



Board of Directors Meeting

November 20, 2014 • 2:30pm – 5:30pm MST
DSST: Conservatory Green Middle School, Room 237

8499 E. Stoll Place, Denver, CO 80238

core values

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

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

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

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

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

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

Dial in: 303-524-6301 • PIN: 9999

Username: **wireless-guest-nov**

Password: **F4Lmv2mG**

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

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I. Welcome

a. Agenda

<u>Welcome (20)</u> <ul style="list-style-type: none"> • Board Chair Welcome (5) • School Director Welcome and Q and A (25) • Public Comment (if needed) 	Q and A	Steve Bill & John Clark	2:30
<u>Consent Agenda (10)</u> <ul style="list-style-type: none"> • Approval of Meeting Minutes • Approval of Charters (Appendix A, pg. 95) <ul style="list-style-type: none"> ○ Executive Committee ○ Education ○ Information Technology ○ Nominating and Governance ○ Audit • New Board Member Approval • November Budget Update (Pg. 61) • Greenlighting College View High School 	Approval Approval Approval Approval Approval	Steve H. Chairs Steve M. Teresa	3:00
<u>Discussion (115)</u> <ul style="list-style-type: none"> • Common Core (40) • Strategic Next Steps from Retreat (30) • Board Effectiveness Survey Follow up (45) 	Information/Discussion Information Information/Discussion	Home Office Bill Steve M. & Heather	3:10
<u>Reports (35)</u> <ul style="list-style-type: none"> • Home Office Report (10) • Executive Committee/Chair Report (5) • Education and Information Technology Committee (10) • Other Committee Reports (as needed) • Individual Board Report updates (as needed) (Appendix B, pg. 110) • New Business (as needed) 	Information Information Information	Bill Steve H. Committee Chairs	4:55
<u>Adjourn</u>		Steve H.	5:30

b. Minutes from the September 25, 2014 DSST Public Schools Board Meeting

MINUTES

DSST Public Schools Board Meeting
September 25, 2014
DSST: Byers Middle School, Room 227

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

Board Members Present:

Dan Wilkerson
David Greenberg
Deborah McGriff (via phone)
Don Kirkpatrick (via phone)
Heather Lamm
Keith Evans (via phone)
Justin Jaschke
Michele Cooper
Norwood Robb
Sean VanBerschot
Steve Halstedt
Steve McConahey
Tanya Kelly-Bowry
Teresa Berryman

Parent Present: Lolly Block (Cole Campus), Wylly Staab (Byers Campus)

Board Members Absent: Jackie Sullivan, Matthew Schnittman

DSST Staff Present: Bill Kurtz, Christine Nelson, Christina Carlson, Katie Glenn (note taker), Rochelle Van Dijk

DPS Staff Present: Keceya Campbell, Maya Lagana

Introductions and welcome

Mr. Halstedt introduced Lolly Block, Wylly Staab, Keceya Campbell, and Maya Lagana.

Mr. Halstedt motioned to add the status of board members, Anna Jo Haynes and Nancy Phillips, to the agenda under the Nominating and Governance Committee report.

Ms. Berryman motioned to add the Advisory Council under the Chair's report.

Motion: Approval of amended agenda, Robb

Second: Kelly-Bowry

Vote: Unanimous approval

Motion: Approval of previous board meeting minutes, Robb

Second: VanBerschot

Vote: Unanimous approval

School Director Q&A: Brad White, Director of Byers Middle School. Mr. White shared that it's been a great week filled with celebration about their students growth results. He also highlighted that 95% of their parents completed a +1 commitment last year. Byers staff hosted Back to School Night on Tuesday, September 23rd where they celebrated their

results and thanked parents for their support. Mr. White also shared there have been a couple year 2 shifts. One shift being a situation that caused changes in students schedules and advisories. It was a huge task but the staff showed great resiliency by pushing through and getting it all done in a timely fashion. Other year 2 shifts Mr. White mentioned are they are still getting moved in to their new building as well as training new leaders.

Chair's Report: Executive Committee update.

Mr. Halstedt stated the meeting today will cover everything in the executive committee minutes except for the status of STMC.

Ms. Berryman gave a brief overview of the Board- Advisory Council connection. She asked board members to update the Advisory Council on how DSST is doing, and invite them to the Advisory Council meeting in February as well as Slice of Pi in May. George Sparks is an addition to the Advisory Council. Mr. Sparks is going to provide strategies on how to strengthen and grow our Advisory Council in the next couple months.

Ms. Nelson added to expect a calendar of DSST events within the next month.

Home Office Updates: Mr. Kurtz began the Home Office updates by having an open Q and A discussion regarding the information provided in the Board Book. After questions were answered, Mr. Kurtz gave a brief review of the results from our four strategic initiatives from the 2013-2014 operating plan. The four strategic initiatives from 2013-2014 were Literacy, Systems that Scale, Leadership and Training, and Teacher Career Pathway. He then provided a brief overview of the status of each of our four strategic initiatives in our operating plan for the current school year. The four strategic initiatives for this year are Interventions, Professional Development, Leadership Pipeline, and Fulfillment. After the past and present operating plans were discussed, Mr. Kurtz stated that we are taking an 8-10 week pause from our COO search. The team is going to revisit the job description and evaluate what the right role is for this person. In the meantime, we have hired Scott Walker as a contractor. Mr. Walker is working 20 hours a week to implement a new HRIS system. Mr. Walker's contract is to completion which is projected to be 8-9 months. The Home Office updates concluded with Ms. Van Dijk presenting an overview of data and trends from the 2013-2014 school year.

Nominating/Governance Committee: The Nominating/Governance Committee reported that they revised their charter and will send it out to the Board to approve at the next meeting. They also reported that they have made edits to the Board Evaluation survey and will be sending it out shortly. They added that they would appreciate everyone's input prior to the Board Retreat on October 15th. Lastly, they reported they are in the process of addressing questions on board membership, terms limits and renewals, as well as beginning to fill a board member pipeline.

Mr. Halstedt added that Anna Jo Haynes has resigned from the Board due to personal reasons. Ms. Haynes is joining the Advisory Council and is going to reconsider coming back onto the Board in a couple years.

Whereas, Anna Jo Haynes has been a dedicated member of the board of DSST for four years, and

Whereas, she has contributed crucially to the direction and the success of the Charter Network with her time, her deep expertise and her treasure,

Now Therefore, the Board of DSST on behalf of its members and all of the Company's Associates, do hereby extend heartfelt thanks and appreciation for Anna Jo Haynes' many contributions.

Motion: Approval of Anna Jo Haynes resignation from the DSST Board of Directors, Berryman

Second: Kelly-Bowry

Vote: Unanimous approval

Mr. Halstedt also added that Nancy Phillips is taking a leave of absence from the board and will not be participating for the next 12 months. She has sold her company, ViaWest, to another telecommunications company. The new company is keeping her as CEO.

Mr. McConahey suggested Gloria Zamora has a potential board member in the future and she may be attending the retreat. The Nominating and Governance Committee will come to the Board if they fully recommend her a future member of the DSST Board of Directors.

Finance Committee: The Finance Committee asked for approval of their charter. This year they are equalizing the financial picture for middle schools and high schools. Previously they have been looked at as a continuum but in truth middle schools cost less than high schools. Ms. Berryman added they are updating the long term forecast and seeing how TCP plays into the projected forecast.

Motion: Approval of Finance Committee Charter,

Second:

Vote: Unanimous approval

Advancement Committee: Ms. Kelly-Bowry thanked Mr. Robb and his wife for their generous gift to DU to provide scholarships for DSST students. Mr. Robb added that other people can add to the scholarship fund and there is a match component as well. Ms. Kelly-Bowry also thanks Christina and her team for the numerous grants they are currently writing and for the different options they are exploring to bring more money to DSST. The Advancement Committee concluded their report by announcing that we will be honoring Steve and Susan Halstedt at Slice of Pi this year.

Audit Committee: The Audit Committee reported that they met with the auditors on September 10th and the great news is there were no issues or management letters. All statements are on the Board website for your reference. The auditors were very complimentary on the great progress we have made with our financial reporting systems and Mr. Kurtz added that Coreen and her team did a phenomenal job.

Education Committee/ IT Committee: Mr. Greenberg reported that the Education Committee had a pre-meeting with Don Kirkpatrick and Michele Cooper. At the meeting they discussed that there is a lot of overlap with the plans of the IT Advisory Committee and the Education Committee. This year the IT Advisory Committee will be focusing on leveraging the deep dive conversation and ideas on where to take the conversation in the next Board meeting. The IT Advisory will also be prioritizing security. The IT Advisory and Education Committee will be focusing on data security issues at their meeting in November.

Mr. Halstedt added that Ms. Berryman will be following up with each board member about their individual board plan and that everyone must have a board plan in the November Board Book.

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

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

Motion to go into Executive Session at 4:37pm, Robb

Second: Greenberg

Vote: Unanimous approval

Motion for adjournment of Board Meeting at 5:56pm, Robb

Second: Cooper

Vote: Unanimous approval

Respectfully Submitted,

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



II. School Director Update:
John Clark
Conservatory Green Middle School



III. Home Office Updates

Home Office Updates

a. Academic Team Update

This month, the Home Office Academic Team has continued making progress on the Interventions strategic priority. The Academic team analyzed data related to the strategic priority, including standard-level IA data and attrition, retention and culture data for students in our targeted groups (English Language Learners, Special Education and Performance Band 1). School leaders and the Academic team are considering the implications of those data on staffing and the structure of our teams for next school year. We are also exploring financial modeling for internally hired school psychologists and social workers as a network. The Academic team is also moving ahead with a grant-funded project to develop a process for creating learner profiles, as well as curate Common Core-aligned Reading Intervention curricula for grades 6-9. As we continue to refine our support structures for English language learners, several teachers and administrators have been participating in an ELL cohort through a Compact Blue grant. It has included learning and collaboration opportunities with district leaders and other schools, as well as attendance at the WIDA conference for ELL educators. In terms of implementation of our Interventions strategic priority this year, Writing and Special Education teachers participated in professional development sessions targeted at supporting language and literacy skills of our ELL and SPED populations. Additionally, reading intervention teachers around the network continued created shared summative assessments for those classes.

In terms of professional development, the Home Office Academic team held two events for teachers across the network to gather input on the vision for professional development, the guiding beliefs, and some professional development prototypes. Staff also provided additional ideas to further research and build into our professional development model. We continue to leverage our Cross Campus Collaboration time to target PD tailored to the needs of teachers across the network. Lastly, the Academic team is finalized the plan for the upcoming network-wide professional development day on January 5th.

In September, the first round of Middle School IAs were administered. The Academic Team supported schools in that administration, as well as follow up support around data analysis. The second round of IAs and the first round of High School finals will happen the week of November 17th, so the Academic team is working with schools to prepare for those as well. Additionally, the Academic Team supported Stapleton High School and Green Valley Ranch High School with the first administration of the new Colorado Measures of Academic Success (CMAS) for 12th grade Science and Social Studies.

The Academic Team supported the first placements on the Teacher Career Pathway. The data team calculated and validated the data involved in TCP, including the School Performance Framework data and student achievement data from TCAP. The educational technology team created tools to gather, calculate and view teachers' data.

Lastly, the Home Office Academic team wrapped up the falls school visits. The visits resulted in the identification of areas of strength and recommended priority areas for each school. The Academic team will target support to schools as needed based on the school visit recommendations.

b. Construction and Operations Update

Construction Update

COLE:

- New carpeting went into most spaces over Fall Break - final fixes are being completed on nights and weekends – project is very close to being closed out

CONSERVATORY GREEN:

- Construction project has been closed out

BYERS:

- There is still minimal contractor work to complete finishes and punchlist items. Project is very close to being closed out
- DPS has indicated an interest in seeding a high school in unoccupied space in the building next year and the year following (75 – 150 students)

COLLEGE VIEW

- High School finishes and punchlist items are nearly complete – project is very close to being closed out
- CHU has indicated to DPS that it does not plan to renew DPS's lease of the shared campus cafeteria after the 2014-15 school year. Our facility does not have a cafeteria, creating a risk we need to solve for.

STAPLETON:

- Construction of a HS Autism Center program addition
- Contractor has mobilized for construction starting this month through late spring. Work will take place during school hours with heavy construction during days when the school is closed

Operations Update

- We have finalized our ERP selection and are going with a school-focused solution called Infinite Visions
 - Contract cost is approx. \$150k and breaks even with our current solution after 3 year and then is more cost effective
 - Contract execution to be complete by week of 11/17
 - Plan is for go-live April 1 at the end of our 3rd Quarter
 - The project is being called Project GP'S (Great People System, Great Planning System, Great Payroll System, Great Purchasing System, Great Payables System, Great Position Control System)
- School Operations:
 - All schools have completed their Emergency Response plans
 - DSST's Oct Count process yielded no errors resulting in uncounted/unfunded students
 - FRL forms were captured and ensured all our Title I schools had sufficient FRL percentages to qualify for continued Title I funding
 - Greg is leading a project to clarify & improve front office roles, evaluations, training and supports
- Performance Management
 - Compliance tool built and all deliverables to date have been submitted
 - Andrea successfully supported execution of all 9 fall school visits and implemented an new data tracking system

- TCP systems (as of 11/13)
 - 14,062 Trimester 1 Student Course Surveys have been submitted
 - 2,997 Trimester 1 Student Advisory Surveys have been submitted
 - 412 initial observations have been completed (don't count for TCP)

c. Human Capital Update

The Human Capital Team is very excited to announce the kick off of our 2015-2016 hiring season! Applications for the next school year launched on our website on November 1st, and we have already received over 450 applications. We anticipate hiring around 110 new staff members for the next school year, with over half of those positions being additions to the network. We are always looking for high-potential candidates to help build our teams, so if you know of a great teacher or leader, please refer them to the recruitment team (Rachel Harpster, rachel.harpster@scienceandtech.org).

In addition to launching hiring, over the past two months, the Human Capital Team, in partnership with our Finance, Operations, Academic, Data, and Schools Teams, has placed teachers for the very first time on the Teacher Career Pathway (TCP). Ninety-nine returning DSST teachers were placed along the 5-step career continuum. Over 40% of our teachers placed at the Accomplished level (the third step on the pathway), 16 placed at Lead (the fourth step on the pathway), and 9 earned the distinction of Master teacher. Many teachers were very pleased with this shift and are excited to focus on their development through the pathway over time. We will continue to gather information and feedback from all teachers on how to improve TCP as we head into its second year of implementation.

d. Finance Update

Audits and Filing Requirements:

The Finance Team worked with Eide Bailly, LLC to complete the Form 990 for DSST, Inc. which has been filed with the Internal Revenue Service. We have also filed the corporate tax return forms 1120 and 112 for Science and Tech Management Corporation. Field work has been completed for the 401(K) audit and the financial statements should be issued within the next month. The Workers' Compensation audit has also been completed. The Financial Transparency section of the DSST website is current through the first quarter of fiscal year 2015.

Budget, Reporting and Internal Controls:

Fiscal year 2015 budget to actual reporting and analysis is on-going with School Directors and Home Office Budget Owners. A revised FY 15 budget is being presented for approval at this Board meeting. The new budget reflects October count enrollment numbers and official TCP salary amounts, as well as revisions necessary as more accurate information becomes available. One final amended budget will most likely be presented at the January Board meeting. Work is beginning on the FY 16 budget with initial meetings held regarding salary budget targets and the FTE model. The long-term forecast is in the process of being updated with a thorough review and analysis of assumptions and sensitivity. Front Office Managers have been provided on-going training and support regarding cash handling procedures, school clubs, and budget monitoring. Clarification surrounding expense approval has been provided and controls surrounding credit card use have been strengthened.

Staffing:

The Finance Team has remained stable with no staffing changes.

e. Development Update

Christina Carlson, former Director of Development, has transitioned from DSST Public Schools to the Colorado Symphony Orchestra as the Vice President of Development. We are thrilled to announce that Denise DesMoineaux Queen will be taking over the role of Director of Development on November 19. Denise was on the founding team of DSST as the sole development professional from January of 2004 through mid-2009. Although Denise has supported development efforts at other education initiatives across Denver in the past few years, most recently at Clayton Early Learning, she has remained connected with DSST's mission, the founding team members, and DSST: Stapleton alumni. We are excited for her to rejoin the DSST team at the home office this month.

Colorado Gives Day is just around the corner! DSST is extremely excited to announce that **DaVita HealthCare Partners Inc. will match, dollar-for-dollar, all funds raised up to \$50,000 on December 9th, 2014.** We are thrilled with this partnership and have been working hard to prepare external and internal materials to encourage giving on this day.

This fall, Bill Kurtz has been meeting with the leaders of numerous foundations in the region that support our work. He has had positive meetings with the Gates Family Foundation, the Daniels Fund, the Piton Foundation, the LAARK Foundation and the Carson Foundation. He will meet with the Anna & John Sie Foundation and the Anschutz Foundation within the next month. These meetings are intended to maintain highly communicative relationships to encourage continued support in the future.

This fall, the Development team submitted a number of grant proposals totaling over \$10,000,000. We have submitted proposals to the Daniels Fund, Laura Barton, and the Harvey Family Foundation. We have heard back from proposals to the Lumicore Group (subsidiary of Bill & Melinda Gates Foundation), who pledged \$332,371 restricted for Common Core implementation efforts; The Denver Foundation, which was unfortunately denied due to a shift in strategic priorities; the Walton Family Foundation (through Charter School Growth Fund), who pledged \$250,000 to be restricted for College View High School start-up costs; and the Louis Calder Foundation, who awarded us \$200,000 for our Vision 2022 growth plan. Proposals for three start-up grants from the Colorado Charter Schools Program at the Colorado Department of Education (CCSP: CDE) were submitted in mid-October. These CCSP start-up grants are for DSST: Conservatory Green Middle School (opened in 2014), DSST: Cole High School (2014), and DSST: College View High School (opening in 2015). We were informed on November 6th, 2014 that all three proposals were accepted and all three schools will receive \$196,500 annually for three years.

We have submitted proposals to and are waiting to hear back from the Daniels Fund, Laura Barton, and the Harvey Family Foundation. Similarly, we have submitted proposals to the RK Mechanical Foundation and the Nord Family Foundation; we have received informal award notifications for each of these foundations. Finally, we have submitted annual reports to Charter School Growth Fund, the Louis Calder Foundation, the Anschutz Foundation, the Daniels Fund, the Gates Family Foundation, the Michael and Susan Dell Foundation, the Piton Foundation and the Sturm Family Foundation this fall.

In regards to fundraising, cultivation, and stewardship events, we partnered with 100K-in-10 this September to host their "Back-2-School" partner event. 100k-in-10 is a non-profit bringing together educators and other players within the education ecosystem to ensure America's classrooms are filled with 100,000 excellent STEM teachers by 2021. We hosted this breakfast at DSST: Byers Middle School along with several partners. Similarly, numerous international program directors from the Michael and Susan Dell Foundation came to tour DSST: Byers in the hopes of learning best practices on building technology focused school networks and districts. Jake

Firman, Senior Manager of Education Technology supported this tour with his expertise on DSST's technology build-out.

We are gearing up for a donor/prospect breakfast at DSST: Byers Middle School on November 13th. The breakfast will highlight the new building and will include a short discussion with Bill Kurtz on the success and progress of DSST Public Schools. We are very appreciative of Heather Lamm and Sean VanBershot for offering to "host" this event by bringing prospective donors. As we head into the late fall, we are beginning to organize logistics surrounding Slice of Pi; please mark your calendars, **the eleventh annual Slice of Pi celebration will be held on May 1st 2015.**

f. Development Report

I. Current Period (August-September 2014) Donations/Grants/Promises to Give										
Donor	Amount	Type		Restricted/ Unrestricted	Purpose					
CH2MHILL	\$100,000	Grant		Restricted	STEM Grant					
Daniels Fund	\$7,500	Contribution		Unrestricted	General Operating					
Mary Gittings Cronin Fund - Rose Community Foundation	\$1,000	Contribution		Unrestricted	General Operating					
Other	\$222	Contribution		Unrestricted	General Operating					
Total	\$108,722									
II. Year-to-Date (September 2014) Donations/Grants/Promises to Give										
All Donors	\$116,500	All		Restricted						
All Donors	\$8,972	All		Unrestricted						
Total	\$125,472									
III. 2014 Slice of Pi										
All Donors	\$0	Donation		Unrestricted						
IV. Unconditional Promises to Give										
						Expected Remaining Payments				
	Total @6/30/2014	Additions	Collections	Balance	9/30/2014	FY 15	FY16		FY17	FY18
Total	\$6,423,000	\$0	\$155,000		\$6,268,000	\$4,788,000		\$830,000	\$450,000	\$200,000
V. Other Major Contributions Recently Committed/Being Pursued(not included above)										
Donor	Amount	Type	Status	Restricted/ Unrestricted	Purpose					
Bill and Melinda Gates Foundation- Lumicore Group	\$332, 371	Grant	Awarded	Restricted	Common Core implementation					
The Denver Foundation	\$30,000	Grant	Denied	Unrestricted	General operating					
Walton Family Foundation through CSGF	\$500,000	Grant	Awarded \$250,000 for CVHS	Restricted	College View HS and MS 7 start-up funds; MS 7 will not be awarded until we have a facility and school director					

g. Technology Update

Infrastructure Team:

The Technology team has completed deployment of new backup and recovery ecosystem to allow for more consistent backups of critical data while reducing staff load on the sysadmin team. Completed all major and minor items required to allow students to complete CMAS testing as well as changes required to allow for HS finals and IM schedules.

IT Services:

Following the deployment of laptops at each campus, we've implemented several improvements to our day-to-day operations to help streamline supporting staff and student computers.

These improvements include:

- Improved the quality of the computers issued to the student body. This naturally keeps tech related issues down, and speeds up the overall learning experience for the student.
- Vast improvements to our imaging process which has cut the time the machine spends in our tech labs and not in the student's hands.
- Strengthened our controls over how and when a student is allowed to install any extra software above and beyond our general student image. Which has had a positive impact on instances of students with viruses and/or malware, which intern keeps the machine in the student's hands and not in the tech lab.

h. Directors Report

Middle School Directors Report

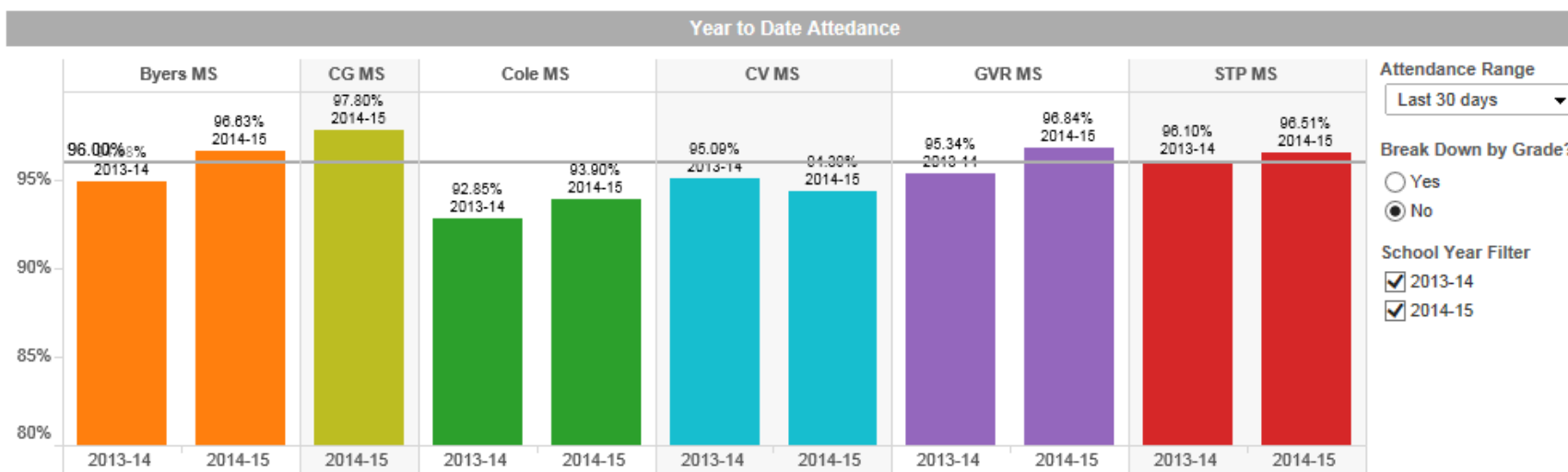
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Students

Teachers

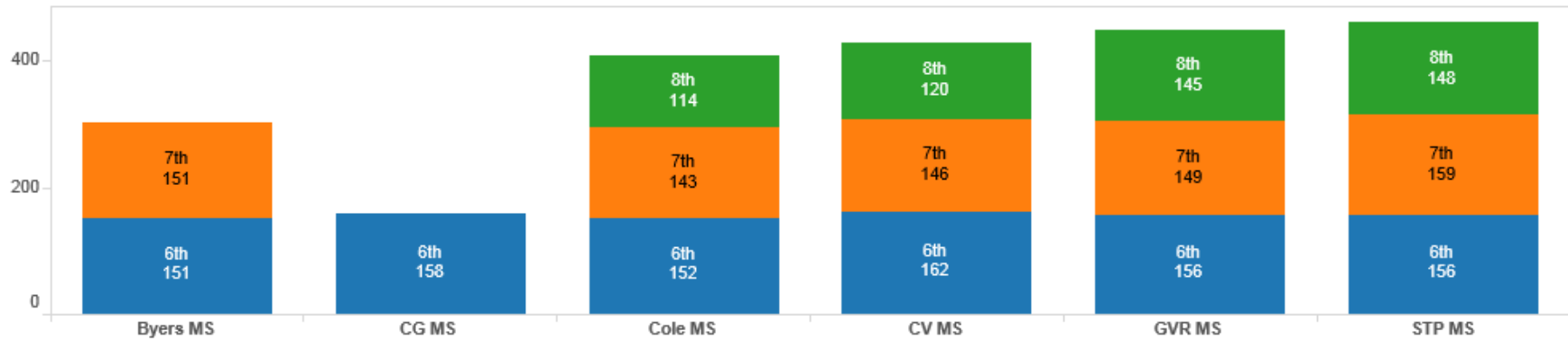
Grades

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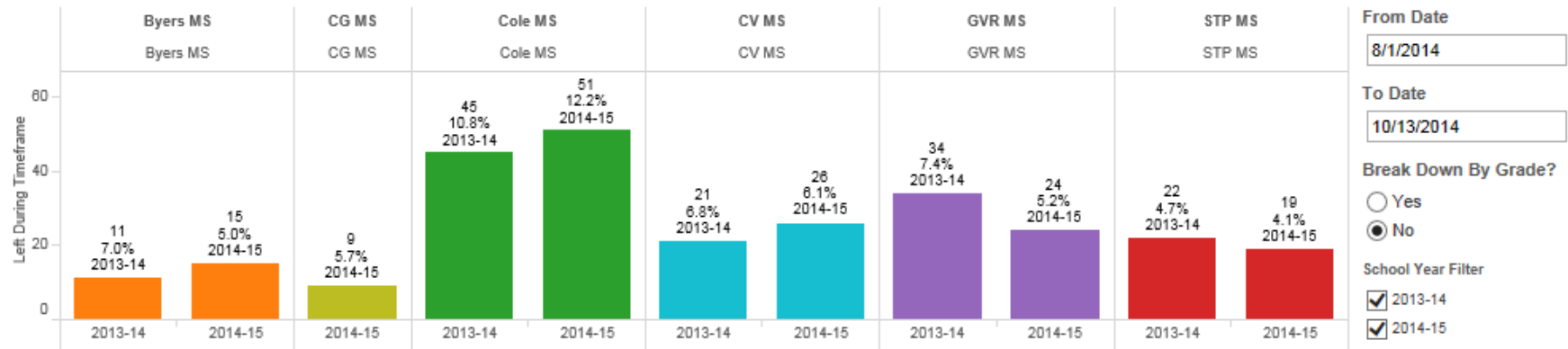


Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

Enrollment



Attrition



High School Directors Report

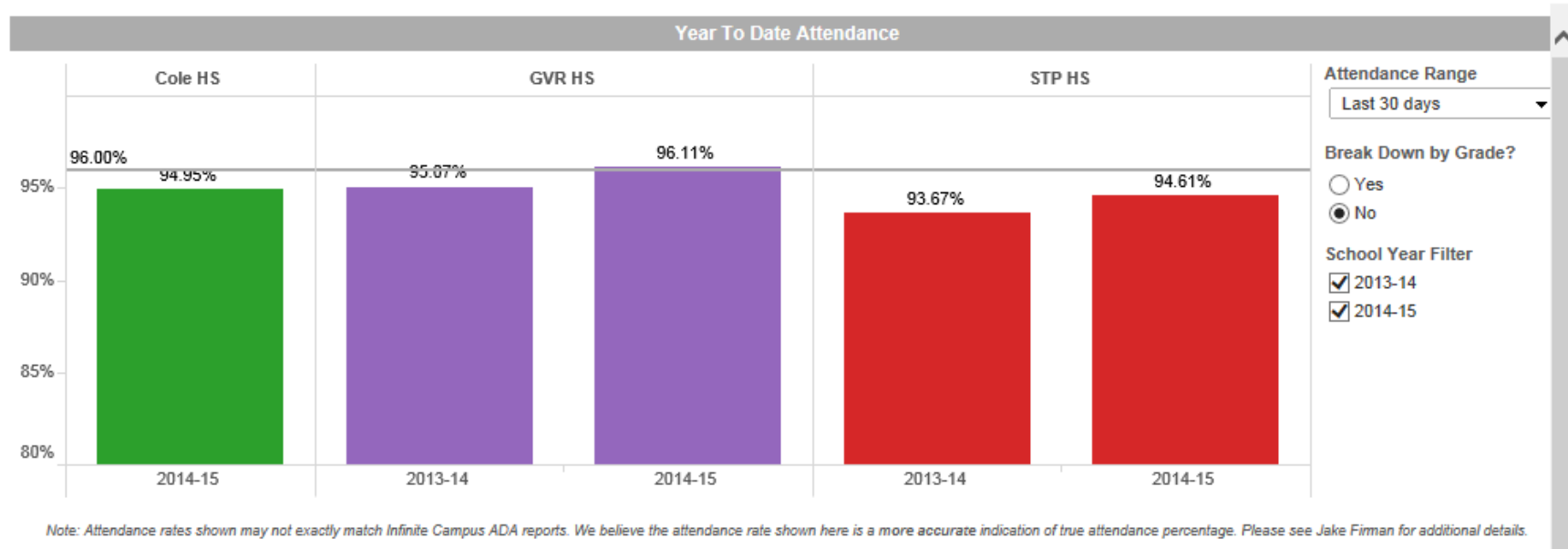
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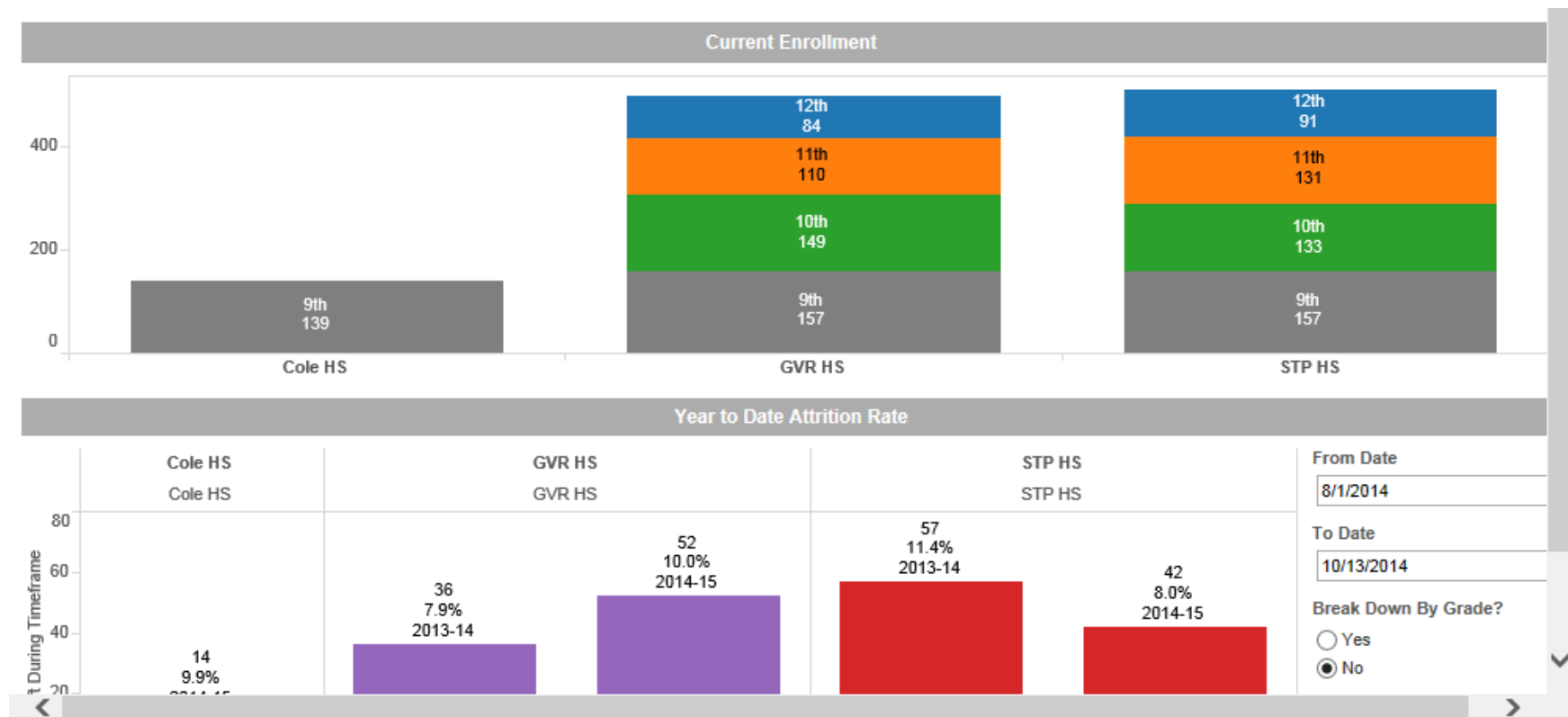
Students

Teachers

Grades

>





i. Operating Plan Overview (2014-2015)

DSST PUBLIC SCHOOLS | Strategic Priorities

Ultimate Vision:

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

Single Common Goal, 2014-2015:

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

Strategic Priorities:

IMPROVE

Academic
Interventions

INNOVATE

Fulfillment
Paradigm

GROW

Leadership
Pipeline

DEVELOP

Professional
Development

Areas for Careful Implementation

Systems
That
Scale

Common
Core

Teacher
Career
Pathway



Operating Plan Dashboard Update: November

INNOVATE

Fulfillment
Paradigm

IMPROVE

Academic
Interventions

DEVELOP

Professional
Development

GROW

Leadership
Pipeline

Fulfillment

Overall Status: **Yellow**
Overall Percent Complete: 25%

Number of Overdue Items: One.

List of Overdue Items: School pilots deprioritized this fall due to number of other priorities.

Monthly Overview:

This month was focused on engaging the whole team:

1. *Engage whole team:* Completed final six fulfillment design jams (GVR MS, GVR HS, STP HS, STP MS, HO, Cole MS). Average turnout rate was 48%. Design jams brought clarity to areas where the team believes that greatest attention must be focused: staffing and schedules; benefits and perks; team norms.
2. *Engage whole team:* Messaged key themes and invited applications to working group via all-staff communication on October 30th.

Priority	Key Activities	Outcomes Desired	Metrics	Status
(1) Develop leadership practices	Devote portions of each LT meeting from July to Nov. to leadership development related to fulfillment	Staff report that leadership recognizes, celebrates, and models personal and professional alignment	On mid-year survey, 40% of staff agree with statement: "My manager models a sustainable way of working."	Baseline data established. 30% agree with statement.
	SD's run at least one pilot on their campus	Staff report increases in professional well-being, as measured by Q12	On mid-year survey, 5% increase in Q12 questions aligned to pilots	Pilots deprioritized this fall.
(2) Engage whole team in designing fulfillment strategy	Survey returning staff members	Staff survey completed	75% completion rate for returning staff survey	77% completion rate.
	Launch communications effort	Staff participates in design sessions and cross-organization working group	At least 25% of staff participate in design sessions; 4.0 or above for engagement in design sessions	Average participation: 48% Average engagement: 4.49/5.
	Conduct design sessions	Generate ideas to inform cross-organization working group. Help to identify members of working group.	12 members of working group identified. 20-30 specific, actionable ideas generated.	627 ideas generated across 10 design sessions. Potential members of working group identified.
	Convene cross-org working group	Working group produces concrete, specific recommendations for increasing well-being in five core areas	Working group recommendations produced	Application for working group released on Oct. 30.
	Synthesize and prepare roll out	Multi-year strategy announced at return	On January return event feedback survey, 70% of	Not started

		event on January 5	staff report support and commitment to DSST fulfillment strategy.	
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One Major High Point:

Excitement and momentum coming out of fulfillment sessions. Very highly rated participant engagement in sessions (4.49/5) and high participant confidence that ideas generated will elevate fulfillment (4.54/5).

Issues/Risks & Mitigation:

Risks	Mitigation
Competing commitments prevent us from initiating the types of change to schedule and staffing envisioned by our team. This leads to cynicism.	<ul style="list-style-type: none"> - Devote time to clarifying competing commitments and creating guidelines about aspects of model where we are willing to innovate / not innovate. - Establish quick wins while we are developing options in staffing and schedule.
Without work on team norms, changes that are introduced in schedule and staffing, benefits and perks, will not substantially elevate feelings of personal and professional fulfillment.	<ul style="list-style-type: none"> - Devote time at Leadership Team and HO Directors team to identifying team norms that might stand in the way of fulfillment. - Create action plans within teams to address and shift norms.

Upcoming Asks for School Directors (60 days):

- Nominate team members to serve on cross-organization working group (applications to join the working group due on 11/7).

Current Talking Points for Leadership Team:

- Fulfillment Working Group is an incredible opportunity for team members who are motivated and passionate about this topic to get involved in shaping the future of the initiative at DSST.
- As a network, we aim to support each other not only to have a fulfilling career, but more importantly, to **lead fulfilling lives that combine deeply meaningful professional work with personal well-being – with the ultimate goal of sustaining our team to continue advancing DSST’s mission over many years.**

Interventions

Overall Status: **Red** **Yellow** **Green**

Overall Percent Complete:

Number of Overdue Items: 1

List of Overdue Items:

SpEd Handbook

Monthly Overview:

This month, we continued our shared assessment work to build the strength of our intervention classes and teachers will be giving the second shared assessment in the coming weeks. We also rolled out a process to administer this round of IAs and Finals with recordings to support students in preparation for PARCC. We also began our work to explore the structure for Psych/Social Work support next year with the finance team and are working on creating models for what a shift for the network would look like. We have currently one hired Psychologist at our Cole campus and are using this as a pilot year for internally hired psychologists. The Lumicore grant work is underway with hiring for both the Intervention Coordinator and the Curriculum Coordinator and we are engaged in planning talks with our psychologist partners. The Writing C3 team will get a PD on supporting ELLs in writing class and our Special Education teachers will get a PD on the Reading CCSS.

One Major High Point:

This month's ILD focused on Interventions and School Leaders gave a 6.0/7.0 that this session made them a better leader.

Issues/Risks & Mitigation:

- Investment is low and based on Town Hall questions, people are waiting for the Home Office to "fix" this problem. We are working on strategies to build buy-in and ownership of this at all levels, but are still problem-solving this. This is the primary reason we have coded this as "red"- several pieces of evidence to support this can be provided.

Upcoming Asks for School Directors (60 days):

School Directors agreed to a whole-school PD during Nov 24/25. We would like to use that time to further discussions that build buy-in to the strategic priority and also set cultural goals for schools to work on in Trimester 2.

Current Talking Points for Leadership Team:

- Ask the question with teams—"How can we make this strategic priority more present in our daily conversations?"

Overall Status: **Red** **Yellow** **Green**

Overall Percent Complete:

Number of Overdue Items:

2

List of Overdue Items:

- Video and curricular resource archive – need to share structure and solicit team to identify and share exemplar resources
- PD vision/strategic committee work

Monthly Overview:

This month, work has focused on rewriting the strategic vision and guiding beliefs for Professional Development. This includes a proposal for the remainder of the 2014-2015 school year (including 1/5/15) and a model for PD that aligns to TCP. This will be shared and with senior leadership early next week to determine next steps. In addition to this work, other focus areas have been around building professional development partnership opportunities (DMNS for example) and the first "Gateway Evaluation" for Apprentice Teachers.

One Major High Point:

PDgiving – feedback opportunities for teachers to provide input and ideas on PD.

Issues/Risks & Mitigation:

Time for planning of prototypes that we will test for the remainder of the school year. Nov/Dec to plan Jan 5 date.

Upcoming Asks for School Directors (60 days):

- Feedback on Jan 5 PD day after TCP placement and proposal for day is created

Current Talking Points for Leadership Team:

- Excited to share PD opportunities for the remainder of this school year
- Input on our model of PD is important, so please attend opportunities to provide feedback, share directly with Jeff or members of the Staff Working Group (TBD)

Leadership

Overall Status: **Red** **Yellow** **Green**

Overall Percent Complete: **10%**

Number of Overdue Items:

1

List of Overdue Items:

Progress on research and reflection work on successful leadership development in other sectors and reflection on current systems and structures at DSST.

Monthly Overview:

This month was focused on continuing to execute trainings for school leadership team members (Deans, DCIs, ASDs, SDiTs) at ILD and CLD and beginning to build the skills of this team.

We finalized the members of the DSST School Leadership Series cohort. They are Elin Curry (Byers MS), Meghan Janci (GVR HS), Bret Poppleton (STP HS), and Becca Bloch (Cole HS). The series will get kicked off in December and we are very excited to work with this great group of leaders.

We have revised our approach to hiring leadership this year in order to ensure an improved candidate experience and time to better assess certain competencies (specifically adult influence). Leadership in-person interviews will take place in three rounds on one hiring day, one in January, one in February, and one in April. All leadership applications launched on November 1 and we are currently seeking great candidates for open positions and roles. Next year, we have confirmed adding the following leadership positions to the network:

- CV HS Dean
- CG DCI
- Cole HS DCI
- Byers MS ASD

One Major High Point:

Strong execution of last CLD session and really improving building out that team.

Issues/Risks & Mitigation:

Building time and team capacity for the planning and execution of broader research and reflection of current leadership development.

Upcoming Asks for School Directors (60 days):

We will continue work with all school directors on building out their people development strategies at their schools, focused on identifying and developing the highest potential leaders at each school.

We will be finalizing selection for the teacher leader series in late November. We will be reaching out for input on those selections later this month.

School Directors should block the three leadership hiring days planned on their calendars and plan to attend.

Current Talking Points for Leadership Team:

DSST is very focused and committed to reflecting on and improving leadership development and strives to be an organization that retains and develops our highest performing team members to be successful and high-impact leaders for our student, schools, and organization. We will be really digging into our current practices this year to ensure we realize this goal.



IV. Executive Committee and Chair's Report Reference

DSST Telephonic Executive Committee Meeting
November 5, 2014
2:00pm MST

We held a telephone meeting of the Executive Committee of the Board of DSST at 2:00pm MST on Wednesday, November 5, 2014.

Attendees: Teresa Berryman, Don Kirkpatrick, Norwood Robb, David Greenberg, Matthew Schnittman, Michele Cooper, Steve McConahey, Tanya Kelly-Bowry, Bill Kurtz
Absent: Steve Halstedt

Summary

1. Based on input from the board survey and discussion at the board retreat, the format of the board agenda was modified by Bill, Steve and Teresa. The Executive Committee wanted to try the new format for a few meetings and then assess the effectiveness of the new format. Items of note:
 - a) The discussion section of the agenda is intended to allow the board to have an in-depth presentation and discussion;
 - b) The reports section is intended for more routine informational items. The items will not be presented unless there is specific information that needs to be brought to the attention of the board during a board meeting;
 - c) The individual board member plan update is intended to allow board members to brief the board on any accomplishments and challenges and to alert other board members if help is needed.
2. The content of the November board meeting agenda was discussed and agreed upon. By November 13, each committee chair/co-chairs will submit either a report from their committee or meeting minutes for inclusion in the reports section of the board book. In addition, any consent agenda item should be submitted to Kaitlin by November 13th.
3. Bill announced the appointment of the new Advancement director, Denise Queen, who starts November 17th. The Executive Committee mentioned its support for the new director and pleasure that the position was filled quickly.
4. Tanya and Bill briefed the executive committee on the results of the Colorado election and possible impacts on state-wide educational initiatives.
5. Bill briefed the committee on the submission of an open letter to DPS by DSST, the Gates Foundation and other schools regarding how student achievement is addressed in the Denver Plan.
6. Bill provided a brief update on the strategy for filling the COO position.
7. Meeting was adjourned.

Respectfully Submitted,

Steven C. Halstedt
Chairman



V. Finance Committee

Finance Committee Meeting Minutes
September 25, 2014 1:00 p.m.

Meeting Purpose

The Finance Committee met with staff to discuss the fiscal year 2014 results, the July financial performance (Board Book) the DSST investment performance, the financial dashboard and the status of the long-term forecast.

Attendees

Teresa Berryman, Finance Committee Chair
Norwood Robb, Finance Committee
Don Kirkpatrick, Finance Committee (by phone)
Coreen Miller, DSST Director of Finance
Nicole Witcher, DSST Accounting Manager

Coreen began the meeting with a brief update on the status of the 401(k) plan changes. The automatic enrollment provision is being delayed a month as plan documents have not been finalized.

Coreen presented a summary of the fiscal year 2014 financial results. Initially budgeted enrollment, October count enrollment and final numbers were discussed to highlight attrition and the effect it had on 2015 budgets. Committee discussed the financial challenges created by DPS requiring individual school charters after the DSST financial model was conceived as 6-12. Suggestions were made to differentiate fees between middle and high schools. Coreen is to draft proposals and bring forward as FY 16 budget cycle commences. Committee felt the financial implications of a non 6-12 structure need to be part of long-term financial planning. The fund balances at the schools were also highlighted and discussed.

The July financial statements as presented by Nicole were considered. Student fee collection is behind, primarily due to schools moving during July. Nicole highlighted that enrollment at some schools is several students different than the original budgets. Process for monitoring enrollment appears to be a need and committee members felt an area of improvement. Staff asked to consider improvements to both the initial budgeting methods (perhaps an enrollment reserve not released until after official count and/or factoring impact of attrition on funding) and actual enrollment monitoring.

Teresa discussed the investment report prepared by Peter and Kip. Investments are tracking in accordance with the policy. The Committee's appreciation of Peter's efforts was expressed. The Committee agreed to quarterly reports and to receive as completed, not necessarily following the Finance Committee meeting schedule.

The status of the Financial Dashboard was reviewed. Teresa did not feel there would be time on a Board agenda to discuss the full Dashboard in person. Staff requested to look at metrics, update and send to Finance Committee for final input. Teresa recommended a PDF presentation for the Board, with a link in the Board agenda to where the information is posted (in the restricted board member portion of the DSST website). Robby felt the Dashboard should be updated on a quarterly basis and Committee agreed.

Teresa mentioned that she had talked to Bill about the long-term forecast and the Committee's desire for it to be updated. Bill has an especially heavy load right now and will get back to the forecast when time permits. Coreen reiterated the wish for the forecast to be seen as a true planning tool when making strategic decisions.

Teresa reported to Committee that the decision has been made to dissolve Science and Tech Management Corp by June 30, 2015. Meetings will be held in October to begin planning the process for closing STMC.

The Committee discussed the need to expand its membership, especially with the departure of Robby at the end of this academic school year.

Items to be discussed at or prior to the next Finance Committee meeting in November include:

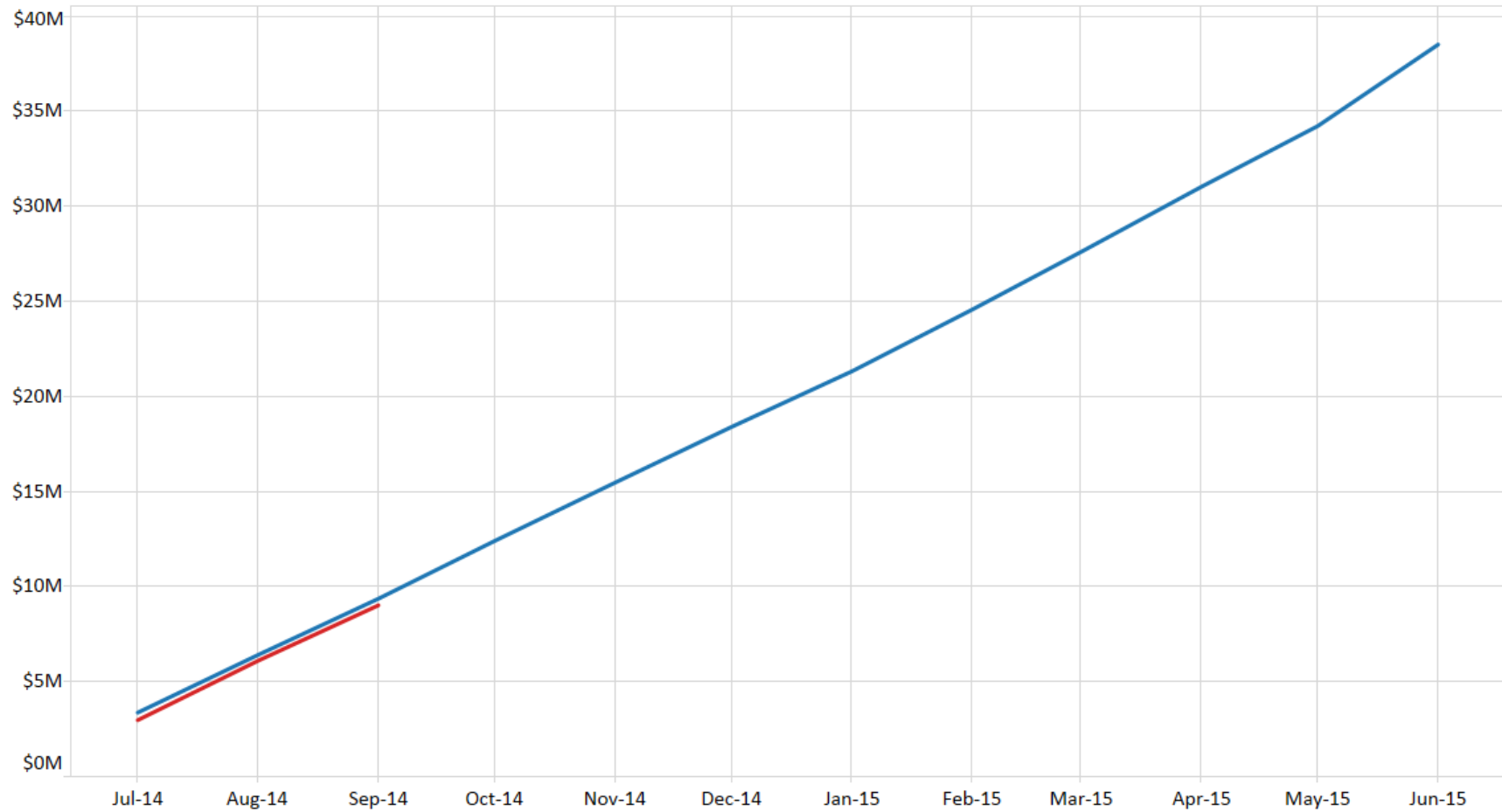
1. PDF example of Finance Dashboard items
2. Definitions of acronyms/jargon used (PCOPS, QZABs, PPR, FRL, etc.)
3. Coreen to discuss with Peter and Kip an investment plan for matured investments and income amounts—send via email as soon as prepared
4. Update on ERP work

The meeting adjourned at 2:15 p.m.

Finance Committee Meeting

Financial Results through September, 2014

YTD Total Revenue



September Budget-to-Actual

YTD Actual	YTD Budget
\$9,006,487	\$9,353,523

Actual	Target
3,372 Students	3,363 Students

■ Actual
■ Budget

Revenue Variance Explanations

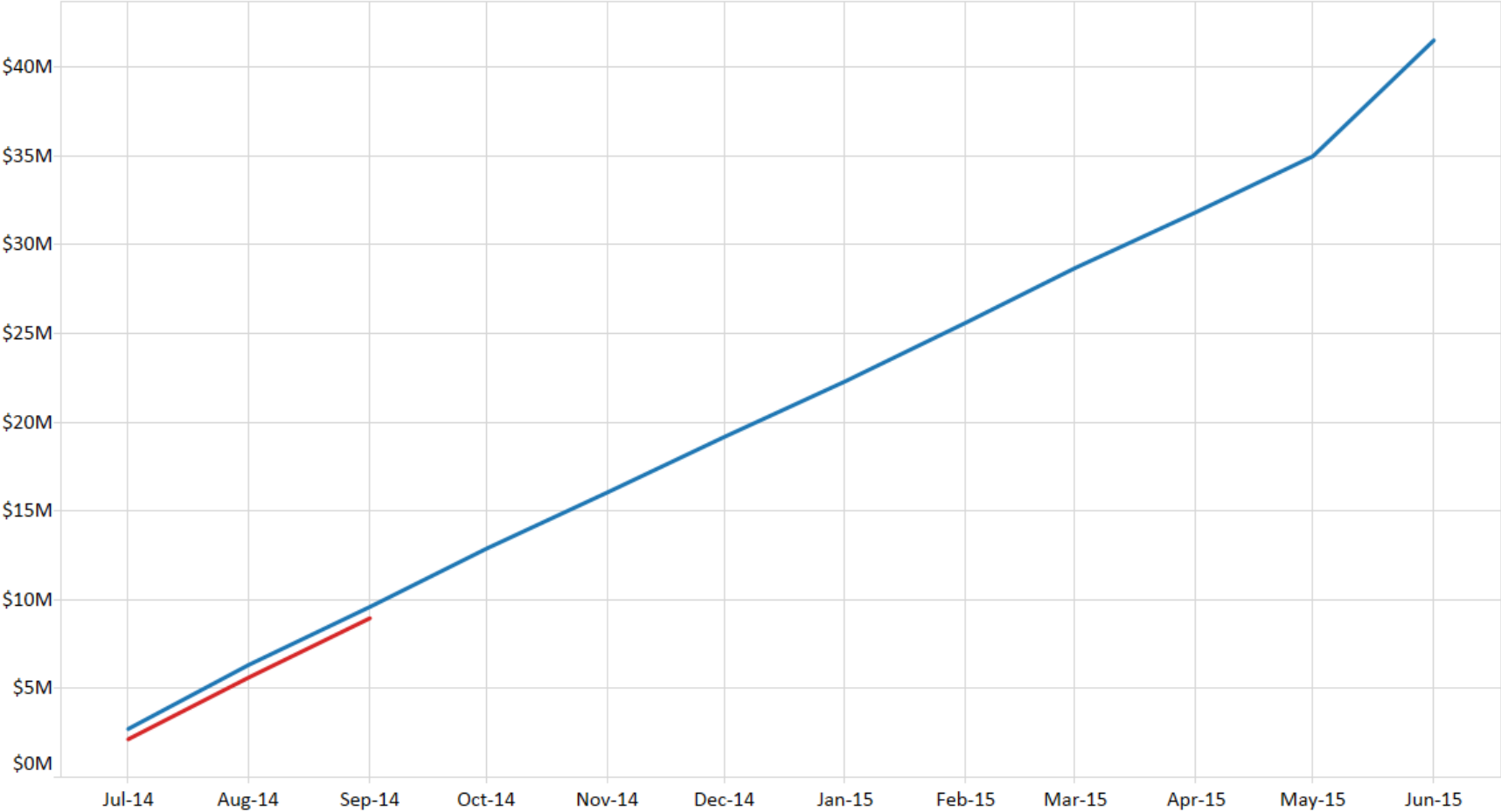
Schools

- Schools are \$30K short of their target student revenue collection. Student fees are short \$46K (primarily at CV), but offset by higher revenue in Student Activities.
- Governmental revenue is \$77K higher than expected, primarily due to PPR. This is expected to correct when we receive new DPS funding payments based on October count.
- Contributions & Grants is \$48K short of expectations – Compact Blue at College View.
- Misc Revenue is \$10K above YTD Budget due to Aetna credit (unexpected). Approximately \$1.7K will be paid out to employees.

Home Office

- Unrestricted grants variance of \$251K due to uncertainty of new grants and timing.
- Negative variance in Fees to CMO from Schools of \$22K due to delayed journal entries for Tech Bond.
- Return on investment is \$84K short of expectations, due to unrealized losses.

YTD Total Expense



September Budget-to-Actual

YTD Actual	YTD Budget
\$8,953,968	\$9,593,335

Actual	Target
3,372 Students	3,363 Students

Actual
Budget

Expense Variance Explanations

Schools

- Significant portion of salary savings (\$278K) expected to reverse with October payroll, which included back-pay for new TCP salary levels. Same logic applies to the savings of \$94K in personnel expense, \$32K of which is attributable to PCOPs. New insurance premiums also not fully reflected in invoices from carriers (\$10K savings in dental et. al. and \$92K in health).
- Savings of \$8K in Additional Pay (Schools) due to electives (temporary?) and summer school (permanent?).
- Human Capital expenditures under budget by \$13K due to unspent professional development and visual culture funds. These funds went unspent last year. Current savings of \$4K in retreat due to delayed invoice.
- Negative variance of \$9K in Non-Instructional Supplies due to large school uniform purchase at College View (\$23K vs. \$9K budget). Revenue not expected to offset additional expense.
- Instructional Supplies overage of \$21K caused by General Instructional Supplies variance at College View of \$26K. Some of these supplies will be returned to vendor.
- Negative variance in DPS Expenses of \$34K should correct with new DPS funding statements based on October count.
- Current savings in Fees to CMO from Schools of \$22K due to delayed journal entries for Tech Bond.
- Savings of \$24K in Facilities due to purchase of cheaper than budgeted buses.
- Technology YTD budget variance is \$74K due to system installations. This is likely a timing issue except for \$38K at College View High School, which wasn't budgeted for.
- Misc Expenses negative variance of \$10K due to CO League of Charter Schools, which was under-budgeted.

Expense Variance Explanations (cont.)

Home Office

- Salary savings of \$48K due to un-hired positions. Savings are considered permanent, unless unexpected hires occur. Same logic applies to savings of \$10K in Personnel Expenses.
- Additional Pay negative variance of \$30K due to timing of team performance bonus (variance disappears in Oct).
- Variance of positive \$11K in Human Capital occurring from delayed travel in Academics but offset by earlier timing of travel in Chief of Schools (COS).
- Supplies line has \$70K current savings due to timing of student assessment purchases.
- Professional Services underspent by \$23K arising from unspent Academics grants.
- Positive variance of \$261K in Technology caused by delayed purchase of ERP/HRIS system, Infrastructure Replacement, and Tech Consumables.

Statement of Financial Position

			September 30, 2014	June 30, 2014	
Assets	Current Assets	Cash & Investments	12,390,329	11,755,012	July 2014 DPS payment
		Accounts Receivable	15,936,357	16,812,835	Collections - DPS
		Prepaid Expenses	75,546	109,522	Prepaid expense recognition
		Tabor Reserve	547,180	547,180	
		Total	28,949,412	29,224,550	
	Long-Term Assets	Long-Term Investments	12,039,913	12,915,953	\$832K withdrawal from Tribeca
		Other Long-Term Assets	142,495	141,206	
		Total	12,182,408	13,057,160	
	Property & Equipment	Property & Equipment (Net of Accumulated Depreciation)	1,170,770	1,170,770	
		Total	1,170,770	1,170,770	
Total		42,302,590	43,452,479		
Liabilities	Short-Term Liabilities	Accounts Payable	474,943	2,306,517	July salary reversal & 401K payout
		Deferred Revenue	1,269,154	673,603	Stapleton sale; DPS July payment
		Due to CMO	0	0	
		PCOPS	33,616	0	Payment & accrual; credit recognition
		Total	1,777,713	2,980,120	
	Total		1,777,713	2,980,120	
Net Assets	Beginning Net Assets	Net Assets	40,472,359	31,941,270	
		Total	40,472,359	31,941,270	
	Current YTD Net Income	Current YTD Net Income	52,519	8,531,088	
		Total	52,519	8,531,088	
	Total		40,524,877	40,472,359	

Statement of Profit and Loss
Consolidated Network

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue				
Student Revenue	345,550	376,015	(30,465)	638,024
PPR Revenue	6,299,627	6,175,951	123,676	24,703,804
Governmental Revenue	1,113,915	1,160,747	(46,832)	5,277,588
Contributions and Grants	125,472	424,000	(298,528)	1,884,830
CMO Contributions to Schools	0	0	0	1,133,709
Fees to CMO from Schools	1,123,541	1,145,060	(21,519)	4,580,238
Misc Revenue	(1,618)	71,750	(73,368)	287,000
Total	9,006,487	9,353,523	(347,036)	38,505,193
Expense				
Personnel Expenses	5,131,474	5,531,850	400,376	24,139,783
Human Capital	198,867	160,901	(37,966)	471,277
Non Instructional Supplies	204,626	233,130	28,504	1,143,194
Instructional Supplies	95,656	91,412	(4,244)	371,455
Curriculum and Assessment	21,686	86,997	65,311	124,282
Advancement	1,413	27,465	26,052	63,781
DPS Expenses	1,214,759	1,180,349	(34,410)	4,728,867
Professional Services	141,081	149,182	8,101	789,759
Fees to CMO	1,123,541	1,145,060	21,519	4,580,239
Operating Leases	42,502	50,563	8,061	178,379
Facilities	594,565	497,020	(97,545)	939,794
Technology	154,569	410,042	255,473	2,210,584
Transfers	0	0	0	1,133,709
Misc Expenses	29,229	29,364	135	636,966
Total	8,953,968	9,593,335	639,367	41,512,069
Net Income	52,519	(239,812)	292,331	(3,006,876)

Statement of Cash Flow

	YTD Sept, 2014	
Cash Flows from Operating Activities		
Change in net assets	\$ 52,519	
Adjustments to reconcile changes in net assets to		
Net cash provided by operating activities		
Changes in assets and liabilities		
Accounts receivable	721,476	Collections - DPS
Prepaid expenses	33,976	Pre paid insurance policies, deposits
Promises to Give	155,000	Collection on promises to give
Accounts payable and accrued liabilities	(1,687,746)	Accrued June salary reversal & 401K payouts
Deferred revenue	595,551	Stapleton sale, DPS July payment & revenue recognition
PCOPS Liability	<u>(110,212)</u>	Payment & accrual; credit recognition
Net cash provided by operating activities	<u>(239,436)</u>	
Cash Flows from Investing Activities		
Purchase of investments	876,041	Investment activity; withdrawal from Tribeca fund
Purchase of other long-term assets	(1,289)	Wilfey Endowment Fund activity
Purchase of property & equipment	<u>-</u>	
Net cash used by investing activities	<u>874,752</u>	
Net Increase (Decrease) in Cash	635,316	
Cash and Cash Equivalents, Beginning of Year	<u>11,755,013</u>	
Cash and Cash Equivalents, End of Period	<u><u>\$ 12,390,329</u></u>	

Statement of Profit and Loss
Consolidated Schools

		YTD Actual	YTD Budget	YTD Variance	Total Budget	
Revenue	Student Revenue	345,549	376,015	(30,466)	638,023	Low student fee collection
	Governmental Revenue	7,413,492	7,336,698	76,795	29,981,392	Not yet reflective of October count
	Contributions & Grants	15,000	63,000	(48,000)	298,830	Waiting on Compact Blue grant from DPS
	Misc Revenue	10,428	0	10,428	0	Aetna Credit
	CMO Contribution	0	0	0	1,133,709	
	Total	7,784,469	7,775,713	8,756	32,051,954	
Expense	Salaries	2,770,392	3,048,131	277,738	14,673,685	TCP salaries not yet reflected
	Additional Pay (School)	194,300	202,053	7,753	762,420	Lower electives and summer school spend
	Additional Pay (CMO)	261,224	261,474	249	271,464	
	Personnel Expenses	960,724	1,054,412	93,688	4,522,071	TCP salaries not yet reflected
	Human Capital	71,920	84,513	12,593	167,452	Unspent professional development and visual culture
	Non-Instructional Supplies	84,703	75,645	(9,057)	273,176	Large school uniform purchase at College View
	Instructional Supplies	175,870	155,104	(20,765)	887,348	Large supply order at College View
	DPS Expenses	1,214,759	1,180,349	(34,410)	4,728,867	Not yet reflective of October count
	Professional Services	15,751	16,462	711	118,856	
	Fees to CMO	1,123,541	1,145,060	21,518	4,580,239	Delayed tech bond JVs
	Operating Leases	24,930	27,762	2,833	87,177	Copier leases at CG and Cole HS started later
	Facilities	197,747	173,306	(24,441)	434,132	Cheaper buses
	Technology	405,313	331,782	(73,531)	552,110	Timing of system installations
	Misc Expenses	17,849	7,996	(9,853)	147,556	CO League of Charter Schools under-budgeted
	Total	7,519,022	7,764,049	245,027	32,206,553	
Net Income		265,447	11,664	253,784	(154,598)	
	Total	265,447	11,664	253,784	(154,598)	

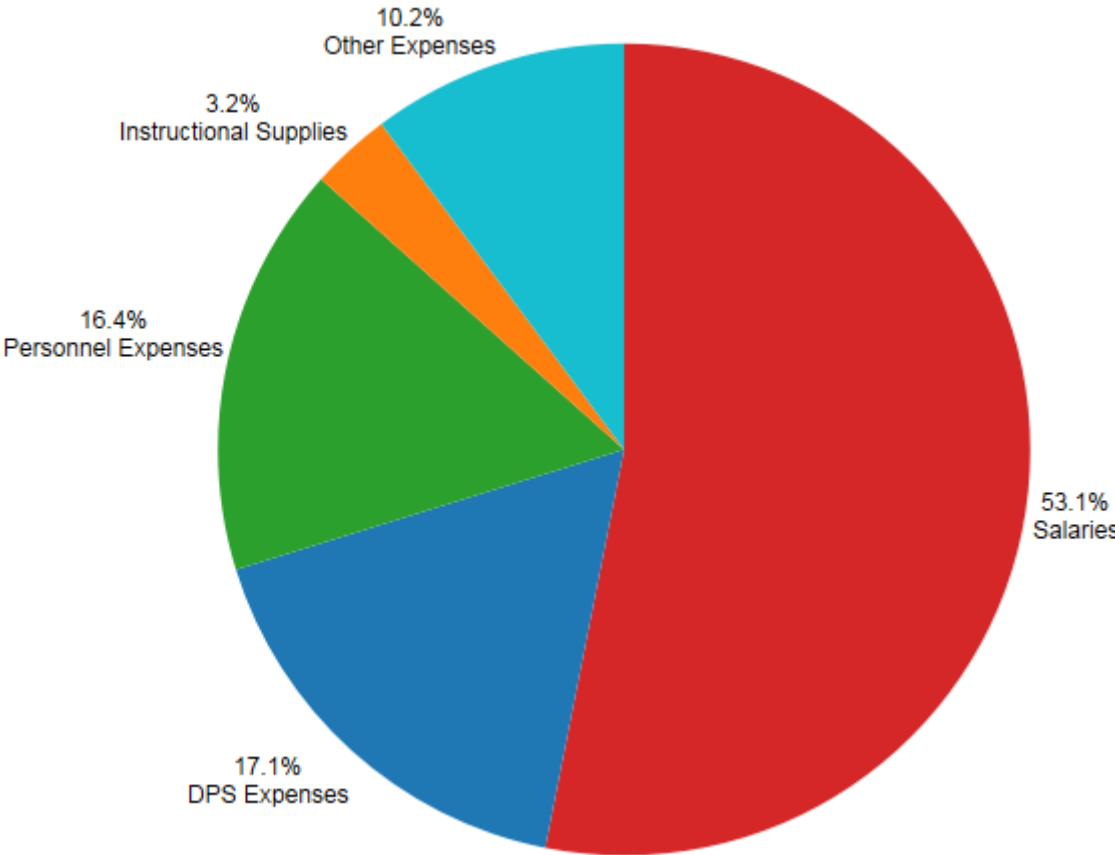
Enrollment

Actual	Target
3,372	3,363

Statement of Profit and Loss
Consolidated Home Office

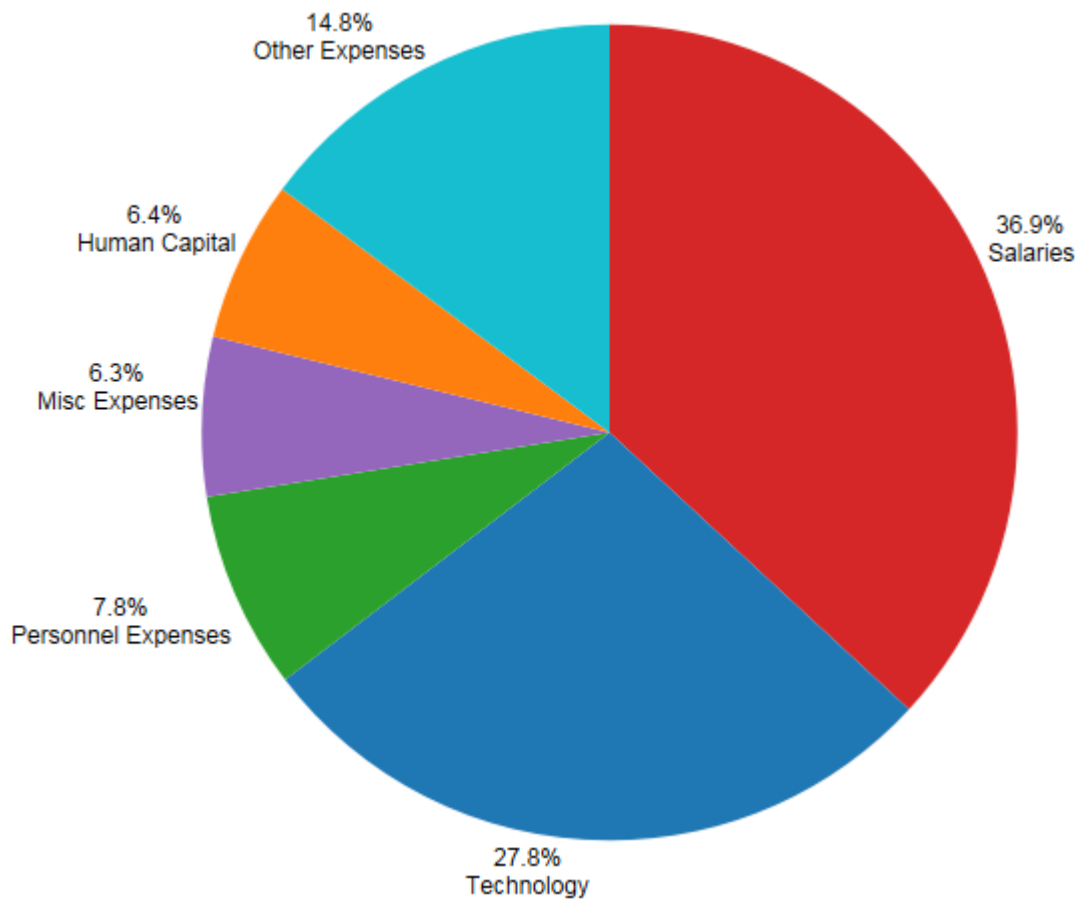
		YTD Actual	YTD Budget	YTD Variance	Total Budget	
Revenue	Contributions & Grants	110,472	361,000	(250,528)	1,586,000	Uncertainty of contributions and timing
	Fees to CMO from Schools	1,123,541	1,145,060	(21,518)	4,580,238	Delayed tech bond JVs
	Misc Revenue	(11,995)	71,750	(83,745)	287,000	Investment activity (unrealized losses)
	Total	1,222,018	1,577,810	(355,792)	6,453,239	
Expense	Salaries	705,135	753,578	48,443	3,014,311	Un-hired positions
	Additional Pay	84,516	54,289	(30,228)	254,578	Timing of team performance bonus
	Personnel Expenses	147,446	157,913	10,468	641,255	Un-hired positions
	Human Capital	138,138	149,447	11,309	522,179	Delayed travel in Academics; earlier expense in COS
	Supplies	26,512	96,894	70,382	180,022	Timing of student assessment purchase
	Professional Services	109,644	132,720	23,076	670,902	Unspent Academic grants
	Operating Leases	22,499	22,800	302	91,202	
	Facilities	14,934	14,000	(934)	14,000	
	Technology	165,912	427,274	261,362	2,268,156	Delayed purchase of ERP/HRIS, infrastructure, and consumables
	Transfers	0	0	0	1,133,709	
	Misc Expenses	18,587	20,370	1,783	515,202	
	Total	1,433,323	1,829,286	395,963	9,305,516	
Net Income		(211,305)	(251,476)	40,171	(2,852,278)	
	Total	(211,305)	(251,476)	40,171	(2,852,278)	

School Budgeted Expenses



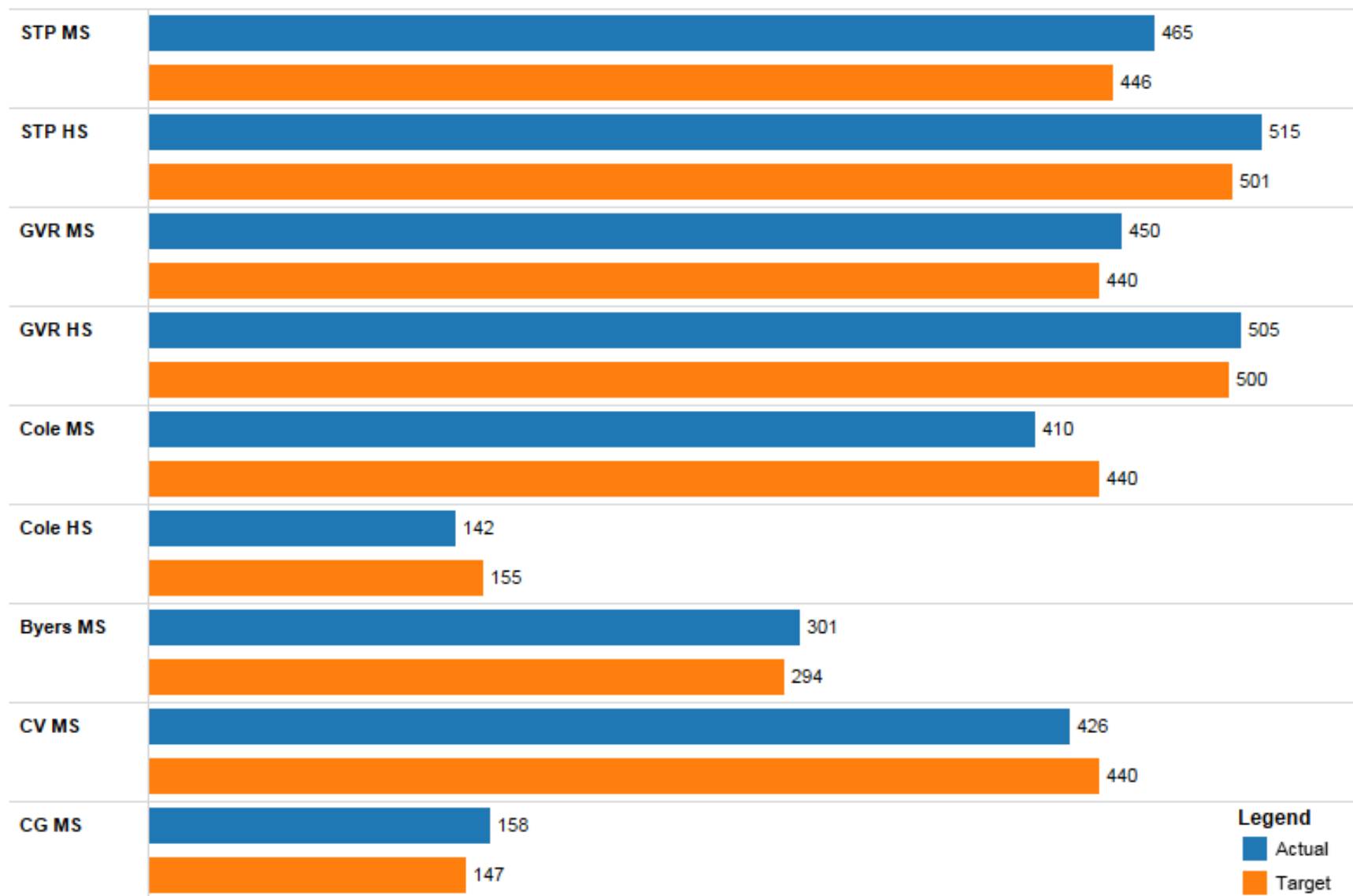
**Net of intercompany transfers*

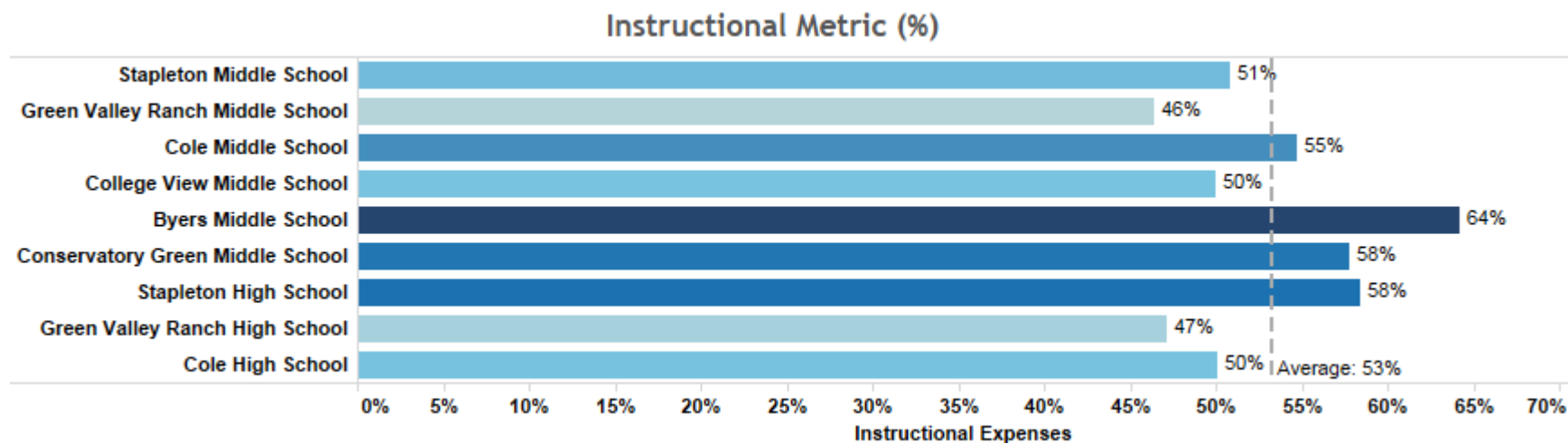
Home Office Budgeted Expenses



**Net of intercompany transfer*

Enrollment





- Byers middle school has Title V expenses, which were largely instructional.
- Instructional salaries are generally not recognized in July, thereby temporarily suppressing the proportion of instructional expenses.

Statement of Profit and Loss

Stapleton Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	59,801	57,736	2,065	88,370
	Governmental Revenue	965,068	1,004,596	(39,528)	4,032,185
	Misc Revenue	1,647	0	1,647	0
	Total	1,026,516	1,062,332	(35,816)	4,120,555
Expense	Salaries	390,501	413,109	22,608	1,977,460
	Additional Pay (School)	22,217	20,071	(2,146)	76,150
	Additional Pay (CMO)	44,620	44,620	0	45,730
	Personnel Expenses	106,520	107,779	1,259	470,304
	Human Capital	8,932	12,102	3,170	22,693
	Non-Instructional Supplies	11,668	9,328	(2,340)	32,050
	Instructional Supplies	15,683	17,141	1,459	99,316
	DPS Expenses	161,807	169,033	7,226	676,920
	Professional Services	1,565	1,592	27	8,066
	Fees to CMO	137,695	145,521	7,826	582,084
	Operating Leases	2,417	2,417	0	10,070
	Facilities	3,140	3,466	326	32,201
	Technology	2,256	1,070	(1,186)	3,964
	Misc Expenses	3,732	759	(2,973)	3,705
	Total	912,754	948,007	35,253	4,040,713
Net Income		113,761	114,325	(564)	79,841
	Total	113,761	114,325	(564)	79,841

Enrollment

Actual	Target
465	446

Statement of Profit and Loss
Stapleton High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	86,228	56,618	29,610	135,351
	Governmental Revenue	1,073,946	1,100,993	(27,047)	4,416,088
	Contributions & Grants	15,000	15,000	0	15,000
	Misc Revenue	2,563	0	2,563	0
	Total	1,177,737	1,172,611	5,126	4,566,439
Expense	Salaries	478,701	498,819	20,117	2,367,937
	Additional Pay (School)	32,008	28,015	(3,993)	125,900
	Additional Pay (CMO)	51,370	51,370	0	52,480
	Personnel Expenses	119,134	126,694	7,560	553,142
	Human Capital	11,047	10,981	(66)	22,617
	Non-Instructional Supplies	4,640	8,040	3,400	30,600
	Instructional Supplies	39,307	25,388	(13,919)	171,164
	DPS Expenses	110,325	116,172	5,846	465,907
	Professional Services	4,892	3,745	(1,147)	17,166
	Fees to CMO	155,366	161,840	6,474	647,360
	Operating Leases	2,499	1,903	(595)	7,931
	Facilities	3,961	2,394	(1,567)	33,089
	Technology	1,166	13,242	12,076	25,670
	Misc Expenses	3,777	848	(2,929)	4,117
	Total	1,018,194	1,049,451	31,257	4,525,080
Net Income		159,543	123,160	36,383	41,359
	Total	159,543	123,160	36,383	41,359

Enrollment

Actual	Target
515	501

Statement of Profit and Loss

Green Valley Ranch Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	43,089	44,046	(957)	75,623
	Governmental Revenue	928,077	935,099	(7,022)	3,910,551
	Misc Revenue	1,535	0	1,535	0
	CMO Contribution	0	0	0	26,725
	Total	972,701	979,145	(6,445)	4,012,899
Expense	Salaries	325,818	369,332	43,514	1,771,061
	Additional Pay (School)	24,679	22,738	(1,940)	84,400
	Additional Pay (CMO)	31,889	31,889	0	32,999
	Personnel Expenses	131,736	142,393	10,657	604,361
	Human Capital	9,643	11,263	1,620	23,657
	Non-Instructional Supplies	10,108	11,289	1,181	32,600
	Instructional Supplies	10,704	14,521	3,817	93,879
	DPS Expenses	185,699	185,698	(1)	743,275
	Professional Services	1,610	1,780	170	18,819
	Fees to CMO	135,486	139,979	4,494	559,918
	Operating Leases	2,543	2,085	(458)	8,687
	Facilities	7,577	2,230	(5,347)	28,398
	Technology	2,224	1,050	(1,174)	2,964
	Misc Expenses	2,769	1,813	(956)	7,881
	Total	882,485	938,061	55,576	4,012,899
Net Income		90,215	41,084	49,131	0
	Total	90,215	41,084	49,131	0

Enrollment

Actual	Target
450	440

Statement of Profit and Loss
Green Valley Ranch High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	56,122	58,036	(1,914)	92,498
	Governmental Revenue	1,152,480	1,101,188	51,292	4,584,146
	Misc Revenue	1,496	0	1,496	0
	CMO Contribution	0	0	0	136,656
	Total	1,210,097	1,159,224	50,874	4,813,300
Expense	Salaries	416,429	473,555	57,126	2,241,672
	Additional Pay (School)	27,562	31,713	4,151	135,500
	Additional Pay (CMO)	37,870	37,870	0	38,980
	Personnel Expenses	155,732	176,058	20,325	746,337
	Human Capital	7,708	12,131	4,422	26,322
	Non-Instructional Supplies	4,104	9,886	5,782	40,736
	Instructional Supplies	24,511	21,861	(2,649)	149,519
	DPS Expenses	184,656	170,469	(14,187)	683,727
	Professional Services	2,016	1,857	(159)	12,110
	Fees to CMO	160,781	158,737	(2,044)	634,947
	Operating Leases	2,604	2,630	27	10,960
	Facilities	9,318	10,214	896	51,548
	Technology	0	21,021	21,021	36,040
	Misc Expenses	2,729	1,048	(1,681)	4,901
	Total	1,036,021	1,129,050	93,029	4,813,299
Net Income		174,076	30,173	143,903	0
	Total	174,076	30,173	143,903	0

Enrollment

Actual	Target
505	500

Statement of Profit and Loss

Cole Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	27,143	41,368	(14,225)	63,298
	Governmental Revenue	955,234	904,185	51,049	3,774,755
	Contributions & Grants	0	0	0	110,830
	Misc Revenue	1,514	0	1,514	0
	CMO Contribution	0	0	0	9,564
	Total	983,890	945,553	38,337	3,958,446
Expense	Salaries	336,147	375,788	39,640	1,805,871
	Additional Pay (School)	22,863	25,288	2,425	92,750
	Additional Pay (CMO)	34,070	34,120	50	35,230
	Personnel Expenses	140,702	145,612	4,911	618,445
	Human Capital	12,247	10,992	(1,256)	21,582
	Non-Instructional Supplies	8,586	9,664	1,078	32,892
	Instructional Supplies	17,517	13,393	(4,124)	79,811
	DPS Expenses	144,259	128,860	(15,400)	515,753
	Professional Services	1,347	2,665	1,318	22,390
	Fees to CMO	132,327	133,780	1,453	535,119
	Operating Leases	2,630	2,630	0	10,960
	Facilities	60,708	56,646	(4,062)	80,404
	Technology	87,275	61,349	(25,925)	103,928
	Misc Expenses	2,095	684	(1,411)	3,310
	Total	1,002,773	1,001,470	(1,303)	3,958,445
Net Income		(18,883)	(55,917)	37,034	1
	Total	(18,883)	(55,917)	37,034	1

Enrollment

Actual	Target
410	440

Statement of Profit and Loss

Cole High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	11,026	15,228	(4,202)	23,658
	Governmental Revenue	349,215	322,301	26,914	1,342,482
	Misc Revenue	0	0	0	0
	CMO Contribution	0	0	0	422,155
	Total	360,241	337,529	22,712	1,788,295
Expense	Salaries	134,341	156,897	22,556	737,025
	Additional Pay (School)	11,400	13,872	2,472	53,545
	Additional Pay (CMO)	7,170	7,120	(50)	8,230
	Personnel Expenses	46,715	58,782	12,067	248,548
	Human Capital	3,841	4,848	1,007	7,884
	Non-Instructional Supplies	3,930	2,858	(1,071)	10,705
	Instructional Supplies	9,621	9,466	(155)	54,567
	DPS Expenses	70,938	62,312	(8,626)	249,619
	Professional Services	1,136	583	(553)	2,251
	Fees to CMO	69,516	68,586	(930)	274,345
	Operating Leases	0	1,390	1,390	5,791
	Facilities	121	412	291	7,782
	Technology	78	9,006	8,928	15,310
	Misc Expenses	0	416	416	112,692
	Total	358,807	396,548	37,741	1,788,295
Net Income		1,434	(59,020)	60,453	0
	Total	1,434	(59,020)	60,453	0

Enrollment

Actual	Target
142	155

Statement of Profit and Loss
College View Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	16,910	40,909	(24,000)	65,356
	Governmental Revenue	961,464	906,667	54,797	3,816,357
	Contributions & Grants	0	48,000	(48,000)	48,000
	Misc Revenue	1,071	0	1,071	0
	CMO Contribution	0	0	0	174,152
	Total	979,444	995,576	(16,132)	4,103,865
Expense	Salaries	355,665	387,034	31,369	1,865,753
	Additional Pay (School)	25,533	27,134	1,600	91,125
	Additional Pay (CMO)	25,620	25,870	250	26,980
	Personnel Expenses	138,503	149,519	11,016	635,628
	Human Capital	7,376	8,467	1,091	16,311
	Non-Instructional Supplies	27,455	11,736	(15,718)	41,024
	Instructional Supplies	41,405	14,868	(26,537)	86,580
	DPS Expenses	181,026	167,624	(13,402)	671,682
	Professional Services	1,842	2,434	592	26,642
	Fees to CMO	139,981	138,236	(1,745)	552,944
	Operating Leases	1,883	2,423	540	10,094
	Facilities	24,000	32,281	8,281	58,626
	Technology	41,479	7,998	(33,481)	16,870
	Misc Expenses	1,769	752	(1,017)	3,606
	Total	1,013,536	976,376	(37,161)	4,103,865
Net Income		(34,092)	19,201	(53,293)	0
	Total	(34,092)	19,201	(53,293)	0

Enrollment

Actual	Target
426	440

Statement of Profit and Loss
College View High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	0	0	125,000
	CMO Contribution	0	0	0	55,914
	Total	0	0	0	180,914
Expense	Salaries	0	0	0	59,000
	Additional Pay (School)	0	0	0	5,500
	Personnel Expenses	0	0	0	18,723
	Non-Instructional Supplies	0	0	0	7,250
	Instructional Supplies	0	0	0	5,000
	Professional Services	0	18	18	96
	Fees to CMO	21,336	21,336	0	85,345
	Technology	0	0	0	0
	Total	21,336	21,354	18	180,914
Net Income		(21,336)	(21,354)	18	0
	Total	(21,336)	(21,354)	18	0

Statement of Profit and Loss
Byers Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	26,238	43,106	(16,867)	64,965
	Governmental Revenue	711,624	726,774	(15,150)	2,761,679
	Misc Revenue	604	0	604	0
	Total	738,466	769,879	(31,413)	2,826,643
Expense	Salaries	210,591	249,197	38,606	1,200,387
	Additional Pay (School)	15,750	18,420	2,670	57,000
	Additional Pay (CMO)	19,495	19,495	0	20,605
	Personnel Expenses	82,936	96,148	13,212	408,729
	Human Capital	8,119	8,846	727	16,903
	Non-Instructional Supplies	10,913	8,039	(2,875)	29,986
	Instructional Supplies	10,419	29,627	19,208	98,040
	DPS Expenses	113,021	113,687	666	455,378
	Professional Services	907	1,212	305	8,688
	Fees to CMO	105,950	109,523	3,573	438,090
	Operating Leases	10,354	10,894	540	16,893
	Facilities	88,922	65,663	(23,259)	134,571
	Technology	174,659	138,847	(35,812)	213,976
	Misc Expenses	793	694	(99)	3,197
	Total	852,829	870,290	17,462	3,102,443
Net Income		(114,362)	(100,411)	(13,952)	(275,800)
	Total	(114,362)	(100,411)	(13,952)	(275,800)

Enrollment

Actual	Target
301	294

Statement of Profit and Loss

Conservatory Green Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	18,992	18,968	24	28,906
	Governmental Revenue	316,385	334,896	(18,510)	1,343,150
	Misc Revenue	0	0	0	0
	CMO Contribution	0	0	0	308,543
	Total	335,377	353,863	(18,486)	1,680,599
Expense	Salaries	122,199	124,401	2,202	647,519
	Additional Pay (School)	12,288	14,803	2,515	40,550
	Additional Pay (CMO)	9,120	9,120	0	10,230
	Personnel Expenses	38,745	51,427	12,682	217,854
	Human Capital	3,006	4,884	1,877	9,483
	Non-Instructional Supplies	3,299	4,805	1,506	15,333
	Instructional Supplies	6,703	8,840	2,137	49,471
	DPS Expenses	63,027	66,494	3,467	266,606
	Professional Services	436	577	141	2,628
	Fees to CMO	65,103	67,522	2,419	270,087
	Operating Leases	0	1,390	1,390	5,791
	Facilities	0	0	0	7,513
	Technology	96,176	78,198	(17,978)	133,388
	Misc Expenses	184	981	797	4,146
	Total	420,286	433,441	13,155	1,680,600
Net Income		(84,909)	(79,578)	(5,330)	0
	Total	(84,909)	(79,578)	(5,330)	0

Enrollment

Actual	Target
158	147

Statement of Profit and Loss

Home Office: Technology

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	80,000	(80,000)	80,000
	Fees to CMO from Schools	414,892	448,787	(33,895)	1,795,146
	Misc Revenue	248	0	248	0
	Total	415,140	528,787	(113,646)	1,875,146
Expense	Salaries	116,014	101,117	(14,896)	404,470
	Additional Pay	12,225	4,140	(8,085)	25,990
	Personnel Expenses	26,384	20,785	(5,598)	84,362
	Human Capital	474	7,056	6,582	28,224
	Professional Services	34,000	35,750	1,750	269,000
	Technology	156,771	302,588	145,817	2,016,775
	Total	345,867	471,436	125,569	2,828,821
Net Income		69,273	57,350	11,923	(953,675)
	Total	69,273	57,350	11,923	(953,675)

Statement of Profit and Loss

Home Office: Operations

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Misc Revenue	142	0	142	0
	Total	142	0	142	0
Expense	Salaries	64,103	66,382	2,279	265,527
	Additional Pay	5,966	1,088	(4,877)	8,606
	Personnel Expenses	13,591	15,668	2,077	63,860
	Human Capital	107	2,345	2,238	9,380
	Supplies	4,897	4,382	(515)	24,500
	Professional Services	47	2,625	2,579	10,500
	Operating Leases	22,499	22,800	302	91,202
	Facilities	14,934	14,000	(934)	14,000
	Technology	5,000	110,100	105,100	220,200
	Total	131,143	239,390	108,248	707,774
Net Income		(131,001)	(239,390)	108,390	(707,774)
	Total	(131,001)	(239,390)	108,390	(707,774)

Statement of Profit and Loss

Home Office: Human Resources

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	6,000	(6,000)	6,000
	Misc Revenue	5,447	12,000	(6,553)	48,000
	Total	5,447	18,000	(12,553)	54,000
Expense	Salaries	62,979	72,078	9,098	288,310
	Additional Pay	19,332	11,323	(8,009)	22,252
	Personnel Expenses	14,235	15,211	976	61,800
	Human Capital	10,848	21,585	10,737	60,720
	Supplies	158	1,030	872	4,650
	Professional Services	10,547	5,619	(4,928)	22,475
	Technology	911	434	(477)	868
	Misc Expenses	5,269	10,080	4,811	48,000
	Total	124,279	137,358	13,080	509,075
Net Income		(118,832)	(119,358)	526	(455,075)
	Total	(118,832)	(119,358)	526	(455,075)

Statement of Profit and Loss

Home Office: Human Capital

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	0	0	0
	Misc Revenue	248	350	(102)	1,400
	Total	248	350	(102)	1,400
Expense	Salaries	80,465	80,631	167	322,525
	Additional Pay	4,620	5,256	636	24,715
	Personnel Expenses	13,543	16,749	3,206	67,985
	Human Capital	57,405	60,452	3,047	132,806
	Supplies	129	893	764	4,850
	Professional Services	1,367	5,104	3,737	20,475
	Technology	1,127	8,111	6,983	16,221
	Misc Expenses	490	0	(490)	0
	Total	159,144	177,194	18,050	589,576
Net Income		(158,896)	(176,844)	17,949	(588,176)
	Total	(158,896)	(176,844)	17,949	(588,176)

Statement of Profit and Loss

Home Office: Finance

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Misc Revenue	(18,619)	7,500	(26,119)	30,000
	Total	(18,619)	7,500	(26,119)	30,000
Expense	Salaries	69,021	67,909	(1,112)	271,635
	Additional Pay	6,983	429	(6,554)	7,343
	Personnel Expenses	18,193	14,718	(3,475)	59,863
	Human Capital	3,027	1,663	(1,364)	6,650
	Supplies	22	0	(22)	0
	Professional Services	63,638	61,848	(1,790)	204,352
	Technology	0	2,318	2,318	4,636
	Misc Expenses	10,124	6,825	(3,299)	32,500
	Total	171,008	155,709	(15,299)	586,979
Net Income		(189,627)	(148,209)	(41,418)	(556,979)
	Total	(189,627)	(148,209)	(41,418)	(556,979)

Statement of Profit and Loss

Home Office: Development

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	110,472	275,000	(164,528)	1,500,000
	Misc Revenue	218	0	218	0
	Total	110,690	275,000	(164,310)	1,500,000
Expense	Salaries	50,720	50,720	0	202,880
	Additional Pay	4,245	306	(3,939)	4,605
	Personnel Expenses	8,119	11,274	3,154	45,887
	Human Capital	1,521	2,918	1,396	54,170
	Supplies	20	991	970	4,390
	Technology	800	1,680	880	3,360
	Misc Expenses	0	0	0	22,680
	Total	65,426	67,887	2,462	337,972
Net Income		45,264	207,113	(161,848)	1,162,028
	Total	45,264	207,113	(161,848)	1,162,028

Statement of Profit and Loss

Home Office: Academic

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Fees to CMO from Schools	12,966	12,966	0	51,865
	Misc Revenue	319	0	319	0
	Total	13,286	12,966	319	51,865
Expense	Salaries	157,783	184,941	27,158	739,764
	Additional Pay	24,576	29,872	5,296	128,147
	Personnel Expenses	33,892	40,117	6,225	162,942
	Human Capital	12,508	27,021	14,513	108,598
	Supplies	21,287	89,600	68,313	141,632
	Professional Services	47	21,775	21,728	87,100
	Technology	1,303	2,044	741	6,096
	Misc Expenses	2,261	3,465	1,204	16,500
	Total	253,656	398,835	145,179	1,390,780
Net Income		(240,370)	(385,868)	145,498	(1,338,915)
	Total	(240,370)	(385,868)	145,498	(1,338,915)

Statement of Profit and Loss

Home Office: COS

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Expense	Salaries	51,250	51,250	0	205,000
	Additional Pay	3,450	375	(3,075)	3,960
	Personnel Expenses	9,437	9,080	(357)	36,718
	Human Capital	51,078	18,533	(32,545)	90,131
	Total	115,215	79,238	(35,977)	335,808
Net Income		(115,215)	(79,238)	(35,977)	(335,808)
	Total	(115,215)	(79,238)	(35,977)	(335,808)

Statement of Profit and Loss
Home Office: CEO

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Fees to CMO from Schools	695,683	683,307	12,377	2,733,227
	Misc Revenue	0	51,900	(51,900)	207,600
	Total	695,683	735,207	(39,523)	2,940,827
Expense	Salaries	52,800	52,800	0	211,200
	Additional Pay	3,120	1,380	(1,740)	28,480
	Personnel Expenses	10,048	9,785	(263)	39,537
	Human Capital	1,171	7,375	6,204	29,500
	Professional Services	0	0	0	57,000
	Transfers	0	0	0	1,133,709
	Misc Expenses	443	0	(443)	395,522
	Total	67,582	71,340	3,758	1,894,949
Net Income		628,102	663,866	(35,765)	1,045,879
	Total	628,102	663,866	(35,765)	1,045,879

Statement of Profit and Loss
Home Office: COO

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Expense	Salaries	0	25,750	25,750	103,000
	Additional Pay	0	120	120	480
	Personnel Expenses	3	4,526	4,523	18,302
	Human Capital	0	500	500	2,000
	Total	3	30,896	30,893	123,782
Net Income		(3)	(30,896)	30,893	(123,782)
	Total	(3)	(30,896)	30,893	(123,782)

November Budget Reset

In \$000's	STP MS	STP HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	CG MS	STP MS CP	STP HS CP	CMO	Total
FTEs	39.3	46.5	40.0	47.6	41.1	15.9	42.0	1.0	27.0	13.8	4.1	1.9	48.5	368.7
Enrollment	460	514	450	505	410	142	426	-	301	158	5	1	-	3,372
Revenue														
Student Revenue	\$ 88	\$ 135	\$ 76	\$ 92	\$ 63	\$ 24	\$ 65	\$ -	\$ 65	\$ 29	\$ -	\$ -	\$ -	\$ 638
Governmental Revenue	\$ 3,838	\$ 4,307	\$ 3,911	\$ 4,584	\$ 3,775	\$ 1,342	\$ 3,816	\$ -	\$ 2,762	\$ 1,343	\$ 195	\$ 109	\$ -	\$ 29,981
CMO Contributions	\$ -	\$ -	\$ 27	\$ 137	\$ 10	\$ 422	\$ 174	\$ 56	\$ -	\$ 309	\$ -	\$ -	\$ -	\$ 1,134
Contributions & Grants	\$ -	\$ 15	\$ -	\$ -	\$ 111	\$ -	\$ 48	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ 1,586	\$ 1,885
Fees to CMO from Schools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,580	\$ 4,580
Misc Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 287	\$ 287
Total Revenue	\$ 3,926	\$ 4,458	\$ 4,013	\$ 4,813	\$ 3,958	\$ 1,788	\$ 4,104	\$ 181	\$ 2,827	\$ 1,681	\$ 195	\$ 109	\$ 6,453	\$ 38,505
Expense														
Salaries	\$ 1,843	\$ 2,302	\$ 1,771	\$ 2,242	\$ 1,806	\$ 737	\$ 1,866	\$ 59	\$ 1,200	\$ 648	\$ 135	\$ 66	\$ 3,014	\$ 17,688
Additional Pay	\$ 121	\$ 178	\$ 117	\$ 174	\$ 128	\$ 62	\$ 118	\$ 6	\$ 78	\$ 51	\$ 1	\$ 1	\$ 255	\$ 1,288
Payroll Expense	\$ 433	\$ 535	\$ 604	\$ 746	\$ 618	\$ 249	\$ 636	\$ 19	\$ 409	\$ 218	\$ 37	\$ 18	\$ 641	\$ 5,163
Human Capital	\$ 20	\$ 21	\$ 24	\$ 26	\$ 22	\$ 8	\$ 16	\$ -	\$ 17	\$ 9	\$ 3	\$ 1	\$ 522	\$ 690
Non-Instructional Supplies	\$ 32	\$ 30	\$ 33	\$ 41	\$ 33	\$ 11	\$ 41	\$ 7	\$ 30	\$ 15	\$ 1	\$ 1	\$ 180	\$ 453
Instructional Supplies	\$ 95	\$ 169	\$ 94	\$ 150	\$ 80	\$ 55	\$ 87	\$ 5	\$ 98	\$ 49	\$ 5	\$ 2	\$ -	\$ 887
DPS Expenses	\$ 664	\$ 461	\$ 743	\$ 684	\$ 516	\$ 250	\$ 672	\$ -	\$ 455	\$ 267	\$ 13	\$ 5	\$ -	\$ 4,729
Professional Services	\$ 8	\$ 14	\$ 19	\$ 12	\$ 22	\$ 2	\$ 27	\$ 0	\$ 9	\$ 3	\$ 0	\$ 3	\$ 671	\$ 790
Fees to CMO	\$ 572	\$ 642	\$ 560	\$ 635	\$ 535	\$ 274	\$ 553	\$ 85	\$ 438	\$ 270	\$ 10	\$ 5	\$ -	\$ 4,580
Operating Leases	\$ 10	\$ 8	\$ 9	\$ 11	\$ 11	\$ 6	\$ 10	\$ -	\$ 17	\$ 6	\$ -	\$ -	\$ 91	\$ 178
Facilities	\$ 30	\$ 33	\$ 28	\$ 52	\$ 80	\$ 8	\$ 59	\$ -	\$ 135	\$ 8	\$ 2	\$ 0	\$ 14	\$ 448
Technology	\$ 3	\$ 18	\$ 3	\$ 36	\$ 104	\$ 15	\$ 17	\$ -	\$ 214	\$ 133	\$ 1	\$ 8	\$ 2,268	\$ 2,820
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,134	\$ 1,134
Misc Expenses	\$ 4	\$ 4	\$ 8	\$ 5	\$ 3	\$ 113	\$ 4	\$ -	\$ 3	\$ 4	\$ 0	\$ 0	\$ 515	\$ 663
Total Expense	\$ 3,835	\$ 4,416	\$ 4,013	\$ 4,813	\$ 3,958	\$ 1,788	\$ 4,104	\$ 181	\$ 3,102	\$ 1,681	\$ 206	\$ 109	\$ 9,306	\$ 41,512
Net Gain/Loss	\$ 91	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (276)	\$ -	\$ (11)	\$ (0)	\$ (2,852)	\$ (3,007)



VI. IT Advisory Committee

DSST Public Schools
Information Technology Advisory Committee
November 2014

November 2014 Committee Meeting Report:

DSST IT Advisory Committee Meeting – November 5, 2014, DSST Home Office

- Don Kirkpatrick – Co-Chair
- Michele Cooper – Co-Chair
- Shaun Bryant – DSST Staff
- Jake Firman – DSST Staff
- Warren Kuehner
- Rolf Reitzig
- Chris Lozing
- David Greenberg – DSST Education Committee Chair

Data Security and Privacy:

- IT Committee and Education Committee have agreed to make a joint recommendation on objectives associated with data security and privacy to the Board and to the DSST executive team.
- The subject of data security and privacy represents covers a wide array of topics, and the committee's sense was to pick an area of greatest need for recommended action as a first step.
- Per input from DSST staff attendees, discussion moved to focusing on developing enterprise level policy on data security and privacy which will have two major components:
 - Policy related to usage of data by students, teachers, and administrators.
 - Policy related to the storage, management, and access to data as kept and secured by DSST, DPS, and any other entity.
- Discussed that first priority be to work on the data usage policy, as the DSST infrastructure re: storage, management, and access is deemed to be relatively secure at this time.
- Discussed that we should target the completion of an enterprise wide policy on data usage by the end of the 2014-15 school year for presentation to teachers and staff in the summer of 2015.
- Discussed that as an overall objective, we should organize the communication of data security and privacy policy around answering the following questions as recommended by Joel Reidenberg, Fordham University Law School, and co-author of a 2013 report on privacy and educational records:
 - **What is being collected and how is it used?**
 - **How is the data stored?**
 - **Who has access to the data?**
 - **When does it expire?**
- Discussed clarifying the DSST/DPS boundary and roles for DSST data security as much of student data is stored in DPS's Infinite Campus. David Greenberg recommended possibly discussing issues with Will Lee-Ashley, DPS Chief of Staff, who has a data background.
- Discussed the idea of a data security role included as a job responsibility on DSST staff. IT staff suggested that this role should not be among IT staff.
- **Discussed the fact that a small number of DSST parents have their student opt out of the one-to-one program because they are concerned about what they might access with their laptop when away from school. Can we not allow this?**

Next IT Advisory Committee Meeting – January 7, 2015

- Update on data security and privacy policy work
- First discussion on planning of 2015 Deep Dive

Attachments: “4 Questions Parents Should Ask About Student Data Security” – US News and World Report
 “Not Just for Educators: Lessons Learned from InBloom’s Demise” – The Privacy Advisor



4 Questions Parents Should Ask About Student Data Security

Most school districts contract with third-party vendors for data storage, but few inform parents.

By [Kelsey Sheehy](#)

Jan. 13, 2014 | 8:00 a.m. EST+ [More](#)

Safeguarding student privacy and ensuring data security should be a top priority for school officials, experts say, especially when districts contract with outside vendors to store or manage student information.

Unfortunately, this isn't always the case, says Joel Reidenberg, a professor at [Fordham University Law School](#) and co-author of [a 2013 report on privacy and educational records](#).

Almost every school district in the country uses cloud computing – think Google Drive, but on a larger scale – to house information such as grades, attendance records, bus routes and health records. Most districts contract with a third-party vendor to house and manage the data.

Schools' contracts with vendors often do not clearly spell out how the information can and cannot be used, Reidenberg says, referring to the report's findings.

"Districts were by and large surrendering control of student information," he says, noting that few contracts restricted the sale and marketing of student information. "It was real evidence that districts were not maintaining control of their student information when they signed up for cloud services."

School officials often did not know exactly what information was being given to the vendors. Officials also failed to inform parents, in most cases, he says.

To get a handle on how schools are managing student data, parents should ask administrators these four questions.

1. What is being collected and how is it used?

The information collected on students often goes beyond grades and attendance. Many schools record disciplinary actions, such as suspension or expulsion, as well as student health records, including pregnancies and mental illness.

[Discover [what teachers want parents to ask at conferences](#).]

Parents should understand the full spectrum of what is being collected on their teen, as well as [how that information is used](#), Guidera says. If schools aren't using specific data points, parents should ask the school to stop collecting it and take it off their child's record.

2. How is the data stored?

Whether the school houses data on-site or with a third-party vendor can have serious implications for student privacy. Parents should ask where the information is stored, as well as what measures are taken to [protect their teen's identity](#).

3. Who has access to the data?

Access to student data should be restricted to teachers and designated staff within the school or district, but lax vendor contracts might make data accessible to a wider audience. It is important for parents to ask school officials to specify who can view student information and under what circumstances.

"Most districts at this point can't answer those questions because it hasn't been, to be blunt, a priority," Guidera says.

4. When does it expire?

Students are in school for a fixed number of years, but their data can live on in the district's student information system long after they graduate and turn 18. Vendors could also retain student data even after their contract with the district ends, Reidenberg says.

"We found that cloud service agreements failed to provide data security or data deletion," he says, referring to contracts analyzed for the Fordham study. "Only 13 percent required at the end of the contract, data be deleted."

Not Just for Educators: Lessons from InBloom's Demise

Jedidiah Bracy, CIPP/E, CIPP/US

The Privacy Advisor | Sep 26, 2014

How does one of the world's most well-funded and successful education technology companies go the way of the dodo? For inBloom, much of the consternation and backlash and, ultimately, the death knell stemmed from concerns about children's privacy. But inBloom's story does not reside in solitude on a remote and distant island; rather, there are lessons that can be gleaned from their shuttering of doors that should inform plenty of other technology companies, privacy professionals, software and app developers, start-ups, legislators and regulators.

The story of inBloom brings together hazy lines separating the data controller from the data processor, the double-edged sword of transparency and the consequential, post-inBloom equity gap for less well-funded schools across the country.

These were just some of the many issues discussed last week at the IAPP Privacy Academy and CSA Congress in San Jose, CA. Panelists during "Educating the Educators: Privacy Lessons" passionately examined the backstory, rigors,

complexities and lessons from this [well-publicized incident](#) of the company's unraveling. Moderated by IAPP VP of Research and Education Omer Tene, the session included insight from inBloom Chief Privacy Officer Virginia Bartlett, CIPP/US, CIPT, and [FunnyMonkey Founder](#) and edtech blogger Bill Fitzgerald.

InBloom was a cloud-based, open-sourced platform that helped solve tech and software interoperability issues for school districts, schools, teachers, students and parents, said Bartlett. "This was a back-end solution," she added, "we had no access to student data, no access to the encryption keys. This could be a cloud-based storage solution or an operator model."

Tene suggested that inBloom was a data processor, not controller, but was blamed as though it was a controller.

"In most cases," Bartlett added, "the data controller is an elected official." Still, inBloom was constantly answering questions from parents, Bartlett said, adding, "even as we couldn't see the data."

Bartlett said, "One thing we heard frequently was: 'What type of information was inBloom storing on me? I want access.' That is absolutely their right, but who is responsible for making that information available?"

"It's a huge question," Fitzgerald pointed out.

Responsibility varies district by district, state by state and by regional authorities, he said.

"The data flow goes from student to teacher to school to district, which then stores student data for every kid in school. Plus classrooms integrate with different apps which have their own data trail, some covered by FERPA but others not. Then beyond the district level, data then goes to regional education agencies that provide tech assistance," Fitzgerald explained. "Then it flows to the state for accountability reporting." But that's not all, he said. States then go to the federal level for accountability "and there's data storage at each level. So you have warehousing and security needs at multiple levels, so it gets very complex."

From the start, inBloom had tried to be up front about the complexity and nature of its services. So it is perhaps ironic that in an age when transparency is presented as a silver bullet, the beginning of the company's downfall came as a result of that very transparency. Early on, inBloom disclosed which states it had closed deals with as well as the nature and limits of its privacy and security obligations. Consequently, [in a March 3 report for Reuters](#), reporter Stephanie Simon wrote, "While inBloom pledges to guard the data tightly, its own privacy policy states that it 'cannot guarantee the security of the information stored ... or that the information will not be intercepted when it is transmitted'." Referring to companies from every sector of the economy, Bartlett said, "We all know we can't guarantee security ... We were just transparent about it."

Fitzgerald went further, saying perhaps the company was too transparent. "You can learn a lot about an organization's mission, intent, growth and strategy through its privacy policy. It's incredibly revealing. What inBloom did was good," providing "useful and accurate information for other people already in the space." But, he said, "there wasn't the scaffolding in place" to help people understand what information was and was not there.

It didn't help inBloom that critics associated it with the roll out of the controversial Common Core education policy. Fitzgerald mentioned this was, in part, due to the funding trifecta of Gates, Carnegie and Joel Klein, all staunch Common Core supporters.

Bartlett, who joined inBloom after the "firestorm" had already started, said, "The tragedy of what we did was we became less and less transparent" because of the outcry. "As a CPO, that really hurt. We wanted to be transparent." She also said that what happened to inBloom is not unique to the tech sector. "There is a moment when public understanding and privacy policies need to catch up with the technology," Bartlett said. Clearly, this was one such case. Bartlett discussed her personal relationship with edtech. "I have adopted children with special needs," she said. "They have tons of data and I have no way to track that data or who's handling it. I think there is a lifetime of opportunity here for technology engineers to design for districts and partners to design data flows and access." She added, "It's a leap of faith trusting all these personalized learning services." But, she pointed out, the benefits are significant.

There's irony here too, as Tene pointed out, since the New York law that eventually expelled inBloom from the state prohibited the provision of data dashboards by vendors.

And the loss of such benefits will be felt more acutely by lesser-funded schools, Tene said: “There’s an equity gap. Richer schools have already acquired technological solutions, and inBloom was going to provide lesser-funded schools with such technology.” This was one demonstrable loss for communities across the country.

Fitzgerald said inBloom could have done things differently. “If you’re serious about an open-sourced component to your services,” he said, “reach out to developers, prepare explanations and talk to your clients.” He noted that inBloom’s clients were the school districts and not the parents who were complaining. “The most affected were the kids and parents,” he said, so they should have gotten out there and talked with them and committed to some market research. “Have a PR team that is versed in quick reaction with tools that can counter misinformation.”

He was stunned by inBloom’s silence during the height of the campaign against it, and that vacuum, he pointed out, was filled by others. “There were things they did wrong,” he added, “but the things they’re getting criticized for are not wrong.”

Bartlett continued, “Having been in the firing line, it’s hard for me to not say that inBloom did everything right. There are things inBloom could have done better and there are lessons learned that all of us can take back.”

Ultimately, she said, “We need to design to the sense of the loss of control of data. The right people need to be in the room when designing something.”

Advice, perhaps, that can be taken by any organization designing new products and services.



VII. Nominating and Governance Committee

To: DSST Board

From: Nominating and Governance Committee

Re: General themes from board survey

Following up on the results of the recent survey, we are sharing our thoughts on some general themes that emerge from what you expressed. You will be receiving the actual survey results, but we would like to focus on some key points that are worthy of discussion. For the most part, the results this year did not change significantly from last year, recognizing that there were some shifts between ratings of 4 and 5, there seemed to be one outlying where the respondent reversed the scale in his or her evaluation, and that we did add a couple of additional questions that generated some added insight. We should note that the overall rating of the Board scored a 4.27 out of 5.0, and by the same score the Board felt the survey was useful in measuring its effectiveness.

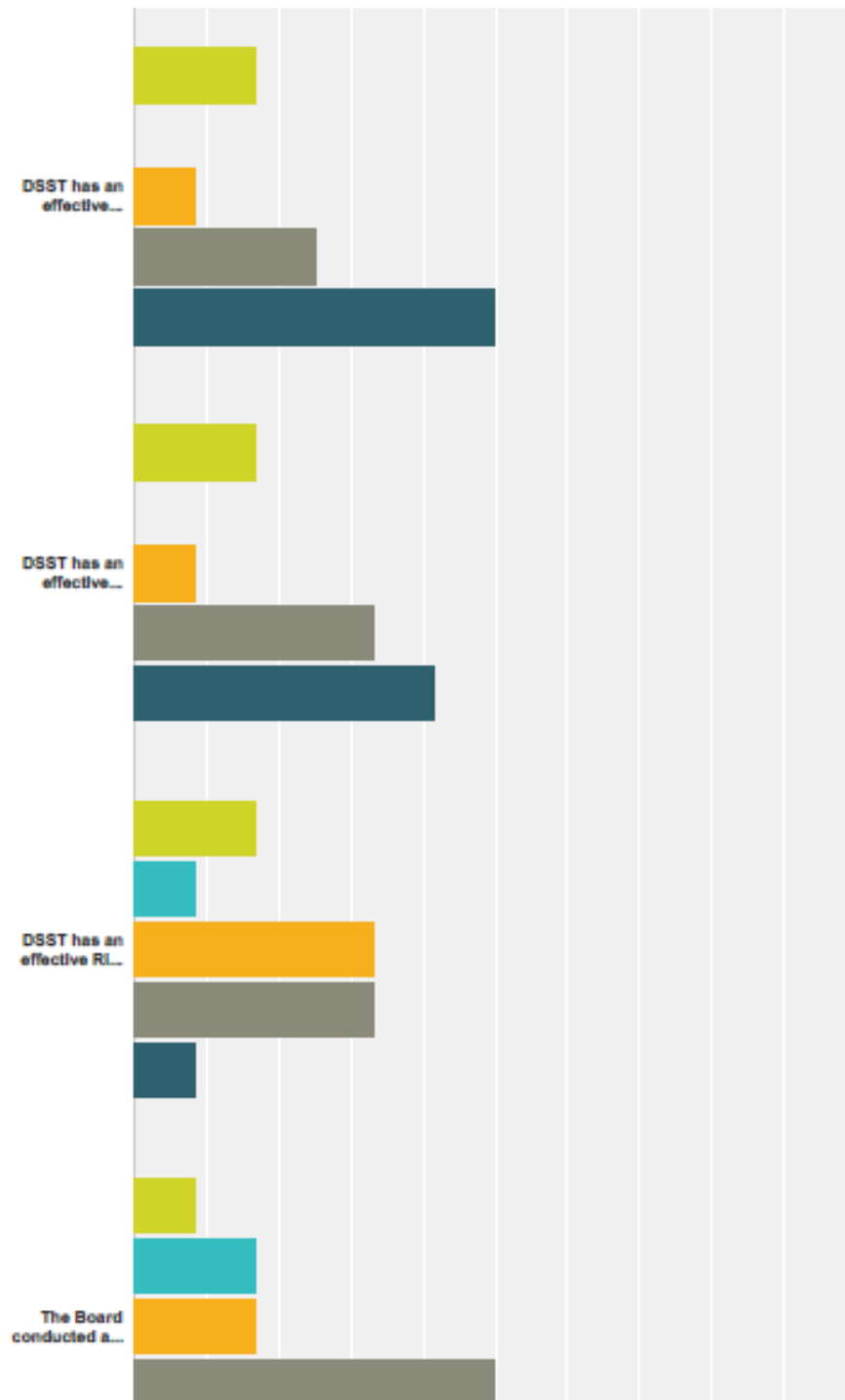
In summary the key takeaways are these:

1. Board Expectations: we need to clarify what is expected of board members
 - a. What level of involvement do we expect beyond board and committee meetings- e.g. fund raising, school accountability, interaction with staff and students, contact with key donors
 - b. What are the expectations for direct and indirect financial support
2. Board awareness/readiness/knowledge: generally speaking board members want to feel more knowledgeable and more up to date;
 - a. Desire to learn more of the basics, e.g. common core/ curriculum , charter movement success/failures, legislative actions and DPS positions
 - b. Desire to understand more thoroughly the DSST financial model, initially and periodically throughout the year
 - c. Concern over lack of a comprehensive risk management plan, e.g. Student harm, physical plant disruption, other emergency situations
3. Succession Planning: Board still not satisfied that we have answered clearly the question of succession should something happen to Bill, but also concerned that we don't have a plan for succession in the next layer of senior leadership.
4. Long Range Direction and Plans: there is lack of clarity about our answer to "What's Next?" However, recent sessions with Leo Tillman and our board retreat are starting to help shape the answer.
5. Board Meetings: several recommendations focused on
 - a. Improving the organization and detail of the board books
 - b. Greater use of a consent agenda
 - c. More in depth discussions of key topics (e.g. Common Core) and key committee outputs such as the DSST financial model
6. Committees and Values: we seem to be doing fine.

We will be reviewing these observations with the Board at our next meeting and will, hopefully, set up some further discussions/clarifications on most if not all of these points, AND others that you may want to have considered.

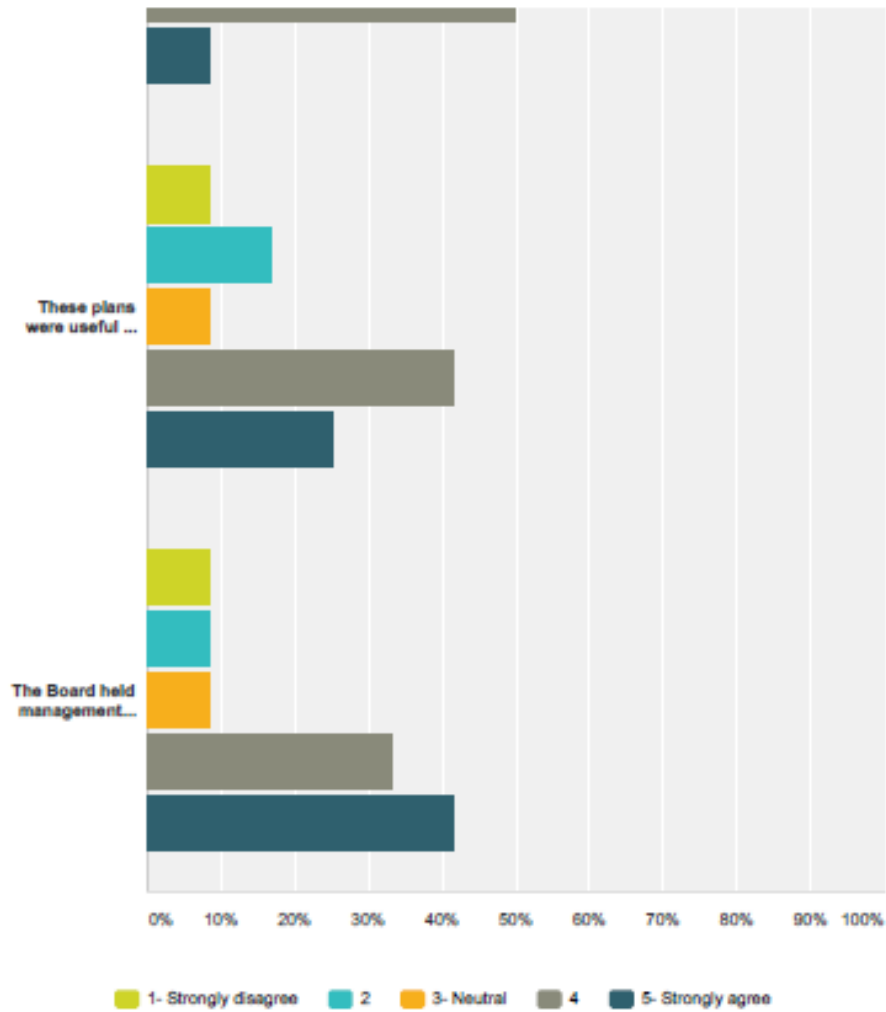
**Q1 Please rate the Board of Director's Role
Within DSST Public Schools**

Answered: 12 Skipped: 0



1 / 24

Board Survey September 2014



	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
DSST has an effective Budget in place.	16.67% 2	0.00% 0	8.33% 1	25.00% 3	50.00% 6	12
DSST has an effective Operating Plan in place.	16.67% 2	0.00% 0	8.33% 1	33.33% 4	41.67% 5	12
DSST has an effective Risk Management plan in place.	16.67% 2	8.33% 1	33.33% 4	33.33% 4	8.33% 1	12
The Board conducted a comprehensive review on these plans and gave meaningful input.	8.33% 1	16.67% 2	16.67% 2	50.00% 6	8.33% 1	12
These plans were useful in identifying and tracking critical issues and key metrics.	8.33% 1	16.67% 2	8.33% 1	41.67% 5	25.00% 3	12
The Board held management accountable for the operating plan outcome.	8.33% 1	8.33% 1	8.33% 1	33.33% 4	41.67% 5	12

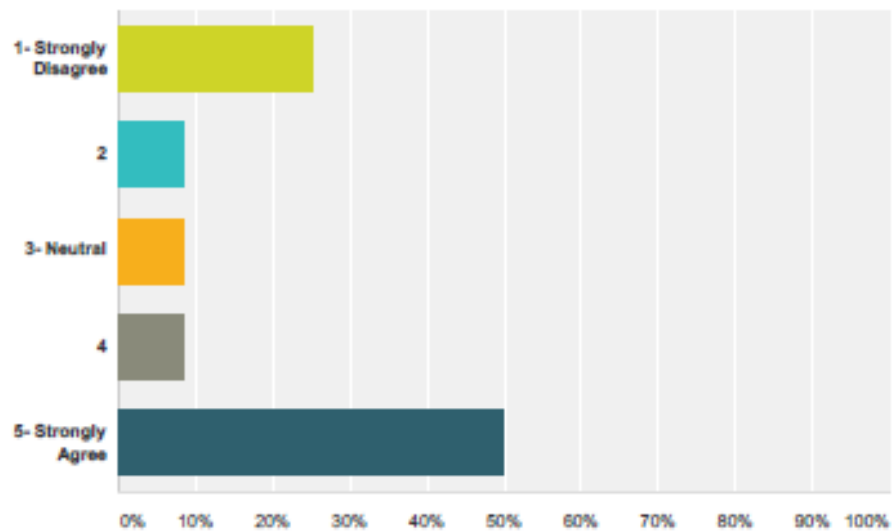
Board Survey September 2014

#	If you rated any of these between 1 and 3, what would you suggest to improve the Board's role within DSST?	Date
1	Share discussions on Risk Management	10/6/2014 3:04 PM
2	I serve on a bank board, and the risk management plans and reviews are far more comprehensive. I think we should review this at the audit committee level in 2015.	9/30/2014 9:22 AM
3	Management needs to prepare an operating plan and a risk management plan and present it to the board for comment and approval.	9/29/2014 6:35 PM
4	the board has not requested a risk management plan and should do so.	9/29/2014 5:53 PM
5	Not aware of a comprehensive risk management plan	9/29/2014 1:29 PM

Board Survey September 2014

Q2 The Board has successfully overseen the financial health of DSST Public Schools.

Answered: 12 Skipped: 0



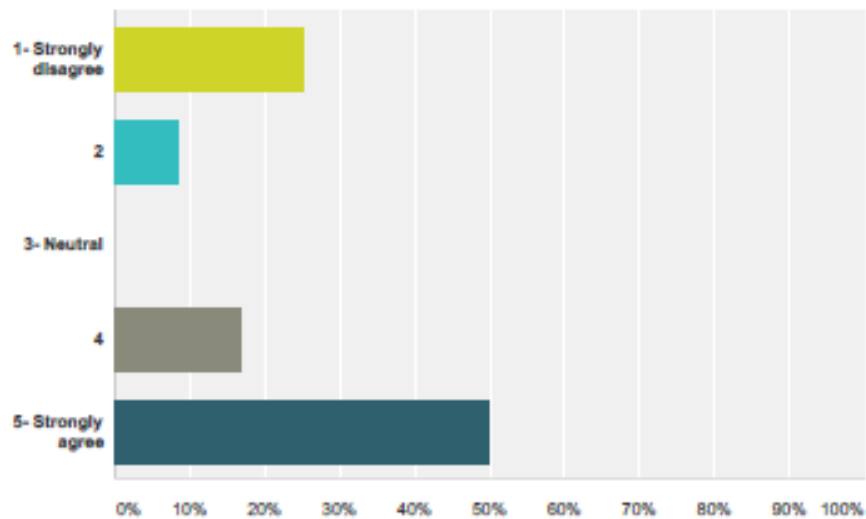
Answer Choices	Responses
1- Strongly Disagree	25.00% 3
2	8.33% 1
3- Neutral	8.33% 1
4	8.33% 1
5- Strongly Agree	50.00% 6
Total	12

#	If you rated this between 1 and 3, what would you suggest to improve the Board's oversight of the financial health of DSST?	Date
1	The finance committee has primarily had this role and it needs more members on the committee in the future so more of the board is better informed, annual board review of financial dashboard, annual board review of long-term financial planning	9/29/2014 5:53 PM

Board Survey September 2014

Q3 The Board has supported the mission and vision of DSST Public Schools. (See the DSST Mission and Vision here: <http://dsstpublicschools.org/about-us/mission-and-vision/>)

Answered: 12 Skipped: 0

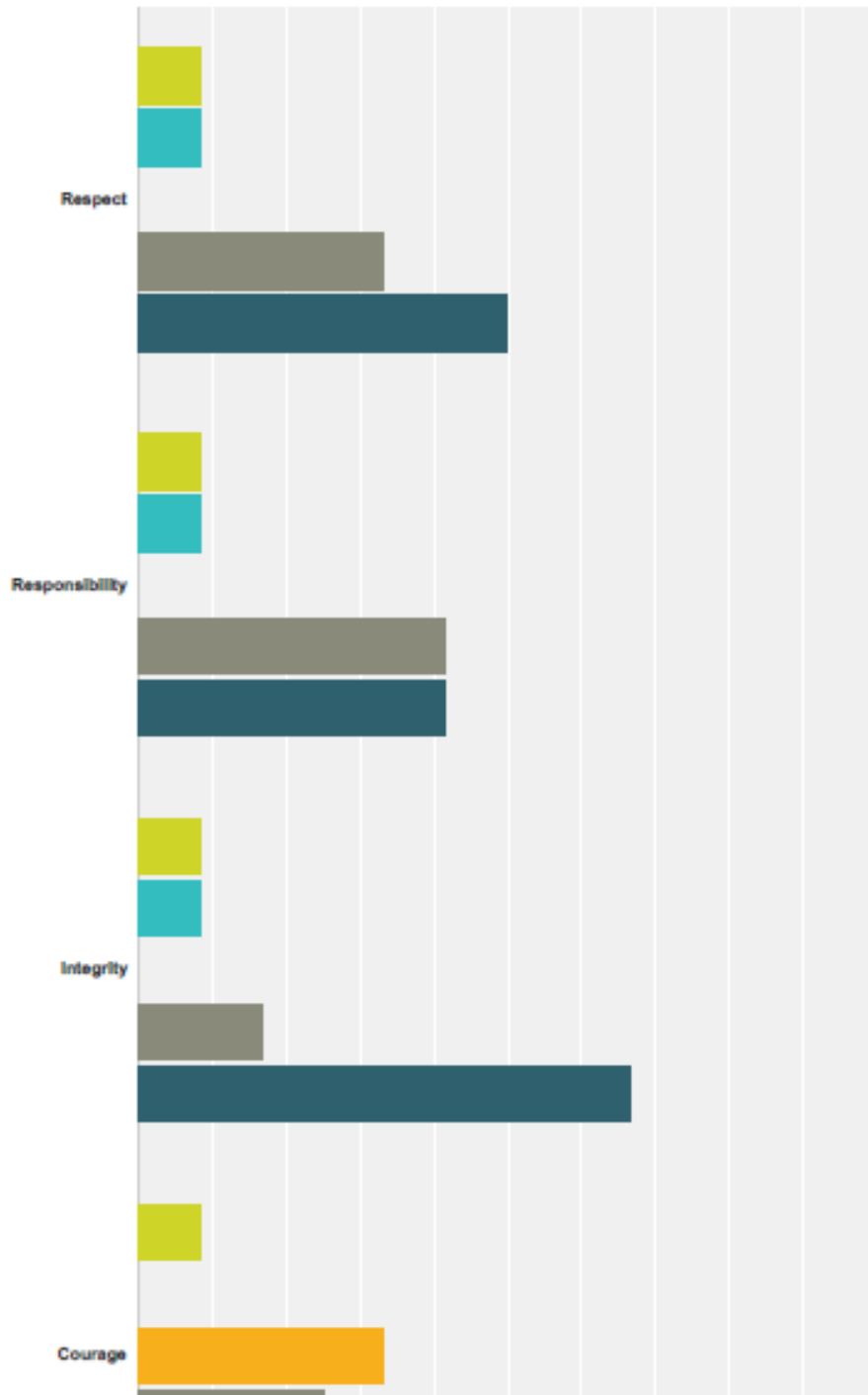


Answer Choices	Responses
1- Strongly disagree	25.00% 3
2	8.33% 1
3- Neutral	0.00% 0
4	16.67% 2
5- Strongly agree	50.00% 6
Total	12

#	If you rated this between 1 and 3, what would you suggest to improve the Board's support of the cultures and values at DSST?	Date
1	We need to help with more fundraising then just slice of PI	9/29/2014 9:05 PM

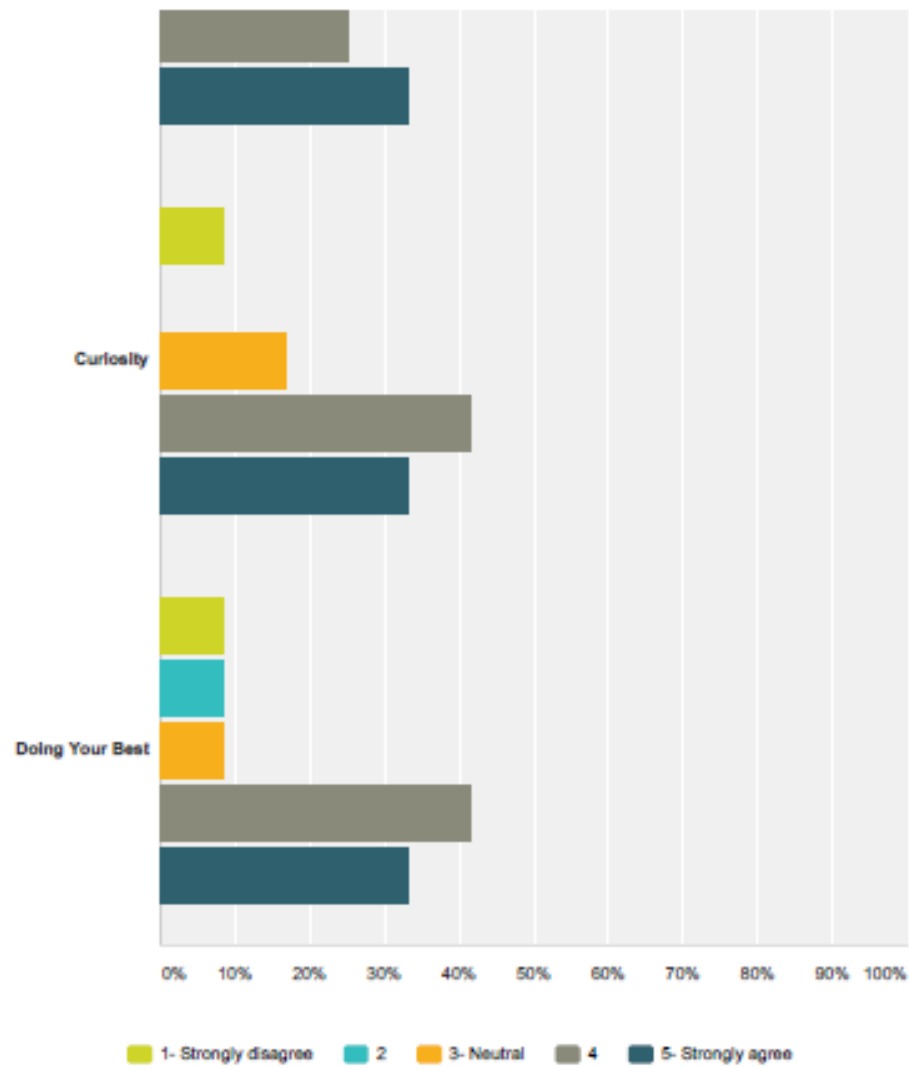
Q4 The Board and its members have developed a culture that lives and supports the values of DSST.

Answered: 12 Skipped: 0



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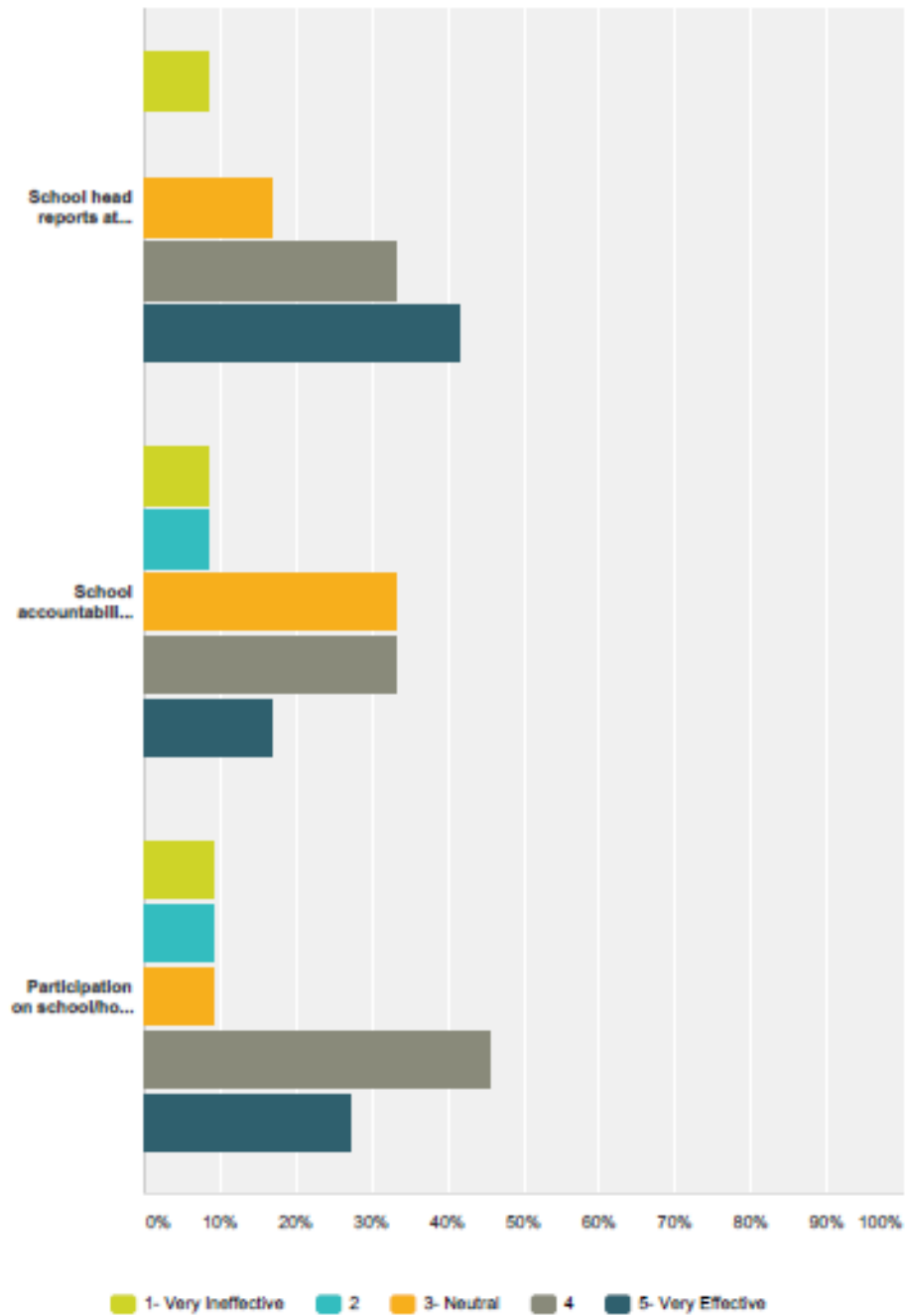
Board Survey September 2014



	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
Respect	8.33% 1	8.33% 1	0.00% 0	33.33% 4	50.00% 6	12
Responsibility	8.33% 1	8.33% 1	0.00% 0	41.67% 5	41.67% 5	12
Integrity	8.33% 1	8.33% 1	0.00% 0	16.67% 2	66.67% 8	12
Courage	8.33% 1	0.00% 0	33.33% 4	25.00% 3	33.33% 4	12
Curiosity	8.33% 1	0.00% 0	16.67% 2	41.67% 5	33.33% 4	12
Doing Your Best	8.33% 1	8.33% 1	8.33% 1	41.67% 5	33.33% 4	12

Q5 Please rate the effectiveness of the Board at evaluating and staying informed about individual schools through the following activities:

Answered: 12 Skipped: 0



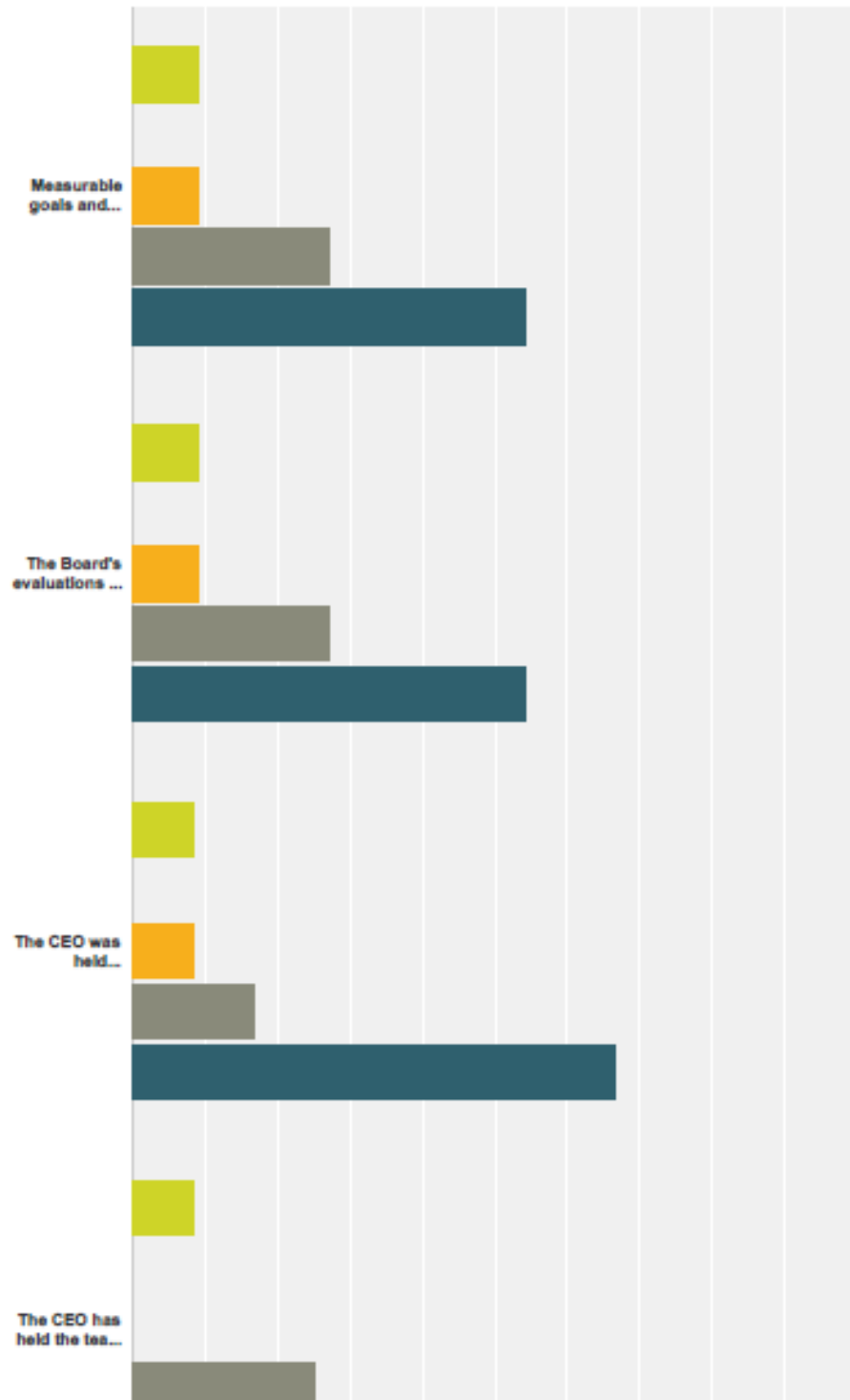
Board Survey September 2014

	1- Very Ineffective	2	3- Neutral	4	5- Very Effective	Total
School head reports at board meetings.	8.33% 1	0.00% 0	16.67% 2	33.33% 4	41.67% 5	12
School accountability committee membership	8.33% 1	8.33% 1	33.33% 4	33.33% 4	16.67% 2	12
Participation on school/home office evaluation teams	9.09% 1	9.09% 1	9.09% 1	45.45% 5	27.27% 3	11

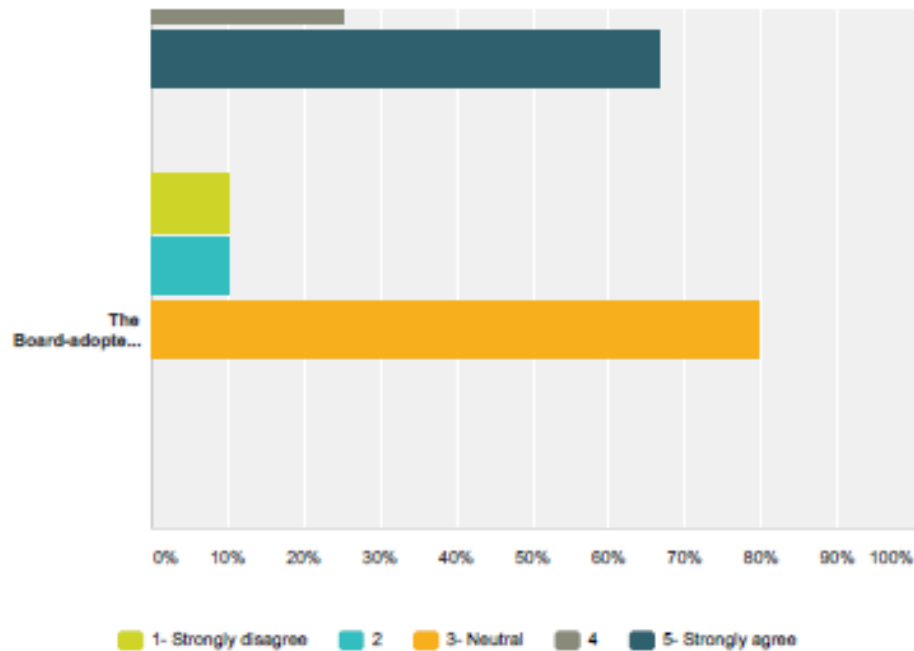
#	If you rated any of these between 1 and 3, what would you suggest to improve the Board's effectiveness at staying informed at the school level?	Date
1	I believe that it depends on the school location. I am on the GVR Accountability Committee but I am the only board member. The GVR staff does an excellent job. I think it would be valuable to have the AC members meet as a group and compare notes about their experiences.	10/1/2014 3:41 PM
2	It's a time commitment I can't give	9/29/2014 9:05 PM
3	Standardized format for school heads report and more time for discussion.	9/29/2014 6:35 PM
4	Panel with a few Directors on a hot topic. Individual school directors seem too pressed for time and a 5 minute update does not seem like it informs the board.	9/29/2014 5:53 PM
5	Think the home office/board evaluation teams are not effective at truly understanding what is going on in the schools. Too rushed; too "check the box" for meaningful evaluation.	9/29/2014 1:17 PM

Q6 Evaluating the CEO and Succession Planning

Answered: 12 Skipped: 0



Board Survey September 2014

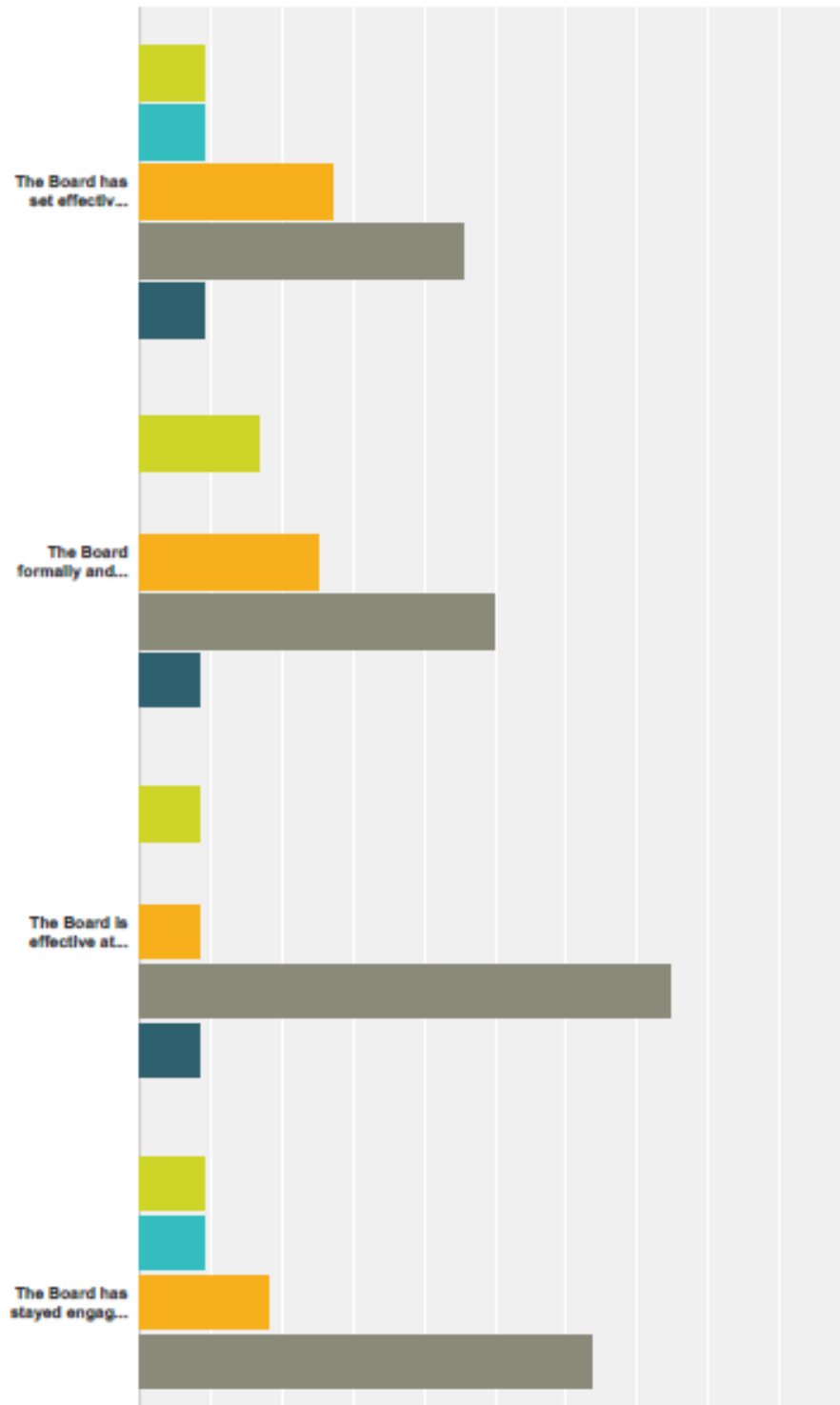


	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
Measurable goals and expectations were set for evaluating the CEO.	9.09% 1	0.00% 0	9.09% 1	27.27% 3	54.55% 6	11
The Board's evaluations of the CEO were timely and accurate.	9.09% 1	0.00% 0	9.09% 1	27.27% 3	54.55% 6	11
The CEO was held accountable for his performance.	8.33% 1	0.00% 0	8.33% 1	16.67% 2	66.67% 8	12
The CEO has held the team accountable for performance, financial and otherwise.	8.33% 1	0.00% 0	0.00% 0	25.00% 3	66.67% 8	12
The Board-adopted leadership succession plan is comprehensive.	10.00% 1	10.00% 1	80.00% 8	0.00% 0	0.00% 0	10

#	If you rated any of these between 1 and 3, what would you suggest to improve the Board's Evaluation of the CEO?	Date
1	I believe this need more work.	10/1/2014 3:41 PM
2	The succession plan needs to be updated for other key execs not just Bill. That is a management task to be reviewed by the board	9/30/2014 9:22 AM
3	We need to discuss succession I don't know what we would do if Bill ever left	9/29/2014 9:05 PM
4	Need a succession plan.	9/29/2014 6:35 PM
5	Revisit succession plan periodically and ask CEO about home office succession plan.	9/29/2014 5:53 PM

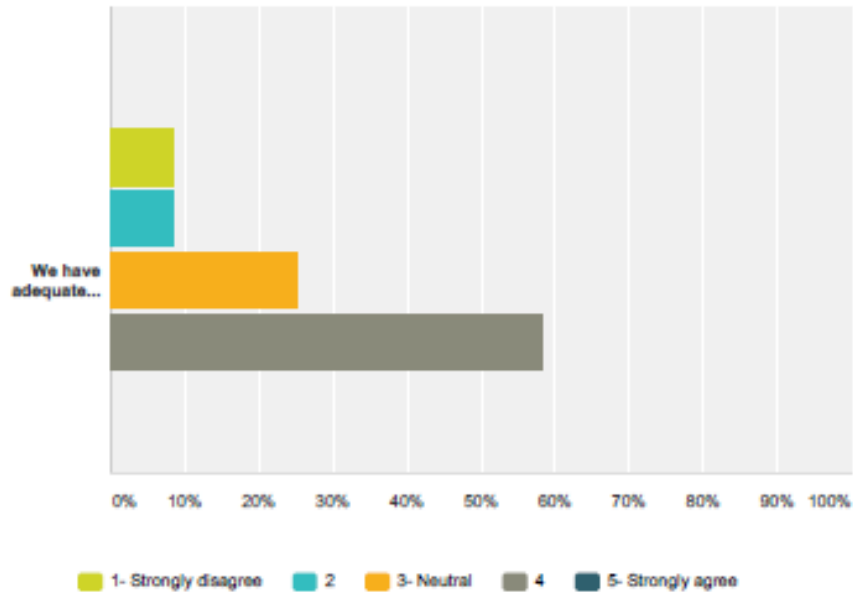
Q7 BOD Development and Planning

Answered: 12 Skipped: 0



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Board Survey September 2014



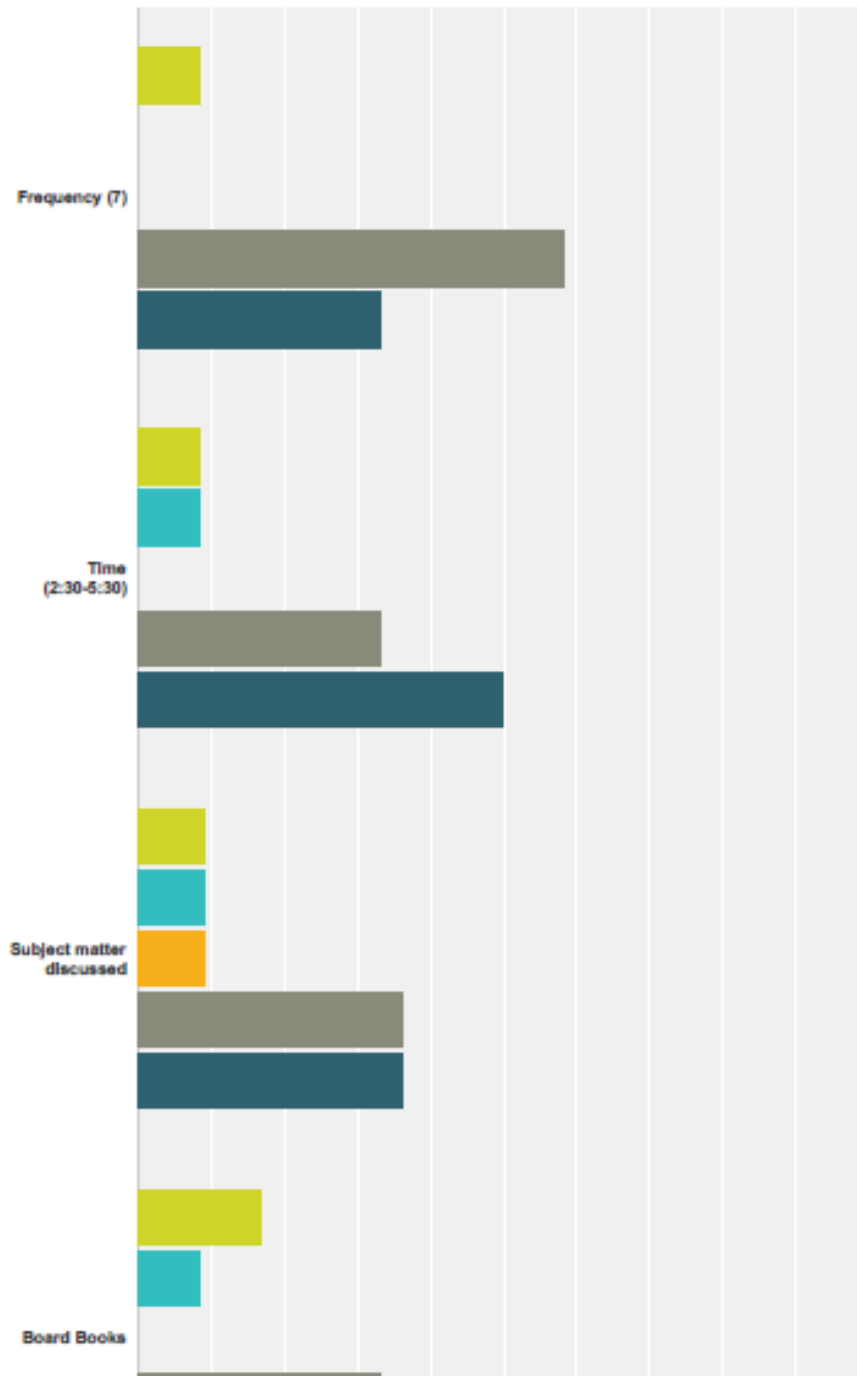
	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
The Board has set effective long range plans, developed measurable goals, and identified benchmarks to indicate success.	9.09% 1	9.09% 1	27.27% 3	45.45% 5	9.09% 1	11
The Board formally and effectively engages with the DPS administration, the school board, and key funding organizations.	16.67% 2	0.00% 0	25.00% 3	50.00% 6	8.33% 1	12
The Board is effective at identifying, attracting, and on-boarding highly talented new members.	8.33% 1	0.00% 0	8.33% 1	75.00% 9	8.33% 1	12
The Board has stayed engaged with DSST schools, including faculty and student interactions.	9.09% 1	9.09% 1	18.18% 2	63.64% 7	0.00% 0	11
We have adequate opportunities for continuing Board of Director education.	8.33% 1	8.33% 1	25.00% 3	58.33% 7	0.00% 0	12

#	If you rated either of these between 1 and 3, what would you suggest to improve the Board's Development and Planning?	Date
1	We need to do a better job of creating a board pipeline of highly talented candidates, and moving them onto Committees prior to election. The board needs more education opportunities to build capacity. We are making good progress with this.	9/30/2014 9:22 AM
2	Not sure if this is asking for a board long range plan different than the DSST plan? Charters only address year to year goals. Clarify board role versus DSST leadership role. Board can get in the way if it inserts itself in ways that are not helpful to CEO and DSST leadership.	9/29/2014 5:53 PM
3	Have not answered the question of "What's Next?" Don't think we have continually educated ourselves on key issues in education and DPS/Colorado in particular	9/29/2014 1:29 PM
4	The question about student/faculty interaction is not clear	9/29/2014 1:16 PM

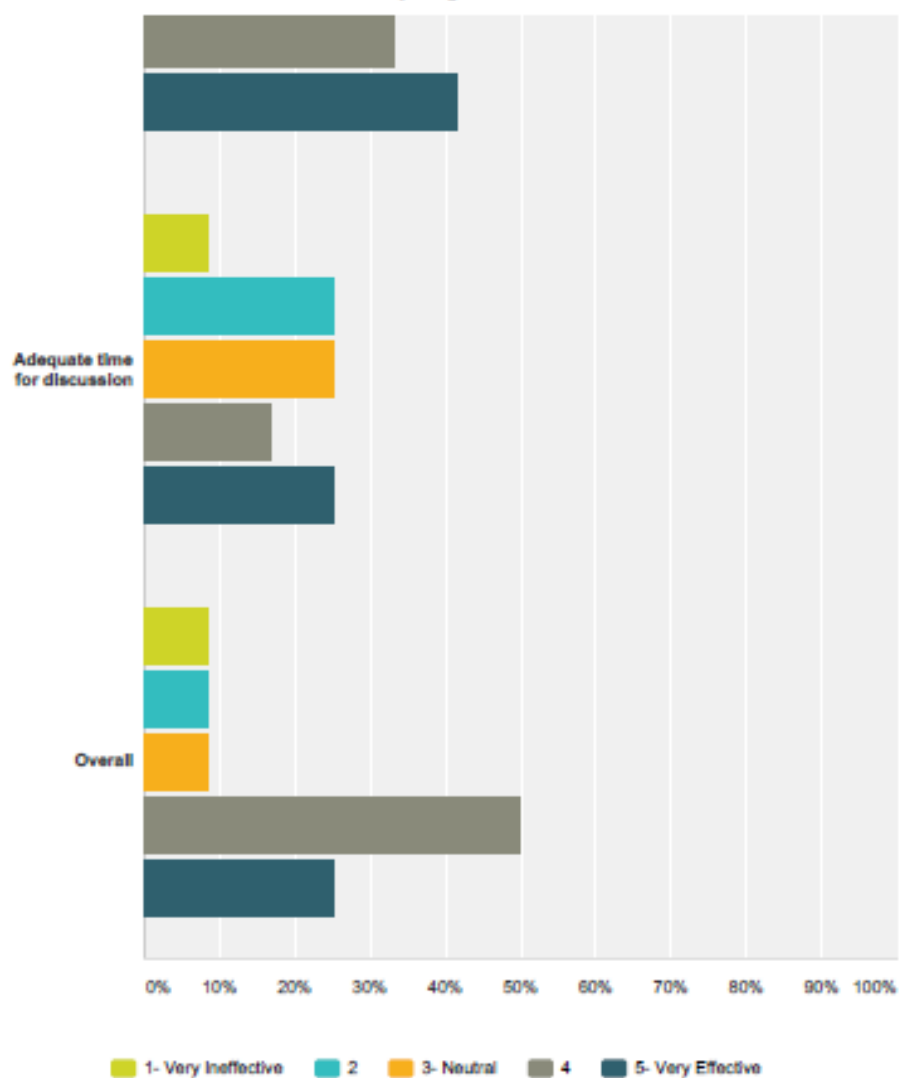
Board Survey September 2014

Q8 How do you rate the effectiveness of the DSST Board Meetings on the following categories:

Answered: 12 Skipped: 0



Board Survey September 2014



	1- Very Ineffective	2	3- Neutral	4	5- Very Effective	Total
Frequency (7)	8.33% 1	0.00% 0	0.00% 0	58.33% 7	33.33% 4	12
Time (2:30-5:30)	8.33% 1	8.33% 1	0.00% 0	33.33% 4	50.00% 6	12
Subject matter discussed	9.09% 1	9.09% 1	9.09% 1	36.36% 4	36.36% 4	11
Board Books	16.67% 2	8.33% 1	0.00% 0	33.33% 4	41.67% 5	12
Adequate time for discussion	8.33% 1	25.00% 3	25.00% 3	16.67% 2	25.00% 3	12
Overall	8.33% 1	8.33% 1	8.33% 1	50.00% 6	25.00% 3	12

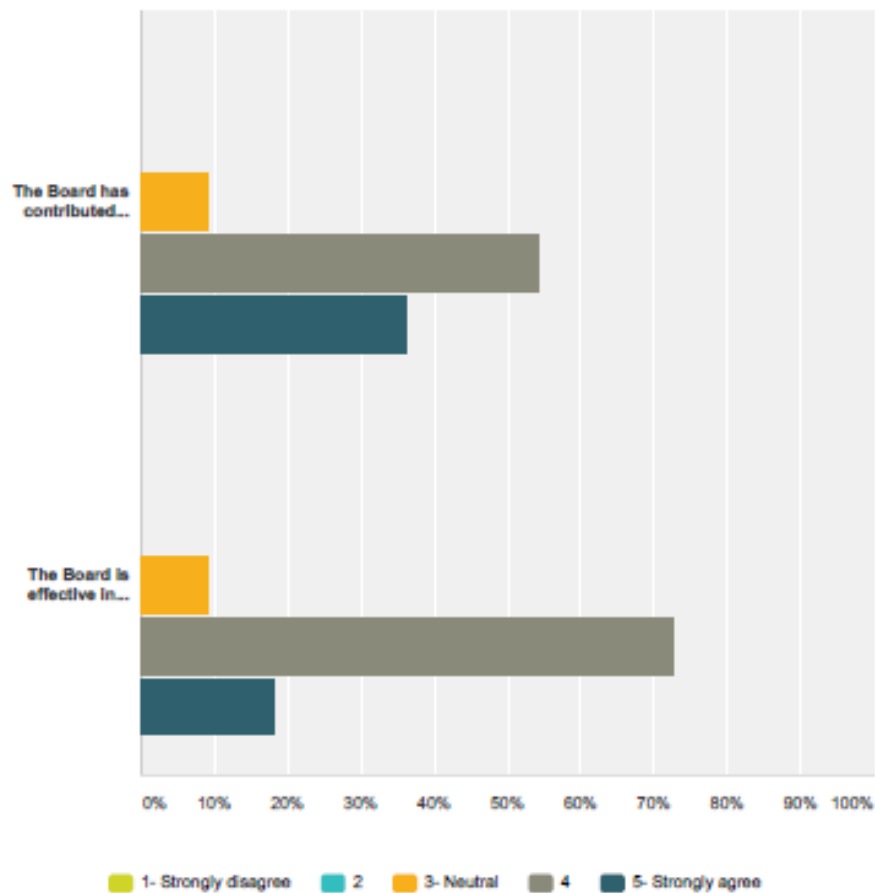
Board Survey September 2014

#	If you rated any of these between 1 and 3, what would you suggest to improve the effectiveness of the DSST Board Meetings?	Date
1	Need more deep dives with discussion. Making good progress with that.	9/30/2014 9:22 AM
2	We should probably a lot more time	9/29/2014 9:05 PM
3	Too much detail in board books. Need to better condense to key issues, major highlights and critical board action. Too much time spent on committee reports and charters in meetings and not enough on strategic discussion.	9/29/2014 6:35 PM
4	Rethink organization of the board book. Create separate sections: action items, scheduled discussion topics, and board reading. Create an annual schedule at the beginning of the year of the discussion topic(s) for each board meeting. Better utilize the board member section of the DSST website to make key information available to the board: charters, board member plans, objections to DSST, DSST PR facts, operating plan report, enrollment report, performance report, financial dashboard, etc.	9/29/2014 5:53 PM

Board Survey September 2014

Q9 Overall Board Accountability

Answered: 11 Skipped: 1



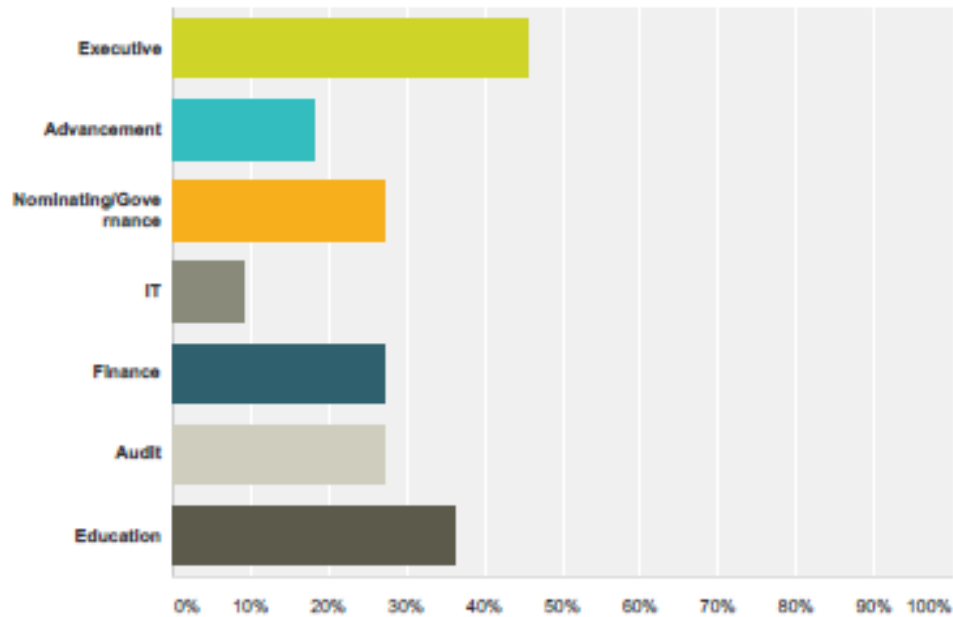
	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
The Board has contributed (attracting time and money, building brand) to "driving DSST's Resource Engine."	0.00% 0	0.00% 0	9.09% 1	54.55% 6	36.36% 4	11
The Board is effective in holding individual members accountable for their performance.	0.00% 0	0.00% 0	9.09% 1	72.73% 8	18.18% 2	11

#	If you rated either of these between 1 and 3, what would you suggest to improve the Board's accountability?	Date
1	More timely review of completion of individual board plans. More in depth review of Completion of Committee goals.	9/30/2014 9:25 AM
2	Seems their should be some review of board plans. Need more guidance from management on how board members can be helpful.	9/29/2014 6:38 PM
3	DSST's resource engine is driven primarily by Bill Kurtz, which has been a luxury for the board.	9/29/2014 1:21 PM

Board Survey September 2014

Q10 On which functioning committee do you currently serve?

Answered: 11 Skipped: 1

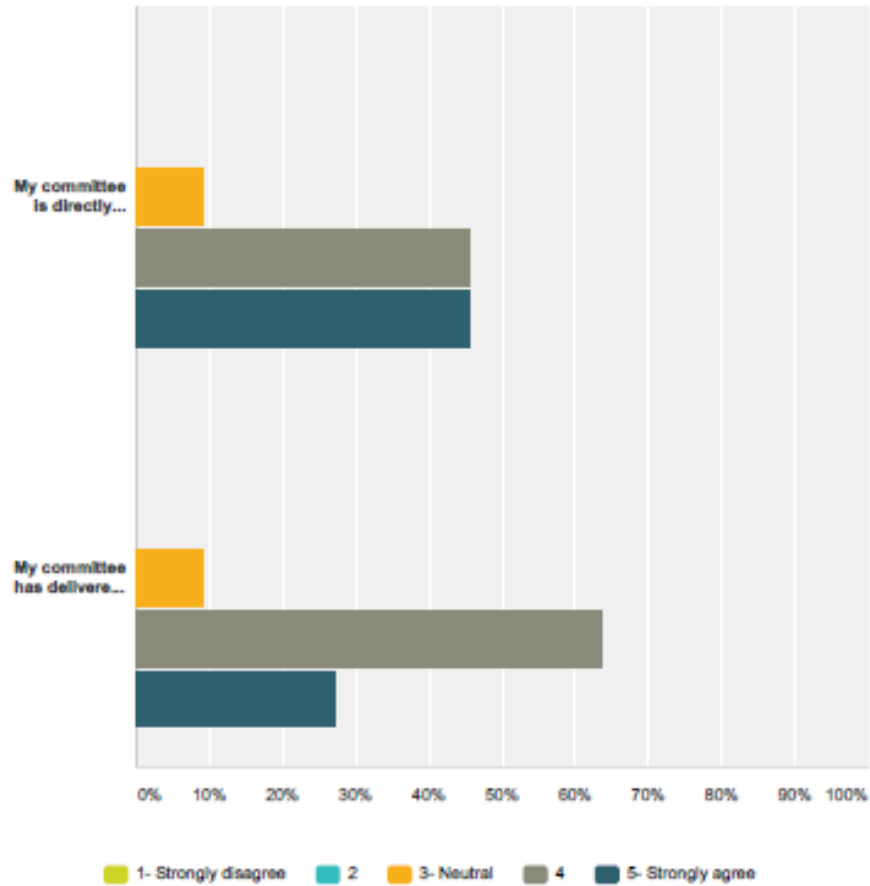


Answer Choices	Responses	
Executive	45.45%	5
Advancement	18.18%	2
Nominating/Governance	27.27%	3
IT	9.09%	1
Finance	27.27%	3
Audit	27.27%	3
Education	36.36%	4
Total Respondents: 11		

Board Survey September 2014

Q11 Committee Effectiveness

Answered: 11 Skipped: 1



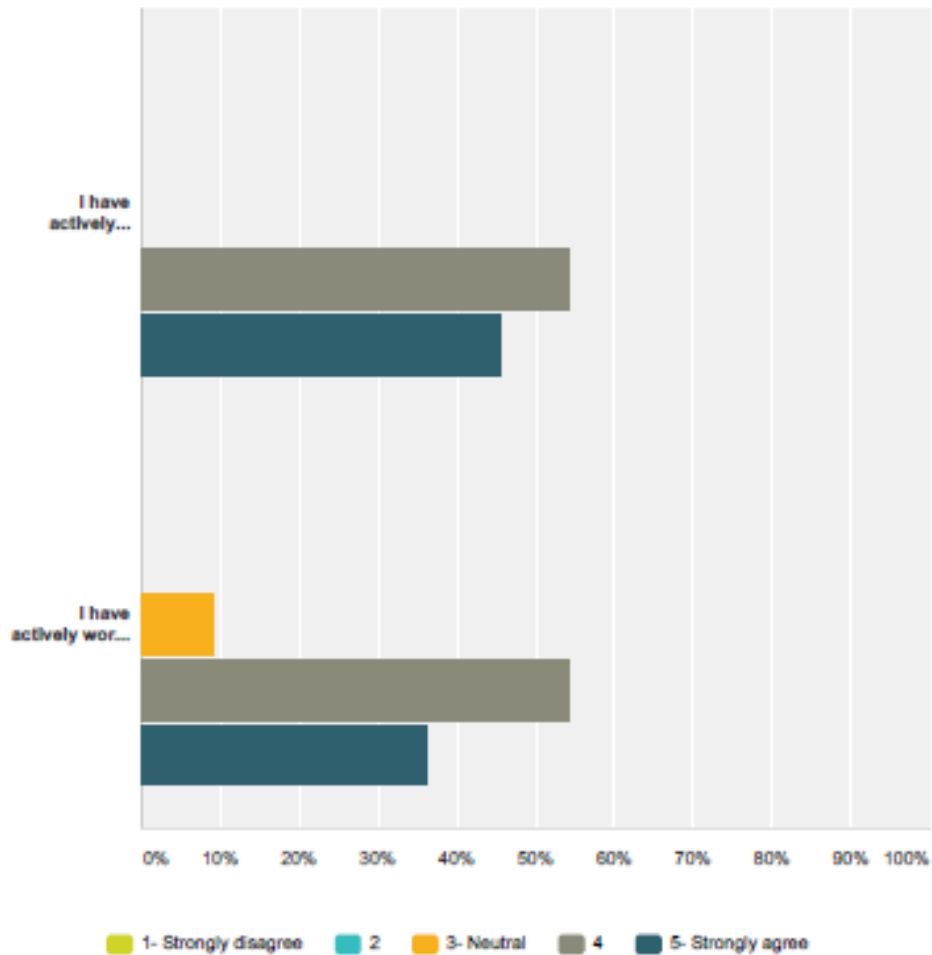
	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
My committee is directly aligned with the strategies and objectives of DSST.	0.00% 0	0.00% 0	9.09% 1	45.45% 5	45.45% 5	11
My committee has delivered on its promises over the past year.	0.00% 0	0.00% 0	9.09% 1	63.64% 7	27.27% 3	11

#	If you rated either of these between 1 and 3, what would you suggest to improve your committee's effectiveness?	Date
1	Need more board members involved and individual with investment expertise.	9/29/2014 5:56 PM
2	New education committee; time will tell if it adds value to DSST schools.	9/29/2014 1:21 PM

Board Survey September 2014

Q12 Individual Board Accountability

Answered: 11 Skipped: 1

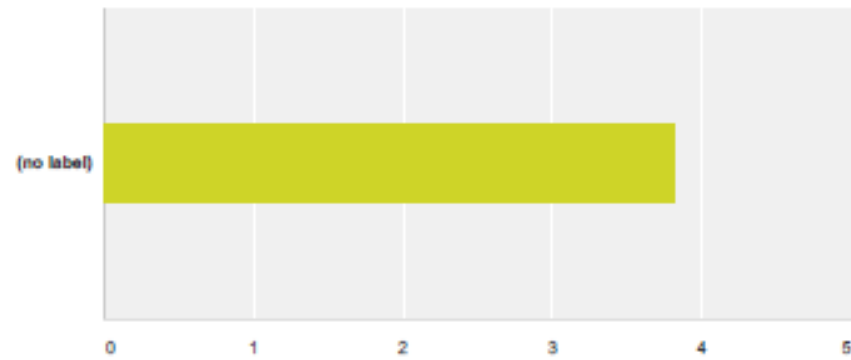


	1- Strongly disagree	2	3- Neutral	4	5- Strongly agree	Total
I have actively participated in board and committee meetings and contributed to better decision making by the board and management.	0.00% 0	0.00% 0	0.00% 0	54.55% 6	45.45% 5	11
I have actively worked to introduce new individuals and potential partners to the organization.	0.00% 0	0.00% 0	9.09% 1	54.55% 6	36.36% 4	11

Board Survey September 2014

Q13 How well did the Individualized Board Plans succeed in increasing accountability?

Answered: 11 Skipped: 1



	Not Successful	Somewhat Unsuccessful	Unknown	Somewhat Successful	Very Successful	Total	Average Rating
(no label)	0.00% 0	0.00% 0	36.36% 4	45.45% 5	18.18% 2	11	3.82

Board Survey September 2014

Q14 What suggestions do you have for making the Board and its members more high performing and accountable?

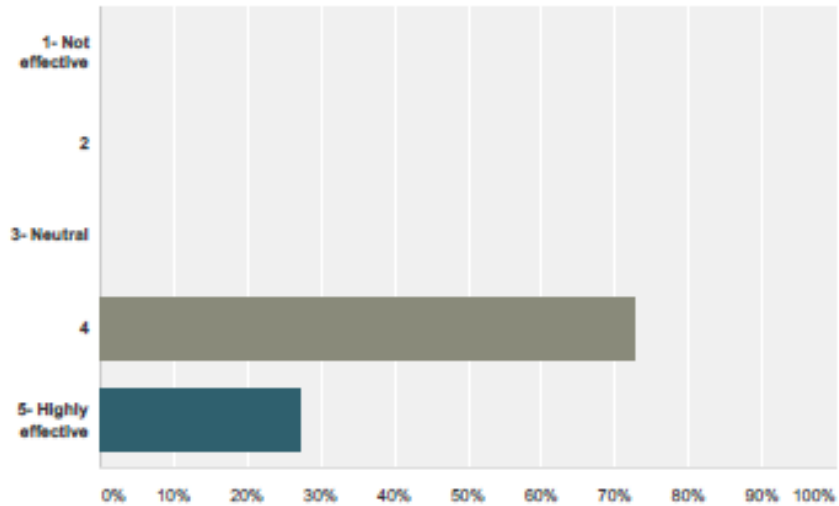
Answered: 11 Skipped: 1

#	Responses	Date
1	More focus on long term strategy, more diversity, more exposure to school environment.	10/6/2014 3:07 PM
2	No suggestions	10/1/2014 3:44 PM
3	Nothing, continue what we are doing and making good/tough decisions.	9/30/2014 4:17 PM
4	More focus by individuals on those tasks that have impact.	9/30/2014 9:25 AM
5	I need to spend more time but I don't think I have it	9/29/2014 9:06 PM
6	Peer reviews with individual feedback. Report out on action plans.	9/29/2014 6:38 PM
7	Continuing to add clarity on individual board member expectations.	9/29/2014 5:56 PM
8	Provide board feedback more frequently than annually.	9/29/2014 2:00 PM
9	Get us more educated on key issues for 2020 and beyond	9/29/2014 1:31 PM
10	Perhaps more evenings like we had at Heathers where we can chew on deeper intellectual content to then develop better shared understanding of educational realities in Denver.	9/29/2014 1:21 PM
11	Much as we need to rejoice in the success DSST students and faculty we need to rejoice in the success of the DSST board as well	9/29/2014 1:20 PM

Board Survey September 2014

Q15 Please rate the overall effectiveness of the Board in the 2013-2014 school year.

Answered: 11 Skipped: 1



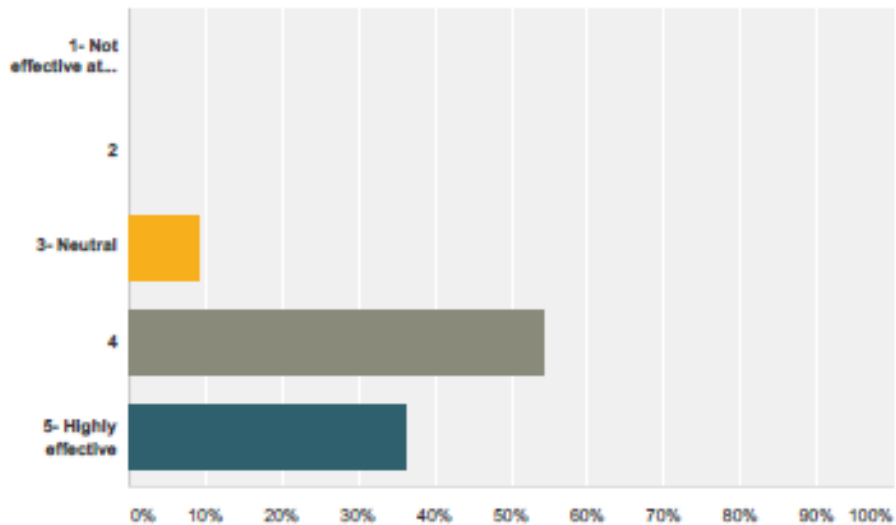
Answer Choices	Responses
1- Not effective	0.00% 0
2	0.00% 0
3- Neutral	0.00% 0
4	72.73% 8
5- Highly effective	27.27% 3
Total	11

#	If you rated this between 1 and 3, what would you suggest to improve the overall effectiveness?	Date
	There are no responses.	

Board Survey September 2014

Q16 How useful has this survey been in evaluating Board performance?

Answered: 11 Skipped: 1



Answer Choices	Responses
1- Not effective at all	0.00% 0
2	0.00% 0
3- Neutral	9.09% 1
4	54.55% 6
5- Highly effective	36.36% 4
Total	11

#	If you rated this between 1 and 3, what would you suggest to improve the survey?	Date
1	need to discuss among board members once we get the results of this survey.	9/29/2014 1:31 PM
2	The metrics suggest a lower level of performance than the Board actually achieves	9/29/2014 1:20 PM



November 20, 2014

The Nominating and Governance Committee is recommending to the Board that Gloria Zamoria be confirmed as a new board member to fill a current vacancy.

Bill Kurtz along with 4 members of the Committee have met with Gloria and believe that she would bring a valued and unique perspective to our deliberations.



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Achieve Uncommon Results*

Gloria Zamora, President & CEO, founded the company, Success Innovators, Inc., on the premise that “You ~ the Leader ~ Make the Difference.” Gloria coaches forward-thinking executives and emerging leaders to achieve unprecedented success through the practice of Leadership by Design.

Gloria has assisted leaders in many industries, private and public corporations, education, health care, non-profit organizations and professional services. Her focus is to align senior leaders around the strategic roadmap needed to realize their vision and to achieve uncommon success. Her expertise is based on successful real-world experience and extensive business knowledge.

Gloria has led Human Resources for Fortune 100 companies and a privately held firm, including BNSF Railway, Coors Brewing Company, Whirlpool Corporation, and MasterCraft Industries. At BNSF Railway, she developed, in conjunction with the Executive Team, a Leadership Model that resulted in a cultural change, which positioned the company for unprecedented growth. As General Director of Sales at Whirlpool Corporation, she directed appliance sales into the diverse markets of Latin America. Making the monthly sales quota taught her the power of aligning company employees and departments to serve the customer.

Gloria graduated with distinction and Phi Beta Kappa from George Washington University, and completed an Executive Management Program at the Fuqua School of Business at Duke University. Gloria received the National Eagle Leadership Institute Award in 2003 and 2013. She was named as one of Hispanic Business Magazine 100 Influentials. She serves on the board of Open World Learning and is a member of the Association of Corporate Growth, where she was named Denver Chapter Outstanding Member of the Year 2013.

Gloria Zamora consults with:

- ▲ CEO's
- ▲ C-Suite Executives
- ▲ Directors and Managers
- ▲ Work and Project Teams

Gloria Zamora specializes in:

- ▲ Senior Management alignment
- ▲ Executive coaching and retreats
- ▲ Organizational change to create high-performance cultures

Success Innovators, Inc.
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www.successinnovators.com
303-466-2528 Office



XIII. Audit Committee

Audit Committee Meeting Minutes October 24, 2014 10:00 a.m.

Attendees

Norwood Robb, Audit Committee Chair
Don Kirkpatrick, Audit Committee
Coreen Miller, DSST Director of Finance
Anthony Eberspacher, DSST Staff Accountant
Kyle Fritch, Tax Manager Eide Bailly LLP

Summary

8. Internal Revenue Service Form 990 was reviewed with Eide Bailly. Kyle Fritch explained that there have not been any major changes to the form since the prior year. Kyle then specifically mentioned the following points:
 - a) Byers Middle School was in the return for the year ended June 30, 2013, but is not included for the current year (Byers' first year of operation). The return presentation when a new school opens was discussed and committee agreed that showing as a "grant and contribution" is the correct presentation and not to restate beginning net assets.
 - b) The loss on sale in Part VIII on line 7b is actually unrealized and will be moved for the final return.
 - c) There is an increase in the functional expenses for the current year because of the use of the PCOPS credits and the effect of the individual charter audits. The increase was shown in current year activity and not as a restatement of prior year.
9. Robby mentioned that we plan to dissolve STMC by June 30, 2015.
10. Don discussed the timing of collecting Board conflict of interest statements. Committee agreed that every new Board member should sign a disclosure statement when they join the Board. Subsequently, the forms should be signed biennially. Committee agreed to change the wording in the 990 to reflect this practice (page 36).
11. Norwood moved to accept the return with the changes as discussed. Seconded by Don and unanimously approved.
12. Meeting adjourned at 10:45.



Appendix A

Committee Charters- 2014-15



Audit Committee Charter

Denver School of Science and Technology Public Schools Audit Committee Charter

Role

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

Authority

The audit committee is empowered to:

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

Membership

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

Operational Principles

The audit committee will operate under the following principles:

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

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

Responsibilities

Financial Reporting

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

Audit

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

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

Compliance and Control

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

Members 2014-2015

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

Audit Committee Goals 2014-2015

In conjunction with DSST leadership accomplish the following:

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

Schedule 2014-2015

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



Education Committee Charter

**Charter
2014-2015**

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

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

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

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

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

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

General Long Term Goals

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

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

Education Committee Fiscal Year 2015 Objectives

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

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

Deliverables

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

Meeting Schedule / Key Topics

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

Members:

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

Key Staff:

Christine Nelson
Jessica Palfy
(others as needed)



Executive Committee Charter

Executive Committee Charter, Goals and Objectives Fiscal Year 2015

Charter:

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

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

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

General Long Term Goals:

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

Executive Committee Fiscal Year 2015 Objectives:

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

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

Deliverables:

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

Meeting Schedule / Key Topics

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

Members:

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

Key Staff:

Bill Kurtz



Finance Committee Charter

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

Role

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

Authority

The finance committee is empowered to:

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

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

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

Membership

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

Operational Principles

The finance committee will operate under the following principles.

Reporting

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

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

Internal Controls and Accountability Policies

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

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

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

Role of the Chair

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

Specific duties of the chair include:

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

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

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

Annual Task Schedule

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

Members 2014-2015

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

Financial Committee Goals for 2014 – 2015

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

Schedule 2014 – 2015

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



IT Advisory Committee Charter

Charter, Goals, and Objectives Fiscal Year 2015

Charter:

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

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

General Long Term Goals:

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

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

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

Information Technology Advisory Committee Fiscal Year 2014-15 Objectives:

1. Committee Organization and Planning

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

2. Polaris

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

3. Data Security

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

4. Support IT Operations

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

5. Board Education

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

Deliverables:

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

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

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

Members:

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

Key Staff:

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



Nominating and Governance Committee Charter

Nominating and Governance Committee

Charter, Goals and Objectives

Fiscal Year 2014-2015

Charter:

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

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

Long Term Goals:

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

Fiscal Years 2014-2015 Objectives:

I. Board Development

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

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

II. Board Evaluation

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

Deliverables:

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

Committee Meeting Schedule:

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

Committee Members:

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

Staff Liaison:

- **Christine Nelson**



Appendix B

Individual Board Plans- 2014-15

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

<p>Halstedt, Steve</p>	<p>(1) To co-chair the 2015 Slice of Pi</p> <p>(2) To organize and help facilitate the Entrepreneurship Course at DSST Stapleton and GVR, perhaps with the participation of Young Americans Financial Centers</p> <p>(3) To explore and if appropriate start a for credit business startup course for Seniors to fulfill Senior Project requirements at DSST GVR and perhaps Stapleton.</p>
<p>Jaschke, Justin</p>	<ol style="list-style-type: none"> 1. Pursue potential partnership relations between DSST and my alma matter, Univ. of Puget Sound. May include some or all of the following elements: <ol style="list-style-type: none"> a. Increase UPS awareness of DSST approach and student achievements. b. Increased DSST student awareness of Puget Sound as college alternative. c. UPS summer visit program. d. Targeted financial aid for DSST graduates. 2. Work with Nom & Gov committee and DSST staff to develop an expanded Onboarding Seminar agenda and materials for new board members. Elements would include: <ol style="list-style-type: none"> a. Educational and background materials posted to board web site. b. Presentation materials for new board member on-boarding seminar. c. Reference materials and citations for further board education. 3. Serve as a lecturer in Steve Halstedt's Entrepreneurship course. 4. Serve on Nominating and Governance Committee. 5. Participate in GVR site visit with CMO team. 6. Introduce key contacts in my network to DSST. <p>Updates</p> <ol style="list-style-type: none"> 1. Have had initial conversations with Puget Sound President. Will arrange visit to DSST with VP of Admissions and begin dialogue on potential partnering. 2. Have drafted detailed outline of comprehensive on-boarding package including back-up information and links background information. Will work with staff on putting into more polished form for board review. 3. TBD 4. Ongoing 5. Completed 6. Ongoing

Kelly-Bowry, Tanya	
Kirkpatrick, Don	<ol style="list-style-type: none"> 1. Co-chair IT Committee; Serve on Finance, Audit, and 401K Committees 2. Help get first phase of a data security audit budgeted and executed by end of calendar 2014. 3. Assist Teresa with HRIS and ERP selection. 4. Participate in Byers site visit with CMO team. 5. Work with Justin to get a compressed version of Technology Deep Dive into FY15board orientation program.
Lamm, Heather	<ol style="list-style-type: none"> 1. Assist Teresa with the task force on DSST systems that scale 2. Help to shape the DSST strategic planning/growth conversations <ul style="list-style-type: none"> • Facilitate DSST strategic planning process in February • Help organize conversations (and possibly events) to educate the Board on 1) the broader education landscape and 2) some of the more nuanced specifics of DSST operations 3. Mentor (if appropriate) a Home Office Director 4. Committees: Serve on Nom & Gov Committee through June, transitioning chairmanship to Steve M; Assist Advancement Committee with outreach to the "young" Denver community (the Graland/Country Club crowd.)
McConahey, Steve	

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

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



Appendix C

School Reports- November, 2014

School Name	DSST: Byers Middle School		
School Director	Brad White		
Grades Served	6,7		
Enrollment update	Grade	# students	% FRL
	6 th grade	151	40
	7 th grade	151	27
	Total Enrollment	302	
Brief Summary of Academic Results	<ul style="list-style-type: none"> Incoming proficiency is lower for 6th grade class than same time last year, but still relatively high PBs 1-2 had higher growth at other campuses for IA 1. With IA 2 next week, we're looking to see growth across the board, but especially with PB 1-2. IA 1 data was lower for new to DSST teachers who did not train in with summer school at Byers. We also hope to see those gaps close after trainings since IA 1. 		
Top Two Things That are Working Well	<ul style="list-style-type: none"> Leadership development <ul style="list-style-type: none"> Comprehensive strategies for leadership development in place. Leadership team spends 3-5 hours together weekly, and school director spends 12+ hours weekly developing leaders. This is based on approach shared by Rochelle & Stefan for school directors this fall Fulfillment work <ul style="list-style-type: none"> Teachers indicated in school visit that they see their job at DSST as challenging but sustainable and they view fulfillment as a long-term strategy (healthy mindsets) All teachers have set fulfillment goals that range from personal/family time, to exercise, to organization strategies 		
Top Two Challenges	<ul style="list-style-type: none"> Gradual release program <ul style="list-style-type: none"> Slow start, new leader directing development of program December will be launch period to build investment of students/parents 7th grade experience is modified, but still largely looks like 6th grade experience, so this will change to create students who are mature and ready for DSST high school Attrition <ul style="list-style-type: none"> Numbers are already too high and feels like a constant battle. When many families experience their student having academic or other challenges, despite the high level of support offered, they bolt for "easier" schools. We fight to keep every student/family but this is a challenge. 		

School Name	DSST: Cole High School	
School Director	Ben Cairns	
Grades Served	9	
Enrollment update	9th	140
	Total Enrollment	140
Brief Summary of Academic Results	<p>We are working really hard right now preparing for finals week. Initial summatives that are normed across the network indicate that we are on pace in both Math and Physics compared to our two other DSS HS's, but this does not mean much until we truly take finals next weel.</p>	
Top Two Things That are Working Well	<p>We have been able to establish pretty strong instruction and classroom culture. We only have 2 teachers struggling to be at baseline, and even despite this challenge there is still good academics happening in their rooms everyday.</p> <p>Secondly, we have a very strong staff culture. The team is all deeply mission committed and committed to preserving through challenges to establish a strong school.</p>	
Top Two Challenges	<p>We are struggling a bit right now with about 5-8% of students who are very behind academically and are now struggling culturally. As they have seen the reality of the work they will have to do to be successful at DSST they have become disinvested and are now struggling behaviuorally. We are working on this issue collectlly as a staff, but it is a challenge.</p> <p>We are struggling with enrollment. We were already underenrolled and have lost 3 students since the start of the year. Many of the students who came to us new this year are many years behind and we are working hard to help them believe in themselves and persist despite the challnges and work required to get on grade level. We are trying to figure out how to really differentiate so that our highest students are feeling challenged while we meet the real needs of these struggling learners.</p>	

School Name	DSST: Cole Middle School	
School Director	Shawn Smith	
Grades Served	6-8	
Enrollment update	6 th	152
	7 th	143
	8 th	114
	Total Enrollment	409
Brief Summary of Academic Results	<p>IA#1 Highlights:</p> <ul style="list-style-type: none"> • Strong comparative 8 Reading, Writing and Science IA#1 Results across PBs 2-4 • Strong comparative 7 Writing and Science IA#1 Results <p>Areas Being Addressed:</p> <ul style="list-style-type: none"> • CCSS Math across grade levels • 7 Reading 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • Plus One Parent Initiative – proactive survey to organizing what families want to be a part of at school – bringing families into our community • Observation and Coaching – one-to-one coaching model 	
Top Two Challenges	<ul style="list-style-type: none"> • Science Department and hire • Enrollment/Recruitment 	

School Name	DSST: College View Middle School	
School Director	Jenna Leupold	
Grades Served	6-8	
Enrollment update		
	6th	162
	7th	147
	8th	119
	Total Enrollment	428
Brief Summary of Academic Results	<ul style="list-style-type: none"> • Over 90 students were listed as having all As and Bs about 75% of the way into Tri 1, and 6 had all As • Reading 7 had the highest network performance for PB1s-PB3s, reading 6 had the highest PB1 performance • 6th and 7th grade ELL students had at or above average mastery of reading standards on IA1 compared to other ELLs in the network, 8th grader ELL students performed above average on nearly half of the reading IA1 standards compared to the network average 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> - Staff team and connection to mission and vision; hard-working, all-in team this year - We have really strengthened our assessment culture so we're excited to see how this plays out on IA2s next week (11/17-11/21) 	
Top Two Challenges	<ul style="list-style-type: none"> - 7th grade student culture and supports; our 7th graders are very behind academically and need an immense amount of care and support; our entire staff team is responding well to support our mission and vision for this group of learners - Leadership transition – SdiT Becca Meyer led in Jenna Leupold's maternity leave; this is not a challenge but more of an FYI as the 14-15 staff team is largely new and Jenna returned 11/12 	

School Name	DSST: Conservatory Green Middle School	
School Director	John Clark	
Grades Served	6 th Grade	
Enrollment update	6 th Grade	158 Students
	Total Enrollment	158 Student
Brief Summary of Academic Results	<ul style="list-style-type: none"> • Fall MAP (Measure of Academic Progress) <ul style="list-style-type: none"> ○ High percentage of our students came in proficient in Math and Science ○ Surprising low percentage of students proficient in Reading. <ul style="list-style-type: none"> ▪ Emphasis on Reading and Writing skills in the classroom ▪ Read to Learns, Close Reads, and writing across content being implemented • Interim Assessments looked at comparatively: <ul style="list-style-type: none"> ○ Reading: Top 2-3 in all Performance Bands ○ Writing: Highest performing in all Performance Bands ○ Social Studies: Top 2-3 in all Performance Bands ○ Science: Highest performing in all Performance Bands ○ Math: In line with network averages but overall very low. We've made adjustment to instruction based on this and the overall switch to Common Core. • Special Populations: <ul style="list-style-type: none"> ○ English Language Learners: Our biggest area for needed growth. Outperformed in the network and admittedly not the best support for teachers here. ○ SPED: Sp. Ed. Coordinator Shari is well organized when it comes to understanding what is needed for our SPED students. Josh (dean) and myself are working with the team to be more intentional daily SPED supports and are really kicking this emphasis in to gear in tri 2. ○ Reading and Math Enrichment continue to be well executed in our school. Have the feel of a traditional class and students have been very receptive to this. 	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. Instructional Coaching: Josh and myself have worked hard to make our coaching sessions with staff members purposeful and development oriented. Weekly meetings as well as practice sessions have helped teachers to feel valued and treated like professionals in my opinion. 2. Admin Focus: Inspired by the book <i>Five Dysfunctions of a Team</i> I have worked with my administrative team to set Key 	

	<p>Priorities that are the focus of our weekly meetings. Our current Priority is, "Create investment and engagement from our community through effective use of communication and community activities." While we are still emphasizing the general operation of the school, we want to take our community investment to another level. This has started with the integration of clubs and sports into our school.</p> <p>Additionally, we are kicking off our Science and Tech Parent group with a focus on building supports and community for our students and families. Lots of work to be done here but I'm happy with the direction we are headed.</p>
Top Two Challenges	<ol style="list-style-type: none"> 1. Avoiding Burnout for the Team: We don't have this problem yet, and I have a very committed team. I am, however, thinking through ways and strategies (along with the network) to really support teachers in making DSST: CG a place where folks can work and feel balanced. Team members have said they've never worked so hard but have also never felt this fulfilled. I want to keep that energy but also know the reality of building out to a much bigger school. 2. Student Support: I think I have a lot of work to do as a Director when it comes to support of our students particularly when it comes to students who are second language learners and at high risk for retention. We have done a lot to be strategic about our supports going forward for students. Still, I feel that a lot of those supports have been strategic and operational and not as focused on classroom instruction as they need to be. This might be an area where I would push the network currently. Our thinking around interventions and SPED has largely been around assessment and I think we need to make a bigger shift back toward actual instruction of our students. This includes push in, pull out, enrichment, and general classroom support structures. As a Director I know I need a lot of support in making this the best it can be for my students and staff.

School Name	DSST: Green Valley Ranch High School	
School Director	Jenna Kalin	
Grades Served	9-12	
Enrollment update	9	155
	10	149
	11	110
	12	84
	Total Enrollment	498
Brief Summary of Academic Results	<p>We will have our first significant set of data with Trimester 1 Final Exams approaching the week of November 17th.</p> <p>Summative assessments reveal that 9th grade IAG1 and 11th English students are performing significantly below last year's cohorts – we are considering extra interventions and different strategies to improve this performance during trimester 2.</p> <p>10th grade cohort is performing strongly on summative assessments in every content.</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1) Foundational effectiveness in classrooms: almost all of our new teachers have reached foundational effectiveness. Instruction is consistently strong in high majority of classrooms. 2) Extracurricular activities (athletics, clubs, student life) are starting to build momentum and lead to pride and joy in school. We had our first appearance in CHSAA playoffs (volleyball team). We are also putting on our first school play (West Side Story) and interest from students is high. 	
Top Two Challenges	<ol style="list-style-type: none"> 1) Attrition: Several students (mostly 11th/12th) have transferred or talk about transferring out of DSST: GVR HS to attend another high school in the FNE. This is a constant challenge for our school – we are having strong discussion as a leadership team about the roots of these decisions for students. 2) College Placement – first time we have seniors and completely new process for our students and team. We are working through challenge of supporting every senior, each with varying needs 	

School Name	DSST: Green Valley Ranch Middle School	
School Director	Lisa Richardson	
Grades Served	6-8	
Enrollment update	6 th	157
	7 th	149
	8 th	145
	Total Enrollment	451
Brief Summary of Academic Results	<p>We are looking forward to getting updated data with IA 2 to see if the improvements we have seen are translating to network assessment results. Our IA 1 results reflected the gaps we are seeing in instruction with our largely new team. Math across the board has been our largest area of concern with transitions to the common core and an almost entirely new math department.</p>	
Top Two Things That are Working Well	<p>1:1 coaching has been an effective for supporting and developing teachers. Teachers report feeling very supported and invested in their development through the use of bite-size and actionable feedback in weekly observations.</p> <p>Admin team is working hard to define and develop excellence around key cultural and instructional areas. Based off of feedback from the Fall school visit, our team has been completing observations around the network to identify key elements of excellence to modify our current systems. It has been an exciting process to go through as we look to re-set our bar of excellence in our school culture and instruction.</p>	
Top Two Challenges	<p>Teachers are feeling the October/November slump. As we move into formal observations and the interest survey we have started to discuss potential leadership opportunities and working to create plans to support struggling teachers. These are important and difficult conversations as we work to make sure we have a strong and stable team each year.</p> <p>We have faced some unexpected transitions with teachers facing medical issues which has lead to some big inconsistencies with 7th grade reading instruction and culture. We are working towards positive solutions but it has been a stretch on our team. We are excited to have a long term sub in the position for the rest of the trimester-and to have the opportunity to bring in a full time substitute position to help address issues we have had in finding class coverage.</p>	

School Name	DSST: Stapleton High School	
School Director	Jeff Desserich	
Grades Served	9 – 12	
Enrollment update	9th	157
	10 th	133
	11 th	131
	12 th	91
	Total Enrollment	512
Brief Summary of Academic Results	18% of grades are F's right now. This is significantly higher than at this time last year. We have implemented a more thorough RTI system and we will continue to work in grade levels and as advisors to provide more thorough support for our students struggling to pass their classes.	
Top Two Things That are Working Well	<p>Our Front Office continues to work more efficiently while maintaining a welcoming environment and taking on more responsibility.</p> <p>We met our enrollment target of 510 and actually ended up with 514.</p>	
Top Two Challenges	<p>We have two to three teachers struggling mightily to grow and develop up to foundational effectiveness. Their struggles to manage their class are causing ripple effects across the grade, particularly in 10th grade. Since they are not being held accountable for their choices in these classes, some students are going to the hallways and other classes choosing to act in ways counter to what we expect of them.</p> <p>50% of the grades of our students with IEP's are F's. Our Special Ed team is new and they are just now getting their feet underneath them. The Leadership Team and the Special Ed Team are working together to make sure that the staff recognizes that Special Education is everyone's job so that we can all work together to address this.</p>	

School Name	DSST: Stapleton Middle School	
School Director	Jessica Heesacker	
Grades Served	6-8	
Enrollment update	6 th	155
	7 th	157
	8 th	150
	Total Enrollment	462 (these are last month's numbers as I couldn't get IC to pull a new report)
Brief Summary of Academic Results	<p>7th grade CMAS Social Studies Results (13-14):</p> <ul style="list-style-type: none"> • Distinguished Command <ul style="list-style-type: none"> ○ DSST STP MS: 13% ○ DPS: 3% ○ CDE: 4% • Strong Command <ul style="list-style-type: none"> ○ DSST STP MS: 25% ○ DPS: 9% ○ CDE: 13% • Moderate Command <ul style="list-style-type: none"> ○ DSST STP MS: 40% ○ DPS: 28% ○ CDE: 38% • Limited Command <ul style="list-style-type: none"> ○ DSST STP MS: 22% ○ DPS: 60% ○ CDE: 45% <p>8th grade CMAS Science Results (13-14)</p> <ul style="list-style-type: none"> • Distinguished Command <ul style="list-style-type: none"> ○ DSST STP MS: 12% ○ DPS: 2% ○ CDE: 2% • Strong Command <ul style="list-style-type: none"> ○ DSST STP MS: 60% ○ DPS: 20% ○ CDE: 30% • Moderate Command <ul style="list-style-type: none"> ○ DSST STP MS: 20% ○ DPS: 33% ○ CDE: 36% • Limited Command <ul style="list-style-type: none"> ○ DSST STP MS: 5% 	

	<ul style="list-style-type: none"> ○ DPS: 48% ○ CDE: 32%
Top Two Things That are Working Well	<ul style="list-style-type: none"> • We are starting to see an increase in student investment (especially in our 8th grade). Historically, this has been a challenge. Lately, through Ubuntu we are seeing students that we don't typically see present themselves as leaders, rise to the occasion. Ubuntu is a time on Friday where groups of students from all grades come together for teambuilding/fun activities led by 8th graders. We are being very intentional on recognizing these students at all school morning meetings and having one on one conversations with them. When we were having some difficulty keeping our boys bathroom clean we have some 8th grade boys step up and speak to the community about respect for our community and those who work to keep our community clean. This had a very positive impact and we saw a change almost immediately. • Ubuntu has been overwhelming positive for our students. Students are interacting with students outside of their grade level as mentors and peers. It has been great to see how creative our 8th grade students have been and how they are becoming leaders without much prompting from the adults. • Strong all school literacy culture. We are just finishing up our One Book One DSST all school novel and kids are loving it (for the most part). We have done several read-alouds during all school morning meetings and teachers are having discussion in advisory using the book as an example of our core values.
Top Two Challenges	<ul style="list-style-type: none"> • With the shift to common core we are still seeing many of our teachers omitting some of our foundational core instructional practices (specifically gradual release). There has been some confusion on adding in the "discovery" model for intro to new material and then just letting students work independently rather than appropriately checking for understanding, scaffolding, and gradually releasing students. We are doing a PD this Wednesday (11/12) that will specifically address this. • Teacher stress is still high on our campus. Part of this is due to the time of year and part is due to common core shifts and added tasks/deliverables that come with that shift. We have several veteran teachers who are content gurus who are working diligently to help our network with this shift.



Appendix D

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.