DSST
PUBLIC SCHOOLS

Board of Directors Meeting

November 21, 2019 • 2:30pm – 5:30pm MST
DSST: Conservatory Green Middle School

8499 E. Stoll Place, Denver, CO 80238, Room 212

Our Core Values

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

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

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

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

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

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

Username: **wireless-guest-875**
Password: **M3tj35Da6kaPw3P**

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

Table of Contents

I. Welcome

DSST PUBLIC SCHOOLS

Board of Directors Meeting – November 21, 2019

I. Welcome (35) • Board Chair Welcome (10) • Public Comment (10) • School Director, Welcome & Update (15)		Introductions Q and A	Gloria	2:30 - 3:05
II. Approval Items (5) • Minutes (5)	Pg. 6 & 8	Approval	Gloria	3:05 - 3:10
III. Discussion (115) • Board Governance Roadmap (25) • Advocacy (60) • Report Card Targets (30)		Information/Discussion Information/Discussion Information/Discussion	Gloria Heather Bill Kurtz	3:10 - 5:05
IV. Reports (25) • CEO (20) • Executive Committee/Chair • Education & Information Technology Committee • Finance & Operations Committee • Audit Committee • Advancement Committee • Nomination & Governance • New Business	Pg. 11 Pg. 24 Pg. 25 Pg. 39	Information Information Information Information Information Information Information	Bill Gloria Alyssa Whitehead-Bust Glenn Russo Teresa Berryman George Sparks Pat O'Rourke	5:05 - 5:30
V. Adjourn Meeting			Gloria	5:30

IV. Approval Items

- # Minutes from the September 19, 2019 DSST Public Schools Board Meeting

MINUTES
DSST Public Schools Board Meeting
September 19, 2019
DSST Home Office, Mt. Massive/Mt. Elbert Conference Room

Meeting Called to Order: 2:33 p.m.

Board Members Present:
Alyssa Whitehead-Bust*
Barbara Brohl
Brenda J. Allen
David Greenberg
Deborah McGriff*
Gina Rodriguez*
Gloria Zamora
Janet Lopez*
Justin Jaschke
Patrick O'Rourke
Scott Arthur
Teresa Berryman
*Attended via conference call

Parent Present: None

Board Members Absent: George Sparks, Glenn Russo, Greg Sissel, Peter Fritzinger

DSST Staff Present: Bill Kurtz, Christine Nelson, Heather Lamm, Katie Glenn, Nicole Fulbright, Scott Walker

DPS Staff Present: Matt Meyer

Others Present: Penny Eucker, Pam Watson-Korbel, Roy Martinez (STEM School Highlands Ranch)

Welcome:
Ms. Zamora welcomed everyone to the meeting and introduced new attendees. Attendees then proceeded to participate in an icebreaker.

Approval Items:
Motion to approve previous board meeting minutes (6/13/19), Jaschke
Second: Berryman
Vote: Unanimous approval

Discussion:

Ms. Fulbright and Ms. Nelson presented a PPT on DSST's 2018-19 Academic and College Success Results.

Reports:

Mr. Kurtz began his CEO Report by thanking Mr. Arthur for his support and participation in our AST Groundbreaking Event. Mr. Kurtz then shared with the board that DSST's Senior Leadership Team recently presented to CSGF (Charter School Growth Fund) to receive money for growth. Mr. Kurtz continued his update by encouraging the board to get involved with the upcoming school board elections. Lastly, he shared two Home Office staff updates. The first one was that Mr. Walker is leaving DSST in a month and COO interviews are underway. The second update is that Ms. Stevinson has left DSST and our team is currently searching for a Development Director.

The Executive Committee did not have a report/update at this meeting.

The Education & Information Technology Committee did not have a report/update at this meeting.

The Finance & Operations Committee did not have a report/update at this meeting.

The Audit Committee shared that DSST had a clean annual audit and there were no concerns for management. Eide Bailly only found two findings on DSST's audit. The findings included that DSST does not prepare their own financial statements and that there is a new federal requirement for documenting purchases over $10,000.

The Advancement Committee did not have a report/update at this meeting.

The Nominating and Governance Committee did not have a report/update at this meeting.

New Business: None

Executive Session
Ms. Zamora stated, "I would entertain a motion to go into Executive Session as permitted by the Colorado Open Meetings Act for the purpose of considering the following matters:

  (2) Pursuant to Colorado Revised Statute 24-6-402
  - (4) (a) the purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest
  - (4) (e) determining positions relative to matters that may be subject to negotiations
  - (4) (f) (I) personnel matters

Motion to adjourn regular board meeting, Arthur
Second: Berryman
Vote: Unanimous approval

Motion to go into Executive Session, Berryman
Second: Arthur
Vote: Unanimous approval

Motion to adjourn Executive Session, Berryman
Second: Jaschke
Vote: Unanimous approval

Respectfully Submitted,

Katie Glenn (note-taker), Secretary

MINUTES
DSST Public Schools Board Meeting
October 10, 2019
DSST Home Office, Mt. Massive/Mt. Elbert Conference Room

Meeting Called to Order: 8:35 a.m.

Board Members Present:
Alyssa Whitehead-Bust* Alyssa attended most of the meeting in person
Barbara Brohl*
Brenda J. Allen*
David Greenberg*
Deborah McGriff*
Glenn Russo
Gloria Zamora
Greg Sissel
Justin Jaschke
Patrick O'Rourke
Peter Fritzinger
Scott Arthur
Teresa Berryman
*Attended via conference call

Parent Present: None

Board Members Absent: George Sparks, Gina Rodriguez, Janet Lopez

DSST Staff Present: Ashley Piche, Bill Kurtz, Christine Nelson, Heather Lamm, Katie Glenn, Nicole Fulbright, Scott Walker

DPS Staff Present: None

Others Present: None

Welcome:
Ms. Zamora welcomed everyone to the meeting.

Executive Session
Ms. Zamora stated, "I would entertain a motion to go into Executive Session as permitted by the Colorado Open Meetings Act for the purpose of considering the following matters:

    (2) Pursuant to Colorado Revised Statute 24-6-402
        ● (4) (e) determining positions relative to matters that may be subject to negotiations
        ● (4) (f) (I) personnel matters

Motion to go into Executive Session, Jaschke
Second: Berryman
Vote: Unanimous approval

Motion to adjourn Executive Session, Russo
Second: Berryman
Vote: Unanimous approval

Discussion:

Mr. Walker presented a PPT on DSST's Long Term Financial Forecast. The long term forecast presented three different growth scenarios and the expense and fundraising requirements of each scenario. It is expected that early in 2020, after the upcoming DPS board elections, management will make a recommendation on which scenario they recommend pursuing.

Reports: None

New Business: None

Motion to adjourn regular board meeting, Fritzinger
Second: Arthur
Vote: Unanimous approval

Respectfully Submitted,

Katie Glenn (note-taker), Secretary

IV. Reports

Home Office

a. Academic Team Update

Curriculum & Instruction

Priority	Department Update
Increasing Home Office Impact on School Success	
Building Math & Literacy Foundations	The Curriculum and Instruction Department is focusing heavily on our Math and Literacy Foundations priority. Currently this involves: • Aligning on a clear bar for excellence across Home Office Teaching and Learning Departments • Collaborating with the Program Team on school visits to identify bright spots and support in closing gaps, in addition to identifying external bright spots that we can learn from • Compiling a best practices guide to share with schools that will also support future Academic Program planning
Innovating HS STEM	Lauren Jones-Kaplan has been working very closely with schools piloting our STEM certificate program to observe and support STEM teachers in getting a strong start this school year. In addition to classroom observations and teacher and leader support, we are also working to develop a clearer set of competencies for STEM classes to ensure rigorous and engaging experiences for all students. In alignment with the Math and Literacy Foundation Priority, we are also compiling a best practices guide for STEM to share with schools and support Academic Program Planning.
Acting on Data	
Briefly describe major areas of focus for your team.	The Curriculum and Instruction Team is focused most heavily on the Math and Literacy Foundations and Innovating HS STEM Priorities. In addition to these priorities, we are focused on completing the assessment migration process from Engrade to Illuminate.

Data & Assessment

Priority	Department Update
Increasing Home Office Impact on School Success	Working on 'Theory of Action in Action'; revisiting our defined ToA from last year and assessing where things are working, and where we need to do more work
Building Math & Literacy Foundations	Monitoring DDI at all schools
Innovating HS STEM	

Priority	Department Update
Acting on Data	-Had first Schools Team stepback -Monitoring schools' ILT & CLT data usage -supporting select schools
Briefly describe major areas of focus for your team.	• Post-T1 forecasts using new models • Changes to post-T1 stoplights • TCP request for reviews • School target setting

Special Services

Priority	Department Update
Increasing Home Office Impact on School Success	N/A
Building Math & Literacy Foundations	N/A
Innovating HS STEM	N/A
Acting on Data	• In alignment with the Data Driven Departments work, we are really excited about some of the systems we have put in place to track data towards our goals and to stay aligned with Schools Team.

Briefly describe major areas of focus for your team.	• We are very focused on supporting school leaders and teachers to make progress in four major areas this year:
	  o Special Education compliance
	  o ELL/ELD compliance
	  o Access to grade level instruction for students with disabilities
	  o ELD instructional quality
	• We are accomplishing this through professional development, regular data and instructional check-ins with schools and school visits.

b. College Success Update

Priority	Department Update
Increasing Home Office Impact on School Success	Continuing to work on model clarity- identifying gaps between current and desired operating models, improving clarity and accountability across the board, ensuring college success succession plan.
Building Math & Literacy Foundations	Awaiting 2020 DSST-CU Denver adjunct faculty appointments. We offer several core math and literacy courses for college credit through our partnership with CU Denver.

Innovating HS STEM	Continue to support the STEM Steer Co committee's exploration of college credit-bearing and career-aligned STEM opportunities.
Acting on Data	Weekly reporting out on our college success measures to directors of college success, school directors, school coaches, and SLT. Monthly network DCS strategy meetings (driven by and in response to data).
Briefly describe major areas of focus for your team.	**Additional College Success Connects to Tier 1 and 2 Priorities:** **College Success Impact Fund** For the most impactful (and scalable) innovations, we believe in empowering school-based college success teams with resources to break the "ceiling". This fall the CSIF has funded nearly 50 students visits to out-of-state colleges. Nearly 30 of these visits included the students' parent or guardian. Additional funding thus far has supported differentiated SAT prep as well as emergency college application waivers. **College Success Database** Steering Committee and official kickoff to begin 11/22. **College Application Update:** • **Planned (average)-** 12 apps/student • **Submitted (average)-** 4.5 apps/student • **FAFSA completion (average)**- 47%

c. Development Update

Priority	Department Update
Increasing Home Office Impact on School Success	
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	.

Briefly describe major areas of focus for your team.	According to our records we've raised $634,687- but this does not include the grant from the Barton Family Foundation for $1M since we don't yet have the contract, but we have verbal confirmation of the grant approval bringing our YTD fundraising total to $1,634,687.

d. Ed Tech Update

Priority	Department Update
Increasing Home Office Impact on School Success	Drastically improved structures by which we monitor, analyze, and improve the way schools are being served with Ed Tech issues through Zendesk, including new analytics, meeting cadences, etc.
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	Continued the rollout of Edulastic as the primary classroom assessment platform, including creation of supplementary dashboards in Polaris to help analyze data being collected through Edulastic.
Briefly describe major areas of focus for your team.	Supporting the rollout of Workday in the form of repointing and improving integrations from Workday to all other internal applications. Supported in TCP placement including improved visualizations for admin and teachers. Beginning the planning process for two major projects: student data privacy improvement and college database redesign. Continued the transition from Engrade to Edulastic and Illuminate, with a focus on preparing for IAs/Finals to be given in Illuminate at the end of November.

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

Priority	Department Update
Increasing Home Office Impact on School Success	**DEI** The DEI Department is ensuring that there are multiple DEI Strands available across the Network in order to support Increasing Home Office Impact on School Success. • 2019-2020 Goal: 38 Sessions across network (Schools and Home Office) – 10/25 Lead Measure/Forecast: 18 conducted sessions (9 at schools which includes staff and

	students facing sessions and 9 at Home Office which includes Leadership Development Strands (Human Capital Team DEI Development, School Directors, Instructional Leaders, School Directors in Training, and Associate School Directors) **Leadership Development** The Leadership Development team is currently conducting observation/debriefs with each member of the Advanced Leader Cohort. These 18 high-potential leaders currently serve as ASDs and SDiTs across the DSST network, and the support of the leadership development team is driving their development and ability to achieve their schools' goals. We are beginning to plan for SY20-21, and are partnering across teams and campuses to identify emerging leaders, build strong talent benches, and support schools in successful transition planning in order to ensure we are building healthy, diverse, and deeply impactful school leadership teams across the network. The Leadership Development team is making progress in the development of a research-based "leadership readiness tool" as a way to more deeply incorporate performance data into school leader hiring and placement. We have begun piloting a beta version of the tool and aspire to roll it out more broadly over FY21. We are tracking positively towards achieving our change goal of preparing a majority of leaders in the Advanced Leader Cohort for roles of increased responsibility in SY20-21. We met our first engagement lead measure and have collected Individual Leadership Plan baseline data from 17 of 18 ALC participants. **Talent Operations** The Human Capital Department in partnership with the Finance, Education Technology, and Information Technology Teams just launched a new talent & payroll system called Workday. Workday will support every team member with the ability to access & update information real-time including: personal information, benefits, compensation, & absence tracking. Additionally, the tool will empower leaders to leverage accurate talent data to support organizational decision making. As of 11/7/19, 90% of team members have already logged into Workday.
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	**DEI** As the DEI department co-facilitates sessions, we are collecting data and feedback via our DEI Survey on the effectiveness of the

	sessions by gauging if the sessions are meeting individual and collective needs regarding the following: • Sense of Belonging, Value and Inclusion • DEI moving in the right direction on their campus • Addition DEI session requests to meet their needs This specificity of Sense of Belonging, Value and Inclusion is the result of End of Year Survey Data which indicated that staff sense of belonging, value and inclusion had decreased (although not statistically significant – still important for Human Capital from an overall staff retention measure in addition to the staff of color retention measure)
Briefly describe major areas of focus for your team.	**DEI** • Ongoing Development for School Leaders for Holding Equity Conversations around scoring equity. • Ongoing Development for teachers to engage in and make progress towards "WILL" in their DEI Journey for the 2019-2020. • Launching of the 2019-2020 Network Affinity Groups (November 19th Launch) • Launching of the 2019-2020 Network Equity Working Groups (Tentative: January 2020 Launch) **Leadership Development** • Internal and external pipeline building • Leader evaluation tool planning • Leader readiness tool creation • Supporting the development of the network's highest potential leaders

f. Marketing, Advocacy & Communications (MAC) Update

Priority	Department Update
Increasing Home Office Impact on School Success	-Using Flyer to increase parent engagement & 2-way communication - Supporting schools with Best Practices to increase effectiveness of Parent-Teacher conferences -Student recruitment training and community outreach trainings among school staff -Updated suite of printed student recruitment material, student and staff recruitment radio, digital, and movie ad placements
Building Math & Literacy Foundations	
Innovating HS STEM	

Priority	Department Update
Acting on Data	-Working on media story about Noel as t#1 MS and CG as #1 HS that serve students in the neighborhood and led by people of color (have data of staff diversity as well as student zip code breakdown) -Ballot chasing campaign to ensure that network is voting
Briefly describe major areas of focus for your team.	-Get out the vote efforts – voter education content and voter participation efforts for both staff and families -Student recruitment- currently ensuring that schools are prepared to host prospective families at Open Houses and Tours and that marketing efforts are driving awareness and visits to schools -Staff recruitment – creating a digital marketing campaign to boost quantity and quality of candidates -Educating the public on charters through social media myth-busting, media, and coordinating with other CMOs.

g. Operations Update

Priority	Department Update
Increasing Home Office Impact on School Success	- Two change goals in progress– 1) 10% of target for capital construction dollars to make school improvements allocated, 2) Improving DPS-provided services as schools with low satisfaction ratings (progress slow due to capacity issues at DPS – focusing on Cole and Henry facilities)
Building Math & Literacy Foundations	N/A
Innovating HS STEM	N/A
Acting on Data	- 13 department goals & lead measures in progress
Briefly describe major areas of focus for your team.	Facilities: - Scoping "Innovative Classroom" bond projects at Montview, Henry and Cole - Scoping AN SPED program space improvements - Prioritizing cleaning issues at Cole campus - AST phase 1 building still on track for summer completion School Ops - MY review process about to get underway - Fall Safety audits completed – focusing on some tweaks for lab compliance - Revamping our Front Office eval model to better incorporate competencies and data-driven outcomes/metrics

	- Renewal applications completed for Henry, Byers MS and CV MS – board to vote in Nov

h. Strategy Update

Priority	Department Update
Increasing Home Office Impact on School Success	DSST Theory of Action Implementation: Our team is supporting efforts to align our work at the Home Office to our Theory of Action. Key elements of this work include: • measurement of operating model effectiveness; and • refinement of DSST's priority-setting and planning processes.
Building Math & Literacy Foundations	
Innovating HS STEM	
Acting on Data	Our team is leading DSST's efforts to improve performance management practices around network priorities and large cross-department projects and department execution work. Key elements of this work include: • developing structures to support collaborative, short-cycle planning at the Home Office; and • ensuring that our data collection and reporting systems support evidence-based decision making at the Home Office.
Briefly describe major areas of focus for your team.	• Senior Leadership Team effectiveness • Network prioritization & planning • Theory of Action implementation • Home Office performance management (Acting on Data)

i.   Directors Report

Enrollment

School	8th	7th	6th
Byers MS	157	158	161
Cole MS	112	122	107
CV MS	143	168	159
CG MS	163	159	149
GVR MS	162	158	161
Henry MS	81		
MTV MS	159	163	153
AST MS			162
MS at Noel		159	151

Attrition Rate

	Byers MS	Cole MS	CV MS	CG MS	GVR MS	Henry MS	MS at Noel	MTV MS	AST MS
	Byers MS	Cole MS	CV MS	CG MS	GVR MS	Henry MS	MS at Noel	STP MS	AST MS
2020	6 / 1.3%	10 / 2.9%	2 / 0.4%	3 / 0.6%	3 / 0.6%	6 / 2.8%	1 / 0.3%	3 / 0.6%	5 / 3.0%

Timeframe
Year-to-date ▼

Break Down By Grade?
No ▼

School Year Filter
2020 ▼

Custom Date Range

From Date   7/30/2019

To Date   7/30/2019

21

High School Directors Report

Students	Interventions	Grades

Year To Date Attendance

Byers HS	CG HS	Cole HS	CV HS	GVR HS	MTV HS

96.0%

95%

92.3% (Byers HS, 2020)
92.9% (CG HS, 2020)

90%

89.3% (GVR HS, 2020)
89.9% (MTV HS, 2020)

85%

84.2% (CV HS, 2020)

81.0% (Cole HS, 2020)

80%

Attendance Range

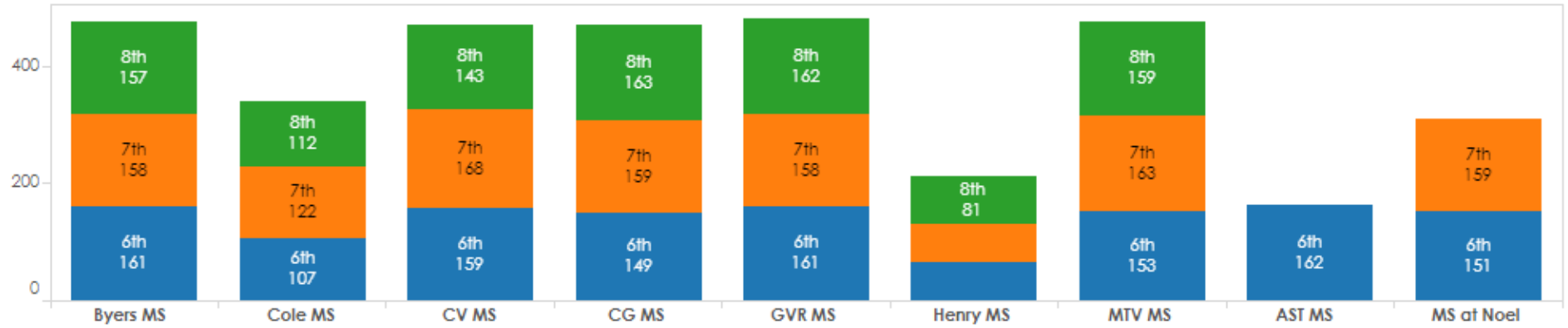Last 45 days ▾

Break Down by Grade?
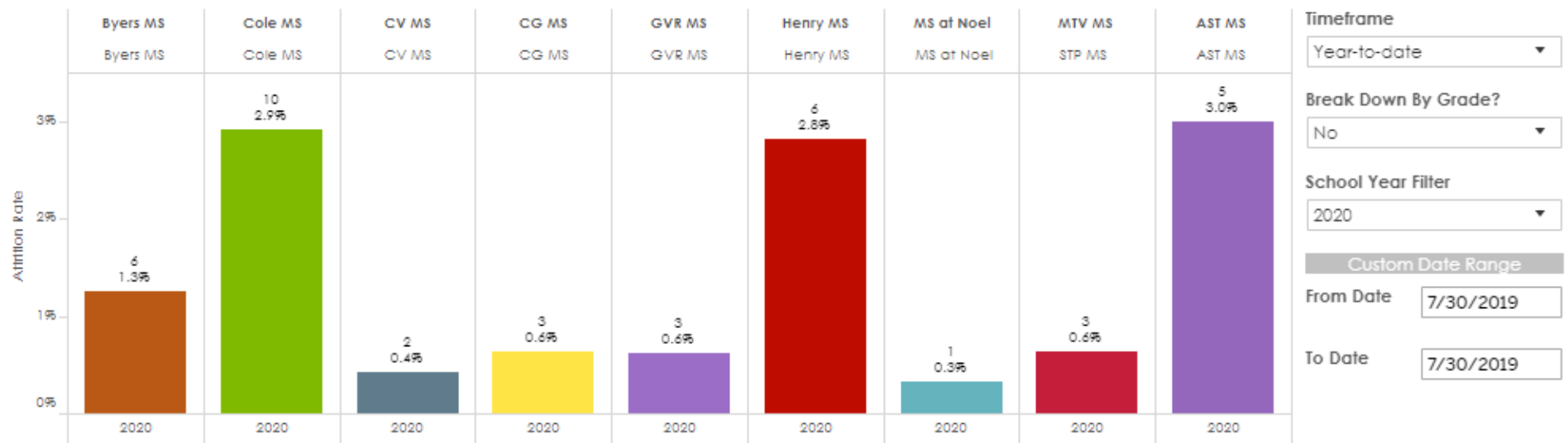
○ Yes
◉ No

School Year Filter

☑ 2020
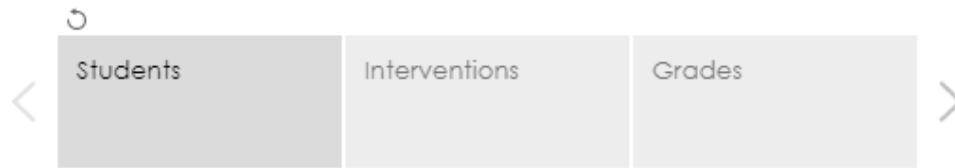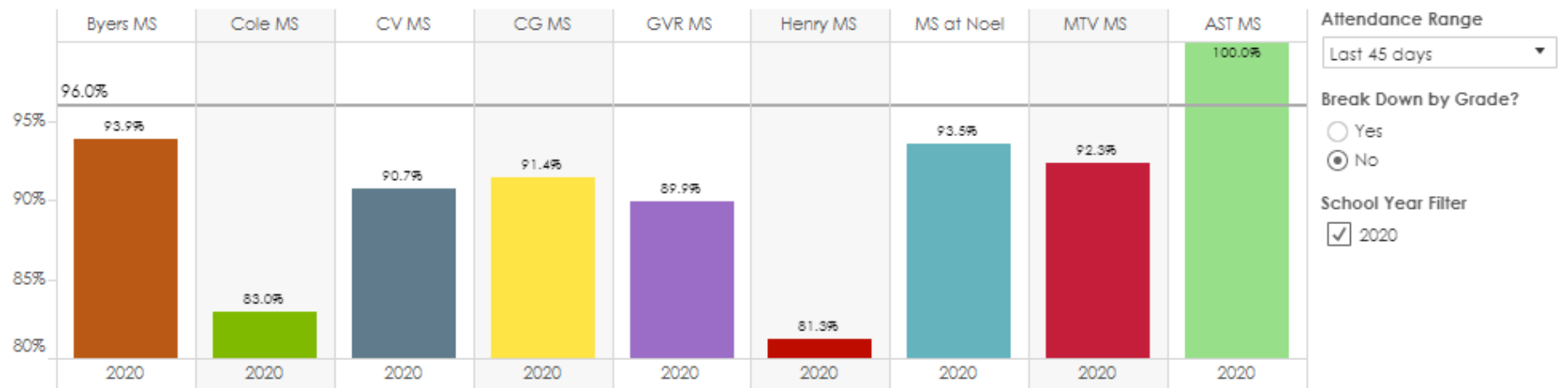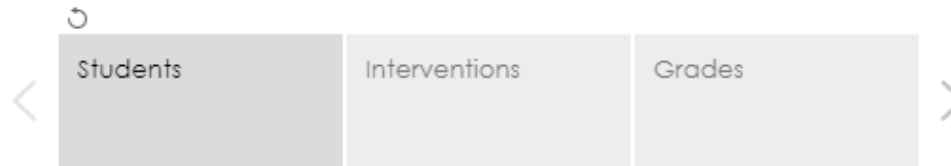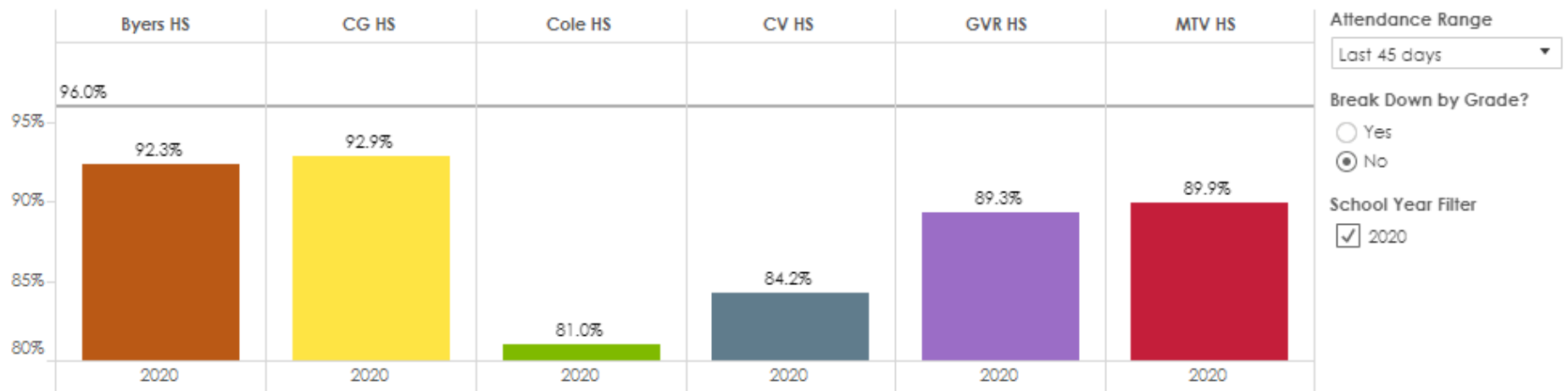
Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.

Current Enrollment

School	12th	11th	10th	9th
Byers HS	103	126	135	163
CG HS		137	141	164
Cole HS				120
CV HS	112	114	139	169
GVR HS	124	128	142	160
MTV	138	129	153	155

Attrition Rate

	Byers HS	CG HS	Cole HS	CV HS	GVR HS	MTV
	Byers HS	CG HS	Cole HS	CV HS	GVR HS	STP HS
2020	2 / 0.4%	1 / 0.2%	6 / 1.7%	5 / 0.9%	5 / 0.9%	4 / 0.7%

Timeframe
Year-to-date ▼

Break Down By Grade?
No ▼

School Year Filter
2020 ▼

Custom Date Range

From Date: 7/30/2019

To Date: 8/30/2019

23
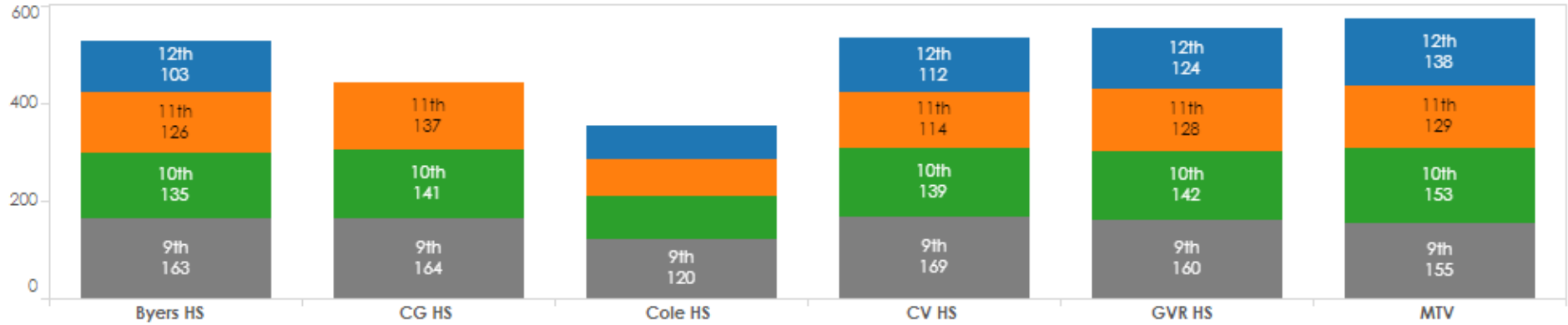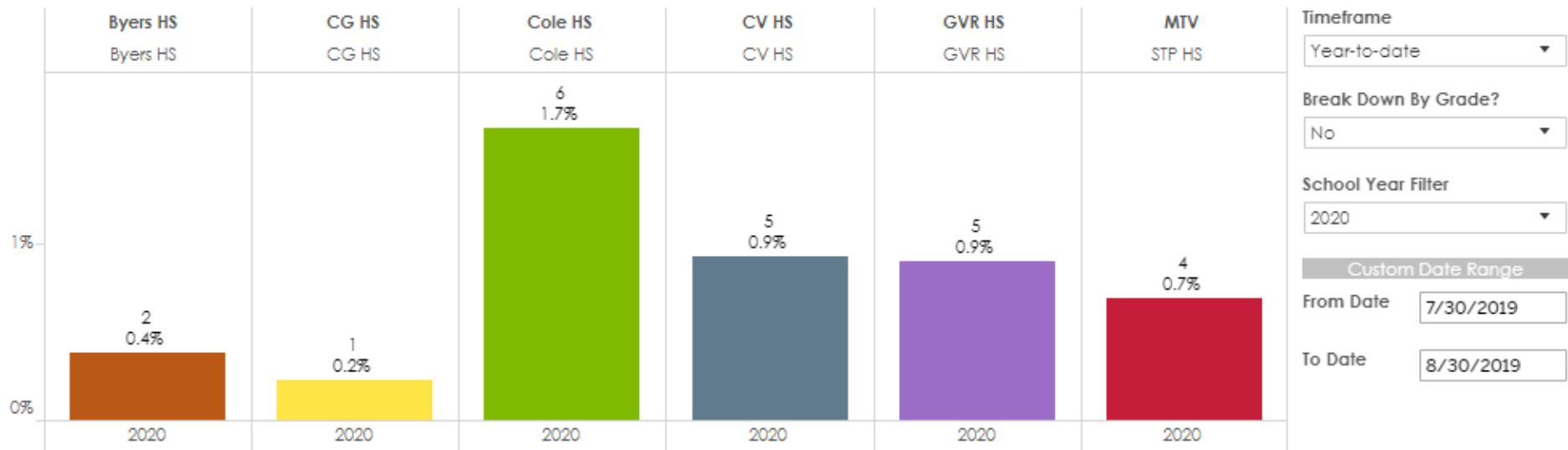
Executive Committee
and Chair's Report Reference Materials

DSST Executive Committee Report

November 2019

The DSST Executive Committee met via phone conference on November 14, 2019.

Heather Lamm previewed the advocacy material that will be presented to the Board at the November Board meeting. Gloria Zamora reviewed the Board Governance Roadmap.

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

Staff Liaison: Heather Lamm

Respectfully submitted,

Gloria Zamora
Board Chair

Finance & Operations Committee

Finance & Operations Committee Meeting Minutes
November 6, 2019

<u>Attendees</u>
Teresa Berryman, Committee Member
Barbara Brohl, Committee Member
Peter Fritzinger, Committee Member   Nick Plantan, Director of Finance
Glenn Russo, Committee Member   Emily Dewey, Finance Manager
Greg Sissel, Committee Member (absent)   Anthony Eberspacher, Finance
Manager
The team started by welcoming Barbara Brohl to the committee. Her background in business and government finance operations is a great addition to the committee. Nick also updated the committee that good progress was being made on recruiting a new COO for DSST to replace Scott Walker.

<u>Financial Report as of September, 2019</u>
Emily led a discussion with the committee of the monthly financial report. The committee reviewed the results and asked clarifying questions on the financial results. There were no significant deviations from the approved budget and there were no material risks highlighted for meeting the full year budget.   The committee recommended minor modifications to the budget to improve understanding of year to date reporting (timing only – not in total). The committee thanked the finance team for the continuous improvement in the financial reporting materials.

<u>Enrollment Update</u>
Preliminary enrollment data has been received and is generally favorable to budget. Once final data is received it will be compiled for a review by the full board in January.

<u>DSST Foundation Investment Policy Discussion</u>
The current investment policy for DSST Foundation was reviewed for information only and no changes were suggested. The DSST Foundation has its own board which is responsible for determining the appropriate investment policy.

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

The meeting began at 2:00pm and adjourned at 3:15pm.

DSST PUBLIC SCHOOLS

Financial Report for the Month Ended
September 30, 2019

Table of Contents

School Income Statement Review

1. *School Income Statement*

	Year-to-Date			
	Actuals	**Budget**	**Variance**	
REVENUES				
Student Revenue	$ 466	$ 659	$ (194)	1
Governmental Revenue	18,358	18,120	239	2
Contributions & Grants	-	73	(73)	
Receivable from Foundation	-	13	(13)	
Total Revenues	**18,824**	**18,864**	**(40)**	
EXPENSES				
Salaries	9,363	9,749	386	3
Additional Pay	259	448	190	4
Payroll Taxes and Benefits	2,564	2,812	249	
Professional Development	176	134	(42)	
Supplies	279	271	(7)	
Student Activities	333	140	(193)	5
DPS Expenses	2,353	2,524	171	6
Professional Services	14	84	70	
Fees to CMO	1,608	1,618	9	
Reimbursements to CMO	1,310	1,308	(2)	
Operating Leases	26	26	1	
Facilities	126	99	(28)	
Technology	59	80	21	
Misc Expenses	108	70	(38)	
Total Expenses	**18,578**	**19,365**	**787**	
NET INCOME	**$ 246**	**$ (501)**	**$ 747**	

* Income statement figures exclude inter-fund transfers

** Forecast information will be added in the January financial update to reflect the fall forecast

2. *School Variance Explanations*

Revenue Variances

1. **Student Revenue** negative variance is due to lower than budgeted student fee collection (-$197K).
2. **Governmental Revenue** is higher than expected due to higher than expected due to PPR and Mill Levy payments (+$408K). This is a result of DPS enrollment projections that are not in sync with actual enrollment and we expect a true-up after official October count.

Expense Variances

3. **Salaries** variance is due to the timing of TCP raises, and should be on target after the October paycheck run; all teachers get retro pay in October for the first quarter of the year based on TCP performance.
4. **Additional Pay** YTD variance of +$190K is due to savings on summer school (+$90K) based on a timing shift where those expenses hit in June, as well as lower than budgeted bonuses (+$45K), mostly due to school director turnover.
5. **Student Activities** are overspent by $193K, driven by fall sports athletic spending at Byers HS (-$47K), MTV HS (-$18K) and GVR HS (-$13K), as well as earlier than anticipated student activities spend at Byers HS (-$31K) and GVR HS (-$11K).
6. **DPS Expenses** YTD variance of $171K is driven by substantial savings on transportation (+$75K). We also have yet to be billed for DPS psychologists/social workers (+$49K) or nurses (+$58K).

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

	MTV MS	MTV HS	GVR MS	GVR HS	Cole MS	Cole HS	CV MS	CV HS	Byers MS	Byers HS	CG MS	CG HS	Henry MS	Noel MS	AST MS	Centers	Total
REVENUES																	
Student Revenue	(20)	(29)	(15)	(30)	29	(14)	(8)	(15)	(40)	(45)	(4)	(3)	(7)	(6)	14	-	(194)
Governmental Revenue	(16)	67	(8)	84	40	52	(17)	(16)	60	70	6	58	(52)	1	23	(112)	239
Contributions & Grants	-	-	-	-	(73)	-	-	-	-	-	-	-	-	-	-	-	(73)
CMO Transfers	30	77	(9)	77	(67)	(32)	(84)	20	11	39	3	53	(109)	(10)	0	-	0
Misc Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	0
Receivable from Foundation	-	-	-	-	-	-	-	-	(13)	-	-	-	-	-	-	-	(13)
Total Revenues	(6)	115	(32)	131	(71)	7	(110)	(11)	31	51	5	108	(167)	(15)	36	(112)	(40)
EXPENSES																	
Salaries	26	31	38	30	13	14	4	37	2	25	45	20	35	7	10	51	386
Additional Pay	18	12	19	11	6	16	15	7	9	10	23	8	11	(1)	12	14	190
Payroll Taxes and Benefits	13	7	12	16	23	12	6	15	12	27	20	19	18	16	7	25	249
Professional Development	1	(2)	(7)	(2)	(1)	(3)	(16)	0	(4)	(10)	(2)	(5)	2	(4)	5	3	(42)
Supplies	8	(11)	1	16	(3)	(5)	1	2	5	(2)	5	(33)	6	(4)	(3)	11	(7)
Student Activities	(8)	(33)	(4)	(24)	(4)	(8)	(6)	(11)	(1)	(78)	(1)	(6)	2	(3)	(4)	(4)	(193)
School District Expenses	7	24	7	(3)	(17)	7	28	34	2	11	34	(3)	(1)	24	10	6	171
Professional Services	(0)	0	0	(3)	72	(3)	4	(1)	(0)	(0)	(0)	(0)	0	(0)	(0)	-	70
Fees to CMO	(2)	(0)	0	0	12	(1)	(0)	0	(1)	(2)	(2)	(2)	7	0	(1)	1	10
Reimbursements to CMO	(1)	0	(0)	0	3	(0)	(0)	1	(1)	(2)	(1)	(1)	1	(0)	(0)	-	(2)
Operating Leases	0	(0)	0	0	0	(0)	0	-	(0)	0	(0)	(0)	(0)	-	-	-	1
Facilities	1	0	1	1	(4)	(10)	(0)	(0)	1	(44)	1	(13)	1	-	7	30	(28)
Technology	(3)	3	3	(1)	(9)	(2)	(6)	1	(5)	1	(6)	1	5	-	2	38	21
Misc Expenses	(0)	21	(2)	(0)	(1)	(4)	0	0	3	(32)	(1)	(1)	(2)	-	(8)	(10)	(38)
Total Expenses	59	54	70	42	90	11	30	84	22	(95)	115	(17)	86	35	36	165	787
NET INCOME	52	168	37	174	19	18	(79)	73	53	(44)	120	91	(81)	20	73	53	747

Home Office Income Statement Review

1. *Home Office Income Statement*

	Year-to-Date			
	Actuals	**Budget**	**Variance**	
REVENUES				
Governmental Revenue	$ -	$ -	$ -	
Contributions & Grants	102	0	102	1
Fees to CMO	1,608	1,618	(9)	
Reimbursements to CMO	1,310	1,308	2	
Misc Revenue	184	192	(8)	
Receivable from Foundation	0	257	(257)	2
Total Revenues	**3,205**	**3,375**	**(170)**	
EXPENSES				
Salaries	1,798	1,883	85	3
Additional Pay	868	305	(563)	4
Payroll Taxes and Benefits	409	369	(40)	
Professional Development	315	261	(54)	
Events	160	217	57	
Supplies	126	111	(15)	
Professional Services	511	300	(211)	5
Operating Leases	65	50	(15)	
Facilities	4	5	1	
Technology	617	437	(180)	6
Misc Expenses	7	60	53	
Total Expenses	**4,879**	**3,999**	**(880)**	
NET INCOME	$ (1,674)	$ (624)	$ (1,050)	

* Income statement figures exclude inter-fund transfers

** Forecast information will be added in the January financial update to reflect the fall forecast

2. *Home Office Variance Explanations*

Revenue Variances

1. **Contributions & Grants** are currently higher than budget by $102K due to an accounting error depositing funds into DSST, Inc instead of the DSST Foundation.
2. **Receivable from Foundation** YTD variance of -$257k is artificially low as we are still working on a process to allocate Foundation receivables by department.

Expense Variances

3. **Salaries** are currently underspent by $85K due to late hires and vacancies.
4. **Additional Pay** YTD variance of -$563K is due to the timing of spend on miscellaneous stipend in Human Capital for strategic hiring and leadership hiring bonuses (-$514K) happening earlier in the year than budgeted; there is still $225K remaining in the annual budget.
5. **Professional Services** are overspent because of higher than expected consulting costs (-$165K) due to higher than budgeted Workday implementation costs as well as the search firm fees for the COO executive search (-$75K).
6. **Technology** YTD variance of -$180K is due to overspending on batteries and consumables (-$190K) and infrastructure replacement (-$103K). These were offset by savings on infrastructure build (+$83K).

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

	CEO	COO	COS	Staff	HR	Fin	College	Comm	Dev	Ops	EdTech	IT	Data	Curriculum & Instruction	Teacher Effectiveness	Special Services	Total
REVENUES																	
Contributions & Grants	-	-	-	-	-	-	-	-	102	-	-	-	-	-	-	-	102
Fees to CMO	(9)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(9)
Reimbursements to CMO	(1)	-	-	-	-	-	-	-	-	-	-	4	-	-	-	(0)	2
Misc Revenue	-	0	0	-	18	(26)	0	0	(0)	(0)	2	(0)	0	0	(0)		0
Foundation Receivable	-	-	-	-	(227)	-	(15)	-	-	-	-	-	-	(5)	(10)	-	(257)
Total Revenues	(11)	0	0	-	(209)	(26)	(15)	0	102	(0)	2	3	0	(5)	(10)	(0)	(168)
EXPENSES																	
Salaries	0	-	22	13	44	(1)	3	(3)	28	7	(4)	(22)	1	(1)	17	(19)	85
Additional Pay	(10)	-	0	(0)	(555)	-	0	(0)	-	9	-	(1)	(0)	23	(29)	(0)	(563)
Payroll Taxes and Benefits	2	(1)	3	3	(42)	(9)	1	2	4	1	(2)	(5)	(0)	4	1	(2)	(40)
Professional Development	0	0	9	1	(19)	1	7	(3)	1	1	(3)	0	1	(5)	(39)	(6)	(54)
Events	(0)	-	-	-	41	-	33	(6)	(2)	-	-	-	-	8	(17)	0	57
Supplies	-	-	0	-	(0)	1	-	1	(0)	2	-	-	-	(26)	-	8	(15)
Professional Services	-	(62)	2	-	(167)	2	(3)	18	1	0	(1)	(33)	-	26	2	5	(211)
Operating Leases	-	-	-	-	-	-	-	-	-	(15)	-	-	-	-	-	-	(15)
Facilities	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Technology	-	-	-	2	(30)	5	(11)	25	0	(6)	136	(267)	(0)	(42)	-	9	(180)
Transfers	(2)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(2)
Misc Expenses	-	49	-	-	(0)	4	-	-	0	-	-	-	-	-	-	-	53
Total Expenses	(10)	(14)	37	18	(729)	2	30	34	32	(0)	126	(327)	1	(15)	(64)	(4)	(882)
NET INCOME	(20)	(14)	37	18	(938)	(24)	15	34	135	(0)	128	(324)	1	(20)	(74)	(4)	(1,050)

Foundation Income Statement Review

1. *Foundation Income Statement*

	Year-to-Date			
	Actuals	**Budget**	**Variance**	
REVENUES				
Contributions & Grants	$ 581	$ 785	$ (204)	1
Misc Revenue	222	168	54	2
Total Revenues	**803**	**953**	**(150)**	
EXPENSES				
Misc Expenses	2	1	(2)	
Foundation Payable to DSST	0	270	270	3
Total Expenses	**2**	**270**	**268**	
NET INCOME	$ 800	$ 682	$ 118	

2. *Foundation Variance Explanations*

Revenue Variances
1. **Contributions & Grants** negative variance of -$204K is due to timing of receiving gifts as well as the $102k referenced in Home Office note 1.
2. **Misc Revenue** YTD variance of $54K is due to higher investment return than budgeted.

Expense Variances
3. **Foundation Payable to DSST** variance is artificially high per note 2 on the Home Office financials.

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

** Income statement figures exclude inter-fund transfers

Consolidated Balance Sheets
(in thousands)

	September 30, 2019		June 30, 2019
ASSETS			
Current Assets			
Cash and Cash Equivalents	$ 12,657	$	12,851
Short Term Investments	14,450		16,500
Accounts Receivable	6,427		7,055
Prepaid PCOPs Credits	4,992		4,992
Promises to Give	50		1,441
Prepaid Items	166		276
Total Current Assets	**38,742**		**43,115**
Investments	18,817		17,458
Long Term Grants Receivable	1,530		1,530
Beneficial Interest in Assets Held by Foundation	172		168
Total Assets	$ **59,261**	$	**62,271**
LIABILITIES AND EQUITY			
Liabilities			
Accounts Payable	7,917		10,749
Deferred Revenue	95		-
PCOPS Liability	1,628		1,273
Total Liabilities	**9,640**		**12,022**
Equity	49,621		50,249
Total Equity	**49,621**		**50,249**
Total Liabilities and Equity	$ **59,261**	$	**62,271**

Consolidated Statements of Income
(in thousands)

	Three Months Ended September 30,	
	2019	2018
REVENUES		
Student Revenue	$ 466	$ 597
Governmental Revenue	18,358	15,557
Contributions & Grants	683	323
Misc Revenue	406	(327)
Total Revenues	**19,913**	**16,150**
EXPENSES		
Salaries	11,161	7,766
Additional Pay	1,127	1,564
Payroll Taxes and Benefits	2,973	2,206
Professional Development	491	429
Events	160	226
Supplies	405	460
Student Activities	333	291
DPS Expenses	2,353	2,248
Professional Services	524	304
Operating Leases	91	88
Facilities	130	258
Technology	676	500
Misc Expenses	118	190
Total Expenses	**20,540**	**16,530**
NET INCOME	$ (628)	$ (380)

*Income statement figures exclude inter-fund transfers

Consolidated Statements of Cash Flow
(in thousands)

	September 30, 2019
OPERATING ACTIVITIES	
Net Income	$ (628)
Changes in Operating Assets and Liabilities	
Accounts Receivable	628
Prepaid Expenses	110
Promises to Give	1,391
Accounts Payable	(2,832)
Deferred Revenue	95
PCOPs Liability	355
Cash Provided by Operations	**(881)**
INVESTING ACTIVITIES	
Investments	688
Purchase of Property & Equipment	-
Cash Provided by Investing	**688**
Change in Cash and Cash Equivalents	(193)
Cash and Cash Equivalents, Beginning of Year	12,851
Cash and Cash Equivalents, End of Period	$ **12,657**

Promises to Give

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

Foundation Balance Sheet
(in thousands)

	September 30, 2019
ASSETS	
Current Assets	
Cash and Cash Equivalents	$ 83
Short Term Investments (Operating)	12,100
Short Term Investments (Berryman)	239
Promises to Give	50
Other Accounts Receivable	189
Total Current Assets	**12,660**
Long Term Grant Receivable	1,530
Total Assets	**$ 14,190**
LIABILITIES AND EQUITY	
Liabilities	
Deferred Revenue	100
Payable to DSST, Inc.	5,490
Total Liabilities	**5,590**
Equity	
Unrestricted Fund Balance	2,879
Restricted Fund Balance	5,721
Total Equity	**8,600**
Total Liabilities and Equity	**$ 14,190**

Audit Committee

Audit Committee Charter
2019-2020

Role

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

Authority

The audit committee is empowered to:

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 twice 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.
3. Provide the Internal Revenue Service Form 990, and the 401(K) audit to the board.
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
1. Review with management and the external auditors the results of the audit, including any difficulties encountered and or changes in the scope of the audit.
2. Review with management and the external auditors all matters required to be communicated to the audit committee.
3. Understand the scope of external auditors' review of internal controls over financial reporting.
4. Obtain reports of auditor's findings, recommendations, and comments regarding pertinent issues and monitor management's responses.
5. Review the external auditors' proposed audit scope and approach to ensure completeness of coverage, reduction of redundant efforts, and the effective use of audit resources.
6. Review the performance of the external auditors, and exercise final approval on the appointment or discharge of the auditors.
7. Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the DSST Public Schools, including non-audit services and by discussing the relationships with the auditors. The external auditors should confirm to the audit committee that no limitations have been placed on the scope or nature of their audit procedures.
8. On a regular basis, meet separately with the external auditors to discuss any matters that the audit committee or auditors believe should be discussed privately.
9. Provide an open avenue of communication between the external auditors and the board of directors.

10.   Review the findings of any examinations by regulatory agencies and any auditor observations.

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

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

Members 2019-2020
Teresa Berryman, Chair
Peter Fritzinger, Member
Patrick O'Rourke, Member

Nicholas Plantan, DSST Liaison

Audit Committee Goals 2019-2020

In conjunction with DSST leadership accomplish the following:
1.   Update charter
2.   If any comments are made in the management letter, determine if action should be taken and supervise the plan if appropriate.
3.   Track reporting for the addition of Aurora Public Schools results.
4.   Continue tracking the evolution of risk management strategies including assessment, monitoring and reporting.

Schedule of Meetings

Date	Agenda Items	Format
Sept. 4, 2019, 1:00 pm	Audit exit conference (with external auditors)	In -person
Sept. 13, 2019, 3:30 pm	Approve Audited Financial Statements (with external auditors) Approve Audit Charter Executive session with external auditors	Phone-in
Feb. 20, 2020, 9:00 am	Engage auditors Review Risk Management Report	In-Person
May 6, 2020, 12:30 pm	Audit entrance conference	In-person

Appendices

School Profiles

AURORA SCIENCE & TECH

School Name	Aurora Science & Tech
School Director	Rebecca Bloch
Grades Served	6

Enrollment Update	6th	166
	Total Enrollment	166

Brief Summary of Academic Results	● Internal literacy benchmark data looked strong ● Our interim assessment data will be key to understanding where we need to continue to push and where the bright spots are in terms of student data/outputs
Top Two Things That are Working Well	● We have implemented the No Nonsense Nurturer framework and training in our school. We are seeing positive momentum in teachers more fully owning their classrooms and in school wide systems for students. We are real time coaching teachers which is having positive impacts on student and staff culture. ● We are ensuring clarity on systems and structures (the infrastructure of the school) that were absent prior to 10/1.
Top Two Challenges	● The team is lost 2 teachers and the initial school leader within the first 6 weeks of school which was challenging. We are still searching for a math teacher (currently a long term sub in that position). ● Many teachers hired at AST by the former leader have experience teaching high school which has made the transition to teaching MS a hard one. We are still working on the basics of classroom management with many teachers.

BYERS CAMPUS

School Name	DSST: Byers Middle School & High School	
School Director	Elin Curry	
Grades Served	6 – 12	
Enrollment Update- Middle	6th	162
	7th	160
	8th	160
	Total Enrollment	482
Enrollment update- High	9th	165
	10th	135
	11th	126
	12th	103
	Total Enrollment	529
Brief Summary of Academic Results	35% of our students are currently failing at least 1 class. 70% of students have applied to at least 6 or more universities, 14% have been accepted to at least 1 university. Seniors average SAT score is 1286, Junior PSAT 1155, Sophomores PSAT is 1030 (significantly above national average). On average seeing about 60 points of growth YOY at this point in the year. Seeing moderate growth YOY on MS Math, Language and Reading across our MS. About 6 points on average.	
Top Two Things That are Working Well	Monthly Staff Survey has allowed us to make more responsive decisions to teacher and student needs and leadership development.	

	Equity development for our staff has led to a sense of purpose and true learning from our team.
Top Two Challenges	Striving for perfection instead of celebrating progress is leading the team to feel burnt out and question the sustainability of the work. Differentiation and Daily Access is not as strong as it can be and is correlated with gaps between high and low performance bands and subgroups.

COLE MS

School Name	DSST: Cole Middle School	
School Director	Grant Erwin	
Grades Served	6 – 8	
Enrollment Update	6th	109
	7th	122
	8th	111
	Total Enrollment	342
Brief Summary of Academic Results	Our academic results must drastically improve to ensure students are on a path to success in high school and college. For the 2018 - 2019 school year, ELA proficiency was 25%, which was an increase of two percentage points from the previous year and MGP improved by seven percentile points. For math, proficiency was only at 10%, which was a decrease in one percentage point from the year before. Math MGP did improve by four percentile points from the year before.	
Top Two Things That are Working Well	1) Culture system reset is paying off 2) Overall, team mindsets and culture is strong given all of the changes and turnaround environment	
Top Two Challenges	1) Ensuring we stay consistent on culture systems and not settle for culture being "better" being good enough. We cannot get complacent. 2) Building leader and teacher skills on academic and instructional techniques. Focus has been so heavy on culture over the past few years that skill development for teachers on curriculum and instruction is a major growth area.	

COLE HS

School Name	DSST: Cole High School	
School Director	Lia Brunner	
Grades Served	9 – 12	
Enrollment Update	9th	123
	10th	91
	11th	76
	12th	69
	Total Enrollment	359
Brief Summary of Academic Results	Regular data meeting cadence has been established with 80% of teachers so that teachers can close student gaps faster. College success data is on target to reach 100% college acceptance.	
Top Two Things That are Working Well	1) Student culture systems are running smoothly based on all staff commitment to upholding them. 2) Positive staff culture that can be identified by admin, teachers, and students.	
Top Two Challenges	1) Rigor of Classroom Materials: Based on classroom walks looking at student materials and student work, rigor aligned to PSAT / SAT is not being met in all classrooms. We are prioritizing specialized coaching in Math 9, ELA 10, and ELA 11 to ensure we improve our mgp. 2) Affective Needs Center: There has been an uptick in extreme behaviors that is preventing social emotional programming and instruction to occur.	

COLLEGE VIEW MS

School Name	DSST: College View Middle School	
School Director	Libby Brien	
Grades Served	6 – 8	
Enrollment Update	6th	159
	7th	168
	8th	144
	Total Enrollment	471
Brief Summary of Academic Results	● We were excited to celebrate a move from yellow to green on the DPS SPF. Improvement in math and special education results helped us secure this new designation. ● We are predicting improved results in Math 6, Math 7, Reading 6, and Reading 7 on IAs.	
Top Two Things That are Working Well	● **Standards Aligned Curriculum** - we continue to get positive feedback about the curriculum we are implementing. This was a highlight from our charter renewal visit and also came through a recent visit from the home office C & I team. Since this has been a priority for the year- this is a big celebration. Summer curriculum camp, and implementation of AF literacy curriculum were two big levers here.	
Top Two Challenges	● **Student engagement is averaging around 85% classroom to classroom which just isn't high enough**. This is 13% higher than it was 2 weeks ago. We are currently implementing an intensive strategy to ensure all teachers are at foundational effectiveness and there is cohesion across classrooms in 7th and 8th grade. ● **Access to standards aligned curriculum for PB1 students**: we believe there is a connection between our lower engagement and the increased rigor of our curriculum school-wide- particularly in literacy. Our inexperienced teachers lack understanding and skills on accommodations, language scaffolds, etc.	

COLLEGE VIEW HS

School Name	DSST: College View High School	
School Director	Becca Meyer	
Grades Served	9 – 12	
Enrollment Update	9th	170
	10th	139
	11th	117
	12th	110
	Total Enrollment	536
Brief Summary of Academic Results	- On track to meet our TGR/IGR goal for college acceptance this year - SpED and MLL gaps closed for 45% of courses between October 1 and November 1 - We are off track to reach our goal of improving each students PSAT/SAT score by a combined 100 points 41 of 46 Classrooms have met or exceeded foundational effectiveness	
Top Two Things That are Working Well	- We have a number of bright spot classrooms where instruction is rigorous, students have access, and it is leading to great outcomes for kids - We are getting aligned on our Trimester 2 focus through data analysis, feedback, strategic planning, and team norming	
Top Two Challenges	- Building a shared understanding that access for all is rigor - Staying focused on solving for root causes and not getting sidetracked by symptoms of challenges	

CONSERVATORY GREEN MIDDLE SCHOOL

School Name	DSST: Conservatory Green Middle School	
School Director	Natalie Lewis	
Grades Served	6 – 8	
Enrollment Update	6th	151
	7th	159
	8th	162
	Total Enrollment	472
Brief Summary of Academic Results	- Our math summative results are showing a strong foundation to continue to build from during this year. Planning to drive further into using DDI to make strong decisions. - Our literacy benchmark data has provided some clarity into areas to push further. In particular, the benchmark illustrates a need for the ELA teams across the school do more work with standards unpacking and alignment.	
Top Two Things That are Working Well	- Our morning meetings are continuing to get stronger. We made changes to the configuration of the meetings. That has had a major impact. - A few of our classrooms and teachers that were having some struggles at the start of the year, have begun to settle and moving academically.	
Top Two Challenges	- A few of our first year and/ or new to DSST teachers are struggling with classroom management. Seventh grade in particular is the most impacted by this. - In our classrooms collectively there's a need to increase student ratio (both in what's being produced by students and in increasing their voices in classrooms).	

CONSERVATORY GREEN HIGH SCHOOL

School Name	DSST: Conservatory Green High School	
School Director	Adeel Khan	
Grades Served	9 – 11	
Enrollment update	9th	165
	10th	140
	11th	137
	Total Enrollment	442
Brief Summary of Academic Results	● SPF results came out and DSST CGHS is the #1 performing High School in all of Denver Public Schools. We've done lots to celebrate with students and staff and it's been a great momentum for the year and has built pride.	
Top Two Things That are Working Well	● Strong leadership team and cultural leadership team. Students are supported, school culture is strong, and we're scaling with quality in what's traditionally a challenging year for culture (3rd year of founding). ● Coaching cadence is improving and more staff are feeling supported through regular coaching and meetings.	
Top Two Challenges	● Staff sustainability and challenges with the shift to a 6 period schedule where staff have more classes to prep for than before. Handling it well, but it is more work and staff are feeling the challenge of holding a high bar for lessons while also not having as much dedicated time to each lesson created. ● Staff voice - staff want more voice in school growth and systems. Trying to find the opportunity to incorporate their voice while also being nimble enough to make changes quickly when things aren't working.	

DSST MIDDLE SCHOOL @ NOEL CAMPUS

School Name	DSST Middle School @ Noel Campus	
School Director	Brandi Chin	
Grades Served	6 – 7	
Enrollment Update	6th	150
	7th	159
	Total Enrollment	309
Brief Summary of Academic Results	Academic results are strong overall all. The only gaps right now are 6th grade english and 7th grade science. We've completed a root cause analysis in english 6 and continue to see improvements in this subject. We have the 7th grade science teacher on a support plan and she is improving as well.	
Top Two Things That are Working Well	Culture of feedback Healthy team culture People development Data driven instruction	
Top Two Challenges	Doubling in size (we anticipated this and planned ahead for it for sure)	

GREEN VALLEY RANCH MS

School Name	DSST: Green Valley Ranch Middle School
School Director	Caroline Gaudiani
Grades Served	6 – 8

Enrollment Update	6th	161
	7th	159
	8th	162
	Total Enrollment	482

Brief Summary of Academic Results	In 6th grade we are getting closer to being on track toward the proficiency markers, by PB band, that indicate on track growth progress in both math and reading, but still have significant work to do. Both 7th grade both reading and math are on track. In 8th grade, math is very close to fully on track, and reading needs significant work. We are starting a new curriculum for reading in Tri 2, and we are very helpful it will help us address the gaps we're seeing.
Top Two Things That are Working Well	1. Our leadership team has built significant data tracking and awareness this year. We feel more clear about our progress to goal than ever before. 2. 7th grade instruction is experiencing multi-year success and still pushing themselves hard.
Top Two Challenges	1. A much smaller admin model has strained leader capacity and unveiled some of the culture gaps we knew existed, but didn't have as great an impact when we had capacity to cushion them. 2. Change management from good to great has been difficult in the most foundational "best first instruction" strategies with a team that has a lot of experience and doesn't always see its remaining gaps in the small stuff.

GREEN VALLEY RANCH HS

School Name	DSST: Green Valley Ranch High School	
School Director	Jenna Kalin	
Grades Served	9 – 12	
Enrollment Update	9th	160
	10th	142
	11th	128
	12th	124
	Total Enrollment	554
Brief Summary of Academic Results	- Eager for final exams in two weeks - will provide meaningful data on performance during T1 - SPF = Green (Meets Expectations) - On track for IGR/TGR, behind in FAFSA	
Top Two Things That are Working Well	11th Grade: Several strong classrooms in terms of rigor and engagement. Strong instructional team and team that is constantly striving for excellence during a very important year for students. - Seniors are averaging 4.5 submitted apps per student. This is greater than previous years, and there is strong momentum and investment among Seniors	
Top Two Challenges	9th and 10th grade culture - there have been some challenging student situations and we're struggling with effective, consistent, and supportive response. There is inconsistent upholding of school norms which leads to challenges for several classrooms. - We have a few key staff on leave for various reasons (maternity, paternity, personal) - it's resulted in a lot of time and energy of leaders that is then not spent on important priorities. We need to grow in how we plan for and support leaves.	

HENRY MS

School Name	DSST: Henry Middle School	
School Director	Kelli Herrick	
Grades Served	6 – 8	
Enrollment Update	6th	66
	7th	66
	8th	82
	Total Enrollment	214
Brief Summary of Academic Results	SPF has moved from green to yellow from our rocky year in 18-19. This was anticipated, but still a disappointment. Positively, the move was only about 1.5% points on the SPF framework, so we feel confident that we will regain green status in the coming year.	
Top Two Things That are Working Well	1. Our leadership team is cohesive and healthy. Leaders are invested in growing their capacity to further impact teacher and student achievement 2. Our whole team is all in on our enrollment goal for next year. We are actively recruiting as a community.	
Top Two Challenges	1. Rigor needs to dramatically increase to see the dramatic gains that we are seeking. Currently, our teachers are dedicated to growing, but highly inexperienced in academic finesse and instructional technique. 2. Ensuring we stay consistent on culture systems and not settle for culture being "better" being good enough. We cannot get complacent. (this is ditto from Cole MS). 3. Our AN center has seen an influx of new students, and a substantial increase in behaviors that require CPI supports. As a result, it is detracting attention from leaders spending time in our main priority areas.	

MONTVIEW MS

School Name	DSST: Montview Middle School
School Director	Dan Sullivan
Grades Served	6 – 8

Enrollment Update	6th	155
	7th	161
	8th	158
	Total Enrollment	474

Brief Summary of Academic Results	2019-20 SPF results came through and we are #6 middle school in Denver. We were Green (Meets Expectations) across all four areas: Student Progress, Student Achievement, Academic Gaps, and Family and Student Satisfaction.
Top Two Things That are Working Well	Our 6th and 7th grade cultures are very strong. The 7th grade team has really come together as a very strong unit and has established strong norms for students and classes. Our new dean in 6th grade is extremely present and effective at all aspects of the role in a very short period of time. The switch to 6-12 coaching and instructional model is off to a good start. Even with DCIs that are new to the role and our school, they are doing a great job.
Top Two Challenges	We have had a high number of teacher absences due to extreme health reasons in our 8th grade and this has caused a sharp deterioration in culture due to inconsistency and some extreme behaviors. That same high number of teachers being out on FMLA is also taxing the team as we have frequent days without enough substitute teachers to cover all classes.

MONTVIEW HS

School Name	DSST: Montview High School	
School Director	Dan Sullivan	
Grades Served	9 – 12	
Enrollment Update	9th	155
	10th	155
	11th	129
	12th	138
	Total Enrollment	577
Brief Summary of Academic Results	2019-20 SPF results came through and we are #4 high school in Denver. We were Green (Meets Expectations) in three areas: Student Progress, Academic Gaps, and Family and Student Satisfaction. We were Blue (Distinguished) in Student Achievement with 93.6%	
Top Two Things That are Working Well	High School Culture is off to a strong start, especially positive with two new deans. Our new PA dean is doing a great job being very present, supporting a strong school culture, and building relationships. Our new SA dean is a former School Director and is, understandably, doing very well. The switch to 6-12 coaching and instructional model is off to a good start. Even with DCIs that are new to the role and our school, they are doing a great job.	
Top Two Challenges	We have a small number of veteran teachers in our upper grades that are not supporting school norms and expectations and creating a sort of shadow culture amongst the team. There are follow-up conversation and meetings happening.	