



Board of Directors Meeting

May 25th, 2017 • 2:30pm – 5:30pm MST
DSST: Green Valley Ranch High School

4800 Telluride Street, Denver, CO 80249, Room 1-151

core values

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

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

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

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

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

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

Dial in: 303-524-6302 • PIN: 8675309

Username: **wireless-guest-101**

Password: **rzzvaDqv**

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

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I. Welcome

DSST PUBLIC SCHOOLS

Board of Directors Meeting – May 25, 2017

<u>I. Welcome (15)</u> <ul style="list-style-type: none"> Board Chair Welcome (10) Public Comment (5) 		Introductions Q and A	Gloria	2:30 - 2:45
<u>II. Approval Items (35)</u> <ul style="list-style-type: none"> Previous Board Meeting Minutes New Board Member (5) FY 2017-18 Budget (15) DSST Inc. Investment Policy Approval (5) DSST Board Designated Reserves Policy (10) 	Pg. 6 Pg. 9 Pg. 23 Pg. 41 Pg. 44	Approval Approval Approval Approval Approval	Gloria Justin Scott and Teresa Teresa Peter	2:45 - 3:20 3:20 3:20 3:20
<u>III. Discussion (75)</u> <ul style="list-style-type: none"> DSST Foundation (15) Advocacy Discussion (40) Report on the Home Office Visit (20) 	Pg. 60	Information/Discussion Information/Discussion Information/Discussion	Teresa Bill Teresa	3:20 - 4:35
<u>IV. Reports (55)</u> <ul style="list-style-type: none"> CEO/Home Office (30) Executive Committee/Chair Education & Information Technology Committee Finance & Operations Committee Audit Committee Advancement Committee-Slice of Pi (20) Nominating and Governance New Business 	Pg. 47 Pg. 55 Pg. 56 Pg. 65 Pg. 67 Pg. 69	Information Information Information Information Information Information Information	Bill Gloria Alex Teresa Peter Sean Justin	4:35 - 5:30 5:30 5:30 5:30 5:30 5:30
<u>V. Adjourn Regular Meeting</u>			Gloria	5:30
<u>VI. Executive Session</u>				



II. Approval Items

- **Minutes from the March 23, 2017 DSST Public Schools Board Meeting**

MINUTES

DSST Public Schools Board Meeting

March 23, 2017

DaVita (Building referred to as Casa Nueva), 2nd Floor, Room – Rocks

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

Board Members Present:

Alex Hernandez

Dan Wilkerson

David Greenberg

Deborah McGriff*

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: Dwight Jones

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

DPS Staff Present: None

Welcome

Ms. Zamora welcomed everyone to the meeting and welcomed back David Greenberg to the board. Ms. Zamora also had the board participate in an icebreaker.

School Director Q&A: N/A

Public Comment: None

Motion to approve previous board meeting minutes, Wilkerson

Second: Hernandez

Vote: Unanimous Approval

Motion to approve new board member, Greg Sissel, Easley

Second: Berryman

Unanimous Approval

Discussion: Ms. Palffy presented a PowerPoint on Success in Placement which is one of DSST's Core Model Elements. Following Ms. Palffy's presentation, Ms. Zamora presented a PowerPoint on the Board Vision.

Reports

Mr. Kurtz shared a few quick Home Office updates. The updates included information on school performance, Aurora, and DSST's place in the educational political landscape in Denver. Ms. Lamm added to the Home Office updates information regarding DSST's enrollment for next school year.

After the Home Office updates, Ms. Zamora stated that due to time restraints they were going to give the time from the Executive Committee and Education & IT Committee reports to the Advancement Committee.

Mr. VanBerschot reported that the board has two roles for DSST's upcoming annual fundraising event called Slice of Pi. The first one being knowing your role leading up to the event (writing personalized invites) and the second one being knowing your role at the event (being present and welcoming attendees). Mr. VanBerschot also added information on how much money has been raised to date, how short we are of our goal and stretch goal as well as how short we are with our board goal. Mr. Kurtz concluded the Advancement Committee's report by recognizing Ms. King and Mr. VanBerschot for all their hard work on the event. He also asked the board to invite more people to the event and introduce them to DSST.

Ms. Berryman shared that the Finance Committee just completed a deep dive of DSST's finances to reconcile the budget re-write. She also added that in the board book there is information on DSST Public Schools Foundation. She stated that DSST Public Schools Foundation was created years ago but sitting dormant and is now active. She also shared that the Finance Committee will be bringing a new investment policy to approve at the board meeting next month. The Finance Committee will also be providing an investment policy for DSST Public Schools Foundation but this policy does not need to be approved by the board. Ms. Berryman concluded her report by complimenting Mr. Walker and his team on how they approach budgets both taking into account goals and enrollment.

Mr. Fritzingler shared that the Audit Committee has received a few bids for this year's audit and has decided to continue working with Eide Bailly.

Mr. Jaschke shared that the Nominating and Governance Committee is currently working through an exciting pool of board candidates.

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 end regular board meeting at 5:10pm, Wilkerson

Second: Rodriguez

Vote: Unanimous approval

Motion to go into Executive Session at 5:09pm, VanBerschof

Second: Fritzing

Vote: Unanimous approval

Motion to end Executive Session at 5:33pm, Easley

Second: Fritzing

Vote: Unanimous approval

Respectfully Submitted,

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

• Patrick O'Rourke's Resume

Patrick T. O'Rourke
5417 Longwood Circle
Highlands Ranch, Colorado 80130
303-587-8195 (cell)/patricktorourke@gmail.com

EDUCATION

Georgetown University Law Center Washington, D.C.
Degree: Juris Doctor, *cum laude*, May 1995
Awards: Dean's List 1992-1993 and 1994-1995
Legal Research and Writing Honors
Law Review: Articles Editor, *The Georgetown Journal of Legal Ethics*

Creighton University Omaha, Nebraska
Degree: Bachelor of Arts in Political Science, *cum laude*, May 1992
Co-major: Philosophy
Awards: Dean's List 1990-1992
Political Science Departmental Distinction Award

EXPERIENCE

Office of University Counsel Denver, Colorado
Vice President, University Counsel and Secretary of the Board of Regents July 2012 - Present
Senior Managing Associate University Counsel June 2010 - June 2012
Managing Associate University Counsel October 2005 - June 2010

I am responsible for the management of all legal matters related to the University of Colorado, a university system with four campuses and a combined annual budget of nearly than \$4 billion. I oversee the Office of University Counsel and am responsible for managing a legal staff of more than twenty attorneys who provide legal services on all matters affecting the institution. I also serve as the Secretary of the Board of Regents and am responsible for coordinating the activities of the nine elected members of the Regents of the University of Colorado, including the promulgation of the Laws of the Regents and Regent Policy and activities performed through the Board of Regents' committee structure. In my role as Vice President, I serve as a cabinet member for the President of the University.

Before assuming my current roles, I was responsible for the management of all litigation affecting the four campuses of the University of Colorado. I was the attorney with primary responsibility for the University's trial and appellate practice before the state and federal courts. I have been lead counsel for several cases of national significance and media coverage, including the successful defense of the First Amendment retaliation claims brought by Professor Ward Churchill, the appellate arguments in the Tenth Circuit Court of Appeals in *Simpson v. University of Colorado*, the Title IX litigation arising from sexual assaults in the University's football program, the defense of constitutional challenge to the Board of Regents' policy banning concealed weapons on University of Colorado campuses, the University's response to the James Holmes Aurora theater shootings, and the defense of first impression claims in Colorado that a governmental medical center can be held liable under the "danger creation" theory of substantive due process.

In addition to these major claims, I regularly defended and supervised other attorneys in the defense of claims arising under Title VII, the Americans with Disabilities Act, the Colorado Governmental Immunity Act, and the Health Care Availability Act. While I was responsible for the University's litigation, the University reduced its average annual expenditures for outside litigation counsel by more than 50%.

Montgomery, Little & McGrew, P.C.

Director

Shareholder

Associate

Summer Associate

Denver, Colorado

January 2004 – October 2005

January 2001- December 2003

September 1995 - December 2000

May - August 1994

As a litigation attorney at Montgomery Little & McGrew, I was responsible for a wide variety of trial and appellate cases in the state and federal courts. I prepared, filed, and argued cases before the United States Tenth Circuit Court of Appeals, the Colorado Supreme Court, and the Colorado Court of Appeals, as well as successfully tried jury trials in courts throughout Colorado. Among the matters that I handled were:

- The successful defense of claims in the United States District Court for the District of Colorado and the Tenth Circuit Court of Appeals defining the scope of false arrest claims subject to constitutional scrutiny and the scope of constitutional rights of access to information maintained by public institutions.
- Successful arguments before the Colorado Supreme Court determining the scope of attorney-work product subject to production under Rule 26(a)(2).
- Successful arguments before the Colorado Supreme Court as *amicus curiae* for the Physicians Insurance Association of America in support of the constitutionality of the periodic payment provisions of Colorado's Health Care Availability Act.
- The successful defense of claims in the Boulder County District Court and the Colorado Court of Appeals asserting constitutional challenges to Colorado's psychiatric hold-and-treat statute.
- Successful testimony before the Colorado General Assembly on behalf of the Colorado Medical Society against proposed amendments to the Health Care Availability Act.
- Successful arguments before the Colorado Court of Appeals resulting in the only case in over two decades to overturn the Colorado Board of Medical Examiners revocation of a physician's license under a gross abuse of discretion standard.

In addition to these matters, I defended claims arising under the Sherman and Clayton Act, defended licensed professionals in all phases of professional negligence actions, defended class actions arising under the Americans with Disabilities Act, defended claims of sexual harassment, and defended construction defect claims arising under the Colorado Consumer Protection Act. I also served as counsel for hospitals in the State of Colorado and the Colorado Medical Society.

Georgetown University Law Center

Advanced Legal Research and Writing Fellow

Legal Research and Writing Fellow

Washington, D.C.

August 1994 - May 1995

August 1993 - May 1994

Assisted and advised first-year and upper division law students, including L.L.M. candidates, with their understanding and mastery of the legal research and writing process, with particular emphasis upon development of rhetorical skills and methods of persuasion.

Cadeaux & Taglieri, P.C.

Law Clerk

Washington, D.C.

January 1994 - May 1995

McGrath, North, Mullin & Kratz
Summer Associate

Omaha, Nebraska
May - August 1993

UNIVERSITY OF COLORADO TEACHING

Adjunct Professor, University of Colorado School of Law
Courses: LAWS 7405 – Health Law II: Medical Malpractice

Adjunct Professor, Colorado School of Public Health
Courses: HSMP 6608 – Legal and Ethical Issues in Public Health

Adjunct Faculty, University of Colorado School of Medicine
Courses: IDPT 7050 – Operative and Perioperative Care
IDPT 8005 – Integrated Clinicians Course 5

ADVANCED TRAINING

National Institute for Trial Advocacy Deposition Skills Seminar
American Academy of Appellate Lawyers 11th Appellate Practice Institute
University of Colorado Emerging Leaders Program
Colorado Bar Association Leadership Training Program (COBALT)

PUBLICATIONS AND PRESENTATIONS

David C. Little & Patrick T. O'Rourke, *Choosing ADR?*, Colorado Journal (February 16, 1996)

David A. Burlage & Patrick T. O'Rourke, *ADR From a Private Practitioner's Perspective*, Presented at the Colorado Bar Association Annual Meeting, Administrative Law Forum (September 28, 1996)

Kevin J. Kuhn & Patrick T. O'Rourke, *Confidentiality: The Patient's Rights and the Practitioner's Rights*, Presented to the Colorado Prescription Drug Abuse Task Force (October 24, 1996)

Patrick T. O'Rourke, Letter to Disability Law Column Editor Regarding Personal Liability Under the Americans with Disabilities Act, 26 Colorado Lawyer 52 (May 1997)

Faculty, *1997 Professionalism Seminar*, Co-sponsored by Continuing Legal Education in Colorado, Inc. and the Colorado Bar Association (September 13, 1997)

Patrick T. O'Rourke, *The Lay of The Legal Landscape: Liability in the Mental Health Professions*, Presented to the Psychology Residency Program at The Children's Hospital, Denver, Colorado (February 13, 1998)

Richard L. Murray Jr. & Patrick T. O'Rourke, *Employment Issues for Hospitals and Physicians*, Presented at the request of Farmers Insurance Group (August 17, 1998)

Patrick T. O'Rourke, *Liability Law Leaves Justices Little Choice*, The Rocky Mountain News, p.56A (August 21, 1998)

Kevin J. Kuhn & Patrick T. O'Rourke, *Legal Issues the Orthopedic Surgeon Faces in the Late 1990's*, Presented to the Western Orthopedic Association (September 10, 1998)

Kevin J. Kuhn & Patrick T. O'Rourke, *How to Stay Out of Litigation and Help Your Lawyer Once Suit is Filed*, Western Orthopaedic Association News, Vol. 1, No. 9 (October/November 1998)

David A. Burlage & Patrick T. O'Rourke, *Seeking Declaratory Orders Before the BME*, CMS Med Fax - Colorado Medicine, Vol. 95, Number 11 (November 1998)

Patrick T. O'Rourke, *Administrative, Civil & Criminal Liability of Licensed Psychologists*, Presented to the Psychology Residency Program at The Children's Hospital (December 10, 1998)

Karen B. Best & Patrick T. O'Rourke, *Liability Update: The Colorado Supreme Court Closes a Door and Opens a Window*, CMS Med Fax - Colorado Medicine, Vol. 96, Number 1 (January 1999)

Patrick T. O'Rourke, *Physicians as Employers: Creating/Terminating the Employment Relationship*, CMS Med Fax - Colorado Medicine, Vol. 96, Number 3 (March 1999)

Patrick T. O'Rourke, *The Employee Handbook - What it Should Contain*, CMS Med Fax - Colorado Medicine, Vol. 96, Number 5 (May 1999)

Patrick T. O'Rourke, *Y2K - Protecting Yourself from Liability*, CMS Med Fax - Colorado Medicine, Vol. 96, Number 8 (August 1999)

Kevin J. Kuhn, Patrick T. O'Rourke, & Julie J. Collett, *Admissibility at Trial: The Evidentiary Lessons Discovery Never Taught Us*, Presented to the Colorado Defense Lawyer's Association (August 12, 1999)

Patrick T. O'Rourke, *Avoiding Liability for Employment Discrimination*, CMS Med Fax - Colorado Medicine, Vol. 96, No. 10 (October 1999)

Kevin J. Kuhn, Richard L. Murray, Jr. & Patrick T. O'Rourke, *Minors and Risk: Frequent Liability Concerns in the Healthcare Setting* (October 1999)

Patrick T. O'Rourke & John R. Riley, *Caring for Children - Liability Concerns*, Presented at The Children's Hospital (November 16, 1999 and December 2, 1999)

Patrick T. O'Rourke & Heather Weckbaugh, *Covenants Not to Compete and Their Effect Upon Physicians*, CMS Med Fax - Colorado Medicine, Vol. 96, No. 12 (December 1999)

Patrick T. O'Rourke, *Caring for Children - Liability Concerns*, CMS Med Fax - Colorado Medicine, Vol. 97, No. 1 (January 2000)

Patrick T. O'Rourke, *Nicholas III and 42 U.S.C. §1983 Liability*, Presented to Copic Defense Counsel Meeting (April 13, 2000)

Richard L. Murray, Jr. & Patrick T. O'Rourke, *Peer Review Under Attack*, CMS Med Fax - Colorado Medicine, Vol. 92, No. 5 (May 2000)

Medical Malpractice for the Experienced Paralegal, Sponsored by Institute for Paralegal Education (June 10, 2000)

Patrick T. O'Rourke, *Electronic Medical Records and the Health Insurance Portability and Accountability Act of 1996*, CMS Med Fax - Colorado Medicine, Vol. 92, No. 8 (August 2000)

The Reciprocal Alliance Risk Retention Group Risk Management School – Mock Trial (October 11, 2000)

Patrick T. O'Rourke, *An Attorney's Perspective on Internet Medical Research*, CMS Med Fax - Colorado Medicine, Vol. 93, No. 1 (January 2001)

Patrick T. O'Rourke, *Liability Concerns - 2001*, Presented at The Children's Hospital (February 20, 2001 and February 27, 2001)

Richard L. Murray, Jr. & Patrick T. O'Rourke, *Confidentiality of Medical Records and the Health Insurance Portability and Accountability Act of 1996*, Colorado Lawyer, Vol. 30, No. 3 (March 2001)

Nursing Malpractice, Presented at the University of Colorado Health Sciences Center (March 2, 2001)

Copic Insurance Company Risk Management System – Mock Trial (March 14, 2001)

Mental Health and the Law in Colorado, Sponsored by Medical Educational Services, Inc. (April 20, 2001)

Patrick T. O'Rourke & Deann Snider, *Colorado's Good Samaritan Statute*, Colorado Medicine, Vol. 93, No. 7 (July 2001)

HIPAA: Privacy and Security - Beyond the Basics, Sponsored by Medical Educational Services, Inc (October 5, 2001)

Patrick T. O'Rourke, *Individual Rights Under the Privacy Regulations of the Health Insurance Portability and Accountability Act*, Colorado Medicine, Vol. 93, No. 11 (November 2001)

Patrick T. O'Rourke, *Physician Employers and the Americans with Disabilities Act*, Colorado Medicine, Vol. 94, No. 2 (February 2002)

Patrick T. O'Rourke, *Ethical Considerations of Attorney's Liens*, Colorado Lawyer, Vol. 31, No. 4 (April 2002)

Patrick T. O'Rourke, Kevin J. Kuhn & Kara K. Knowles, *Liability Concerns for Blood Banks*, Sponsored by BCX Risk Management (April 20, 2002)

Copic Insurance Company Risk Management System – Mock Trial

Patrick T. O'Rourke, *Let's Make a Deal – Physicians and Business*, Colorado Medicine, Vol. 99, No. 4 (April/May 2002)

Patrick T. O'Rourke & Jack R. Mann, *Constitutional Challenges to the Healthcare Availability Act*, Presented to the Colorado Defense Lawyer's Association (August 16, 2002)

Advanced Legal Drafting for Colorado Paralegals, Sponsored by the Institute for Paralegal Education (September 12, 2002)

Colorado Liability Update, Presented to the Office of University Counsel (October 2002)

HIPAA: Privacy and Security - Beyond the Basics, Sponsored by Medical Educational Services, Inc (October 5, 2002)

HIPAA 101, Sponsored by the Colorado Defense Lawyer's Association (November 22, 2002).

Patrick T. O'Rourke, *Discipline Against Lawyers for Conduct Outside the Practice of Law*, Colorado Lawyer, Vol. 32, No. 4 (April 2003).

Colorado Hospital Risk Managers Association Annual Conference – Mock Trial (June 16, 2003)

HIPAA Considerations for Insurance Claims Professionals, Sponsored by the Colorado Claims Association (June 27, 2003)

Complex Legal Drafting, Sponsored by the Institute for Paralegal Education (July 29, 2003)

HIPAA and Insurance Claims, Colorado Claims Association Journal (July 2003)

Copic Insurance Company Risk Management System – Mock Trial (August 14, 2003)

HIPAA and Litigation, Presented to Colorado Defense Lawyer’s Association (August 16, 2003)

Health Information: Confidentiality, Conflicts & Compliance, Sponsored by Medical Educational Services (October 8, 2003)

Responding to Governmental Investigations, Presented at Yuma District Hospital (November 19, 2003)

Discipline Against Lawyers for Conduct Outside the Practice of Law, Sponsored by Colorado Legal Education (December 5, 2003)

Testimony before the House Committee on Health, Environment, Welfare and Institutions on HB03-1063 (addressing medical confidentiality requirements and labeling of prescription drugs)

The Role of the Physician as an Expert Witness, Presented to the Colorado Springs Clinical Club (February 18, 2004)

Trying a Medical Malpractice Case, Sponsored by Colorado Legal Education (March 26, 2004)

Enforcing Civility: The Rules of Professional Conduct in Deposition Settings, Colorado Lawyer, Vol. 33, No. 3 (March 2004)

Credentialing Revisited, Presented at the Fourth Annual HCA-HealthONE Medical Staff Leadership Conference (May 14, 2004)

Copic Insurance Company Risk Management System – Mock Trial (presented on four occasions in 2004)

Anatomy of a Medical Malpractice Lawsuit, Presented to Colorado Defense Lawyer’s Association (August 21, 2004)

Employment Law for the Small Employer, Presented to the South Denver Metro Chamber of Commerce (September 15, 2004)

Update on Credentialing and Peer Review, Presented at the Copic Risk Management School (October 20, 2004)

Enforcing Civility: The Rules of Professional Conduct in Deposition Settings, Sponsored by Colorado Legal Education (December 6, 2004)

HIPAA Security Standards, Presented to the Colorado Hospital Association (March 2005)

Copic Insurance Company Risk Management System - Mock Trial (presented on six occasions in 2005)

Waiver of the Physician-Patient Privilege by Filing Suit, Presented to the Colorado Defense Lawyer’s Association (August 6, 2005)

Advanced Legal Writing for Colorado Lawyers, Sponsored by the National Business Institute (December 16, 2005)

Using the Weil & Alcon Decisions to Your Advantage, Presented to Colorado Defense Lawyer’s Association (February 16, 2006)

Trauma & Disaster: The Rules Have Changed, Annual Trauma Symposium Sponsored by Penrose-St. Francis Health Services (April 7, 2006)

Community Blood Center's Exchange Risk Retention Group 2006 Annual Meeting, Sponsored by BCX Risk Management (April 22, 2006)

Confidentiality and Medical Information in Personal Injury Litigation, Presented to Colorado Defense Lawyer's Association (August 12, 2006)

Patrick T. O'Rourke & Kari M. Hershey, *Caution! Job Opportunities Ahead: How to Evaluate Hospital/Physician Recruiting Arrangements*, The Hospitalist, Vol. 10, No. 9 (September 2006)

Roles and Responsibilities of the Board of Regents of the University of Colorado (October 11, 2006)

Can you Get in the Writer's Mindset (October 11, 2006)

Patrick T. O'Rourke & Kari M. Hershey, *Top Ten Ways to Avoid Being Sued*, The Hospitalist, Vol. 11, No. 3 (March 2007)

Confidentiality for Mental Health Professionals, Sponsored by National Business Institute (January 23, 2007)

I Don't Want to Get Sued!, Presented at The Children's Hospital (August 8, 2007)

Patrick T. O'Rourke & Kari M. Hershey, *Should a Physician Apologize?* The Hospitalist, Vol. 11, No 9 (September 2007)

Applying the Laws of Simplicity to Legal Writing (October 11, 2007)

The Internet Evolution: Savvy Research Strategies for Paralegals, Sponsored by the Institute for Paralegal Education (October 19, 2007)

Patrick T. O'Rourke & Kari M. Hershey, *How We Review Contracts* The Hospitalist, Vol. 11, No 11 (November 2007)

Patrick T. O'Rourke & Michelle McKinney, *University Counsel is Your Friend*, Presented at the Regional Conference of the Council for Advancement and Support of Education (January 15, 2008)

Confidentiality, Release of Information & HIPAA, Sponsored by Medical Educational Services, Inc. (January 25, 2008)

Patrick T. O'Rourke & Kari M. Hershey, *Navigating the Deposition Minefield*, The Hospitalist, Vol. 12, No 2 (February 2008)

Testimony before the Senate Committee on State, Veterans & Military Affairs on SB08-164 (concerning potential amendments to the Health Care Availability Act) (February 18, 2008)

Testimony before the Senate Committee on Judiciary on SB08-164 (concerning potential amendments to the Health Care Availability Act) (March 12, 2008)

BCX Risk Management Workshop - Mock Trial (March 29, 2008)

Fix Your Security Holes, Sponsored by Professional Liability Underwriting Society (April 17, 2008)

Understanding Student Liabilities, Presented at UCCS Student Success Forum (April 25, 2008)

Patrick T. O'Rourke & Kari M. Hershey, *Ten Ways to Help Your Lawyer Win a Lawsuit*, The Hospitalist, Vol. 12, No 6 (June 2008)

The Liability Landscape, Presented to Colorado Medical Society (July 17, 2008)

Handling High-Profile Litigation, Presented to Annual Conference of Colorado Defense Lawyers Association (August 15, 2008)

Patrick T. O'Rourke & Kari M. Hershey, *What to Do When the Medical Board Knocks on Your Door*, The Hospitalist, Vol. 12, No 8 (August 2008)

Title IX and Risk Management, Presented at University of Colorado Risk Management Department Retreat (September 25, 2008)

Patrick T. O'Rourke & Kari M. Hershey, *I'm Calling My Lawyer*, The Hospitalist, Vol. 12, No 10 (October 2008)

Using Technology to Advance Your Legal Practice (October 8, 2008)

Ethics Quiz 2008 (October 10, 2008)

Understanding the Constitutional and Statutory Issues raised When Negotiating Healthcare Agreements with Instrumentalities of the State of Colorado, Presented to Colorado Bar Association Health Law Section (October 15, 2008)

Patrick T. O'Rourke & Kari M. Hershey, *Medicare and "Never Events,"* The Hospitalist, Vol. 13, No 1 (January 2009)

Patrick T. O'Rourke & Kari M. Hershey, *This Just Isn't Working Out*, The Hospitalist, Vol. 13, No 8 (August 2009)

Patrick T. O'Rourke, *The Attorney-Client Privilege and the University Employee*, The Legal Issue, Vol. 3, No. 3 (Summer 2009)

Employment Discrimination Under Title IX, Presented to International Public Management Association for Human Resources – Colorado (September 17, 2009)

The First Amendment and Academic Freedom: Variations on a Theme (October 9, 2009)

All I Know About Law, I Learned from Vincent Gambini, Esq. (October 9, 2009)

Taking a Faculty Academic Misconduct Case to Jury Trial, Presented at the NACUA March 2010 CLE Workshop (March 18, 2010)

Paradigm Shifts: Academic Freedom in 2010: How Free is "Free?" Presented at the NACUA 50th Annual Conference (June 28, 2010)

Classical Rhetoric from Aristotle to Homer, (October 30, 2010)

The Technology Equation: How to Apply Technology to Add to and not Subtract from Your Presentation to the Court, Sponsored by eTrial Communication (January 14, 2011)

Testimony Before Colorado Supreme Court re: Proposed Civil Access Pilot Project Rules (January 19, 2011)

Proposed Civil Access Pilot Project and Medical Negligence Actions, Sponsored by Colorado Healthcare Associated Risk Managers (March 3, 2011)

HIPPA for Paralegals and Litigation, Teleseminar sponsored by the Institute for Paralegal Education (March 4, 2011)

Send Lawyers, Guns & Money: The Second Amendment on Campus, Presented at the NACUA Annual Conference (June 26, 2011)

Practical Discovery from A to Z: Electronic Discovery in a Nutshell, Teleseminar sponsored by the National Business Institute (August 9, 2011)

5th Annual E-Discovery Summit, Presented by Colorado Association of Litigation Support Professionals (October 7, 2011)

HIPAA and HITECH Amendments, Teleseminar sponsored by National Business Institute (November 3, 2011)

Cyberbullying on the Quad, Teleseminar sponsored by NACUA (April 27, 2012)

Ethical Obligation During Campus Student Sexual Assault Negotiations, Presentation to University Counsel (Fall 2012)

Developing and Advancing the In-House and Outside Counsel Relationship. CLE Panelist (September 27, 2012)

Mitigating Legal and Ethical Risk in Anesthesia, Colorado Review of Anesthesia for Surgicenters and Hospitals Conference (March 5, 2013)

HIPAA Compliance for Lawyers: The New Requirements, Teleseminar sponsored by National Business Institute (June 5, 2013)

Ethical and Legal Aspects of Withholding Care, Presented at Annual Renal Disease and Electrolyte Disorders Course (July 24, 2013)

Lay Witness Examinations, Presented at the Colorado Defense Lawyer's Association Trial Academy (April 23, 2014)

Is Anyone Home? Surviving and Thriving in a Solo / Small Office, Presented at the NACUA Annual Conference (June 23, 2014)

Why Are You Looking at Me? General Counsel's Responsibility for Compliance to the Board and the Institution, Presented at the NACUA Annual Conference (June 24, 2014)

Defending High Profile Medical Malpractice Cases, Presented at the Colorado Defense Lawyer's Association Annual Conference (July 25, 2014)

HIPAA, Teleseminar sponsored by National Business Institute (August 28, 2014)

Cognitive Bias, Presented to University Counsel (October 10, 2014)

Expert Witness Examinations and the Art of War, Presented at the Colorado Defense Lawyer's Association Trial Academy (November 6, 2014)

Proposed Amendments to the Rules of Civil Procedure, Presented to Colorado Defense Lawyer's Association (March 4, 2015)

"I Need a Favor": Educating Your Board on Conflicts of Interest, Presented at the NACUA Annual Conference (July 1, 2015)

Patrick T. O'Rourke & Jennifer Wunsch, Academic Freedom and Discharge from Public Employment: The Unsettled Debate, Colorado Lawyer, Vol. 44, No. 10 (October 2015)

Legal Counsel's Role in High Profile Litigation and Working with Public Relations Professionals, Presented to Office of University Counsel (October 22, 2015)

FMLA and Advocacy During Leave, Presented at the CU Women Succeed Forum (February 25, 2016)

Medical Malpractice Against Public Entities Under the Colorado Governmental Immunity Act, Presented by Colorado Bar Association Continuing Legal Education (April 15, 2016)

Panelist for Diversity and Inclusion in In-House Legal Departments (Presented by the Association of Corporate Counsel) (May 17, 2016)

War Stories: Deposition Conduct, Presented to Colorado Defense Lawyer's Association Annual Conference (July 29, 2016)

Emerging Legal Issues In Health Care Ethics, Presented at the Aspen Program for Ethical Healthcare Leadership, Sponsored by the American Society for Bioethics and Humanity (September 20, 2016)

Health Insurance Mergers: Understanding the Legal Basis for Opposition, Colorado Medicine, Vol. 113, No. 5 (September 2016)

College and University Counsel Address Title IX, Presented at 2016 ATIXA/SCOPE Joint National Conference, Sponsored by Association of Title IX Administrators and School and College Organization for Prevention Educators (October 7, 2016)

Symposium on Florida's Amendment 2 (Medical Marijuana) (Sponsored by University of Miami School of Law) (October 13, 2016)

A Few Good Men and Women in University Counsel, Presented to University Counsel (October 20, 2016)

Ethics Millionaire 2016, Presented to University Counsel (October 20, 2016)

Our Employment Law Issues and What We Look for in Outside Counsel, Presented by Colorado Bar Association Continuing Legal Education (December 2, 2016)

Not in My House: Outside Speakers on Campus and the Responsibility of the Public University, Panel Discussion at University of Colorado – Colorado Springs (December 12, 2016)

How to Handle Medical Records: Avoiding Liability, Presented to Colorado Bar Association Continuing Legal Education (January 27, 2017)

Governance Principles, Presented at Douglas County School Board Retreat (January 28, 2017)

Curbing Deposition Misconduct with the Rules of Professional Conduct, Presented at Colorado Judicial Institute: Straight Talk with Judges (March 2, 2017)

In Teaching and Learning, How to We Go About Being Legal?, Presented at President's Teaching Scholars Program Retreat (March 10, 2017)

PUBLISHED OPINIONS

Trujillo v. University of Colorado Health Sciences Center, 157 F.3d 1211 (10th Cir. 1998) (affirming dismissal of claims brought under Title VII including racially hostile work environment, disparate treatment, and retaliation through communications to subsequent employer).

Martinez v. Lewis, 969 P.2d 213 (Colo. 1998) (affirming, as *amicus curiae* for the Colorado Medical Society, dismissal of claims of professional negligence and violation of Colorado Consumer Protection Act brought against an independent medical examiner retained by third-party insurer).

Jandro v. Foster, 53 F.Supp.2d 1088 (D. Colo. 1999) (discussing qualified immunity issues pertaining to First Amendment retaliatory discharge and dismissing claims of intentional infliction of emotional distress).

Smith v. Plati, 56 F.Supp.2d 1195 (D. Colo. 1999) (dismissing claims brought under 42 U.S.C. §1983 against Assistant Athletic Director of Media Relations for the University of Colorado for alleged violation of rights secured under the First and Fourteenth Amendments to the United States Constitution).

Tracz v. Centennial Peaks Behavioral Health Systems, 9 P.3d 1168 (Colo. App. 2000) (affirming dismissal of claim under Colorado's psychiatric hold-and-treat statute and dismissing constitutional challenges to C.R.S. §27-10-105).

Pfenninger v. Exempla, 116 F.Supp.2d 1184 (D. Colo. 2000) (determining that physician's liberty and property interests were not violated by suspension of hospital staff privileges).

Pfenninger v. Exempla, 12 P.3d 830 (Colo. App. 2000) (clarifying the jurisdiction of the Colorado Board of Medical Examiners' Committee on Anticompetitive Conduct).

Pfenninger v. Example, 17 P.3d 841 (Colo. App. 2000) (considering the jurisdiction of the Committee on Anticompetitive Conduct after remand from Colorado Supreme Court).

North Colorado Medical Center, Inc. v. Nicholas, 27 P.3d 828 (Colo. 2001) (clarifying, as *amicus curiae* for the Colorado Medical Society, the non-liability of private hospitals performing peer review functions under the auspices of the Colorado Professional Review Act under 42 U.S.C. §1983).

Smith v. Plati, 258 F.3d 1167 (10th Cir. 2001) (affirming trial court's dismissal of claim brought under 42 U.S.C. §1983 on the grounds that factual allegations underlying false arrest claims did not rise to level of constitutional violation, there was no evidence of actionable retaliation for exercise of First Amendment rights and plaintiff could not establish a constitutional right of access to information maintained by the University of Colorado).

Preston v. Dupont, 35 P.3d 433 (Colo. 2001) (clarifying, as *amicus curiae* for the Colorado Medical Society, the relationship between the damage limitations contained Colorado's Health Care Availability Act and the general damage limitations contained in C.R.S. §13-21-102.5).

Gall v. Jamison, 44 P.3d 233 (Colo. 2002) (affirming trial court's order to produce attorney's notes revealing attorney's mental impressions once those materials had been considered by expert retained to render opinion testimony for trial).

Rodriguez v. HealthONE, 50 P.3d 879 (Colo. 2002) (affirming, as *amicus curiae* for the Physicians Insurance Association of America, the constitutionality of the periodic payment provisions of Colorado's Health Care Availability Act).

In the Matter of the Estate of Jacob J. Walter, 97 P.3d 188 (Colo. App. 2003) (affirming trial court's order establishing that certain beneficiaries were excluded from an estate).

Ortlieb v. Howery, 74 Fed. Appx. 778 (10th Cir. 2003) (determining that unauthorized disclosure of medical records would not give rise to a claim under 42 U.S.C. §1983).

Roberson v. Pinnacol Assurance, 98 Fed. Appx. 778 (10th Cir 2004) (determining that physicians who generated independent medical examinations could not be held liable for conspiracy to violate due process).

Garhart v. Columbia/HealthONE, LLC, 95 P.3d 571 (Colo. 2004) (upholding, as *amicus curiae* for the Colorado Medical Association, the constitutionality of the Health Care Availability Act against claims of violation of right to jury trial, denial of due process, and violation of the separation of powers doctrine).

Argus Real Estate v. E-470 Public Highway Authority, 109 P.3d 604 (Colo. 2005) (applying the statutory Rule Against Perpetuities to claims made against a public authority).

Alcon v. Spicer, 113 P.3d 735 (Colo. 2005) (determining, as *amicus curiae* for Copic Insurance Company, the nature and extent of the waiver of the physician-patient privilege through the maintenance of claim for personal injuries).

Porter Construction Services v. Ehrhardt, Keefe, Steiner & Hottman. P.C., 131 P.3d 1115 (Colo. App. August 25, 2005) (determining the accrual date for prejudgment interest in accounting malpractice actions).

Raleigh v. Performance Plumbing & Heating, 130 P.3d 1011 (Colo. February 21, 2006) (determining, as *amicus curiae* for the Colorado Defense Lawyers Association, the scope of a claim for negligent hiring).

Hartmann v. Nordin, 137 P.3d 43 (Colo. 2006) (determining, as *amicus curiae* for the University of Colorado, the discovery of familial history in personal injury action).

Espinoza v. Perez, 165 P.3d. 770 (Colo. App. 2006) (determining the scope of the Colorado Wrongful Death Act and assignability of wrongful death claims).

Reutter v. Weber, 179 P.3d 977 (Colo. 2007) (determining, as *amicus curiae* for the University of Colorado, the permissibility of ex parte physician interviews in personal injury litigation).

St. Croix v. University of Colorado Health Sciences Center, 166 P.3d 230 (Colo. App. 2007) (determining the framework for evaluating pretext evidence in employment discrimination claims).

Simpson v. University of Colorado, 500 F.3d 1170 (10th Cir. 2007) (determining the potential Title IX liability of a university for off-campus student-on-student sexual harassment).

Sereff v. Steedle, 167 P.3d 135 (Colo. 2007) (determining, as *amicus curiae* for the University of Colorado, that the damage limitations of the Colorado Governmental Immunity Act apply to all potential claims asserted as a result of wrongful death).

Evers v. Regents of the University of Colorado, 509 F.3d 1304 (10th Cir. 2007) (construing the falsity requirement of liberty interests claim under 42 U.S.C. §1983).

Walker v. University of Colorado Board of Regents, 2007 WL 1793793 (D. Colo. 2007) (determining that claims should be dismissed against plaintiff who failed to comply with discovery orders).

Cardenas v. Jerath, 180 P.3d 415(Colo. 2008) (construing, as *amicus curiae* for the University of Colorado, the work product immunity doctrine).

Harrison v. University of Colorado Health Sciences Center, 337 Fed. Appx. 750, 2009 WL 1990881 (10th Cir. 2009) (determining University of Colorado Health Sciences Center protected by Eleventh Amendment immunity and that no private right of action exist under privacy regulations of Health Insurance Portability and Accountability Act).

Students for Concealed Carry on Campus, LLC v. Regents of the University of Colorado, 2010 WL 1492308 (Colo. App. 2010) (determining the applicability of the Colorado Concealed Carry Act to University of Colorado Board of Regents).

Churchill v. The University of Colorado at Boulder, 2009CA 1713 (Colo. App. 2010)(affirming that University of Colorado was entitled to quasi-judicial immunity from claims of First Amendment retaliation brought by tenured professor whose employment was terminated after adversarial process).

Gray v. University of Colorado Hospital Authority, 2010 WL 3430785 (D. Colo. 2010)(determining that hospital monitoring protocols did not “shock the conscience” in a manner that would give rise to substantive due process claims).

Estate of Ford v Eicher, 250 P.3d 262 (Colo. 2011) (determining, as *amicus curiae* for the University of Colorado, the standards for admission of expert medical testimony after *People v. Schreck* and *People v. Ramirez*).

Day v. Johnson, 255 P.3d 1064 (Colo. 2011) (determining, as *amicus curiae* for the University of Colorado, the propriety of Colorado Jury Instruction defining the standard of care in medical malpractice actions).

Gray v. University of Colorado Hospital Authority, 2012 WL 604164 (10th Cir. 2012)(determining that “danger creation” theories under the Fourteenth Amendment to the United States Constitution cannot proceed in the absence of “private violence” sufficient to trigger a governmental duty of care).

Regents of the University of Colorado v. Students for Concealed Carry on Campus, LLC, 2012 WL 691538 (Colo. 2012) (determining the applicability of the Colorado Concealed Carry Act to University of Colorado Board of Regents).

Churchill v. The University of Colorado at Boulder, 285 P.2d 986 (Colo. 2012)(determining that the University of Colorado was entitled to quasi-judicial immunity with respect to the claims brought by tenured professor whose employment was terminated by the University).

Gray v. University of Colorado Hospital Authority, 284 P.2d 191 (Colo. App. 2012)(affirming trial court’s decision to dismiss hospital from lawsuit based on hospital’s immunity from liability for tort claims).

Lobato v. State of Colorado, 218 P.2d 358 (Colo. 2013)(construing, as *amicus curiae* for the University of Colorado, the legality of public school financing under the Colorado Constitution).

Kelly v. Haralampopoulos, 327 P.3d 255 (Colo. 2014)(determining, as *amicus curiae* for the University of Colorado, the scope of the medical diagnosis and treatment exception to the hearsay rule).

Chapman v. Harner, 339 P.3d 519 (Colo. 2015) (determining, as *amicus curiae* for the University of Colorado, the burden of proof allocation under the *res ipsa* doctrine).

P.W. v. Children’s Hospital Colorado, 364 P.2d 891 (Colo. 2016) (determining, as *amicus curiae* for the University of Colorado, the duty of care for inpatient psychiatric care)

BAR ADMISSIONS

United States Supreme Court
United States Tenth Circuit Court of Appeals

Colorado Supreme Court
United States District Court for the District of Colorado

PROFESSIONAL AFFILIATIONS

Colorado Bar Association
National Association of College and University Attorneys
Colorado Defense Lawyers Association
Colorado General Counsel Group
Member of the Colorado Bar Association's Ethics Committee (2000-2005)
Denver Bar Association Board of Governors (2010 –2011, 2017-present)
Denver Bar Association Nominating Committee (2011-2012)

VOLUNTEER SERVICES

Participant in the Federal Courts Pro Bono Mentoring Program
Mentor in the Executive Internship Program for Cherry Creek Schools
Appellate Judge for the National Appellate Advocacy Committee Competition
Board of Directors of St. Mary's High School (2000-2005)
Board of Directors of the Colorado Cancer Research Program (2002-2006)
Association of Title IX Administrators – Advisory Board (2012-present)
Colorado Judicial Institute – Board Member (2016-present)
Center for Legal Inclusiveness – Board Member (2016-present)

- **FY 2017-18 Budget**

FY18 Budget Overview

The finance team had two overarching goals for DSST's FY18 Budget: 1) Support DSST's recently adopted strategic plan, and 2) Meet Long Term Forecast targets for net income. Below is a summary of the significant shifts in the FY18 budget that aligned with those two goals.

Net Income

The upcoming fiscal year will see exciting changes to our budget as we can officially plan for the 2016 Mill and the Mill Levy Equalization that were both approved in FY17. Across the network, our FY18 total net income will increase \$1.2M over FY17. This equals \$341 per student in increased profitability, reducing our net loss per student by 40% and reducing our loss as a percent of operating expenses by 3.1%.

Student Need Based Budgets

DSST's strategic plan outlined four student demographics that require targeted funding based on the needs of the students. A new budget model was developed that broke out each student need based category with specific revenue sources and planned expenses. With the additional funding from the 2016 Mill Levy Override, schools were able to hire additional staff and fund additional stipends for SPED, ELL, GT, and Social/Emotional student needs. In FY18 we are budgeting to spend \$3.9M across these categories compared to \$2.7M in FY17.

Core Model Supports

Supporting the core elements of our strategic plan can be seen in budgeted expense line items such as student recruitment adding \$100k (integrated schools), signing day adding \$60k (college success), and STEM leadership development adding \$90k (academic preparation through STEM). Additionally, for the first time we are budgeting expected revenue and expenses from discretionary fees and fundraising sources – such as agency funds and STPs – that have in the past been excluded from the budgeting process. This is key as we put our plan in place to distribute a portion a fundraising across the network to increase equity across our campuses.

Improved School Planning

A new tactic that was adopted for FY18 budgeting was to proactively plan for anticipated enrollment levels and adjusting our staffing accordingly. Partnering with the Operations team, we forecasted October enrollment counts at each school starting in February, and updated those forecasts throughout the budget process to incorporate results from the first and second round of the DPS choice process. These enrollment forecasts allowed us to reduce FTE counts and limit the financial impact

of under enrollment while also providing additional funding for campuses above target enrollment. The result is that while our schools faced a \$1.4M revenue shortfall they responded by cutting \$1.3M in expenses. We were also able to strengthen our balance sheets at the schools in the upcoming year. We entered 2017 with \$475k in carryover across our schools, and will end this year at \$680k. Again, using funds from the 2016 Mill we increased our goal for entering 2019 to \$1.2M, and after budgeting we are projecting to hit \$1.3M in carryover.

Strategic Compensation

Also new to this year's budget is the inclusion of strategic compensation funded through the DPS Mill Equalization, which will increase revenues by \$740k in FY18, \$214 of that will go to fund strategic compensation, allowing the Home Office to use stipends to target teachers who we want to ensure we retain and incentivize staff to transfer to schools with greater need.

Salary Growth

Finally, salary growth targets were developed based on PPR growth, taking an average of the past three annual increases and the forecasted increases for the next two years (FY15-FY19). That formula produced a target growth rate of 2.6%. In May the FY18 PPR forecast was improved after legislative changes but the decision was made to not increase the target for FY18. The average YoY salary growth per FTE is budgeted as follows (not including the Team Performance Bonus shifting into base salary):

	FY17	FY18	% Change
Teachers	47,025	48,265	2.6%
School Admin	65,270	66,190	1.4%
Home Office	69,815	71,677	2.7%

Note that the number of new school admin allowed us to provide desired raises to returning admin and still have average salary growth fall well below the target.

FY19 Improvements

Even though we believe we have made great strides in a year of budget transition, we also recognize there is room for improvement in our future budgeting process. School budgeting involves a target carryover amount that School Directors need to hit, however we don't have a similar process in place for the Home Office. As a result, the schools' budgets have reacted much more dynamically to changes in revenue sources while the Home Office has not, mainly driven by personnel decisions. Next year we will create a process to set spending targets aligned with the LTF for each Home Office department to ensure tighter fiscal responsibility.

DSST PUBLIC SCHOOLS

Fiscal Year 2018 Budget Draft

Fiscal Year 2018 Proposed Budget
(in thousands, except enrollment and FTEs)

	STP	GVR	Cole	CV	Byers	CG	Henry	Mont	CP	HO + Fdn	Total
Enrollment	1,022	987	816	867	732	605	252	0	49		5,330
FTEs	95	100	92	86	72	57	30	2	27	75	635
Revenue											
Student Revenue	370	166	110	102	183	113	27	-	-	-	1,070
Governmental Revenue	10,101	10,384	8,925	9,487	7,230	6,493	2,961	375	1,539	(1,130)	56,364
Contributions & Grants	23	-	-	-	-	-	-	-	-	3,263	3,286
CMO Fees Revenue	-	-	-	-	-	-	-	-	-	10,679	10,679
Misc Revenue	-	-	-	-	-	-	-	-	-	402	402
Total Revenue	10,493	10,550	9,035	9,589	7,413	6,606	2,988	375	1,539	13,215	71,802
Expense											
Salaries	5,064	5,164	4,749	4,264	3,665	2,960	1,524	116	892	5,472	33,870
Additional Pay	338	353	262	299	248	163	88	5	52	707	2,517
Payroll Taxes and Benefits	1,118	1,658	1,518	1,382	1,182	945	493	36	295	1,117	9,744
Professional Development	40	51	40	33	53	19	12	-	7	1,333	1,586
Supplies	310	305	235	273	272	177	70	12	52	233	1,938
DPS Expenses	1,458	1,524	1,215	1,202	955	920	457	-	68	-	7,800
Professional Services	42	22	34	53	6	7	41	-	10	793	1,009
CMO Fees Expense	1,688	1,934	1,749	1,747	1,476	1,292	628	89	75	-	10,679
Operating Leases	21	22	19	17	16	9	1	-	-	178	284
Facilities	13	13	14	8	197	201	109	-	47	102	704
Technology	23	14	9	17	24	42	28	185	17	3,096	3,455
Misc Expenses	126	34	7	5	8	4	2	-	15	559	760
Total Expense	10,241	11,095	9,851	9,299	8,101	6,739	3,453	444	1,530	13,591	74,346
Net Income	252	(546)	(817)	290	(689)	(133)	(465)	(69)	9	(376)	(2,544)

Change Between FY17 and FY18 Budgets (in thousands, except enrollment and FTEs)

	Schools	HO + Fdn	Total	Schools %Δ	HO %Δ	Total %Δ	Notes
Enrollment	549		549				
FTEs	85	12	97	18%	19%	18%	
Revenue							
Student Revenue	243	0	243	29%		29%	(1)
Governmental Revenue	11,325	(140)	11,185	25%	14%	25%	(2)
Contributions & Grants	(118)	263	146	-84%	9%	5%	
CMO Fees Revenue	0	2,103	2,103		25%	25%	
Misc Revenue	(38)	(19)	(56)	-100%	-4%	-12%	
Total Revenue	11,413	2,207	13,620	24%	20%	23%	
Expense							
Salaries	(5,486)	(1,057)	(6,543)	24%	24%	24%	(3)
Additional Pay	147	(107)	40	-7%	18%	-2%	(4)
Payroll Taxes and Benefits	(1,625)	(86)	(1,711)	23%	8%	21%	
Professional Development	(24)	(553)	(577)	10%	71%	57%	(5)
Supplies	(119)	(62)	(182)	8%	37%	10%	
DPS Expenses	(1,347)	0	(1,347)	21%		21%	(6)
Professional Services	277	(179)	98	-56%	29%	-9%	
CMO Fees Expense	(2,103)	0	(2,103)	25%		25%	(7)
Operating Leases	(6)	(68)	(73)	6%	62%	35%	
Facilities	(194)	(73)	(266)	47%	250%	61%	(8)
Technology	246	(458)	(212)	-41%	17%	7%	
Misc Expenses	651	(156)	496	-76%	39%	-39%	(9)
Total Expense	(9,582)	(2,798)	(12,380)	19%	26%	20%	
Net Income	1,831	(591)	1,240	46%	-275%	33%	

* positive difference indicates favorable change

Footnotes to the FY18 Budget Changes

- (1) Student Revenue increase of \$243K due to additional enrollment (+\$107K) and first time budgeting agency funds and STPs (+\$136K), which was not reported on previously.
- (2) Governmental Revenue increase of \$11.2M driven by additional PPR and Mill Levy from 549 more students (+\$6.0M), new 2016 Mill Levy (+\$2.8M), Mill Levy Equalization (+\$741K), Tech Bond (+\$479K), Title V (+\$465K) and Center Program reimbursements from 60% enrollment growth(+\$455K).
- (3) Higher Salaries of \$6.5M due to 97 additional FTEs (+\$4.9M), higher average salaries (+\$882K) and applying team performance bonus to salaries (+\$758K).
- (4) Additional Pay is not as high as would be otherwise due to elimination of team performance bonus (-\$758K), which is now rolled up into salaries. Savings partially offset by strategic compensation (+\$214), substitute pay (+\$103), and coaches (+\$30).
- (5) Increase of \$577K in Professional Development due to higher budgeted expenses in leadership development (+\$159K), college support (+\$136K), student recruitment

(+\$100K), signing day (+\$58K), holiday party (+\$45K), inFusion (+\$26K), Slice of Pi (+\$21K), and TCP dinner (+\$18K).

- (6) DPS Expenses increasing by \$1.3M due to higher enrollment (+\$741K), increasing overhead fee (+\$292K), higher transport (+\$198K), and higher SpEd fee (+\$108K). (Note that overhead fee was temporarily suppressed in FY17 due to fee reconciliation credit-without the credit the increase would be +210k and as a % of PPR the fee in FY17 is 3.4% and in FY18 is 3.9%).
- (7) CMO Fee increase of \$2.1M due to growing school contingency and PCOP reserve transfers (+\$970K), higher CMO overhead fee from increase in enrollment and PPR (+\$547K), and the remaining quarter from school reimbursements to the Home Office (e.g., computers, connectivity, etc.).
- (8) CG high school furniture and fixtures (+\$155k) for new school and HO new furniture and fixtures (+\$76k) for move to new office space.
- (9) Decrease in Misc Expenses of \$496K primarily resulted from removing school surplus reserves from FY18 budget (-\$654K), partially offset by adding agency fund and STP expenses for the first time (+\$136K) and increasing COO reserve (+\$100K).

Year-Over-Year Staffing Changes at Fully Built-Out Schools

	Total FY18 FTEs	Change Over FY17	Notes
STP MS	41	+2	Added 2 student need-based positions
STP HS	54	+4	Added 3 student need-based positions & 1 college assistant
GVR MS	43	+2	Added 1 student need-based position & 1 teacher
GVR HS	57	+3	Added 1 student need-based position, 1 SDiT & 1 network pilot
Cole MS	40	-4	Subtracted 4 teachers*, 1 Dean/DCI & added 1 security officer
CV MS	45	-1	Subtracted 1 teacher
Byers MS	44	+4	Added 3 student need-based positions & 1 teacher
CG MS	41	<u>+2</u>	Added 1 student need-based position & 1 teacher
		+12	

* Cole MS teacher reduction tied to lower forecasted enrollment.

Location Legend

- STP: Stapleton
- GVR: Green Valley Ranch
- CV: College View
- CG: Conservatory Green
- Mont: Montbello
- CP: Center Program
- HO: Home Office
- Fdn: Foundation

Difference Between Long-Term Forecast and FY18 Budget (in thousands, except enrollment and FTEs)

	Budget	LTF	Difference	Notes	Budget		LTF		Difference	
					HO	School	HO	School	HO	School
Enrollment	5,281	5,481	(200)							
FTEs	609	622	(13)		76	532	73	549	3	(17)
Revenue										
Student Revenue	1,070	982	88		-	1,070	-	982	-	88
Governmental Revenue	54,825	56,330	(1,504)	(1)	(1,130)	55,955	(1,130)	57,460	0	(1,504)
Contributions & Grants	3,286	2,551	734		3,263	23	2,551	-	712	23
Misc Revenue	402	461	(59)		402	-	461	-	(59)	-
Total Revenue	59,584	60,325	(741)		2,535	57,048	1,883	58,442	653	(1,394)
Expense										
Salaries	32,978	32,685	(293)	(2)	5,472	27,505	5,022	27,663	(451)	158
Additional Pay	2,464	2,845	380	(3)	707	1,757	463	2,382	(244)	625
Payroll Taxes and Benefits	9,449	9,666	217	(4)	1,117	8,332	1,024	8,643	(93)	310
Professional Development	1,579	1,184	(395)	(5)	1,333	247	905	279	(428)	32
Supplies	1,886	2,038	153		233	1,653	169	1,869	(64)	217
DPS Expenses	7,732	7,564	(167)	(6)	-	7,732	-	7,564	-	(167)
Professional Services	1,000	1,166	166	(7)	793	206	906	260	112	54
Operating Leases	284	244	(39)		178	106	127	117	(51)	11
Facilities	657	679	22		102	555	23	656	(79)	101
Technology	3,438	3,311	(127)		3,096	342	2,928	383	(168)	41
Misc Expenses	545	1,435	890	(8)	359	185.71	1,380	55	1,021	(131)
Total Expense	62,011	62,819	807		13,391	48,621	12,947	49,872	(444)	1,251
Net Income	(2,427)	(2,494)	66		(10,855)	8,428	(11,064)	8,570	209	(142)

* positive difference indicates favorable change

** budget and LTF made comparable by (1) adding LTF fundraising +\$1.4M, (2) adding COO reserve to LTF +\$400k, and (3) removing PCOPs at Stapleton in LTF -\$486k (budget would look \$1.5M better otherwise, relative to LTF)

*** budget and LTF numbers presented above exclude center programs

Footnotes to the Long Term Forecast Comparison

- (1) Governmental revenue is \$1.5M lower due to under-enrollment of 200 student (-\$2.0M). Across all governmental revenue, average rate is \$104/student higher than LTF (+0.5M).
- (2) Salaries are \$293K higher due to higher average salaries (+\$961K, of which \$742K is from team performance bonus), partially offset by salary savings from 13 fewer FTEs (-\$669K).
- (3) Additional Pay lower by \$380K due to eliminating team performance bonus (-\$742K), partially offset by strategic compensation (+\$214K) and summer fellows (+\$98K).
- (4) Payroll Taxes and Benefits savings of \$217K attributable to 13 fewer FTEs (-\$198K), partially offset by higher per FTE taxes and benefits (+\$20K).
- (5) Increase of \$395K in Professional development largely tied to strategic plan (see footnote #5 of budget for details).
- (6) DPS Expenses higher by \$125K due to higher DPS Overhead rate (+\$226K), higher transport costs (+\$159K) and higher food services rate (+\$30K), partially offset by fewer students (-\$276K).
- (7) Professional Services lower by \$166K due to fewer TFA members (-\$34K), lower auditor cost (-\$74K) and elimination of investment fees (-\$43K).
- (8) Misc Expenses lower by \$890K because the LTF included \$1.1M for strategic plan, which is spread between different categories in the FY18 budget.

FY18 to FY17 Budget Comparison (per Student)

(per student)	FY18		FY17		Difference	
	Schools	HO	Schools	HO	Schools	HO
Revenue						
Student Revenue	201	-	173	-	28	-
Governmental Revenue	10,787	(212)	9,657	(207)	1,130	(5)
Contributions & Grants	4	612	29	627	(25)	(15)
CMO Fees Revenue	-	2,004	-	1,794	-	210
Misc Revenue	-	75	8	88	(8)	(13)
Total Revenue	10,992	2,479	9,867	2,302	1,125	177
Expense						
Salaries	5,328	1,027	4,792	923	(536)	(103)
Additional Pay	339	133	409	126	70	(7)
Payroll Taxes and Benefits	1,619	210	1,465	216	(154)	6
Professional Development	48	250	48	163	0	(87)
Supplies	320	44	332	36	12	(8)
DPS Expenses	1,463	-	1,350	-	(114)	-
Professional Services	41	149	103	128	63	(20)
CMO Fees Expense	2,004	-	1,794	-	(210)	-
Operating Leases	20	33	21	23	1	(10)
Facilities	113	19	85	6	(28)	(13)
Technology	67	581	127	552	59	(29)
Misc Expenses	38	105	178	84	141	(20)
Total Expense	11,399	2,550	10,703	2,257	(695)	(292)
Net Income	(407)	(71)	(836)	45	430	(115)

* positive difference indicates favorable change

FY18 Budget to Long-Term Forecast Comparison (per Student)

(per student)	Budget	LTF	Difference	Budget		LTF		Difference	
				HO	School	HO	School	HO	School
Revenue									
Student Revenue	203	179	23	-	203	-	179	-	23
Governmental Revenue	10,382	10,277	104	(214)	10,596	(206)	10,483	(8)	112
Contributions & Grants	622	466	157	618	4	466	-	152	4
Misc Revenue	76	84	(8)	76	-	84	-	(8)	-
Total Revenue	11,283	11,006	276	480	10,803	344	10,663	137	140
Expense									
Salaries	6,245	5,963	(281)	1,036	5,208	916	5,047	(120)	(161)
Additional Pay	467	519	52	134	333	84	435	(49)	102
Payroll Taxes and Benefits	1,789	1,764	(26)	211	1,578	187	1,577	(25)	(1)
Professional Development	299	216	(83)	252	47	165	51	(87)	4
Supplies	357	372	15	44	313	31	341	(13)	28
DPS Expenses	1,464	1,380	(84)	-	1,464	-	1,380	-	(84)
Professional Services	189	213	23	150	39	165	47	15	8
Operating Leases	54	45	(9)	34	20	23	21	(10)	1
Facilities	124	124	(0)	19	105	4	120	(15)	15
Technology	651	604	(47)	586	65	534	70	(52)	5
Misc Expenses	103	262	159	68	35	252	10	184	(25)
Total Expense	11,742	11,461	(281)	2,536	9,207	2,362	9,099	(174)	(108)
Net Income	(460)	(455)	(5)	(2,056)	1,596	(2,019)	1,564	(37)	32

* positive difference indicates favorable change

Fiscal Year 2018 Proposed School Budgets
(in thousands, except enrollment and FTEs)

	STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	Byers HS	CG MS	CG HS	Henry MS	Mont MS	Total
Highest Grade	8	12	8	12	8	12	8	11	8	10	8	9	7	-	
Enrollment	464	558	456	531	399	417	462	405	462	270	454	151	252	-	5,281
FTEs	41	54	43	57	40	51	45	40	44	29	41	16	30	2	534
Revenue															
Student Revenue	104	266	60	106	44	65	49	53	113	70	73	40	27	-	1,070
Governmental Revenue	4,565	5,536	4,732	5,651	4,334	4,591	5,012	4,475	4,392	2,838	4,522	1,971	2,961	375	55,955
Contributions & Grants	-	23	-	-	-	-	-	-	-	-	-	-	-	-	23
Total Revenue	4,669	5,824	4,793	5,757	4,378	4,657	5,061	4,528	4,505	2,908	4,595	2,011	2,988	375	57,048
Expense															
Salaries	2,132	2,932	2,154	3,010	2,065	2,684	2,235	2,029	2,200	1,464	2,097	863	1,524	116	27,505
Additional Pay	114	224	144	209	119	142	142	157	131	117	109	54	88	5	1,757
Payroll Taxes and Benefits	473	645	696	962	662	856	724	658	709	473	670	275	493	36	8,332
Professional Development	20	20	19	32	19	20	18	15	36	17	11	8	12	-	247
Supplies	96	213	93	212	123	112	135	137	138	134	103	74	70	12	1,653
DPS Expenses	747	711	761	763	645	569	720	482	662	293	727	193	457	-	7,732
Professional Services	21	22	9	14	23	12	36	18	5	1	6	1	41	-	206
CMO Fees Expense	767	921	891	1,043	854	895	917	830	870	606	891	402	628	89	10,605
Operating Leases	10	11	11	11	11	8	10	6	11	6	6	3	1	-	106
Facilities	6	7	6	7	6	8	6	2	6	190	6	194	109	-	555
Technology	9	14	9	5	5	4	1	16	5	19	4	38	28	185	342
Misc Expenses	14	112	4	30	3	4	3	2	6	3	3	1	2	-	186
Total Expense	4,410	5,831	4,796	6,300	4,537	5,315	4,947	4,353	4,779	3,323	4,632	2,107	3,453	444	59,225
Net Income	259	(7)	(3)	(543)	(158)	(658)	115	175	(274)	(415)	(37)	(96)	(465)	(69)	(2,177)
Budgeted Carryover	54	9	242	135	16*		31	153	183*		194	68	209	-	1,293
Enrollment Variance Reserve	125	125	125	125	125	125	125	125	125	125	125	125	125	125	1,750

* Cole and Byers are held to campus-level carryovers

DSST PUBLIC SCHOOLS

Financial Report for the Month Ended
March 31, 2017

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Consolidated Balance Sheets

(in thousands)

	March 31, 2017	June 30, 2016
<i>ASSETS</i>		
Current Assets		
Cash and Cash Equivalents	\$ 27,566	\$ 26,178
Restricted Cash and Cash Equivalents	-	-
Accounts Receivable	365	906
Prepaid PCOPs Credits	8,050	8,050
Promises to Give	3,709	4,839
Prepaid Items	145	141
Total Current Assets	39,835	40,115
Investments	12,579	12,587
Capital Assets Net of Accumulated Depreciation	668	668
Beneficial Interest in Assets Held by Foundation	150	139
Total Assets	\$ 53,232	\$ 53,508
 <i>LIABILITIES AND EQUITY</i>		
Liabilities		
Accounts Payable	922	2,902
Deferred Revenue	1,381	337
PCOPS Liability	429	492
Total Liabilities	2,732	3,731
Equity	50,500	49,777
Total Equity	50,500	49,777
Total Liabilities and Equity	\$ 53,232	\$ 53,508

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

Consolidated Statements of Income

(in thousands)

	Seven Months Ended	
	March 31,	
	2017	2016
<i>REVENUES</i>		
Student Revenue	\$ 611	\$ 569
Governmental Revenue	33,536	27,288
Contributions & Grants	1,575	1,465
Misc Revenue	198	230
Total Revenues	35,919	29,553
<i>EXPENSES</i>		
Salaries	18,642	15,349
Additional Pay	2,138	1,511
Payroll Taxes and Benefits	5,326	4,405
Professional Development	700	574
Supplies	1,116	1,005
DPS Expenses	4,826	4,057
Professional Services	820	762
Operating Leases	163	137
Facilities	245	87
Technology	1,078	706
Misc Expenses	143	340
Total Expenses	35,197	28,933
<i>NET INCOME</i>	\$ 723	\$ 619

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

Consolidated Statements of Cash Flow

(in thousands)

	March 31, 2017	June 30, 2016
<i>OPERATING ACTIVITIES</i>		
Net Income	\$ 723	\$ (605)
Changes in Operating Assets and Liabilities		
Accounts Receivable	541	1,171
Prepaid Expenses	(4)	880
Promises to Give	1,130	5,263
Accounts Payable	(1,980)	847
Deferred Revenue	1,044	(168)
PCOPs Liability	(63)	236
Cash Provided by Operations	1,391	7,624
<i>INVESTING ACTIVITIES</i>		
Investments	(4)	(423)
Purchase of Property & Equipment	-	(30)
Cash Provided by Investing	(4)	(453)
Change in Cash and Cash Equivalents	1,387	7,171
Cash and Cash Equivalents, Beginning of Year	26,178	19,007
Cash and Cash Equivalents, End of Year	\$ 27,566	\$ 26,178

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 fundraising.

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 primarily generated from more substitutes.
- Growing savings in Supplies due to underspending in multiple categories, primarily copies, student activities and paper.
- New positive variance in Professional Services attributable to consulting savings, mainly due to delayed spending of restricted funds.
- Growing Facility and Technology variances are due to timing of expenses, namely Title V furniture & fixtures and tech system installations.

School Statement of Income

	Year-to-Date Actuals	Year-to-Date Budget	Year-to-Date Variance
<i>REVENUES</i>			
Student Revenue	\$ 611	\$ 674	\$ (64)
Governmental Revenue	33,536	33,357	179
Contributions & Grants	12	70	(58)
Misc Revenue	48	28	20
Total Revenues	34,207	34,129	78
<i>EXPENSES</i>			
Salaries	15,506	16,101	595
Additional Pay	1,814	1,559	(255)
Payroll Taxes and Benefits	4,654	4,877	223
Professional Development	168	182	14
Supplies	1,007	1,232	225
DPS Expenses	4,826	4,836	9
Professional Services	194	418	224
Fees to CMO	5,607	5,607	0
Operating Leases	77	75	(2)
Facilities	218	343	125
Technology	163	471	307
Misc Expenses	54	29	(25)
Total Expenses	34,288	35,730	1,442
<i>NET INCOME</i>	\$ (81)	\$ (1,600)	\$ 1,520

* excludes CMO contributions and contingency reserves.

2. Home Office and Foundation Information

Revenue Variances

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

Expense Variances

- Continued positive variances in Salaries and associated Payroll Taxes & Benefits are due to un-hired, vacant positions.
- Growing 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.
- Shrinking Technology variance is due to high telecom costs and timing of software and computer purchases.

Home Office and Foundation Statement of Income

	Year-to-Date Actuals	Year-to-Date Budget	Year-to-Date Variance
<i>REVENUES</i>			
Contributions & Grants	\$ 1,562	\$ 2,250	\$ (688)
Fees to CMO	5,607	5,607	(0)
Misc Revenue	150	190	(40)
Total Revenues	7,319	8,047	(728)
<i>EXPENSES</i>			
Salaries	3,136	3,311	175
Additional Pay	324	489	165
Payroll Taxes and Benefits	672	773	101
Professional Development	532	574	42
Supplies	109	153	44
Professional Services	626	436	(191)
Operating Leases	86	83	(4)
Facilities	27	22	(5)
Technology	915	743	(172)
Misc Expenses	89	45	(44)
Total Expenses	6,516	6,628	113
NET INCOME	\$ 804	\$ 1,418	\$ (615)

* excludes CMO contributions and contingency reserves.

3. Enrollment

FY18 Enrollment

	(1)	(2)	(3)	(4)	(5)	(5) - (3)	(5) - (4)
	FY16	FY17	FY18	LTF	FY18	Target	LTF
	Actual	Actual	Target	Estimate	Estimate	Variance	Variance
STP MS	449	454	450	457	464	14	7
STP HS	514	537	500	525	558	58	33
GVR MS	455	449	450	457	456	6	(1)
GVR HS	516	527	500	525	531	31	6
Cole MS	439	461	450	457	399	(51)	(58)
Cole HS	278	370	500	525	417	(83)	(108)
CV MS	449	461	450	457	462	12	5
CV HS	139	298	410	420	405	(5)	(15)
Byers MS	442	460	450	457	462	12	5
Byers HS	-	133	295	295	270	(25)	(25)
CG MS	298	453	450	457	454	4	(3)
CG HS	-	-	155	150	151	(4)	1
Henry MS	-	147	300	300	252	(48)	(48)
	3,979	4,750	5,360	5,482	5,281	(79)	(201)

* excludes center program students.

- **DSST Inc. Investment Policy**

INVESTMENT POLICY STATEMENT

Policies & Procedures

for

***Denver School of Science and Technology, Inc.
(DSST)***

May 2017

1.0 Purpose

To replace the previous Investment Policy and to establish new policies and procedures for the deposit and investment of DSST's public funds.

2.0 Scope

These policies and procedures are applicable to any funds in DSST's custody, possession, or control; any funds over which DSST has investment control; any funds over which DSST would have investment control but for the delegation of that control to another person; and any funds over which another person exercises investment control on behalf of or for the benefit of DSST.

3.0 Policy

All deposits and investments must be within the policies established herein and in all events must be in compliance with CRS 24-74-601 et seq. In the event of any conflict or inconsistency between CRS 24-74-601 et seq. and this Policy, CRS 24-74-601 et seq. will control.

It is the Policy of DSST to invest funds which are not required for general business purposes in the next 90 days. All funds not invested will be deposited with a financial institution is insured by the FDIC, and that meets the conditions of Colorado's Public Deposit Protection Act and is in compliance with CRS 11-47-101 et seq .

4.0 Investment Objectives

In order of priority, the objectives of DSST's investment program seek:

- a) Preservation of capital
- b) Liquidity / Marketability
- c) Maximization of total return

5.0 Preservation of Capital

- a) At the time of purchase, each long term security issued by a governmental entity must carry at least two credit ratings at or above "A" or its equivalent from nationally recognized statistical rating organizations.
- b) At the time of purchase, each long term security issued by a corporation or bank must carry at least two credit ratings at or above "AA- or Aa3" or its equivalent from nationally recognized statistical rating organizations.
- c) At the time of purchase, each money market instrument such as commercial paper or bankers' acceptance must carry at least two credit ratings at or above "A-1, P-1, F-1" or its equivalent from a nationally recognized statistical rating organization.
- d) If a security is downgraded below these levels management is authorized to take whatever action is deemed prudent to promptly bring the portfolio back into compliance.

6.0 Liquidity and Maturity

- a) When made, all investments shall be in instruments which mature in less than five years (governmental/agency/ securities) or three years (corporate and bank securities).

- b) Investments will have maturity dates that are consistent with the need for funds as defined by the most recent Board approved budget and long range forecast.

7.0 Types of investments

"Security" means any bill, note, bond, bankers' acceptance, commercial paper, repurchase agreement, reverse repurchase agreement, securities lending agreement, guaranteed investment contract, guaranteed interest contract, annuity contract, funding agreement, certificate of indebtedness or other evidence of indebtedness, or interest in any of the foregoing. No foregoing instrument shall be convertible to equity or represent any equity interest. All foregoing instruments shall be denominated in the currency of the United States.

Selected approved securities include:

- US Treasury Securities
- Federal Agency Securities
- Local Government/Municipal Securities
- Commercial paper
- Corporate and bank Securities
- Money market funds (constant share price)
- Bank deposit programs

8.0 Diversification

- a) Securities issued by one issuer or a group of issuers from the same holding company are limited to a maximum weighting of 5% of the portfolio at cost.
- b) If 5% of the portfolio (at cost) is less than \$100,000 par value, the maximum investment is increased to \$100,000 (par value).
- c) There is no limit to the percentage of the portfolio that may be maintained in U.S. Treasury Securities, U.S. Agency Securities or SEC registered money market funds.

9.0 Administration

The CEO, CFO or members of their staff as authorized by them, are authorized to approve increases or decreases in the amount of funds being invested, consistent with all other provisions of this Policy.

Wells Fargo is the initial custodian and book of record.

The custodian will provide monthly reporting detailing the account(s) value and change from the prior period and demonstrating compliance with this Policy. The custodian will provide tax reporting after each June 30 and December 31.

DSST Management will prepare compliance and performance reports no less frequently than quarterly and submit them for review to the Finance Committee of the Board.

Changes to the Investment Advisor or the Custodian will be approved in advance by the Finance Committee of the Board.

Signatures:

Wells Fargo

Denver School of Science and Technology, Inc.

Date: _____

Date: _____

• DSST Board Designated Reserves Policy

DSST Reserves Policy

Proposals:

1. Revise the current Board Designated Operating Reserve to be three months of the current fiscal year's budgeted operating expenses.
2. Rename the Emergency Reserve to Tabor Reserve.
3. Remove the current Strategic Initiatives Reserve and Investment Earnings Reserve.

Detail:

Currently there are four different Board Designated reserve accounts: Emergency Reserve, Investment Earnings Reserve, Strategic Initiatives Reserve, and Operating Reserve. The Emergency Reserve is required by TABOR, and we will continue to reserve 3% of the current year's expense budget. The Investment Earnings reserve holds 50% of our investment returns to fund strategic initiatives or COO reserve projects. The Strategic Initiatives reserve is the \$400k we budget in the COO reserve each year. Finally, the Operating Reserve holds Mill Levy Override funds from 2013 that were unspent and designated to cover the costs of raises through TCP above a 3% standard raise pool cost.

The first policy we are proposing is to update our use of the Operating Reserve. At the end of FY 2017, the current operating reserves will be used to fund salaries in order to wind down the original designation of these reserves. We propose to simultaneously establish an Operating Reserve that DSST can use to support operations in the event of an unanticipated increase in expenses or shortfall in revenue. After conducting research and soliciting input from CSGF and Eide Bailly we believe three months of forward looking operating expenses is an appropriate balance between holding enough to protect against unexpected shocks while not over-restricting our assets. For FY18, the amount held in the reserve would be \$15.83M, based on budgeted expenses (excluding CMO fees).

At the end of each fiscal year, the Board will designate the amount to be held in the Operating Reserve for the coming year. During the year, Operating Reserve funds will only be drawn down with approval from the board. In that event, DSST management will need to provide the board information on 1) the unanticipated increase in expenses or decrease in revenue that is driving the need, 2) the amount requested to be drawn from the reserve, and 3) the timeline for returning the funds into the reserve. No funds will be deposited into other unrestricted accounts until the operating reserve is fully funded.

The second policy we are proposing is to rename the Emergency Reserve the Tabor Reserve. The intent of these funds will be to hold the required 3% of operating expenses in a reserve to be used only in the case of a declared emergency. Renaming this reserve clarifies that these are funds designated to follow state law and is not an internally designated fund.

The final policy is to eliminate the Strategic Initiatives Reserve and Investment Earnings reserve. The strategic initiatives reserve holds funds to be used for projects approved through the COO reserve. However, because the COO reserve is a budgeted expense line this reserve is unnecessary. In practice, when COO reserve funds are requested the amount needed is simply transferred out of the COO reserve line and into the expense requested.

The Investment Earnings Reserve is designed to hold a portion of investment returns to fund strategic initiatives or COO reserve projects. As stated above, a reserve for COO projects is unnecessary. We also don't believe that a reserve for specifically for strategic initiatives is necessary, as the cost of such an initiative would be evaluated in light of the entire budget and balance sheet. Removing this reserve will

simplify the balance sheet with no negative impact.

Future Consideration:

As of December, 2016, the DSST Foundation is holding all our private donations and will continue to do so moving forward. Over time, we will draw down on our DSST, Inc assets while the Foundation balance sheet continues to grow. The result is that eventually we will reach a point where DSST, Inc assets alone cannot cover the 3 months of expenses required in the operating reserve. Our recommendation is to include the required funds to support the operating reserve in the annual requested grant from the Foundation.



IV. Reports



Home Office

a. Academic Team Update

- Completed hiring for new Academic Team roles for 2017-18 (Manager of Mathematics, Senior Manager of Mild/Moderate Special Education, Senior Manager of Teacher Development, Manager of School Data)
- Setting 2017-18 goals for literacy achievement, math achievement, and achievement for students in Special Education; working in tandem with schools to align school-based goals to these network goals and choose focus schools where we will double down on specific goals
- Planning Summer Leadership Institute sessions that will prepare school leaders to meet these goals (literacy, math, and special education)
- Finalizing revisions to the Teacher Effectiveness rubric, norming process for leaders, and teacher observation cycle

b. Advocacy Update

Building community support for our Aurora charter application has been the focus of the Advocacy Team these past few months. We have:

- Knocked on over 1,300 doors in NW Aurora where 79% of those we talked to were supportive of our application;
- Collected over 400 letters of support from families, community leaders and elected officials;
- Mobilized supporters to attend and provide testimony at every APS Board of Education meeting since February;
- Presented to community groups and led tours;
- Presented to APS staff and charter committees.

The final vote is coming up at the end of June so we are currently working on getting Board members to hear from more parents and community.

We are beginning to connect the Montbello community to our new School Director, Brandi Chin. We have been getting to know the Montbello community well over the last year and are excited to introduce Brandi to many of the leaders who are very excited to have a high quality middle school in their neighborhood.

We just took three of our parent leaders to the Innovate Parent Institute in Long Beach, CA where they learned about how to organize in their communities for high quality choices. As we move into next year, we are continuing to assess how to best organize our parents at scale. Next year, we will be rolling out Parent Design Teams at many of our campuses with the intention to give our parents more opportunities for leadership and authentic advocacy at school level with a network wide lens.

c. College and Alumni Support & STEM Partnerships

DSST celebrated our first ever network Senior Signing Day with more than 6000 students, staff, families, Board members, and DSST supporters. The Class of 2017 will be heading to a multitude of colleges this fall including: University of Denver, University of Colorado Boulder, University of Colorado Denver, Colorado State University, Worcester Polytechnic Institute, MIT, Williams College, Tulane, Vanderbilt, Lewis and Clark, Hobart and William Smith, Spelman, among others.

Board Member Glenn Russo is leading the charge in building our partnership with Galvanize. Our team has solidified a summer web development program with Galvanize and the Denver Office of Economic Development for DSST classes of 2015, 2016, and 2017. Galvanize will be piloting a curriculum which we hope to use this fall with DSST College View juniors and DSST Cole seniors-- funding pending. Curriculum would be supplemented with Galvanize professional development to build teacher capacity required to build and maintain and a computer science pathway. We have also solidified a summer Eship program for rising high school juniors. Alums will support as additional staff for this pilot also to be hosted at CU Denver.

Our Summer Fellows program will be hosting 30 alums at DSST and CU Denver this summer. New to the program is a week-long component, at CU Denver, to support DSST Cole rising seniors in completion of college and fly-in applications.

Additional DSST Cole rising seniors will be participating in a summer story-telling/college essay workshop hosted by Eship directors and founders Jeremy Wickenheiser and Nicholas Kukucka.

In collaboration with the Ed Tech and Data team, we are looking to finalize and launch our College Match Tool by inFusion on August 4th. Training will be available to all staff at this time.

d. Communications/Marketing Update

The Marketing and Communications team has been busy on four very intensive efforts this spring:

1) Events: Supporting both our Slice of Pi fundraiser, which raised over \$1.1 million, and our first network Senior Signing Day, which brought all of our almost 6,000 students, staff and supporters to the Denver Coliseum to celebrate our seniors – 100% of which were accepted into 4-year colleges for the 10th year in a row. After both of these events we are turning our attention to our next big event – Infusion, which brings our entire staff together (over 600 people) at the outset of the school year.

2) Student Recruitment: we've been focusing our current student recruitment efforts on planning for next year and dramatically changing the way we think about student recruitment and integrated schools. This plan was presented at the HO visit and we're happy to send to anyone else that is interested. We are also still working to fill open seats for next fall at DSST: Cole and DSST: Henry. This effort has included 1) a hand delivery of welcome packages, including sweatshirts, waterbottles and balloons, to 146 incoming DSST students at 21 different feeder schools 2) a celebration, which included food and a dunk tank, at each school that served as a public party where both current and incoming

students were invited and encouraged to bring friends 3) Over 400 phone calls to prospective families who are on other DSST waitlists or did not select a school in 1st round of school choice 4) Digital marketing efforts which included email, social and geofencing ads – all of which directed people to our online form or hotline where one of our team members would respond within a 24 hour period. These efforts have garnered an additional 30 students across the two schools since the end of Round 1.

3) Branding and Brand Positioning: We've launched a branding study focused on our brand perception in Denver through a series of focus groups that include DSST and non-DSST families in various regions throughout the city. These will help us to better understand our brand perceptions, in order to refine our messaging in student recruitment and brand awareness efforts. Our initial round of focus groups was just completed and we are currently in the analysis portion of the study.

4) We have been formulating messaging and content to help to celebrate DSST being named as a Broad Prize Finalist and have begun to develop collateral for use in this upcoming year's efforts around student and staff recruitment. This work has included a video, sponsored by Broad, which should be available in the coming weeks.

e. Education Technology Update

- In the final stages of development of Compass 2.0, our newly overhauled in house culture tracking application. The build was preceded by months of school-based interviews about how data can more effectively play a role in positive, proactive, values-driven cultures at our schools, and we're very excited about the direction of the new design. The new tool will launch at the start of the 17-18 school year.
- Completed phase one of an overhaul of the data collection, processing, and storage side of Teacher Career Pathway data. The new implementation is a great improvement in our ability to more efficiently calculate, and more reliably and thoroughly store longitudinal data about staff members growth on TCP. This work will be followed by phase two over the summer focused on improving the calculation and storage of student achievement data metrics associated with TCP.
- Preparing for heavy support of end-of-school year procedures relating to ed tech, such as trimester 3 final exam administration in Engrade, year-end data analysis in Polaris, year-end grade and core value grade posting in Infinite Campus and Compass, etc.

f. Human Capital Update

Talent Acquisition is in the final countdown for hiring. We hit our goal of 85% by May 15th and our on track to meet all our diversity, matriculation, and recruitment goals. We continuously work to support our Home Office Teams in their hiring work.

The Employee Resources team is busy onboarding over 200 employees in Greenhouse Onboarding, the new platform we installed early this year to centralize and streamline workflows. The compensation working group is in full swing and we began to implement some of our new guiding principles in the raise sheets sent out to schools. Additionally, we are executing benefits open enrollment, moving forward with our employee data overhaul and planning for NST to ensure a successful start to next year!

g. 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 at Samsonite – network has already been built
 - Contract has been awarded and kick-off will happen in May
 - 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, 3rd floor admin space reconfiguration
 - Conservatory Green: Classroom wing addition / SPED center
 - APS: Completed APS-led conceptual design of facility that will meet DSST's 6-12 program
- School-based:
 - Drafted comprehensive risk management toolkit with detailed protocols for schools to follow in the event of an emergency
 - Designing and developing sessions for our 3rd annual Operations Institute for Office Managers and Office Assistants, a two day immersive experience that will provide our front office teams with an exceptional development opportunity
 - Facilitating end of year rubric evaluations for Office Managers to provide them with concrete and actionable feedback on their roles
 - Creating POs for ~\$750k in grant- and DPS-funded furniture and equipment for new schools, schools adding a grade and schools adding a center program

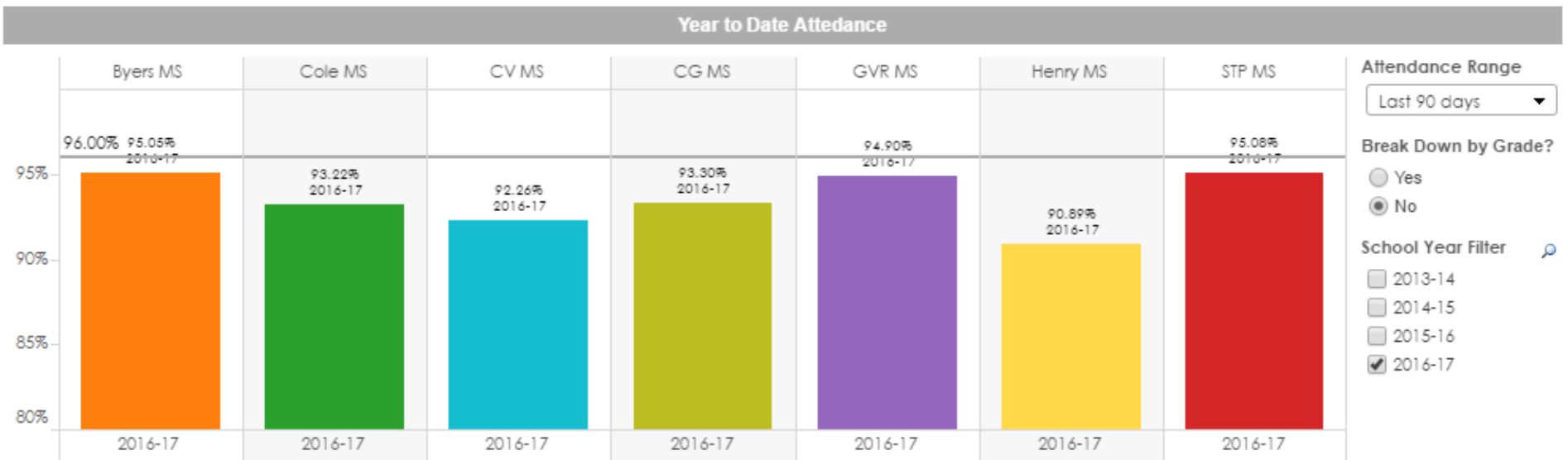
Business Operations:

- Aurora Public Schools Application:
 - Coordinated 2 Interviews with APS committees
 - Coordinating responses to questions on our application and program
 - APS board votes in June
- Redesigning business systems that better support the changes made to TCP
- Working with Senior Leadership to create a plan for how HO work will align and support School goals and the metrics on the school report card

h. Directors Report

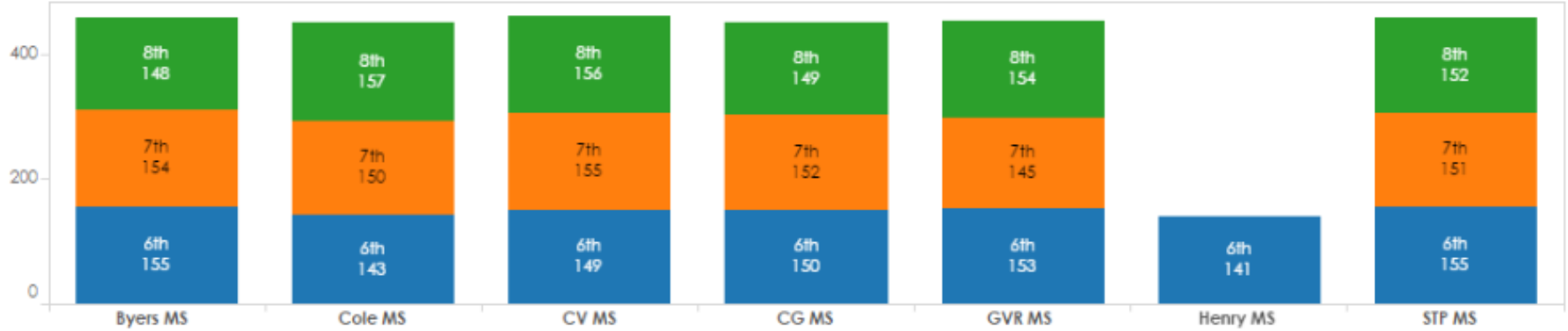
Middle School Directors Report

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Students
Teachers
Grades
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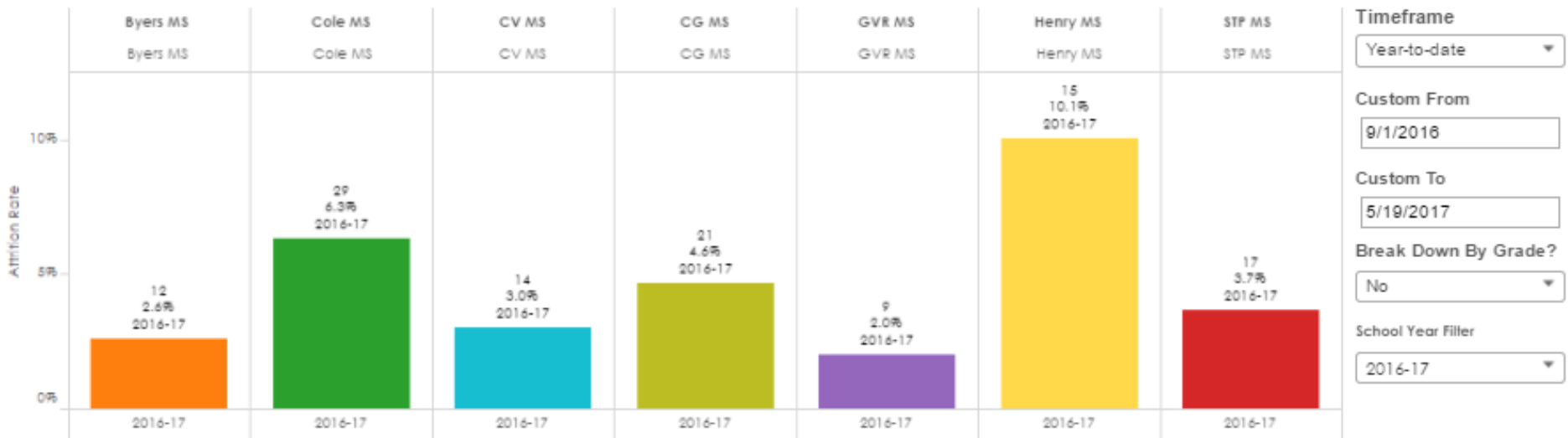


Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

Enrollment



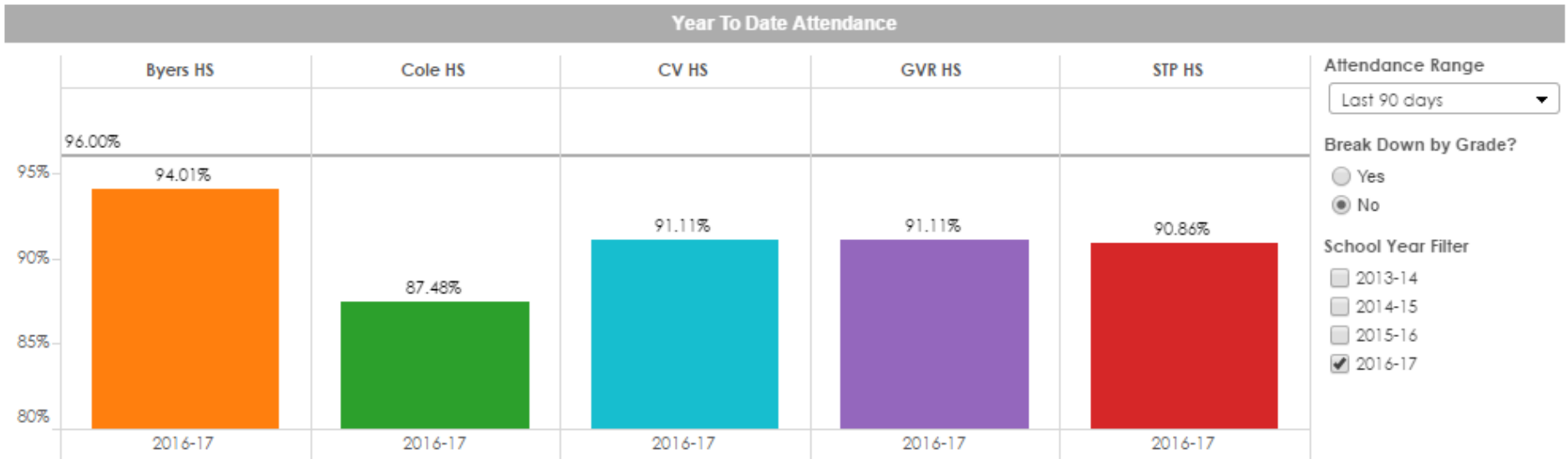
Attrition Rate



High School Directors Report

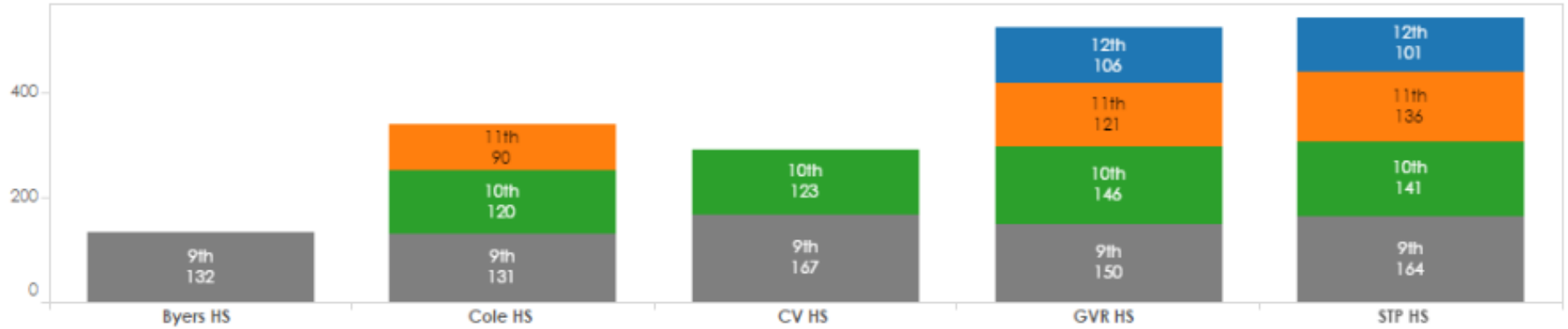
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Students
Teachers
Grades

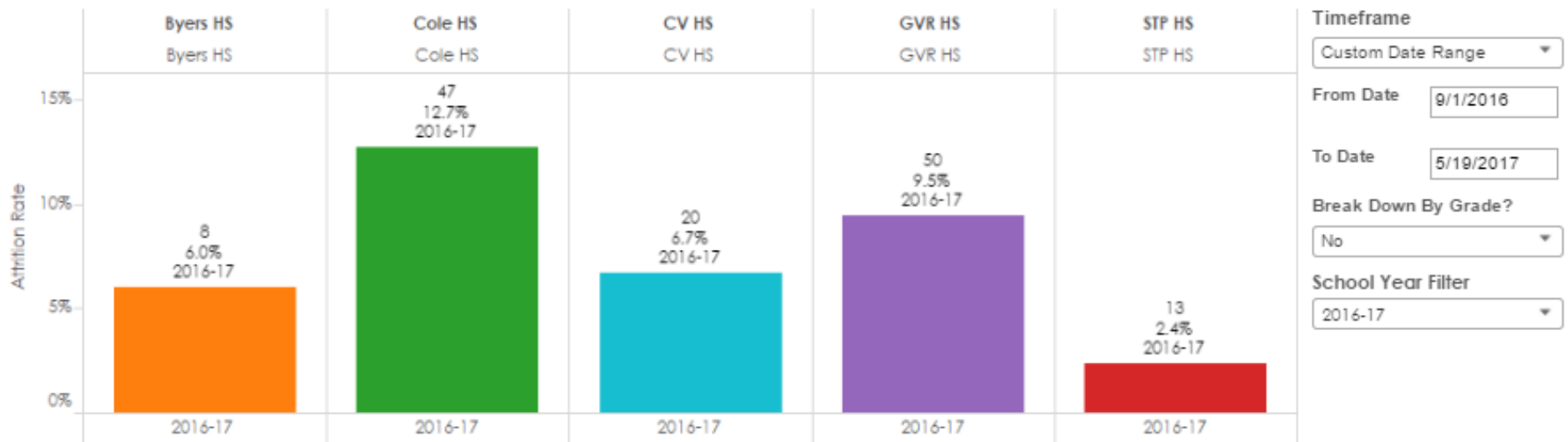


Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

Current Enrollment



Attrition Rate





Executive Committee and Chair's Report Reference Materials

The Executive Committee met on May 11th to confirm the May Board meeting agenda. Bill Kurtz provided an update on Aurora Public Schools, as well as staffing issues.

In attendance:

- Committee Members in person were Teresa Berryman, Alex Hernandez, Peter Fritzing, Justin Jaschke and Gloria Zamora.
- Staff members present were Bill Kurtz

Respectfully submitted,

Gloria Zamora



Finance & Operations Committee

**Finance & Operations Committee Meeting Minutes
March 15, 2017 2:00 pm and March 23, 2017 1:45 pm**

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 – COMPLETE
5. Review the enterprise risk management initiative including insurance coverage – IN PROCESS

Attendees

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

DSST Long Term Forecast

Nick and Scott explained the crosswalk between the figures in the first year of the long-term forecast and the January 2017 budget update submitted to Denver Public Schools. Committee members reviewed the reconciliation detail and asked questions of the team to make certain that all of the differences were understood. The Committee was comfortable with the figures in the long-term forecast.

FY 2017-18 Budgeting Process

Scott reported that the budgeting process for the schools has been completely revamped this year. The process has four significant parts: Enrollment projections based on school choice data and comprehensive enrollment analysis, School goal setting, School core model budgeting, and school special program budgeting (SPED, ELL, S/E and GT).¹ The core model budget uses the DSST budget template for personnel and other school costs. The schools set their budgets within these parameters and can only recommend variances to the extent that: the core model requirements are achieved; variances are related to the school goals; and budget authority is in place to support the change. The special program budget is set based on student needs/demographics and budget/funding benchmarks for each particular program. Because staffing is set based on core model and enrollment funding, hiring will be aligned and budget "misses" are far less likely to arise. Schools have budget carryover

¹ Special Education, English Language Learners, Social and Emotional, and Gifted and Talented.

policy to follow as well as reserve requirements to ensure that fiscal responsibility is maintained and there is a contingency for unexpected situations.

The budget process will be rolled into the new software (Adaptive Insights Budgeting Tool) which will improve reporting, accounting and accuracy. The committee members had an opportunity to see the model work and to ask questions about the model, budget policy and accountability.

Mil Equalization

A portion of the funding will be paid to employees this year as a flat amount per employee. Next year, some of the funds will be invested in the core model outlined in the budget process and for implementation of the revisions to the TCP² and compensation model. Goals of the revisions to TCP and the compensation model are to incentivize master teachers to work in schools across the DSST network rather than concentrating in some of the schools in existence the longest. Also, DSST is exploring compensation options so that teachers can grow their compensation for great teaching outside of promotions that take years to achieve.

Investment Policy

The committee endorsed the draft investment policy, which has been reviewed by the investment experts at Wells Fargo and will be reviewed by DSST legal counsel. The policy will be delivered to the DSST Board for approval at the May meeting. An investment policy is being drafted by Peter for the DSST Foundation.

Financial Reports for the Month ended January 31, 2017

The reports and variances were reviewed for the committee by Matt. Clarifying questions were asked and answered. Glenn offered to help DSST with the E-Rate variances that impact telecommunication fees paid by DSST and reimbursed by DPS from federal funds. The changes to the E-rate program have had a negative impact on the DSST IT budget for telecommunications.

Enrollment challenges exist at the Cole middle and high schools as well as at Henry. Major work is underway to help improve enrollment figures at each school. Budgets for the schools have been adjusted per the new budget process to reflect low enrollment. The enrollment issue at Byers high school is related to the retention of the first class at the school, which is typical for new schools when the first class enters high school.

The meetings ended at 4:45 PM and 2:20 PM respectively.

² Teacher Career Pathway

Finance & Operations Committee Meeting Minutes
May 9, 2017 1:30 pm

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 – COMPLETE
5. Review the enterprise risk management initiative including insurance coverage – IN PROCESS

Attendees

Peter Fritzing, Committee Member
Glenn Russo, Committee Member
Gloria Zamora, Visiting Board Chair
Scott Walker, Chief Operating Officer
Nick Plantan, Director of Finance
Matt Cullen-Meyer, Finance Manager

FY 2017-18 Budget

Scott gave a quick review of the changes to the budget process such as:

- Student needs based budgeting at the schools for special programs such as ELL, SPED, and Gifted and Talented;
- Implementation of the new policy for school reserves and yearend surplus and deficit amounts;
- Enhanced enrollment planning and accountability;
- New budget system and tools;
- Changes to budget accountability and responsibility; and
- Teacher compensation changes.

Scott reported that the concentration this year has been on the school budgets. In the next budget cycle, the Home Office budgeting process will be overhauled. Nick and Matt provided the committee members with the latest version of the budget and explained that further changes will be made as the legislative session concludes and figures are trued up. The Committee members went through the entire budget package in considerable detail and provided management a number of suggestions for the presentation to the board. Areas of concern were reviewed and suggestions were discussed. Scott, Matt and Nick provided clarifications, explanations and further detail to address questions. The next version of the budget will be shared with the Committee via email and will include any new revenue from the State, likely expense reductions in the Home Office figures, and an update of the comparison with the Long Term Financial Plan. The committee members expressed their appreciation for the significant improvement in the process and policies around school budgets.

DSST Foundation

The committee reviewed the draft investment policy for the DSST Foundation and the draft policies and procedures for the DSST Foundation. Nick answered questions, and

solicited input on the drafts that ultimately will be the purview of the new DSST Foundation board to set and approve.

Financial Reports for the Month ended March 31, 2017

The reports and variances were reviewed for the committee by Matt. Clarifying questions were asked and answered.

Revamp of the Financial Reporting to the Board and the Committee

The committee continued to express active interest in developing new reporting that is graphical, metric based and comparative to enable quick and easy assessment of the financial performance of DSST. This will be a key topic and project for the committee in the next year.

Enterprise Risk Management

Scott talked about the approach DSST is taking and the activities that are underway. Gloria expressed to Scott that this continues to be an area of interest for the entire board. At the recommendation of the committee, Scott agreed that he would present a report to the board on this topic. A draft report will be provided to the committee for input prior to the June board meeting.

The meeting ended at 3:45 PM.



DSST Foundation Introduction

3/23/17



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



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



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



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 April 3, 2107

Attendees

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

Anthony Eberspacher, DSST
Nick Plantan, DSST

Sara Kurtz, Eide Bailly
Dave Studebaker, Eide Bailly
Janeen Hathcock, Eide Bailly

Minutes:

- 1) Meeting was convened at 4:00 PM. The purpose was to meet the audit team from Eide Bailly and discuss the audit plan for FY17.
- 2) Sarah Kurtz and Janeen Hancock talked us through their agenda, which is appended to these minutes. Ms. Kurtz was the quality review partner for DSST and is now the lead partner. An engagement letter for both DSST, Inc. and DSST Foundation was presented and will be redrafted to better reflect the costs of auditing each entity. Management will review and then send to the Audit Committee for any final comments and signature.
- 3) There was discussion around how there will be both modified accrual and full accrual statements, and that the Foundation will be presented as a separate unit. A management letter will be produced if appropriate. N.B. We expect a letter because we are asking Eide Bailly to produce the financial statements, which requires a CPA (a credential our current team does not have).
- 4) Minor changes to the audit will happen because of the change in the investment manager and the plan to create schools in Aurora.
- 5) Management will be modifying the chart of accounts to improve reporting capability.
- 6) Management and Eide Bailly will review the existing Audit and Finance/Operations charters and offer any comments. The plan is to discuss changes for the FY18 year at our next meeting. Also, management will prepare a recommendation on Board designated reserves for that meeting.
- 7) A meeting date for review of the FY17 audit was proposed for 9.11.2017. Management will check calendars and propose a time.
- 8) Eide Bailly acknowledged that they have no conflicts in performing the audit.
- 9) The meeting was adjourned at 4:50 PM.

Respectfully Submitted,

Peter Fritzing

Audit Committee Meeting Minutes
May 11, 2017

Attendees

Peter Fritzing, Audit Committee Chair
Teresa Berryman, Audit Committee

Anthony Eberspacher, DSST
Nick Plantan, DSST

Minutes:

- 1) Meeting was convened at 4:00 PM. The purpose was to review a proposal from management to update the Board Designated Reserves Policy.
- 2) The group discussed the amounts that would be in the various categories under the new policy and how spending of these amounts would be controlled. We reviewed the current Board policy on spending and concluded that management is already prohibited from spending more than the annual budget without Board approval.
- 3) It was noted that over time the funds that are not donor restricted and not Board restricted will be spent through the normal budget process, and that there may need to be a working capital balance maintained without Board restriction.
- 4) The idea of further restricting the investment of Board Designated Reserves was discussed and it was agreed that the Investment Policy being proposed simultaneously with this policy was sufficient.
- 5) It was noted that the Tabor Reserve is probably very difficult to access – requiring action by the governor, legislature or similar.
- 6) Donor restricted funds were discussed, and the idea that management may want to spend some of these earlier than budgeted. While this would be favorably considered, it would still require Board approval.
- 7) It was agreed to submit the draft to the full Board for approval.
- 8) The meeting was adjourned at 4:50 PM.

Respectfully Submitted,

Peter Fritzing



Advancement Committee

Ariel Berryman Scholarship Update

Efforts are underway to explore opportunities to partner with Denver Scholarship Fund and CU Denver to “match” the Ariel Berryman Scholarship award with funds available from these institutions. The Finance team, in conjunction with the Finance Committee of the Board, is reviewing investment options for an estimation of earnings that will be generated for an award of funds. This approach is consistent with the idea of preserving the principal and being able to maintain the fund in perpetuity. Guidelines on the qualifications and selection process of the Ariel Berryman Scholar are being developed with a group of advisors to the Berrymans. On the fund-raising front, our target is a second wave of outreach with the goal of reaching a principal in the fund of \$200,000. Our target is to have all or elements of the scholarship finalized by the first quarter of calendar year 2018. Award to a student(s) would be for the 2018-19 college year. We look forward to continuing our work with the Board and Community to expand this fundraising effort in the coming months.

Slice of Pi 2017

Our Annual DSST Public Schools Fundraiser was a great success again this year. With the generous contributions from Board Members, Co-Chairs, Sponsorships, ticket sales, the wishing wall and matching challenges, we exceeded our minimum goal of \$1.2 million. We reached \$1,286,000. We are pleased to also report we reached the goal of 100% Board participation with 10% of the overall contributions coming from the Board.

Kent Thiry announced a Kent Thiry and Denise O'Leary matching gift challenge of up to \$100K during the program portion of the Slice of Pi event. With this impetuous, we launched an all-out effort in the week following the event to meet the match. With the support of more than 90 individuals/organizations with gifts ranging from \$10 to \$25,000, we met the match.

During the next few weeks we will engaged in making follow up connections with individuals and organizations that are new contributors to DSST. In addition, we will be soliciting ideas and suggestions to improve the event for next year and will be asking the Board for your thoughts on potential honorees for next year.

E-Ship

Jeremy Wickenheiser, Director of Entrepreneurial Studies, has been working with Glenn Russo on the presentation material for beginning the solicitation for the matching funds to the Steve and Susan Halsted's \$150K challenge grant for support to scale E-Ship to other DSST Schools. In conjunction with the Slice of Pi fundraising, we were able to secure the first \$10K match from the Caruso Foundation. Our target is to have the formal fundraising work plan ready to activate August 1st, 2017

Development Staffing

We are pleased Robin Mayasandra has joined us as Development Coordinator. Robin is joining us from her Americorps assignment as a grant-writer with the YMCA of Northern Utah. We continue recruitment for a Sr. Grants Manager and look forward to filling the position very soon. Our Sr. Manager of Development position is now open and we will begin immediately recruiting for this position. Our goal is to have the full staff complement in place this summer.

Advancement/Development Strategic Planning

We have begun the work on the strategic concept for Development and will have a "whitepaper" ready by the June Advancement Committee meeting to discuss. Our work will result in the Board having a complete understanding roles and commitment for review a Fall 2017 board retreat.



Nominating and Governance Committee

Nominating and Governance Committee

Board Report

May 2017

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. **Targeting 4-6 new directors for 2017. 2 new directors to date, 1 proposed for nomination in May, active pipeline of potential candidates.**
 - 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. **Completed (see criteria below)**
 - Onboard new Board members: Hold a New Board Member Orientation each year. **Orientation planned for September**
- 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. **Launching effort to develop a more formalized and polished engagement process.**
- Resolve specific questions and needs of the Board relating to terms and succession and make specific recommendations to the Board regarding these matters. **Ongoing.**

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. **Annual survey will be conducted in Sept/Oct.**
- 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. **Completed.**
- 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.

May 2017 Update

Board Development

- 2016 EOY Members 15
- Rolling Off in 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 YTD

David Greenberg
Greg Sissel

May 2017 New Nominee

Patrick O'Rourke (bio attached)

Board Action

Approval of New Nominee



Appendices



School Profiles

BYERS MS & HS

School Name	DSST: Byers Middle & High School	
School Director	Brad White	
Grades Served	6 - 9	
Enrollment update	6	155
	7	154
	8	149
	9	132
	Total Enrollment	590
Brief Summary of Academic Results	<ul style="list-style-type: none"> • MS is performing at/near past levels of performance • We are seeing some potential decreases in middle school math growth based on MAP tests, especially in 6th grade, but do not have end of year data or PARCC yet. • 9th grade PSAT results are not yet in but so far, our high school has been outperforming our middle school in the first two trimesters in reading/math. 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • 100% of leadership team is returning to their role next year (8 leaders). Strong team, outcomes, and development. • k for doubling-down on special services (Special education, G/T, 504s, English learners) and making real improvements 	
Top Two Challenges	<ul style="list-style-type: none"> • Parent communication regarding our first-year high school. A sub-group of involved parents has been very vocal about areas they'd like to see the school improve. We are approaching with open forums, listening sessions, and multiple responses but there is some tension that we'll continue to work through. • Hiring- we have hired some truly outstanding people and still feel we'll have a strong team, but the scope of filling vacated positions (85% teacher retention), filling new Mill Levy-created roles, staffing 4 apprentice teachers, and adding a grade level means we are hiring for 28 positions. We have filled 20/28 as of May 24th. 	

COLE MS & HS

School Name	DSST: Cole High School DSST: Cole Middle School	
School Director	Rebecca Bloch	
Grades Served	6 - 8 9 - 11	
	6	143
	7	150
	8	157
	9	127
	10	119
	11	90
	Total Enrollment	MS - 6-8 = 450 HS - 9-11 = 336
Brief Summary of Academic Results	<p>HS – All AP testing and standardized testing has been completed, we are excited to have our students take finals and to see results of these exams to see student proficiency and growth.</p> <p>MS – Students just completed Spring MAP testing and we are excited to see the growth they have made this year in reading and math.</p>	
Top Two Things That are Working Well	<p>HS – Working Well:</p> <ol style="list-style-type: none"> 1. Working hard on credit recovery summer school plans to ensure as many students as possible are able to promote to the next grade. 2. Thinking through big picture systems and structures to ensure a strong start to 2017. <p>MS –</p> <ol style="list-style-type: none"> 1. Working and planning for how to have a strong academic and culture plan for next year. 2. 8th grade prom went well and continuation is going well. 	
Top Two Challenges	<p>HS –</p> <ol style="list-style-type: none"> 1. Interventions (students staying for after school CP, RF, MT) is slipping – needs to be a priority for next year. 2. Numbers of kids on the bubble to repeat is higher than we'd like – lots of plans in place to help them. <p>MS –</p> <ol style="list-style-type: none"> 1. Continued need for high levels of classroom support for teachers struggling in their classrooms. 2. Behavioral choices students are making are heightened and are extremely escalated. Our team is doing what we can here. 	

COLLEGE VIEW MS

School Name	DSST: College View Middle School	
School Director	Erin Dillon & Jacquelyn Seigle	
Grades Served	6 - 8	
Enrollment update		
	6 th	150
	7 th	156
	8 th	156
	Total Enrollment	460
Brief Summary of Academic Results	<p>We just finished up our Spring MAP testing. The kids take this test in the Fall, Winter, and Spring in Language, Reading, Math, and Science. Our 7th grade team saw the highest overall growth of students in every content area compared to all other schools in the network. Unfortunately, the reverse was true for our 6th graders. Their growth was on average the 2nd lowest in the network. 8th grade Reading growth was 2nd to highest in the network. 8th grade Math was average. Language and Science was relatively low.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • 7th grade-I'm really proud of the 7th grade team. They had a really challenging year (3 staff members left mid-year), but they've rallied and worked together to serve kids at a high level through all of those challenges. • All School Morning Meeting-Over the last 2 months, we've had some really engaging all school morning meetings. On Fridays, we've had guest speakers from the community talk to the kids. We've also done some really wacky competitions and our whole community has been engaged in our time together. 	
Top Two Challenges	<ul style="list-style-type: none"> • Retention-we're at about 70% of staff. This is a huge disappointment, especially since it's something we've been working on all year. • Student Culture-even though there are some clear highlights, we have a group of students who are consistently out of class and disrupt learning for other students-which results in a loss of buy in from our student body overall. We have yet to figure out effective interventions for these students. 	

GVR HS

School Name	DSST: Green Valley Ranch High School	
School Director	Jenna Kalin	
Grades Served	9 - 12	
Enrollment update	09	150
	10	146
	11	121
	12	106
	Total Enrollment	523
Brief Summary of Academic Results	<p>We are just starting to receive 11th grade SAT data, and so far the results are looking promising! Our students are demonstrating some significant growth in both Math and Reading/Writing.</p> <p>We have not yet received 10th PSAT data. Our 9th graders did not demonstrate much growth on the 9th PSAT; this is the first time we administered this exam and do not yet know what type of growth to expect.</p> <p>Lastly, we're looking forward to receiving Tri 3 Final Exam data next week.</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1) We are incredibly proud of our graduating Seniors! 100% College Acceptance, and they will be attending schools across the country and state, including Spelman, Columbia, Notre Dame, Duke, Johns Hopkins, CU, CSU, University of Northern Colorado, etc! 2) We have some student clubs flourishing right now and it is contributing to a joyful and positive school culture. From theatre to k-dance to Black Student Alliance, our students are finding a community within our school and also supporting one another across clubs 	
Top Two Challenges	<ol style="list-style-type: none"> 1) Hiring – we still have 9 roles open for next year. While staff retention is fairly high, we are adding a handful of new roles next year and are struggling to find the right fit (MI Center Program Lead, ELD Coordinator Lead, 3 Math Apprentice Teachers) 2) Toward the end of the year we have really struggled to maintain fidelity with some of our culture systems- specifically dress code and college prep 	

GVR MS

School Name	DSST: Green Valley Ranch Middle School	
School Director	Caroline Gaudiani	
Grades Served	6 - 8	
Enrollment update	6 th	153
	7 th	145
	8 th	154
	Center Program	3
	Total Enrollment	452 (center counted in 6 th)
Brief Summary of Academic Results	<p>We saw solid growth across all courses and grade levels in our Spring MAPs testing. Our strongest area, across content, continues to be 6th grade. 7th grade growth was stronger than in the past, but we still have a ways to go to meet growth that will mean our average students is reaching 70 MGP – indicating not just growth but closing gaps. 7th math was a stand-out in this story. 8th grade is in a similar position to 7th in our need to see more consistent growth for all students at a level that closes gaps.</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. We continue to be pleased with our overall academic progress and performance this year – despite the fact that for most of Tri 3 we have had between 4 to 6 long term subs in the building to cover various FMLA needs. We hope to build and deepen this next year, and I have hired an ASD that I believe will be critical in the work. 2. Given the number of staff members out this spring, I have been deeply impressed with the way the rest of the staff has stepped up to support and hold the bar for students. This same collective solution-finding has showed up in how our team has engaged with 17-18 planning as well. 	
Top Two Challenges	<ol style="list-style-type: none"> 1. Maintaining a consistent, supportive, and accountable culture is a struggle at the end of any school year, but with so many people out (and those people are two master teachers and several high impact adults), despite the strength I mentioned above, we are facing any and all gaps in our systems as we try to usher students smoothly to the end of the year. 2. We made some big changes to our culture systems this year to address serious gaps in our equity data and in our students’ authentic connection to our school. However, I believe on the loose-strict spectrum we loosened our systems too much, and need to address this in how we make adjustments for the 17-18 school year. 	

HENRY MS

School Name	DSST: Henry Middle School	
School Director	Lisa Richardson	
Grades Served	6	
Enrollment update	6 th Grade	141
	Total Enrollment	141
Brief Summary of Academic Results	<p>Across most subject areas on MAPs – we were the 4th performing MS (out of 7). Given our challenges this year, this is exciting to see. Specifically with Language Usage, Math and Science – as we were very close to performing at similar levels to our top performing middles schools in the network. Reading is a level of concern and priority as we did not reach a 50 MGP and are performing significantly below other schools in the network.</p>	
Top Two Things That are Working Well	<p>We have had a strong focus toward the end of the year to keep our culture pushes at the fore front of our work. These have helped to keep the team and our students focused on some clear goals and whole team commitments. While we have a long way to go in strengthening our culture – we have seen growth in many students.</p> <p>The strategic planning for next year has been very helpful in setting our team up for a successful start to the upcoming year. We are anxious and excited to apply our learning from this year to strengthening our systems and structures to support our growing Pride!</p>	
Top Two Challenges	<p>Shared campus continues to be challenging in establishing a strong culture and positive relationships.</p> <p>The “students we love the most” continue to exhibit some very challenging trends and behaviors that we are working hard to support each day. We have not seen a ton of growth in some of our most challenging students and in our work with DPS we are still working to get clarity on what placement and supports will look like for next year in order to set students up for success.</p>	

STAPLETON HS

School Name	DSST: Stapleton High School	
School Director	Jeff Desserich	
Grades Served	9 – 12	
Enrollment update	9 th	164
	10 th	141
	11 th	136
	12 th	101
	Total Enrollment	542
Brief Summary of Academic Results	<p>T2 Final Exam results were consistent with previous years</p> <p>Initial 9th grade PSAT growth seems low based on our initial expectations, but this seems consistent across the Network</p>	
Top Two Things That are Working Well	<p>Mill Levy has allowed us to add several positions that should dramatically increase our ability to support ALL students next year</p> <p>We have been much more intentional with our evaluation of graduation readiness for each of our seniors this year</p>	
Top Two Challenges	<p>Maintaining high expectations for all of the tasks that come along with the end of year for staff</p> <p>We are working to create appropriate plans for our students with IEPs to ensure they are able to progress towards graduation.</p>	

STAPLETON MS

School Name	DSST: Stapleton Middle School	
School Director	Jessica Heesacker	
Grades Served	6 - 8	
Enrollment update	6th	157
	7th	153
	8th	154
	Total Enrollment	464
Brief Summary of Academic Results	<p>Our 7th 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>6th grade writing has improved (this was listed as a growth area last board report)</p>	
Top Two Things That are Working Well	<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>	
Top Two Challenges	<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:

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

Committee Meeting Schedule:

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

Committee Members:

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

Staff Liaison:

- **Heather Lamm**



Objections to DSST

List of Objections to DSST

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

a. Teresa's Response to Objections 1 and 2

Issue:

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

Arguments:

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

Response:

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

Issue:

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

Arguments:

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

Response:

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

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

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

Issue:

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

Responses:

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

c. Dan's Response to Objection 7

Issue:

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

Argument:

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

Response:

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

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

e. Teresa and David's Responses to Objection 5

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

Issue:

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

Argument:

Is DSST sustainable or not sustainable?

Response:

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

Keywords and Thoughts:

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