approval	Justin Gloria	2:40 - 2:50
<b><u>III. Discussion (100)</u></b> <ul style="list-style-type: none"> <li>Core Model Elements – Success in Placement (50)</li> <li>Board Chair Vision (50)</li> </ul>		Information/Discussion  Information/Discussion	Bill  Gloria	2:50 - 4:30
<b><u>IV. Reports (35)</u></b> <ul style="list-style-type: none"> <li>Home Office (10)</li> <li>Executive Committee/Chair</li> <li>Education &amp; Information Technology Committee</li> <li>Finance &amp; Operations Committee (10)</li> <li>Audit Committee (5)</li> <li>Advancement Committee (10)</li> <li>Nominating and Governance</li> <li>New Business</li> </ul>	Pg. 9 Pg. 17  Pg. 18 Pg. 36 Pg. 37 Pg. 39	Information Information Information Information Information Information Information	Bill Gloria Alex Teresa Peter Sean Justin	4:30 - 5:05
<b><u>V. Adjourn Regular Meeting</u></b>			Gloria	5:05
<b><u>VI. Executive Session (25)</u></b> <ul style="list-style-type: none"> <li>Personnel Matter</li> </ul>				5:05 - 5:30



## II. Approval Items

- **Minutes from the January 19, 2017 DSST Public Schools Board Meeting**

**MINUTES**

DSST Public Schools Board Meeting  
January 19, 2017  
DSST: Byers Campus, Room 101

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

**Board Members Present:**

Alex Hernandez  
Dan Wilkerson  
Deborah McGriff\*  
Dwight Jones\*  
George Sparks  
Gina Rodriguez  
Glenn Russo  
Gloria Zamora  
Justin Jaschke  
Matthew Schnittman\*  
Nate Easley  
Patrick O'Keefe  
Peter Fritzing  
Sean VanBerschoot  
Teresa Berryman

\*Attended via conference call

**Parent Present:** Michel Brossmer (Byers STP)

**Board Members Absent:** N/A

**DSST Staff Present:** Bill Kurtz, Breiana Pledger, Christine Nelson, Heather Lamm, Jess Palffy, Katie Glenn, Scott Walker, Wendy King

**Other Attendees:** Steve Halsted

**DPS Staff Present:** None

**Welcome**

Ms. Zamora welcomed everyone to the meeting as well as provided a couple of announcements. One being that an Executive Session has been added to the end of the meeting.

**School Director Q&A:** N/A

**Public Comment:** None

**Motion to approve previous board meeting minutes, Wilkerson**

**Second:** Jaschke

**Vote:** Unanimous Approval

**Motion to approve DSST's Strategic Plan, Wilkerson**

Second: Berryman  
Unanimous Approval

**Motion to approve Budget Update, Berryman**

Second: Jaschke  
Unanimous Approval

**Discussion:** Mr. Kurtz presented a PowerPoint on DSST's Strategic Plan and concluded his presentation by asking for and receiving feedback and questions. Due to time restraints, the College Results presentation was postponed to another meeting. Mr. Walker and Ms. Berryman reviewed the budget update with the board.

**Reports**

Due to time restraints, each committee briefly asked board members if they had any questions regarding the materials in the board book. In result, there weren't any questions and the board motioned to go into Executive Session.

**New Business:** None

**Executive Session**

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

- Pursuant to subsection (e) Determining positions relative to personnel matters, that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators; specifically compensation.

**Motion to go into Executive Session at 4:30pm, Wilkerson**

**Second:** Jaschke  
**Vote:** Unanimous approval

**Motion to end Executive Session at 5:04pm, Jaschke**

**Second:** Russo  
**Vote:** Unanimous approval

**Motion for adjournment of Board Meeting at 5:04pm, Jaschke**

Second: Russo  
Vote: Unanimous approval

Respectfully Submitted,

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



## IV. Reports





# Home Office

## a. Academic Team Update

- School Planning Process – setting academic program guidelines for 2017-18 school planning (course offerings and schedule guidelines, special services programming, staffing, and spending guidelines) and reviewing first draft of school plans to provide further guidance and support for schools where a stronger plan is needed.
- Revising our Teacher Effectiveness Rubric to improve the alignment of the rubric to our vision for excellent instruction and improve its use as a streamlined coaching tool. Additionally, making improvements to our Teacher Observation Cycle for 2017-18.
- Hiring for four Academic Team roles to add capacity to the team next year in strategic areas (Manager of School Data, Manager of Special Education, Senior Manager of Teacher Development, Manager of Mathematics)
- Setting new visions for excellent Social Studies, Spanish, and Science curriculum & instruction. Significant overhauls to the curriculum in one Social Studies course, one science course, and one Spanish course (to begin phasing in the improved curriculum and vision for instruction in these content areas).

## b. Advocacy Update

The Advocacy Team has spent the first few months of the year focused on engaging the Aurora community in support of DSST's charter application recently submitted. Our efforts have been spent meeting with community leaders, organizations and Aurora families, including our own parents and students who live in Aurora. We are looking for individuals willing to lend us their support via a letter of support, joining our organizing committee, attending an APS Board meeting or providing testimony, all advocating for approval of our application.

Another focus of the team has been providing resources to our students, families and staff in light of recent national announcements regarding immigration. We have been collecting resources, connecting families to legal aid, providing staff with training, lesson plans and other materials, and hosting regional informational sessions for families at our schools.

## c. College and Alumni Support & STEM Partnerships

DSST Green Valley Ranch High School celebrated seven fly-in program scholarship recipients this week. Recipients visited a myriad of schools including Tulane, University of Virginia, University of Puget Sound, Seattle University, Cornell College, Texas Southern, Prairie View A&M, and University of Toledo. Students discussed their experiences of lunch with scholarship creator and former Board Member Don Kirkpatrick. Six of seven students said their parents/guardians were previously opposed to sending their student out-of-state. Visiting the campus and meeting with professors, staff, and students changed their minds. Six of seven students plan to attend the colleges they visited- if accepted and financial aid is appropriate. One student had already been accepted and plans to attend Tulane. Another student is a Jefferson Scholarship alternate at the University of Virginia. Yet another

is a Daniels Fund finalist. The fly-in program has been transformational for these students and their families.

Board Member Glenn Russo is leading the charge in building our partnership with Galvanize. Our team is working with Galvanize and CU Denver in the application of a National Science Foundation grant to build teacher capacity to teach and maintain and a student computer science pathway. Glenn is also working with our team to build a one-week summer EShip/web development pilot for rising high school juniors. Alums will support as additional staff for this pilot.

Early this March, we announced an early acceptance agreement with our partners at CU Denver. DSST juniors with a minimum 3.0 GPA will receive conditional acceptance letters--and application fees will be waived. This partnership coupled with the announcement of Board Member Teresa Berryman's scholarship make college that much more of a reality- and possibility- for our students.

Former Board Chair Steve Halstedt has also leveraged his relationship with Worcester Polytechnic Institute and has secured funding to support 11 DSST high school students in participation in WPI's summer program. Past DSST summer program participants have ultimately decided to attend WPI- and are immensely enjoying their experiences and studying engineering fields.

We are looking forward to seeing Board Members at Senior Signing Day on Thursday, May 4 at the Denver Coliseum.

#### **d. Communications/Marketing Update**

DSST Marketing and Communications has four primary areas of focus this spring:

- 1) Department alignment and strategy to better support the Strategic Plan, especially the integrated schools core model element. We are developing a strategic marketing plan (with input from several Board members) that will allow the organization to focus on the highest impact marketing areas. As a starting point, we are conducting focus groups in early May that will inform this plan.
- 2) 2017/2018 Student Recruitment - we are deep in the throes of recruiting students for the 2017/2018 school year. At this point Henry and Cole are under enrolled for the coming year so we are working in Choice Round 2 to recruit additional students.
- 3) Strategic Plan Communication - we are presenting our strategic plan to every school and beginning to present it to external audiences as well. The team is considering a video that captures the important narrative of the strategic plan for distribution across multiple channels.
- 4) Events support - we have 3 HUGE events coming up at the marketing and comms team is hard at work supporting both Slice of Pi (April 21) and Senior Signing Day (May 4th, 10:30-12:00) and leading the charge on Infusion (August 4), our all staff kick off for the 2017/2018 school year.

## e. Human Capital Update

The Employee Resources team is currently connecting with and onboarding all of our fantastic hires through our new recently implemented platform, Greenhouse onboarding. Over the next month our primary focuses will be negotiating and renewing our benefits, further defining our Human Capital data strategy and creating an updated compensation philosophy and implementation plan.

In the realm of Employee Relations and Engagement... We are full steam ahead on the development of our rising leaders through a handful of in-house leadership development programs, including the Emerging Leaders and School Leaders Programs, led by Christine Nelson and Bill Kurtz, respectively, and the Teacher Leader Program, led by Bill Durbin. We have also begun the application processes for a number of external leadership development partnerships, including the Relay and NAATE programs. Finally, employee relations continues at a steady pace as we move into intent to return conversations.

The cross functional Home Office team that supports TCP is currently working to support schools with their execution of end of year evaluation metrics. In addition to supporting and maintaining current TCP systems, the Home Office TCP team is responding to feedback from the 2017 TCP Teacher Working Group including creating new start of year teacher reports designed to increase transparency around student achievement metrics.

## f. Operations Update

### School Operations:

- Facilities:
  - Conservatory Green High School: DPS Board approved placement at DPS Samsonite Campus for year one and at new facility to be constructed at Paul Sandoval (Northfield HS) campus starting in SY 18/19
    - On track to occupancy for Summer School
    - Design of new building 90% complete and aligned to DSST's program
  - Henry MS: 90% complete on space use for SY 17/18 and will be documenting in shared use plan
  - Bond Scope: With passage of the 2016 Bond, we are designing scope and working to understand timelines for each of our campuses:
    - College View: Cafeteria, Field, Parking
    - Cole: Room-level air conditioning, soccer field, 3<sup>rd</sup> floor admin space reconfiguration
    - Conservatory Green: Classroom wing addition / SPED center
  - APS: Working with Design Advisory Group and architects on conceptual plan
- School-based:
  - Hired and onboarded four amazing new front office team members
    - Maria Cedillo: Founding Office Manager at Conservatory Green HS
    - Erica Aragon: Found Office Assistant at College View HS
    - Karina Rodriguez: Office Manager at Cole MS
    - Guadalupe Duarte: Office Manager at Henry MS
  - Trained participants of the school leadership program on how to effectively manage both school operations & their Front Office teams

- Signed on to pilot DPS' online application for Free and Reduced Lunch for this coming year Developing a proposal to create a clearly defined advancement model for Office Managers that tied to performance in order to increase retention and satisfaction in role

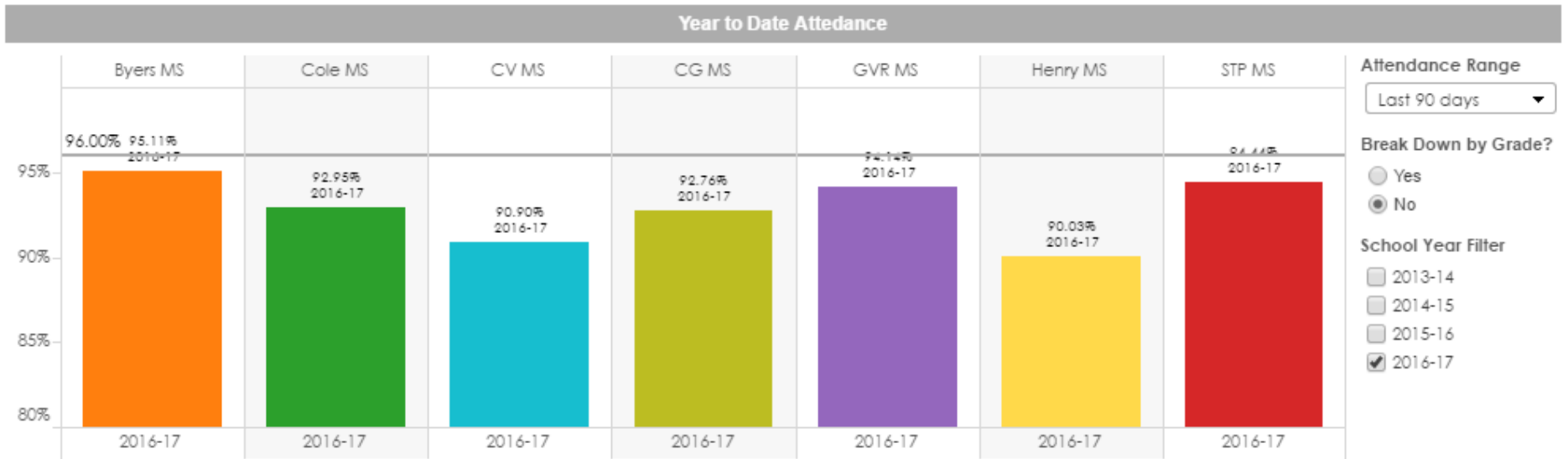
**Business Operations:**

- Aurora Public Schools Charter Application Submission: Andrea Altman led an incredibly efficient project to compile, review, assemble and submit our application working with all departments across the Home Office
- Monitoring and tracking the end-of-year review process and TCP metrics for teachers
- Working with Senior Leadership to create a project plan for HO Dept. Work and Strategic Plan initiatives

g. Directors Report

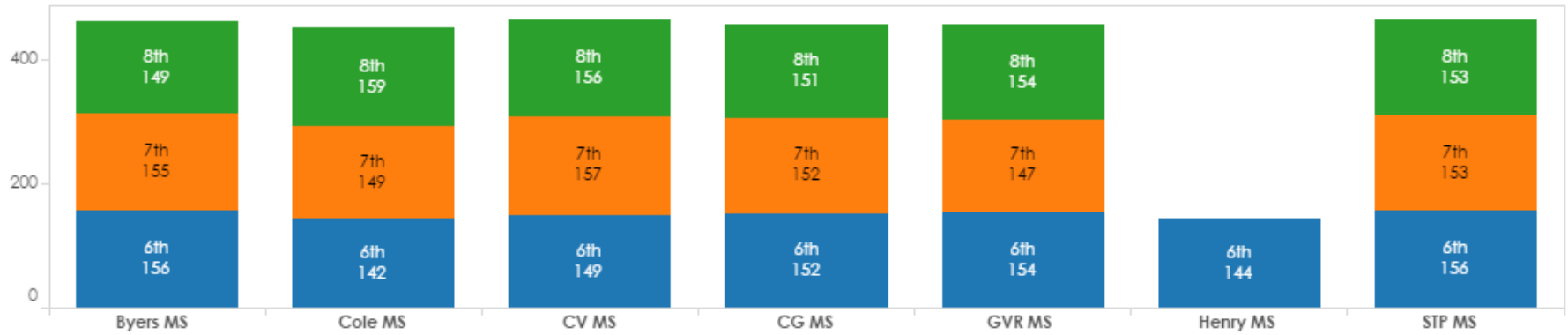
## Middle School Directors Report

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Students
Teachers
Grades

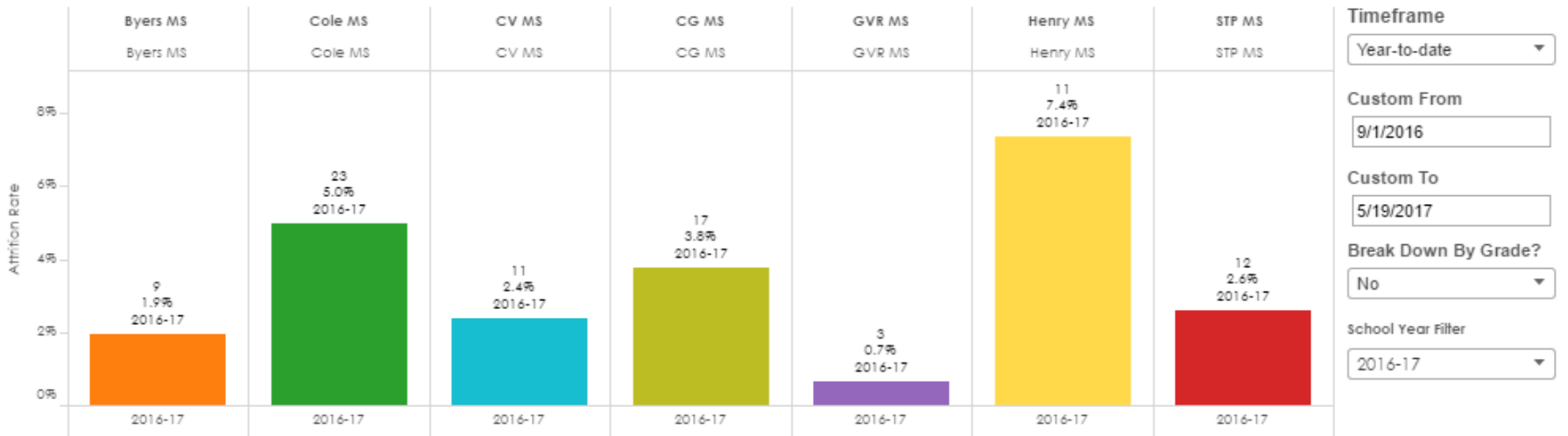


Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

### Enrollment



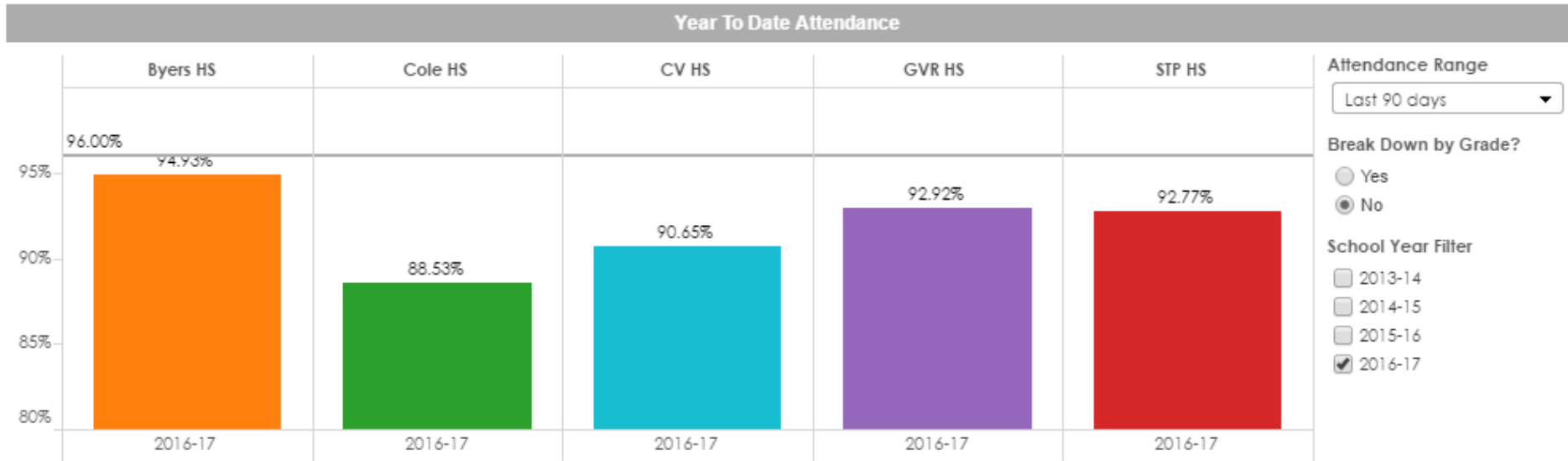
### Attrition Rate



# High School Directors Report

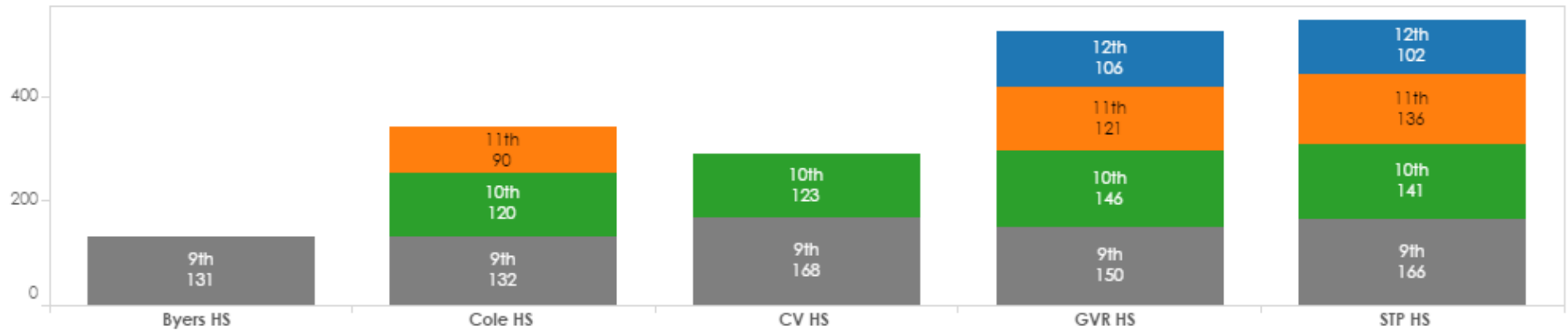
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Students
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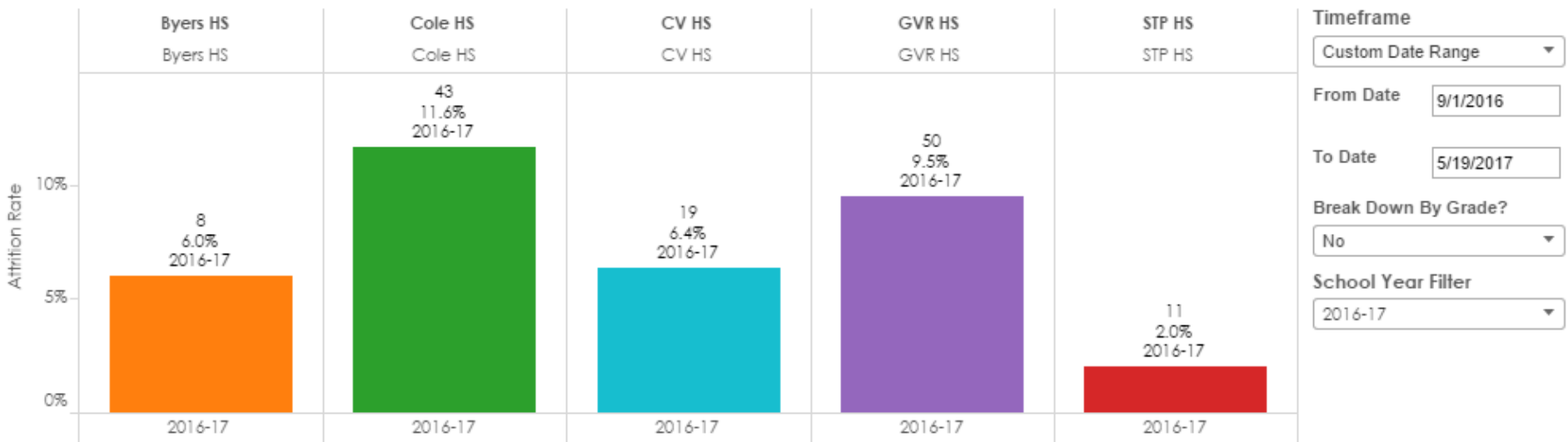


*Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.*

### Current Enrollment



### Attrition Rate







# Executive Committee and Chair's Report Reference Materials

The Executive Committee met on Mar. 9<sup>th</sup> to confirm the March Board meeting agenda and to discuss the Board Chair's vision. Committee members provided feedback and insights.

In attendance:

- Committee Members in person were Teresa Berryman, Sean VanBershot, and Gloria Zamora.
- Committee Members by phone were Justin Jaschke, Alex Hernandez, Peter Fritzinger
- Staff included Bill Kurtz and Heather Lamm

Respectfully submitted,

*Gloria Zamora*



# Finance & Operations Committee

**Finance & Operations Committee Meeting Minutes  
January 19, 2017 12:30 p.m.**

## **Committee Goals 2016-2017**

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

## **Attendees**

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

## DSST Budget Reset for Denver Public Schools – Matt Cullen-Meyer

Governmental revenue is up due to mil levy increase, higher enrollment and new center programs. Campus 8 was removed from the budget due to a one-year delay. The sale of the Stapleton campus was not reflected in the budget correctly, which resulted in an adjustment to miscellaneous revenue. The most significant change to the expense budget occurred at the schools with significantly greater than originally budgeted personnel costs due to added FTE. The committee members inquired about budget controls on personnel. While the position additions were approved by the Home Office, they were not communicated to the financial team in a timely manner. Nick Plantan reported that steps were taken to remedy. Matt Cullen-Meyer explained that there are multiple ways in which the budget is tracked, which causes difficulty in detecting budget variances. The new budget system is expected to remedy this issue. Other budget variances are due to spending on grants and errors that resulted with the implementation and first use of the new budgeting system.

## DSST Financial Statements and School Variances – Matt Cullen-Meyer

Supporting information to the statements in the board book was provided to the committee and reviewed. Variances were presented compared the January budget reset. The variances from the original budget were evident in the budget reset document per above. Most of the differences from the January reset were related to timing.

## Mil Equalization - Scott Walker

The first installment toward equalization will occur in April. DSST will not make structural, base adjustments for the use of these funds until an evaluation of needs and teacher compensation is complete. DSST is studying allocation models that will allocate funds with a greater emphasis on student need and population at each school.

#### Strategic Plan Impact – Scott Walker

The financial plans in the proposed strategic plan were reviewed by Scott Walker. The Committee wants to better understand the relationship between the spending in the last three years of the plan and enrollment changes. This request is due to the precipitous drop in losses during that period. A chart showing the percentage change in enrollment each year against the percentage change in expense would help illustrate the relationship of spending and enrollment. The committee also wanted to better understand the differences between the January budget reset and the base year budget in the long term financial plan. By way of example, Scott explained that the strategic plan does not include centers and restricted activity.

#### Information Technology Update – Scott Walker

The current challenge has been the upgrade to Windows 10 on the laptops. IT is studying if Chromebooks is an alternative, especially for the middle schools.

#### Reporting Entity – Nick Plantan

Example financial statements were provided to the committee to show what the statements will look like for DSST Inc. and the DSST Foundation. Based on DPS and GASB requirements, the DSST Foundation is likely to be a blended component unit in consolidated financial statements.

#### DSST Foundation – Nick Plantan

To date, new non-governmental gifts are being deposited into the DSST Foundation. A proposal for the restart of the DSST Foundation was prepared and bylaws will be drafted by legal counsel. The committee members provided suggestions for what might be included in the bylaws to ensure the smooth and complimentary operation between DSST Inc. and the DSST Foundation.

#### Investment Strategy DSST and DSST Foundation – Nick Plantan

The DSST Inc. investment policy will be replaced due to the change in accounting for DSST Inc. The current investments held by DSST Inc. will have to be liquidated 6 months from October 12, 2016. Wells Fargo will begin investing the DSST Inc. funds going forward. A new Investment policy will be drafted and brought to the board for approval. DSST management suggested that Wells Fargo also handle the investments for the DSST Foundation. Peter Fritzingler will work with Nick Plantan on a draft investment policy for the DSST Foundation.

The meeting ended at 2:30 PM.

# DSST PUBLIC SCHOOLS

Financial Report for the Month Ended  
Ended January 31, 2017

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## Financial Statements

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Consolidated Statements of Income

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## Notes to Consolidated Financial Statements

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## Consolidated Balance Sheets

(in thousands)

	January 31, 2017	June 30, 2016
<i>ASSETS</i>		
Current Assets		
Cash and Cash Equivalents	\$ 33,174	\$ 26,178
Restricted Cash and Cash Equivalents	-	-
Accounts Receivable	264	906
Prepaid PCOPs Credits	8,050	8,050
Promises to Give	3,709	4,839
Prepaid Items	142	141
<b>Total Current Assets</b>	<b>45,338</b>	<b>40,115</b>
Investments	12,545	12,587
Capital Assets Net of Accumulated Depreciation	668	668
Beneficial Interest in Assets Held by Foundation	144	139
<b>Total Assets</b>	<b>\$ 58,695</b>	<b>\$ 53,508</b>
 <i>LIABILITIES AND EQUITY</i>		
Liabilities		
Accounts Payable	578	2,902
Deferred Revenue	7,249	337
PCOPS Liability	333	492
<b>Total Liabilities</b>	<b>8,160</b>	<b>3,731</b>
Equity	50,535	49,777
<b>Total Equity</b>	<b>50,535</b>	<b>49,777</b>
<b>Total Liabilities and Equity</b>	<b>\$ 58,695</b>	<b>\$ 53,508</b>

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

## Consolidated Statements of Income (in thousands)

	Seven Months Ended	
	January 31,	
	2017	2016
<i>REVENUES</i>		
Student Revenue	\$ 538	\$ 474
Governmental Revenue	25,746	21,410
Contributions & Grants	1,494	1,106
Misc Revenue	127	115
Total Revenues	<b>27,904</b>	<b>23,105</b>
<i>EXPENSES</i>		
Salaries	14,239	11,671
Additional Pay	1,813	1,360
Payroll Taxes and Benefits	3,970	3,337
Professional Development	570	498
Supplies	819	823
DPS Expenses	3,757	3,144
Professional Services	643	627
Operating Leases	123	112
Facilities	237	58
Technology	879	445
Misc Expenses	96	243
Total Expenses	<b>27,147</b>	<b>22,316</b>
<i>NET INCOME</i>	<b>\$ 758</b>	<b>\$ 789</b>

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

## Consolidated Statements of Cash Flow

(in thousands)

	<b>Seven Months Ended</b>	
	<b>January 31,</b>	
	<b>2017</b>	<b>2016</b>
<i>OPERATING ACTIVITIES</i>		
Net Income	\$ 758	\$ (605)
Changes in Operating Assets and Liabilities		
Accounts Receivable	642	1,171
Prepaid Expenses	-	880
Promises to Give	1,130	5,263
Accounts Payable	(2,324)	847
Deferred Revenue	6,912	(168)
PCOPs Liability	(159)	236
Cash Provided by Operations	<b>6,959</b>	<b>7,624</b>
<i>INVESTING ACTIVITIES</i>		
Investments	37	(423)
Purchase of Property & Equipment	-	(30)
Cash Provided by Investing	<b>37</b>	<b>(453)</b>
Change in Cash and Cash Equivalents	6,996	7,171
Cash and Cash Equivalents, Beginning of Year	26,178	19,007
Cash and Cash Equivalents, End of Year	<b>\$ 33,174</b>	<b>\$ 26,178</b>



# Notes to Consolidated Financial Statements

## 1. School Information

### Revenue Variances

- Growing negative Student Revenue variance is due to lower collections in student fees, tech damage fees and student activities revenue.

### Expense Variances

- Growing positive variances in Salaries and associated Payroll Taxes & Benefits are due to vacant positions and timing of teacher pay.
- Growing negative Additional Pay variance generated from more substitutes and miscellaneous stipends.
- Growing savings in Supplies due to underspending in multiple categories, primarily copies, student activities and paper.
- Growing Facility and Technology variances are due to timing of expenses, namely Title V furniture & fixtures, tech system installations, and software purchases.

### School Statement of Income

	Year-to-Date Actuals	Year-to-Date Budget	Year-to-Date Variance
<i>REVENUES</i>			
Student Revenue	\$ 538	\$ 587	\$ (50)
Governmental Revenue	25,746	25,763	(17)
Contributions & Grants	12	23	(11)
Misc Revenue	48	22	26
Total Revenues	<b>26,344</b>	<b>26,396</b>	<b>(51)</b>
<i>EXPENSES</i>			
Salaries	11,797	12,255	457
Additional Pay	1,529	1,395	(134)
Payroll Taxes and Benefits	3,475	3,706	231
Professional Development	152	158	6
Supplies	733	879	146
DPS Expenses	3,758	3,761	4
Professional Services	156	151	(5)
Fees to CMO	4,361	4,361	(0)
Operating Leases	57	58	2
Facilities	210	280	69
Technology	158	380	222
Misc Expenses	38	26	(12)
Total Expenses	<b>26,425</b>	<b>27,409</b>	<b>985</b>
<i>NET INCOME</i>	<b>\$ (81)</b>	<b>\$ (1,014)</b>	<b>\$ 933</b>

\* excludes CMO contributions and contingency reserves.

## 2. Home Office Information

### Revenue Variances

- Improving negative Misc Revenue variance due to lower returns on investment.

### Expense Variances

- Continued positive variances in Salaries and associated Payroll Taxes & Benefits are due to un-hired, vacant positions.
- Continued Additional Pay variance is due to delayed grant spending (Carson Foundation).
- Growing Professional Services variance is due to temporary employees, the timing of our audit payment and timing of Full Duplex being charged to HO instead of partly to Title V.
- Growing Technology variance is due to high telecom costs and timing of software and computer purchases.

### Home Office Statement of Income

	Year-to-Date Actuals	Year-to-Date Budget	Year-to-Date Variance
<b>REVENUES</b>			
Contributions & Grants	\$ 1,481	\$ 1,417	\$ 65
Fees to CMO	4,361	4,361	(0)
Misc Revenue	79	147	(68)
<b>Total Revenues</b>	<b>5,922</b>	<b>5,925</b>	<b>(4)</b>
<b>EXPENSES</b>			
Salaries	2,442	2,575	133
Additional Pay	284	414	130
Payroll Taxes and Benefits	495	602	107
Professional Development	419	454	35
Supplies	88	91	3
Professional Services	487	350	(137)
Operating Leases	66	64	(2)
Facilities	27	17	(10)
Technology	721	446	(275)
Misc Expenses	55	35	(20)
<b>Total Expenses</b>	<b>5,083</b>	<b>5,048</b>	<b>(35)</b>
<b>NET INCOME</b>	<b>\$ 838</b>	<b>\$ 877</b>	<b>\$ (39)</b>

\* excludes CMO contributions and contingency reserves.

## 3. Enrollment

	(1)	(2)	(3)	(4)	(4) - (2)	(4) - (3)
	FY16 Actual	FY17 Target	FY17 May Est.	FY17 Actual	Target Variance	Budget Variance
STP MS	449	450	457	454	4	(3)
STP HS	514	500	520	537	37	17
GVR MS	455	450	453	449	(1)	(4)
GVR HS	516	500	529	527	27	(2)
Cole MS	439	450	446	461	11	15
Cole HS	278	410	370	370	(40)	-
CV MS	449	450	450	461	11	11
CV HS	139	295	281	298	3	17
Byers MS	442	450	453	460	10	7
Byers HS	-	155	145	133	(22)	(12)
CG MS	298	450	441	453	3	12
Henry MS	-	150	140	147	(3)	7
	3,979	4,710	4,685	4,750	40	65

\* excludes center program students.

# DSST PUBLIC SCHOOLS

## Finance Definitions

- PCOPS** Pension Certificates of Participation—Denver Public Schools (DPS) issued Certificates of Participation to fund Denver Public Schools Retirement System pension plan Unfunded Accrued Actuarial Liability. The cost of paying the certificates is spread over the entire DPS population, including charter schools. Charters are charged a % of salary, currently 9.84%.
- PCOPS CREDITS** In 2013, DSST sold the buildings at the Stapleton campus to DPS. DPS is paying for the assets through a reduction of PCOPS payments from DSST to DPS each year through 2037. The amount of the credit available to DSST varies per year from a low of \$80,000 in years 2027 through 2036 to a high of \$1,230,000 in 2020. DSST has discretion in determining how the credits are allocated among the schools each year. The total amount of the credits through all years is \$13,018,140.
- QZABS** Qualified Zone Academy Bonds—Denver Public Schools issued Qualified Zone Academy Bonds in 2012 to renovate Byers. These bonds allow qualified schools to borrow at nominal interest rates. They require matching funds from a private sector/non-profit partner equal to at least 10% of the cost of the project. DSST provided the match and DPS is sharing in the interest savings through a credit of \$600,000 per year through FY20, \$250,000 in FY21 and none thereafter. The credits are taken as a reduction of facility fee and distributed among DSST schools per DSST discretion.
- PPR** Per Pupil Revenue—State funding providing the bulk of the operating revenue for K-12 education in Colorado. The amount varies with student population (primarily dependent on Free and Reduced Lunch percentage).
- FRL** Free and Reduced Lunch—Students who complete and application and qualify for the Federal Free and Reduced Lunch Program. Often expressed as a percentage of enrollment and used as a benchmark for determining school need.
- Title I** Title I, Part A of the Elementary and Secondary Education Act (ESEA) provides Federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to schools with high

numbers or high percentages (66% in DPS) of children from low-income families to help ensure that all children meet challenging state academic standards. The funds must supplement and not supplant state and local support.

**Title II** Title II, Part A, of the Elementary and Secondary Education Act (ESEA) provides Federal funding as authorized by No Child Left Behind (NCLB). Financial assistance is provided to increase student achievement through strategies such as improving teacher and principal quality and increasing the number of highly qualified teachers in the classroom. The funds must be supplemental to state and local support.

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

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

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

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

**SpEd**

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

**Compact  
Blue**

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



# DSST Foundation Introduction

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3/23/17



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## Background

- Received guidance clarifying DSST's position as public entity
  - Public entity → all \$ received are public funds
  - Public funds can only be invested in a very limited, low yield investments
  - DSST Foundation provides clear separation between private and public funds
  
- Additional benefits of the Foundation:
  - Ability to provide grants outside DSST, Inc (e.g. scholarship funds)
  - Discretely presented on financials vs combining with DSST





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## Policies

- All new private gifts now going into the Foundation
  - Existing funds and new government grants to DSST, Inc
  - Separate investment policy
  
- Foundation Board approves all grants, DSST or outside individuals/ organizations
  
- Foundation non-expense entity



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## Implementation

- Foundation will require appointment of new (smaller) Board
  1. Existing Board members submit resignations
    - Board members do have the option to stay
  2. Steve (remaining officer) adopts updated articles and bylaws
  3. 5 new Board members appointed
    - DSST, Inc may appoint 2 out of 5
  4. New Board adopts operational policies and procedures and any agreements with DSST, Inc



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## Appendix

Name	Position
David Greenberg	President
Norwood Robb	Secretary
Steve Halstedt	Treasurer
Sandra Scanlon	Director
Michele Cooper	Director
Sean Vanberschot	Director
Jacquelyn Sullivan	Director
Heather Lamm	Director
Don Kirkpatrick	Director
Steve McConahay	Director
Dan Wilkerson	Director
Anna Jo Haynes	Director



# Audit Committee

## Audit Committee Meeting Minutes February 13, 2107

### Attendees

Peter Fritzing, Audit Committee Chair  
Teresa Berryman, Audit Committee  
Nate Easley, Audit Committee  
Anthony Eberspacher, DSST  
Nick Plantan, DSST  
Scott Walker, DSST

### Minutes:

- 1) Telephonic meeting was convened at 1:05 PM. The purpose was to discuss the engagement of an auditor for FY17.
- 2) Nick Plantan presented the process DSST followed to consider switching auditors. They approached three firms including Eide Bailly, which has been doing the audit for approximately five years. One firm was unresponsive and so the committee reviewed two bids, from Eide Bailly and BKD. ( note - BKD is the auditor for DPS, Strive, Kipp and Aurora Public Schools)
- 3) Management recommended Eide Bailly. The cost is expected to be \$45,000 (including the tax filing (990), 401K audit and financial statement audit), a reduction of \$65,000 from last year due to the single audit legislation. Last year each school was audited separately. The cost includes advice and support throughout the year, and Eide Bailly has been an excellent partner in that regard.
- 4) The senior partner on the account has been Tim McCutcheon, and he will be transitioning his responsibilities to Sara Kurtz (no relation to Bill Kurtz), which benefits DSST because hers will be a fresh pair of eyes. Sara has 9 years of experience providing services to local governments, including cities, townships, counties and school districts.
- 5) It was agreed by the committee that Eide Bailly should be engaged, and the committee thanked management for their good work on this project.
- 6) Follow up steps include getting an engagement letter from Eide Bailly and setting a date with the auditors to start the FY17 audit.
- 7) The meeting was adjourned at 1:25 PM.

Respectfully Submitted,

Peter Fritzing



# Advancement Committee

## Ariel Berryman Scholarship Update

We are excited to announce that, with the help of the DSST Board and leadership of Teresa & Jim Berryman, we have raised \$100K that will go towards the Ariel Berryman Scholarship in memory of their daughter Ariel Berryman. This will support young women who graduate from a DSST high school and enroll at the University of Colorado-Denver. We look forward to continuing our work with the Board and Community to expand this fundraising effort.

## Slice of Pi Update

Our Annual DSST Public Schools Fundraiser efforts are well underway. With the generous contributions from the Board Members, early Co-Chairs and sponsorships have been secured. We are on track to reach the goal of 100% Board participation with 10% of the overall contributions coming from the Board.

We had a very successful Kick-Off Reception hosted by Jamie Van Leeuwen and Bill Myers of DaVita at Jamie's home on March 1<sup>st</sup> with over 40 potential donors and dignitaries present. Our honorees, Kent Thiry and Denise O'Leary, announced a matching gift challenge of up to \$150K in addition to their Co-Chair level of support. With this impetus, to-date we are 2/3's of the way to our goal of \$1.2 million with a stretch goal of \$1.4 million.

During the next few weeks we will continue to be engaged in solicitation efforts and working on the final details of the event. The event on Friday, April 21<sup>st</sup> promises to be a fun-filled interactive open house event that highlights the amazing way DSST students engage with their education. We look forward to an inspiring program that celebrates our honorees.

We hope to have a full turn out of our Board Members and encourage you to invite friends and family so we will have a full-house.

## E-Ship

Jeremy Wickenheiser, Director of Entrepreneurial Studies, and Wendy King were invited to attend Silicon Flatirons, a Colorado Network that promotes entrepreneurship initiatives. Jeremy presented our E-Ship studies and we announced Steve and Susan Halsted's \$150K challenge grant for support to scale E-Ship to other DSST Schools. Support for the program was enthusiastic and we will be follow-up by inviting members of the network to the E-Ship program at Green Valley Ranch as a first step to soliciting matching support.

### Development Staffing

Recruiting efforts are underway for our Development Coordinator and Sr. Grants Manager. Interviews are scheduled and we look forward to being at a full staff complement shortly.



# Nominating and Governance Committee

## March 2017 Update

### Board Recruiting

- Current Members 15
- Rolling Off 2017 1
- Net 14
- Target Board Size 18 - 20
- 2017 Openings 4 - 6

### 2017 Board Member Search Criteria

1. Diversity of board membership.
2. Specific professional experience that can help in building board and staff capabilities and capacity.
  - a. University connections (specifically DU, CU).
  - b. Financial and Audit expertise.
  - c. Business expansion and scaling expertise.
  - d. Legal expertise (non-profit, regulatory affairs, open records).
  - e. DSST alumni.
3. Blend of profit and not-for-profit perspectives.
4. Expansion of DSST's position in the community – public and private.
5. Creation of employment and internship opportunities for our students.
6. Strengthening of our resource development efforts.

### 2017 New Members

David Greenberg

### 2017 New Nominee

Greg Sissel (bio attached)

### Board Action

Approval of New Nominee

# Gregory A. Sissel

Managing Director



Greg Sissel is a Managing Director of Platte River Equity, having joined at the firm's inception in 2006. He focuses on the firm's investments in Aerospace, Metals and Minerals. Mr. Sissel has been a private equity investor in industrial and service-based operating companies for more than 15 years.

Prior to joining Platte River Equity, Mr. Sissel was a Vice President in the Denver office of Vestar Capital Partners, a private equity investment firm that has raised over \$7 billion across six funds. Previously, he was an Associate with William Blair Capital Partners, LLC and an analyst in Leveraged Finance for Goldman, Sachs & Co. (New York and Chicago).

Mr. Sissel serves as a Trustee of DePauw University and is on the Board of the Denver Scholarship Foundation.

Mr. Sissel holds an MBA from the Graduate School of Business at Stanford University and a B.A. in Economics, *summa cum laude*, from DePauw University. He and his wife live in Denver with their daughter.





# Appendices



## School Profiles

# BYERS MS & HS

<b>School Name</b>	DSST: Byers Middle School and High School	
<b>School Director</b>	Brad White	
<b>Grades Served</b>	6-9	
<b>Enrollment update</b>	6 <sup>th</sup>	156
	7 <sup>th</sup>	155
	8 <sup>th</sup>	150
	9 <sup>th</sup>	131
	Total Enrollment	592
<b>Brief Summary of Academic Results</b>	<p>MAP Data looked generally positive. ELL students performed well relative to their peers.</p> <p>Overall our data looks strong coming out of IA2 relative to past performance and other Network schools. All subjects in the middle school were “yellow” or “green.”</p>	
<b>Top Two Things That are Working Well</b>	<ol style="list-style-type: none"> <li>1. ELL Supports- Best first instruction and intentional supports are enabling our ELLs to have similar growth and scores as non-ELL students.</li> <li>2. Collaborative Strategic Planning for school structures 2017-18.</li> </ol>	
<b>Top Two Challenges</b>	<ol style="list-style-type: none"> <li>1. SPED Supports- MGP from MAP is concerning for our SPED population vs. our non-sped population and a key focus in Tri 3 and for next year.</li> <li>2. Inclusive language and culture around our Center Program- a lack of intentional conversation and PD has led to more bullying for our Center Program students from their peers relative to last year and staff are unsure of how to support, especially as we navigate not having a teacher in this key position due to a mid-year resignation.</li> </ol>	

# COLE MS & HS

<b>School Name</b>	DSST: Cole Middle School DSST: Cole High School	
<b>School Director</b>	Becca Bloch	
<b>Grades Served</b>	6-8 9-11	
<b>Enrollment update</b>	6	142
	7	149
	8	159
	9	132
	10	121
	11	90
	Total Enrollment	Cole MS – 450 Cole HS -343 Total - 793
<b>Brief Summary of Academic Results</b>	<p><b>Cole HS</b> – our students are showing growth on trimester assessments comparable to the network averages. We are proud of their academic pushes as we grow our school.</p> <p><b>Cole MS</b> – showed great growth on winter MAP assessment data; school culture is leading toward an ability to focus on learning.</p>	
<b>Top Two Things That are Working Well</b>	<p><b>Cole HS:</b></p> <ol style="list-style-type: none"> <li><b>Extracurricular activities</b> – We are excited that our debate team has competed in Arizona and at Stanford, that our student board got our building new water fountains, that we have after school music groups, are offering skateboarding and martial arts electives, and that overall we are finding ways to engage our students outside of the classroom in ways that enrich their school experience.</li> <li><b>Teacher Retention</b> – we are only losing one school leader and one teacher in our building next year. This is huge for the continuity of the school and for the sense of team we already will have going into next year.</li> </ol> <p><b>Coles MS:</b></p> <ol style="list-style-type: none"> <li><b>Culture</b> – we have worked hard on our school culture and while it is not yet where we want it, we are seeing significant improvements from the start of the year that lead me to believe we will be able to get Cole MS back on track in the next few years.</li> <li><b>MAP Growth</b> – As mentioned earlier, we were encouraged by student growth on the mid-year assessments, and are working to ensure growth continues between now and May.</li> </ol>	

## Top Two Challenges

### Both Schools:

1. Enrollment at both schools for the 17/18 school year is not looking strong. With more seats than students in our boundary area and the struggles of Cole MS last year and this year, this is a huge challenge.

### Cole HS:

1. **Mid-Year Transfers and Sports Partnership with Manual:** We have a sports partnership with Manual HS. We have seen students transferring to Manual in the past month as a potential unintended consequence of our schools being more integrated. We are also working on ensuring this partnership is in the best interest for our school and families long term.

### Cole MS:

1. **Teacher retention** – we have turned over a few teachers this year and that is hard for the team. Some have resigned, while others are on FMLA, and some positions we just recently were able to fill/staff. This puts strain on our teams who are already working really hard to turn Cole around.

# COLLEGE VIEW HS

<b>School Name</b>	DSST: College View High School	
<b>School Director</b>	Becca Meyer	
<b>Grades Served</b>	9-10	
<b>Enrollment update</b>	9	168
	10	123
	Total Enrollment	291
<b>Brief Summary of Academic Results</b>	<p>Trimester 2 results showed that in several subjects, we were in line with the other high schools, but in some areas, we are falling behind. For the remainder of the year, we will continue to focus on math and Spanish results.</p>	
<b>Top Two Things That are Working Well</b>	<ol style="list-style-type: none"> <li>1. Staff Culture and work ethic.</li> <li>2. Relationship building</li> </ol>	
<b>Top Two Challenges</b>	<ol style="list-style-type: none"> <li>1. Students with severe social/emotional needs. Knowing how to best support them.</li> <li>2. Many 9<sup>th</sup> grade students considerably below grade level and unprepared for 10<sup>th</sup> grade.</li> </ol>	

# COLLEGE VIEW MS

<b>School Name</b>	DSST: College View Middle School						
<b>School Director</b>	Erin Dillon & Jacquelyn Seigle						
<b>Grades Served</b>	6-8						
<b>Enrollment update</b>	6 <sup>th</sup>	149					
	7 <sup>th</sup>	157					
	8 <sup>th</sup>	156					
	Total Enrollment	462					
<b>Brief Summary of Academic Results</b>	<b>IA 1 Spotlight Data</b>						
		Reading	Math	Adv Math	Writing	Sci	SS
	CV 6						
	CV 7						
	CV 8						
	<b>IA 2 Spotlight Data</b>						
		Reading	Math	Adv Math	Writing	Sci	SS
CV 6							
CV 7							
CV 8							
<b>Top Two Things That are Working Well</b>	<p>-We're making positive changes to our testing culture that we believe will encourage students to do their best and really represent what they've been learning in classes through our assessment data.</p> <p>-We have a good handle on our staffing needs for next year. We don't anticipate any last minute surprises in terms of staff members leaving at the end of the year without much notice. We'll also be a fully hired staff as of next week for the remainder of this school year (we've been operating without a Writing 7 teacher).</p>						
	<p>-Staff retention is looking to be about 70%, which is about the same as last year. This is not where we want it to be.</p> <p>-Attendance is really poor. We're averaging around 90%.</p>						
<b>Top Two Challenges</b>	<p>-Staff retention is looking to be about 70%, which is about the same as last year. This is not where we want it to be.</p> <p>-Attendance is really poor. We're averaging around 90%.</p>						

# CONSERVATORY GREEN MS

<b>School Name</b>	DSST: Conservatory Green Middle School	
<b>School Director</b>	John Clark	
<b>Grades Served</b>	6-8	
<b>Enrollment update</b>	6 <sup>th</sup>	151
	7 <sup>th</sup>	152
	8 <sup>th</sup>	150
	Total Enrollment	453
<b>Brief Summary of Academic Results</b>	<p>-Our MAP data did not meet the high level of expectations that we have for ourselves. Our growth was well below where we expect to align in the network and we are making moves to assure that we have better results this next time around</p> <p>-Interim Assessment data was a mixed bag with growth in 6<sup>th</sup> grade reading and writing which were good strides for us. We did not have the success we wanted on 7<sup>th</sup> grade Social Studies and 6<sup>th</sup> grade math continue to be big concerns.</p>	
<b>Top Two Things That are Working Well</b>	<ol style="list-style-type: none"> <li>1. Planning for next year – The school planning has been really powerful and has allowed me to think about the needs of my staff and school ahead of the summer.</li> <li>2. Leadership Team collaboration – Our LT continues to be strong even with some needs of our staff culture. We are keeping a positive approach about next steps and constantly thinking about what we want to do to see growth.</li> </ol>	
<b>Top Two Challenges</b>	<ol style="list-style-type: none"> <li>1. Staff Culture – Many staff members are planning to move on next year and this has lead to some negativity.</li> <li>2. Staffing for Next year – With some natural attrition and the need to have some people move on due to performance we are in the midst of some significant hiring needs.</li> </ol>	



# GVR HS

<b>School Name</b>	DSST: Green Valley Ranch High Schoolz	
<b>School Director</b>	Jenna Kalin	
<b>Grades Served</b>	9-12	
<b>Enrollment update</b>	9 <sup>th</sup>	106
	10 <sup>th</sup>	121
	11 <sup>th</sup>	146
	12 <sup>th</sup>	150
	Total Enrollment	523
<b>Brief Summary of Academic Results</b>	<p>Trimester 2 final exam data was overall strong            Strengths - 9<sup>th</sup> physics, 10<sup>th</sup> chemistry, 11<sup>th</sup> English, 11<sup>th</sup> math, 9<sup>th</sup> Spanish 1            Growth – 12<sup>th</sup> physics, 11<sup>th</sup> biology, 9<sup>th</sup> SNS 1</p>	
<b>Top Two Things That are Working Well</b>	<ol style="list-style-type: none"> <li>1) Trimester 2 final exam data was overall very strong</li> <li>2) We recently reached 100% college acceptance for all of our 12<sup>th</sup> grade students.</li> </ol>	
<b>Top Two Challenges</b>	<ol style="list-style-type: none"> <li>1) Special Education F lists are high across courses and grade levels</li> <li>2) Dress code is an ongoing challenge – we are working on a proposal for next year but struggling to hold high expectations for this year</li> </ol>	

# GVR MS

<b>School Name</b>	DSST: Green Valley Ranch Middle School	
<b>School Director</b>	Caroline Gaudiani	
<b>Grades Served</b>	6-8	
<b>Enrollment update</b>	6 <sup>th</sup>	155
	7 <sup>th</sup>	146
	8 <sup>th</sup>	154
	Center Program	3
	Total Enrollment	458
<b>Brief Summary of Academic Results</b>	<p>We are very pleased with our academic results at this point in the year. They are the strongest we have had in the last 3 years, and our school report card shows us making progress toward our goals. On our network stoplight report after IA 2, all of our courses are in green or yellow (a first for us). The entire 6<sup>th</sup> grade is in green, and our entire writing program is in green. Additionally, when looking at the teacher breakdown for the stoplight report, there was no teacher in red singularly. Using IA's and our recent MAPs test, which also showed excellent growth for our students, we are currently projected to out-perform our original reading goal target.</p>	
<b>Top Two Things That are Working Well</b>	<ul style="list-style-type: none"> <li>• Leadership and teacher hiring for the 17-18 school year is in a good place, and our current instructional leader with the best results will be moving into an ASD role that will allow him to train and improve instructional coaching across our school.</li> <li>• As of right now there is not a single teacher leaving us next year to teach anywhere in Denver or its surrounds. Our turn-over is coming solely from life changes and/or career changes. We are also bringing back two incredibly strong teachers who left last year thinking they wanted to make a change for family reasons, but ultimately missed our community and wanted to return. We are proud of this and excited for what it means for ongoing staff culture.</li> </ul>	
<b>Top Two Challenges</b>	<ul style="list-style-type: none"> <li>• We are underserving our SpEd students in our classes and not on track to meet our growth goal for them. This is deeply disappointing, and we have geared our remaining professional development to center on SpEd work with our teachers through this last trimester. We are also continuing this work as our leading goal in the 17-18 school year.</li> <li>• Attendance this year has been a battle due to an inordinate number of long family vacations. We are working in Tri 3 to communicate clearly with families in a way that ensures they miss minimal to no days in tri 3 and are thinking through how to better front load messaging about long family trips for the 17-18 school year.</li> </ul>	

# HENRY MS

<b>School Name</b>	DSST: Henry Middle School	
<b>School Director</b>	Lisa Richardson	
<b>Grades Served</b>	6th	
<b>Enrollment update</b>	6th	144
	Total Enrollment	144
<b>Brief Summary of Academic Results</b>	<p>MAPs Growth and IA results are beginning to show the impact of our work as a school in resetting culture and maintaining a high bar. While IA's are not a perfect growth measure- we saw growth across all content areas in percent proficient. We also have been consistently in the middle of the pack so to speak, across Middle School results. This is exciting within our PB 1 and PB 2 data as our median scores and the percentage of students that we have these buckets is vastly different than some of the schools that we compared to.</p>	
<b>Top Two Things That are Working Well</b>	<p>Our culture reset is going well and we have seen some huge growth in the overall culture and functionality of our team.</p> <p>Adding Brandi Chin has greatly increased the capacity of our admin team.</p>	
<b>Top Two Challenges</b>	<p>Time – As school director I have been off site for meetings and PD's very frequently. I have not had a full week of school since January 23<sup>rd</sup>. This has had a significant impact on our team.</p> <p>Hiring- we have spent a significant amount of time interviewing candidates and not seeing a lot of offers/growth in building our team. This is having a huge impact on our teams ability to manage the current reality while also looking forward to support the needs of our growing school</p>	

# STAPLETON HS

<b>School Name</b>	DSST: Stapleton High School	
<b>School Director</b>	Jeff Desserich	
<b>Grades Served</b>	9-12	
<b>Enrollment update</b>	9	166
	10	141
	11	137
	12	101
	Total Enrollment	545
<b>Brief Summary of Academic Results</b>	<p>Our Trimester 2 Final Exam results were strong across nearly every subject. In many, our results were the highest in the Network. And two math teachers who have been struggling have narrowed the gap between them and the rest of the Network.</p>	
<b>Top Two Things That are Working Well</b>	<p>Our anticipated staff retention rate looks strong and we have several applicants for almost all of our openings. People want to join and stay with our team.</p> <p>Our Class of 2017 earned 100% College Acceptance! This is the 10<sup>th</sup> year in a row our community has been able to celebrate this accomplishment.</p>	
<b>Top Two Challenges</b>	<p>We are losing a Leadership Team member for 6 weeks due to medical leave and that is causing us to scramble to ensure we can continue to operate strongly during her absence.</p> <p>We just had a teacher resign mid year. However, we are excited about her replacement and believe students may learn even more with this new teacher.</p>	

# STAPLETON MS

<b>School Name</b>	DSST: Stapleton Middle School	
<b>School Director</b>	Jessica Heesacker	
<b>Grades Served</b>	6-8	
<b>Enrollment update</b>	6th	157
	7th	153
	8th	154
	Total Enrollment	464
<b>Brief Summary of Academic Results</b>	<p>Our 7<sup>th</sup> grade grew in EVERY IA 2 average from last year to this year! Overall, 75% of our tests on campus grew from last year's IA 2, which is a great testament to this team's dedication to rise to the highest bar!</p> <p>Reading IA2 scores are lower than IA1 but is comparable to the network. Reading across our campus is an area of focus.</p> <p>We are starting to see some of our highest averages on Math IA's since our shift to common core.</p> <p>6<sup>th</sup> grade writing has improved (this was listed as a growth area last board report)</p>	
<b>Top Two Things That are Working Well</b>	<p>SPED – we have had some big wins in this area in recent months. We were able to put into place a full scale grading policy for our SPED students which accurately reflects their abilities and takes into consideration their specific needs. We are also more intentional with our accommodations and are working to ensure teachers feel confident in executing and modifying plans that meet the needs of diverse learners.</p> <p>Overall, we feel like instruction across our classrooms is strong. Our data confirms that there is consistent, strong, instruction happening.</p>	
<b>Top Two Challenges</b>	<p>SPED Proficiency Overall – this is still low and not where we'd like it to be.</p> <p>A real challenge and reality we are facing is the increase in drug and drug paraphernalia that is being brought into the school (primarily marijuana). We have seen an increase in this since marijuana was legalized in CO and it continues to increase.</p>	



## **Committee Charters 2016-17**

# Advancement Committee Charter 2016-2017

## Charter, Goals and Outcomes

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

The Committee advises the creation and implementation of the development plan and infrastructure so that the board can implement fundraising tactics and execution. Our committee goals will always strive to support the following organizational efforts and core competencies of establishing a value-based school and organizational culture. In addition, the committee's work will align with the annual Strategic Initiatives. The 2016-17 strategic initiatives are:

- TBD

### Long Term Goals:

1. Create a strong and vibrant culture of philanthropy throughout the entire DSST network
2. Augment DSST's primary financial base with fundraising
3. Ensure strong fundraising plans and cultivation activities exist in partnership with efficient systems for all giving levels

### 2016-17 Academic Year Committee Member Goals

1. Create relationship maps to fully engage and identify your own personal network with DSST
2. Encourage DSST Board of Directors to be a 100% giving board; systematize best practices on how to ensure this as we grow
3. Secure a new Director of Advancement and advancement staff
4. Support the completion of the Advancement Strategy
5. Support and test all new giving mechanisms for full board engagement and launch

### Fiscal Years 2016-17 Advancement Committee Fundraising Outcomes:

Goal 1: 100% DSST Board Member giving

Goal 2: \$X raised via DSST Advancement Committee Staff

Goal 3: 10 of 10 on DSST advancement systems execution (programs and leads system)

### Fundraising Goals for 2016-17:

- TBD

### Committee Meeting Schedule:

**Advancement Committee Chair and Development Director meet bi-weekly**

### Advancement Committee Meetings:

**Location: Denver Museum of Nature and Science**

**Dates and Times:**

October 18, 2016 – 3pm
December 13, 2016 – 3pm
February 14, 2017 – 3pm
April 18, 2017 – 3pm
June 13, 2017 – 3pm

**Committee Members:**

*Chair:* Sean VanBerschot

- George Sparks (DSST board)
- Nate Easley (DSST Board)
- Patrick O'Keefe (DSST board)
- Tom Kaesmeyer (community member)
- Tom Stokes (community member)
- Mary Cronin (community member)



# Audit Committee Charter

## 2016-2017

### **Role**

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

### **Authority**

The audit committee is empowered to:

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

### **Membership**

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

### **Operational Principles**

The audit committee will operate under the following principles:

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

- A brief annual report will be prepared and submitted to the board of directors which includes the audit committee's evaluation of its performance and confirmation that all responsibilities outlined in this charter have been carried out.
- The audit committee will annually review and assess the adequacy of the charter and request board approval for proposed changes.

## **Responsibilities**

### **Financial Reporting**

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

### **Audit**

1. Review with management and the external auditors the results of the audit, including any difficulties encountered and or changes in the scope of the audit.
2. Review with management and the external auditors all matters required to be communicated to the audit committee.
3. Understand the scope of external auditors' review of internal controls over financial reporting.
4. Obtain reports of auditor's findings, recommendations, and comments regarding pertinent issues and monitor management's responses.
5. Review the external auditors' proposed audit scope and approach to ensure completeness of coverage, reduction of redundant efforts, and the effective use of audit resources.
6. Review the performance of the external auditors, and exercise final approval on the appointment or discharge of the auditors.
7. Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the DSST Public Schools, including non-audit services and by discussing the relationships with the auditors. The external auditors should confirm to the audit committee that no limitations have been placed on the scope or nature of their audit procedures.
8. On a regular basis, meet separately with the external auditors to discuss any matters that the audit committee or auditors believe should be discussed privately.
9. Provide an open avenue of communication between the external auditors and the board of directors.
10. Review the findings of any examinations by regulatory agencies and any auditor observations.
11. Review the annual audit of the 401 (K) program for accuracy and completeness.

### **Compliance and Control**

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

### **Members 2016-2017**

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

Scott Walker, DSST Liaison

### **Audit Committee Goals 2016-2017**

In conjunction with DSST leadership accomplish the following:

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

### **Schedule of Meetings**

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

## **Education & Technology Committee Charter 2016-2017**

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

The Committee will review significant network-wide academic policies and strategic direction. The Committee will work with the Home Office to provide the Board of Directors with updates that enable the Board to compare the performance of DSST students with local, national and global metrics; track the outcomes of DSST graduates; and act as a thought leader on trends in education.

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

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

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

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

### **General Long Term Goals**

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

1. How DSST students perform compared to their peers in US and global education.
2. The efficacy of the DSST model in addressing various "achievement gaps," including socioeconomic, gender, and racial/ethnic performance gaps among DSST students.
3. How DSST students transition to college and perform and persist once there.
4. How technology enables continuous academic growth and productivity improvement.
5. How data and analytics might accelerate learning at DSST schools.
6. The economic impact and value proposition of a DSST education, including educating the public on DSST educational accomplishments and societal return on investment.
7. The implications of a grade 6-12 academic model, particularly in light of:
  - a. the increasing costs of higher education;
  - b. the improvement in student proficiency at earlier grade levels;
  - c. pressures on parts of the academic model (e.g. internships and college scholarships) due to replication.
8. Educational trends that might impact the DSST model.
9. How to make effective use of DSST School Accountability Committees

### **Education Committee Fiscal Year 2017 Objectives**

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

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

**Meeting Schedule and Topics**

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

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

**Members:**

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

**Staff Liaisons:**

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

# Executive Committee Charter

## 2016-2017

### Charter:

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

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

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

### General Long Term Goals:

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

### Executive Committee Fiscal Year 2017 Objectives:

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

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

**Deliverables:**

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

**Meeting Schedule / Key Topics**

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

**Members:**

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

**Key Staff:**

- Bill Kurtz

# Finance and Operations Committee Charter

## 2016-2017

### **Role**

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

### **Authority and Responsibilities**

#### **Budget and Reporting**

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

#### **Long-term Financial Planning**

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

#### **Operations**

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

#### **Investments**

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

#### **Human Capital**

- Perform an annual review of employee benefits and compensation

#### **Internal Controls and Accountability**

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



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

### **Membership**

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

### **Role of the Chair**

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

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

### **Members**

Teresa Berryman, Chair

Peter Fritzinger, Member

Glenn Russo, Member

### **Goals**

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

### **Schedule**

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

### **Anticipated Meeting Agendas**

#### **September**

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

#### **October**

- DSST Financial Statements and School Enrollment

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

### **November (Board Retreat)**

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

### **January**

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

### **March**

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

### **April**

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

### **May**

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

# Nominating & Governance Committee Charter

## 2016-2017

### Charter:

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

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

### Long Term Goals:

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

### Fiscal Years 2016-2017 Objectives:

#### I. Board Development

- New Board members: Cultivate a pipeline of exceptional new Board prospects that are available for appointment as time and need determine. Prospects for our Board will be evaluated against the stated Vision 2020 and our longer-term "What Next?" vision and the needed skill sets to achieve them.
  - Develop detailed criteria and gap analysis for Board candidates. In 2016/2017 specific focus will be on recruiting new board members who add diversity and specific skill sets to the Board in order to help us better reflect the population of students we serve and help position DSST to achieve its longer term vision.
  - Onboard new Board members: Hold a New Board Member Orientation each year.
- Create a Board culture that fosters engagement through regularly scheduled Board and school events including school tours, external evaluation of schools and school leader dinners.
- Resolve specific questions and needs of the Board relating to terms and succession and make specific recommendations to the Board regarding these matters.

#### II. Board Evaluation

- Board level: Develop and deploy an annual survey for the overall Board to evaluate our work in supporting the overall organization. This should include a 360-degree evaluation to give staff a chance to evaluate Board effectiveness.
- Committee level: Include a section for each Committee in the annual survey to evaluate their committee work in support of the overall organization. Also use charters and progress toward each

charter goal as basis for evaluation.

- Individual level: Develop and utilize criteria for individual participation on the Board, including financial contribution and engagement; assist in the development of individual Board action plans as necessary.

**Deliverables:**

<b>Each board meeting</b>	Report on the progress toward above objectives
<b>Sept. 12/Oct. 10 2016</b>	New Board Orientation
<b>October 2016</b>	Board and committee surveys completed and analyzed; committee membership and leadership completed; committee charters finalized
<b>November 2016</b>	Listing of prescreened Board prospects; Calendar for school engagement and accountability events
<b>March 2017</b>	Recommendations for new Board candidates
<b>June/July 2017</b>	All new Board members confirmed

**Committee Meeting Schedule:**

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

**Committee Members:**

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

**Staff Liaison:**

- **Heather Lamm**



## Objections to DSST

## List of Objections to DSST

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

## a. Teresa's Response to Objections 1 and 2

### Issue:

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

### Arguments:

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

### Response:

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

### Issue:

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

### Arguments:

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

### Response:

- The deficit of adequate funding for public education is a State issue and DSST does not reduce the funding received by any non-DSST school.
- DSST actually has received less funding per student than other DPS. DSST historically has not received new mill levy funds that benefited all other DPS.

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

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

### Issue:

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

### Responses:

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

## c. Dan's Response to Objection 7

### Issue:

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

### Argument:

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

### Response:

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



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

## e. Teresa and David's Responses to Objection 5

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

### Issue:

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

### Argument:

Is DSST sustainable or not sustainable?

### Response:

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

### Keywords and Thoughts:

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