

DSST Public Schools Board of Directors 2014-2015

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

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

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

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

<p>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</p> <p>Education Committee Cole Accountability Committee</p> <p>Activities (as of Dec 6 2013)</p> <p>Have participated in both Education Committee meetings</p> <p>Significant progress made to broaden CU campus visits to include various science and Technology, Arts & Media disciplines</p> <ul style="list-style-type: none"> • Scheduled inaugural GVR all-10th grade visit Feb 4 2014 • Scheduled all-9th grade STP grade visit to CU-Boulder April 15 2014
<p>VanBerschot, Sean</p>	<p>Goals:</p> <ul style="list-style-type: none"> - Assist in all talent needs, particularly higher level education roles and Talent Capital needs - Assist as a community and diversity consult to Bill Kurtz - Assist in deliberate donor coordination and strategy with Advancement and Bill Kurtz - Serve on Cole SAC <p>Committees</p> <ul style="list-style-type: none"> - Education committee - Advancement Committee
<p>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



Board Meeting Dates 2014 – 2015

Thursday, September 25, 2014 • BOD Meeting • 2:30 – 5:30 pm • Byers MS

Thursday, October 15, 2014 • Retreat • 8:00 am – 5:00 pm • Byers MS

Thursday, November 20, 2014 • BOD Meeting • 2:30 – 5:30 pm • Conservatory Green MS

Thursday, January 22, 2015 • BOD Meeting • 2:30 – 5:30 pm • Cole HS

Thursday, March 26, 2015 • BOD Meeting • 2:30 – 5:30 pm • Stapleton MS

Thursday, May 28, 2015 • BOD Meeting • 2:30 – 5:30 pm • Green Valley Ranch MS

Thursday, June 18, 2015 • BOD Meeting • 2:30 – 5:30 pm • Home Office



Board Meeting Dates 2015 – 2016

(Tentative)

Thursday, September 24, 2015 • BOD Meeting • 2:30 – 5:30 pm • TBD

Thursday, October 15, 2015 • Retreat • 8:00 am – 5:30 pm • TBD

Thursday, November 19, 2015 • BOD Meeting • 2:30 – 5:30 pm • TBD

Thursday, January 21, 2016 • BOD Meeting • 2:30 – 5:30 pm • TBD

Thursday, March 24, 2016 • BOD Meeting • 2:30 – 5:30 pm • TBD

Thursday, May 26, 2016 • BOD Meeting • 2:30 – 5:30 pm • TBD

Thursday, June 16, 2016 • BOD Meeting • 2:30 – 5:30 pm • Home Office



Board Website

<http://dsstpublicschools.org/board-member-access/>

Username: **BoardMember**

Password: **DsstpsBoard**

(Case sensitive)



Board of Directors Commitment

I, [], understand that as a member of the Board of Directors of DSST Public Schools, I have a fiduciary obligation to act in the best interests of DSST and to advance its mission to transform urban public education by eliminating educational inequity and preparing all students for success in college and the 21st century.

1. I accept primary responsibility for collective action to perpetuate DSST, see that its future is well planned and ensure those plans are effectively executed in support of its mission.
2. I will be prepared in advance for all meetings; actively participate by voting my own convictions and cooperatively working with fellow Directors; and, once a vote has been taken, supporting the majority decision, thereby assuring that the board speaks with one voice.
3. I will give DSST high priority, even when faced with time constraints, and realistically acknowledge that I must make a significant time commitment to DSST in order to fulfill my obligations.
4. I recognize that the CEO is the primary spokesperson for DSST, the Chair is the primary spokesperson for the board, and authority resides only with the board as a whole and not in its individual members.

I have read and understand the specific roles expected of Directors:

1. Attend the annual board retreat and at least 75% of board meetings and committee meetings to which I am assigned; serve on at least one committee each year of my term.
2. Actively participate in at least one official school visit at least every other year and get to know one of the DSST schools reasonably well through individually arranged visits, attending a school's accountability meetings, etc.
3. Actively assist with and attend fundraising events of DSST including making DSST a priority in my charitable giving and making a personally meaningful annual financial contribution to DSST.
4. Invite and accompany at least one associate to visit a DSST school or planned event at which the person can become familiar with DSST.
5. In conjunction with the Chair and Vice-chair develop and complete an annual Individual Board plans

In exchange, DSST commits to help me fulfill my responsibilities by:

1. Sending me, without request, financial reports and updates of organizational activities as well as information about national issues impacting education that allow me to meet the “prudent person” fiduciary standards imposed by law.
2. Providing opportunities to discuss with the CEO and Board Chair the DSST’s programs, goals, activities and status; additionally, I can request such opportunities.
3. Responding in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal and moral responsibilities to DSST. Board members and staff will work in good faith with me to achieve DSST’s goals.
4. It is both my responsibility and that of the Board Chair to periodically discuss whether these mutual commitments are being met.

Board Member

Date

Board Chair



Board Committees

Committee	Chair	Co-Chair
Audit	Norwood Robb	N/A
Advancement	Matthew Schnittman	Tanya Kelly-Bowry
Education	David Greenberg	N/A
Executive	Steve Halstedt	N/A
Finance	Teresa Berryman	N/A
IT Advisory	Don Kirkpatrick	Michele Cooper
Nominating & Governance	Heather Lamm	Steve McConahey



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



**Denver School of Science and Technology Public Schools
Education Committee Charter
2014-2015**

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

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

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

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

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

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

General Long Term Goals

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

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

Education Committee Fiscal Year 2015 Objectives

1. Work with Home Office to develop a best-in class-tracking system for DSST graduate outcomes and college persistence.
2. Gain a better understanding of achievement gaps (socio-economic status, entry point, ethnicity, gender, etc.) within the DSST student population.
3. Develop a methodology for reporting results of School Accountability Committee activities on a school by school basis.
4. Work with Home Office and IT Committee to plan and stage a community “Deep Dive” on analytics and the use of data in the DSST instructional model.
5. Develop a mechanism to update the Board on key educational trends.
6. Brief Board on data and student privacy protection.

7. Support Home Office activities to increase student support (finances, guidance, etc.) at universities and colleges that enroll DSST graduates.

Deliverables

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

Meeting Schedule / Key Topics

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

Members:

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

Key Staff:

Christine Nelson
Jessica Palffy
(others as needed)



Denver School of Science and Technology Public Schools

Executive Committee Charter

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



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 Fritzing 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.



**Denver School of Science and Technology Public Schools
Information Technology 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 20143):

- 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

Each board meeting

May 2015

Information Technology Committee 2014-15 Charter

Report on the status of Committee's 2014-15 objectives

Report on progress toward achieving Committee's objectives



Denver School of Science and Technology Public Schools
Nominating and Governance Committee Charter
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:

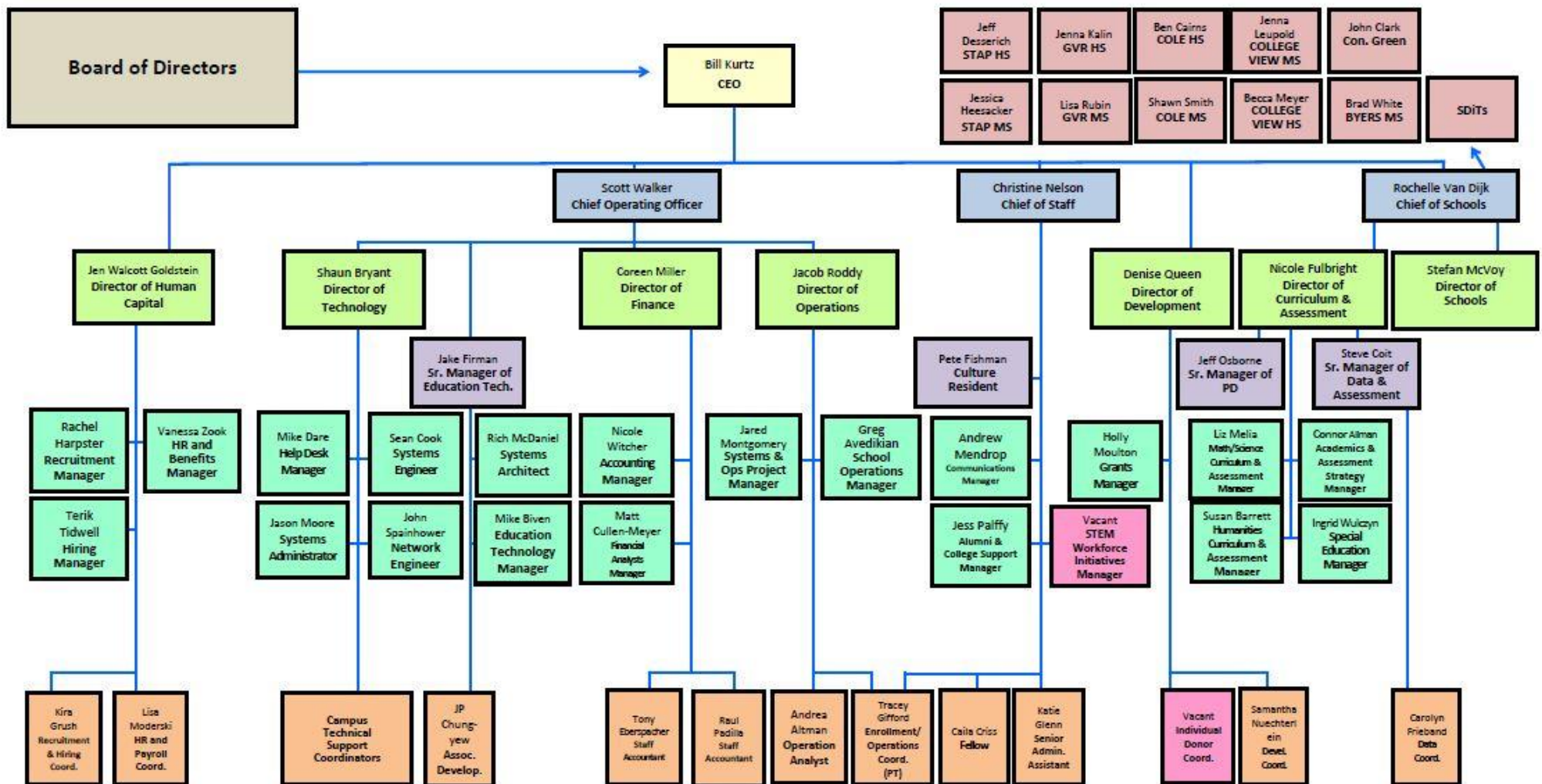
September 25	1:00pm- Byers Middle School
November 20	1:00pm- Conservatory Green Middle School
January 22	1:00pm- Cole High School
March 26	1:00pm- Stapleton Middle School
May 28	1:00pm- GVR Middle School
June 18	1:00pm- Home Office

Committee Members:

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

Staff Liaison:

- **Christine Nelson**



DSST PUBLIC SCHOOLS

DSST Schools

School	Grades	School Director
Byers Middle School	6 th , 7 th	Brad White
Cole High School	9 th	Ben Cairns
Cole Middle School	6 th , 7 th , 8 th	Shawn Smith
College View High School	Opening Fall 2015	Becca Meyer
College View Middle School	6 th , 7 th , 8 th	Jenna Leupold
Conservatory Green Middle School	6 th	John Clark
GVR High School	9 th , 10 th , 11 th , 12 th	Jenna Kalin
GVR Middle School	6 th , 7 th , 8 th	Lisa Richardson
Stapleton High School	9 th , 10 th , 11 th , 12 th	Jeff Desserich
Stapleton Middle School	6 th , 7 th , 8 th	Jessica Heesacker

DSST Finances

January Budget Reset

January 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	46.9	40.0	47.6	41.1	15.9	42.0	1.1	26.9	13.8	4.1	1.9		320.6
Enrollment	460	514	450	505	408	142	426	-	301	157	5	1		3,369
Revenue														
Student Revenue	\$ 88	\$ 135	\$ 76	\$ 92	\$ 63	\$ 24	\$ 65	\$ -	\$ 63	\$ 29	\$ -	\$ -	\$ -	\$ 635
Governmental Revenue	\$ 3,833	\$ 4,305	\$ 3,929	\$ 4,518	\$ 3,787	\$ 1,321	\$ 3,785	\$ -	\$ 2,754	\$ 1,309	\$ 232	\$ 108	\$ -	\$ 29,882
CMO Contribution	\$ -	\$ -	\$ 82	\$ 355	\$ 3	\$ 575	\$ 189	\$ 71	\$ -	\$ 403	\$ -	\$ -	\$ -	\$ 1,679
Contributions & Grants	\$ 48	\$ 15	\$ -	\$ -	\$ 111	\$ -	\$ 58	\$ 250	\$ -	\$ -	\$ -	\$ -	\$ 7,415	\$ 7,896
Fees to CMO from Schools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,576	\$ 4,576
Misc Revenue	\$ 2	\$ 2	\$ 1	\$ 1	\$ 1	\$ -	\$ 1	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ 287	\$ 296
Total Revenue	\$ 3,970	\$ 4,457	\$ 4,088	\$ 4,968	\$ 3,966	\$ 1,920	\$ 4,097	\$ 321	\$ 2,817	\$ 1,741	\$ 232	\$ 108	\$ 12,278	\$ 44,965
Expense														
Salaries	\$ 1,843	\$ 2,287	\$ 1,765	\$ 2,256	\$ 1,806	\$ 737	\$ 1,858	\$ 62	\$ 1,200	\$ 648	\$ 135	\$ 66	\$ 3,002	\$ 17,664
Additional Pay	\$ 140	\$ 209	\$ 129	\$ 181	\$ 136	\$ 60	\$ 123	\$ 6	\$ 90	\$ 55	\$ 1	\$ 1	\$ 264	\$ 1,394
Payroll Expense	\$ 433	\$ 535	\$ 603	\$ 750	\$ 618	\$ 248	\$ 634	\$ 20	\$ 409	\$ 218	\$ 37	\$ 18	\$ 640	\$ 5,163
Human Capital	\$ 68	\$ 21	\$ 24	\$ 26	\$ 22	\$ 8	\$ 16	\$ -	\$ 17	\$ 9	\$ 3	\$ 1	\$ 611	\$ 826
Non-Instructional Supplies	\$ 32	\$ 30	\$ 33	\$ 40	\$ 33	\$ 13	\$ 41	\$ 7	\$ 33	\$ 48	\$ 1	\$ 1	\$ 179	\$ 489
Instructional Supplies	\$ 94	\$ 170	\$ 95	\$ 147	\$ 80	\$ 85	\$ 92	\$ 5	\$ 112	\$ 59	\$ 4	\$ 2	\$ -	\$ 944
DPS Expenses	\$ 665	\$ 462	\$ 742	\$ 681	\$ 525	\$ 248	\$ 671	\$ -	\$ 455	\$ 264	\$ 7	\$ 1	\$ -	\$ 4,721
Professional Services	\$ 8	\$ 14	\$ 19	\$ 13	\$ 22	\$ 2	\$ 27	\$ 0	\$ 9	\$ 3	\$ 0	\$ 3	\$ 679	\$ 798
Fees to CMO	\$ 581	\$ 658	\$ 571	\$ 623	\$ 531	\$ 269	\$ 552	\$ 88	\$ 428	\$ 262	\$ 10	\$ 5	\$ -	\$ 4,576
Operating Leases	\$ 10	\$ 8	\$ 9	\$ 11	\$ 11	\$ 6	\$ 10	\$ -	\$ 17	\$ 6	\$ -	\$ -	\$ 91	\$ 178
Facilities	\$ 30	\$ 33	\$ 28	\$ 52	\$ 73	\$ 38	\$ 53	\$ 60	\$ 210	\$ 22	\$ 2	\$ 0	\$ 21	\$ 622
Technology	\$ 3	\$ 18	\$ 3	\$ 36	\$ 106	\$ 94	\$ 17	\$ 74	\$ 214	\$ 133	\$ 1	\$ 8	\$ 2,270	\$ 2,977
Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,679	\$ 1,679
Misc Expenses	\$ 44	\$ 4	\$ 68	\$ 153	\$ 3	\$ 113	\$ 4	\$ -	\$ 87	\$ 14	\$ 0	\$ 0	\$ 413	\$ 903
Total Expense	\$ 3,951	\$ 4,449	\$ 4,088	\$ 4,968	\$ 3,966	\$ 1,920	\$ 4,097	\$ 321	\$ 3,280	\$ 1,741	\$ 200	\$ 106	\$ 9,850	\$ 42,938
Net Gain/Loss	\$ 20	\$ 7	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (463)	\$ -	\$ 32	\$ 3	\$ 2,428	\$ 2,027

Statement of Profit and Loss

Consolidated Network

	YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue				
Student Revenue	417,898	440,287	(22,389)	635,724
PPR Revenue	10,499,378	10,293,252	206,126	24,703,804
Governmental Revenue	1,777,990	1,857,071	(79,081)	5,277,588
Contributions and Grants	5,065,578	843,163	4,222,415	1,884,830
CMO Contributions to Schools	0	0	0	1,133,709
Fees to CMO from Schools	1,872,569	1,908,433	(35,864)	4,580,238
Misc Revenue	90,373	119,583	(29,210)	287,000
Total	19,723,786	15,461,789	4,261,997	38,502,893
Expense				
Personnel Expenses	9,211,275	9,501,829	290,554	24,137,783
Human Capital	294,952	221,677	(73,275)	471,766
Non Instructional Supplies	358,313	406,445	48,132	1,133,472
Instructional Supplies	152,114	182,236	30,122	380,905
Curriculum and Assessment	94,038	86,997	(7,041)	124,282
Advancement	1,687	39,597	37,910	63,781
DPS Expenses	2,024,865	1,967,752	(57,113)	4,728,867
Professional Services	252,027	265,227	13,200	793,642
Fees to CMO	1,872,569	1,908,433	35,864	4,580,239
Operating Leases	71,742	78,272	6,530	178,379
Facilities	670,346	743,633	73,287	939,794
Technology	444,132	587,023	142,891	2,210,584
Transfers	0	0	0	1,133,709
Misc Expenses	42,263	60,132	17,869	636,966
Total	15,490,323	16,049,253	558,930	41,514,169
Net Income	4,233,463	(587,464)	4,820,927	(3,011,276)

Statement of Profit and Loss

Byers Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	46,820	47,241	(422)	62,665
	Governmental Revenue	1,109,881	1,133,782	(23,901)	2,761,679
	Misc Revenue	5,044	0	5,044	0
	Total	1,161,744	1,181,024	(19,279)	2,824,343
Expense	Salaries	414,064	449,261	35,197	1,200,387
	Additional Pay (School)	21,075	23,990	2,915	57,000
	Additional Pay (CMO)	31,742	19,742	(12,000)	20,605
	Payroll Taxes	156,314	162,790	6,476	408,729
	Human Capital	9,045	10,816	1,772	16,903
	Non-Instructional Supplies	15,733	11,443	(4,291)	27,686
	Instructional Supplies	24,016	48,772	24,756	98,040
	DPS Expenses	188,368	189,478	1,110	455,378
	Professional Services	1,457	1,694	237	8,688
	Fees to CMO	176,881	182,538	5,656	438,090
	Operating Leases	11,630	12,157	527	16,893
	Facilities	90,686	101,106	10,420	134,571
	Technology	226,508	212,712	(13,796)	213,976
	Misc Expenses	793	2,421	1,628	3,197
	Total	1,368,312	1,428,920	60,608	3,100,143
Net Income		(206,568)	(247,897)	41,328	(275,800)
	Total	(206,568)	(247,897)	41,328	(275,800)

Enrollment

Actual	Original	Target
301	300	294

Statement of Profit and Loss

Cole High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	13,612	17,404	(3,793)	23,658
	Governmental Revenue	582,723	537,168	45,554	1,342,482
	Misc Revenue	(50)	0	(50)	0
	CMO Contribution	0	0	0	422,155
	Total	596,285	554,573	41,712	1,788,295
Expense	Salaries	262,092	279,734	17,642	737,025
	Additional Pay (School)	18,918	20,235	1,317	53,545
	Additional Pay (CMO)	9,517	7,367	(2,150)	8,230
	Payroll Taxes	91,813	99,360	7,547	248,548
	Human Capital	5,368	5,612	244	7,884
	Non-Instructional Supplies	7,645	4,518	(3,126)	10,705
	Instructional Supplies	20,378	20,121	(257)	54,567
	DPS Expenses	118,230	103,868	(14,362)	249,619
	Professional Services	2,356	813	(1,543)	2,251
	Fees to CMO	116,010	114,310	(1,699)	274,345
	Operating Leases	928	2,316	1,389	5,791
	Facilities	121	824	703	7,782
	Technology	205	15,093	14,888	15,310
	Misc Expenses	6	1,290	1,284	112,692
	Total	653,585	675,461	21,876	1,788,295
Net Income		(57,300)	(120,888)	63,588	0
	Total	(57,300)	(120,888)	63,588	0

Enrollment

Actual	Original	Target
142	155	155

Statement of Profit and Loss

Cole Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	33,954	46,664	(12,710)	63,298
	Governmental Revenue	1,577,529	1,506,975	70,554	3,774,755
	Contributions & Grants	0	110,830	(110,830)	110,830
	Misc Revenue	1,467	0	1,467	0
	CMO Contribution	0	0	0	9,564
	Total	1,612,950	1,664,468	(51,518)	3,958,446
Expense	Salaries	641,019	676,767	35,748	1,805,871
	Additional Pay (School)	30,028	35,713	5,685	92,750
	Additional Pay (CMO)	42,217	34,367	(7,850)	35,230
	Payroll Taxes	253,159	246,430	(6,729)	618,445
	Human Capital	13,437	14,214	777	22,454
	Non-Instructional Supplies	14,532	14,180	(351)	32,020
	Instructional Supplies	37,288	30,932	(6,356)	79,811
	DPS Expenses	240,432	214,766	(25,666)	515,753
	Professional Services	2,227	5,760	3,533	22,390
	Fees to CMO	220,843	222,966	2,123	535,119
	Operating Leases	4,384	4,384	0	10,960
	Facilities	62,353	58,114	(4,238)	80,404
	Technology	88,166	102,057	13,891	103,928
	Misc Expenses	2,123	2,862	740	3,310
	Total	1,652,207	1,663,513	11,305	3,958,445
Net Income		(39,257)	956	(40,213)	1
	Total	(39,257)	956	(40,213)	1

Enrollment

Actual	Original	Target
408	432	440

Statement of Profit and Loss

College View High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Contributions & Grants	0	125,000	(125,000)	125,000
	CMO Contribution	0	0	0	55,914
	Total	0	125,000	(125,000)	180,914
Expense	Salaries	0	0	0	59,000
	Additional Pay (School)	0	0	0	5,500
	Payroll Taxes	0	0	0	18,723
	Non-Instructional Supplies	0	0	0	7,250
	Instructional Supplies	0	0	0	5,000
	Professional Services	0	32	32	96
	Fees to CMO	35,560	35,560	0	85,345
	Technology	38,530	0	(38,530)	0
	Total	74,090	35,592	(38,498)	180,914
Net Income		(74,090)	89,408	(163,498)	0
	Total	(74,090)	89,408	(163,498)	0

Statement of Profit and Loss

College View Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	22,652	47,026	(24,374)	65,356
	Governmental Revenue	1,604,485	1,511,112	93,373	3,816,357
	Contributions & Grants	0	48,000	(48,000)	48,000
	Misc Revenue	3,451	0	3,451	0
	CMO Contribution	0	0	0	174,152
	Total	1,630,588	1,606,137	24,451	4,103,865
Expense	Salaries	682,203	697,993	15,790	1,865,753
	Additional Pay (School)	34,882	36,132	1,251	89,125
	Additional Pay (CMO)	32,910	26,117	(6,793)	26,980
	Payroll Taxes	253,466	253,145	(321)	635,628
	Human Capital	16,719	10,303	(6,416)	16,311
	Non-Instructional Supplies	34,898	18,066	(16,833)	41,024
	Instructional Supplies	50,373	33,763	(16,610)	88,580
	DPS Expenses	301,709	279,522	(22,188)	671,682
	Professional Services	5,049	5,066	17	26,642
	Fees to CMO	233,451	230,393	(3,058)	552,944
	Operating Leases	3,510	4,038	528	10,094
	Facilities	25,272	34,228	8,956	58,626
	Technology	3,349	12,243	8,894	16,870
	Misc Expenses	1,794	3,043	1,249	3,606
	Total	1,679,586	1,644,051	(35,535)	4,103,865
Net Income		(48,998)	(37,914)	(11,084)	0
	Total	(48,998)	(37,914)	(11,084)	0

Enrollment

Actual	Original	Target
426	455	440

Statement of Profit and Loss

Conservatory Green Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	20,690	21,564	(874)	28,906
	Governmental Revenue	527,983	558,159	(30,177)	1,343,150
	Contributions & Grants	0	0	0	0
	Misc Revenue	(84)	0	(84)	0
	CMO Contribution	0	0	0	308,543
	Total	548,589	579,723	(31,134)	1,680,599
Expense	Salaries	233,246	232,321	(926)	647,519
	Additional Pay (School)	14,046	17,881	3,835	40,550
	Additional Pay (CMO)	13,367	9,367	(4,000)	10,230
	Payroll Taxes	69,798	86,990	17,193	217,854
	Human Capital	3,826	6,016	2,190	9,483
	Non-Instructional Supplies	8,184	7,692	(491)	17,283
	Instructional Supplies	10,881	20,680	9,799	51,921
	DPS Expenses	105,195	110,824	5,629	266,606
	Professional Services	684	803	119	2,628
	Fees to CMO	108,505	112,536	4,031	270,087
	Operating Leases	928	2,316	1,389	5,791
	Facilities	0	0	0	7,513
	Technology	100,386	130,826	30,440	133,388
	Misc Expenses	1,167	2,299	1,133	4,146
	Total	670,210	740,551	70,341	1,685,000
Net Income		(121,621)	(160,828)	39,206	(4,400)
	Total	(121,621)	(160,828)	39,206	(4,400)

Enrollment

Actual	Original	Target
157	150	147

Statement of Profit and Loss

Green Valley Ranch High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	66,813	67,343	(530)	92,498
	Governmental Revenue	1,923,124	1,835,313	87,810	4,584,146
	Misc Revenue	1,819	0	1,819	0
	CMO Contribution	0	0	0	136,656
	Total	1,991,756	1,902,656	89,099	4,813,300
Expense	Salaries	806,948	847,167	40,219	2,241,672
	Additional Pay (School)	50,150	49,303	(847)	135,500
	Additional Pay (CMO)	44,867	38,117	(6,750)	38,980
	Payroll Taxes	290,117	297,918	7,801	746,337
	Human Capital	9,956	13,968	4,012	24,939
	Non-Instructional Supplies	10,196	16,366	6,171	40,736
	Instructional Supplies	58,974	50,520	(8,454)	149,519
	DPS Expenses	307,594	284,412	(23,182)	683,727
	Professional Services	4,347	2,730	(1,617)	13,493
	Fees to CMO	267,968	264,561	(3,407)	634,947
	Operating Leases	4,340	4,384	44	10,960
	Facilities	14,296	19,728	5,432	51,548
	Technology	0	35,312	35,312	36,040
	Misc Expenses	3,241	3,868	627	4,901
	Total	1,872,993	1,928,355	55,361	4,813,299
Net Income		118,762	(25,699)	144,461	0
	Total	118,762	(25,699)	144,461	0

Enrollment

Actual	Original	Target
505	520	500

Statement of Profit and Loss

Green Valley Ranch Middle School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	56,273	50,229	6,044	75,623
	Governmental Revenue	1,548,840	1,558,498	(9,658)	3,910,551
	Misc Revenue	1,327	0	1,327	0
	CMO Contribution	0	0	0	26,725
	Total	1,606,440	1,608,727	(2,287)	4,012,899
Expense	Salaries	618,068	664,509	46,441	1,771,061
	Additional Pay (School)	38,292	32,712	(5,580)	84,400
	Additional Pay (CMO)	44,136	32,136	(12,000)	32,999
	Payroll Taxes	235,104	240,927	5,823	604,361
	Human Capital	12,840	14,067	1,226	23,657
	Non-Instructional Supplies	13,223	15,734	2,511	32,600
	Instructional Supplies	27,035	32,367	5,332	93,879
	DPS Expenses	309,332	309,542	210	743,275
	Professional Services	2,328	2,481	153	18,819
	Fees to CMO	225,809	233,299	7,490	559,918
	Operating Leases	4,238	3,475	(764)	8,687
	Facilities	8,082	4,085	(3,997)	28,398
	Technology	2,224	1,818	(406)	2,964
	Misc Expenses	3,333	4,911	1,579	7,881
	Total	1,544,044	1,592,061	48,017	4,012,899
Net Income		62,396	16,666	45,730	0
	Total	62,396	16,666	45,730	0

Enrollment

Actual	Original	Target
450	450	440

Statement of Profit and Loss

Stapleton High School

		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	90,739	77,116	13,623	135,351
	Governmental Revenue	1,792,244	1,834,988	(42,745)	4,416,088
	Contributions & Grants	15,000	15,000	0	15,000
	Misc Revenue	2,302	0	2,302	0
	Total	1,900,285	1,927,104	(26,819)	4,566,439
Expense	Salaries	885,936	893,475	7,539	2,367,937
	Additional Pay (School)	59,353	46,135	(13,218)	125,900
	Additional Pay (CMO)	67,617	51,617	(16,000)	52,480
	Payroll Taxes	222,142	216,309	(5,833)	553,142
	Human Capital	11,534	12,821	1,288	22,617
	Non-Instructional Supplies	11,579	12,667	1,088	30,600
	Instructional Supplies	79,892	52,633	(27,259)	168,664
	DPS Expenses	183,876	193,620	9,744	465,907
	Professional Services	8,904	7,548	(1,356)	19,666
	Fees to CMO	258,943	269,733	10,791	647,360
	Operating Leases	4,165	3,172	(992)	7,931
	Facilities	5,288	4,403	(885)	33,089
	Technology	6,671	22,611	15,940	25,670
	Misc Expenses	4,809	3,577	(1,232)	4,117
	Total	1,810,707	1,790,320	(20,386)	4,525,080
Net Income		89,578	136,784	(47,206)	41,359
	Total	89,578	136,784	(47,206)	41,359

Enrollment

Actual	Original	Target
515	510	501

Statement of Profit and Loss

Stapleton Middle School

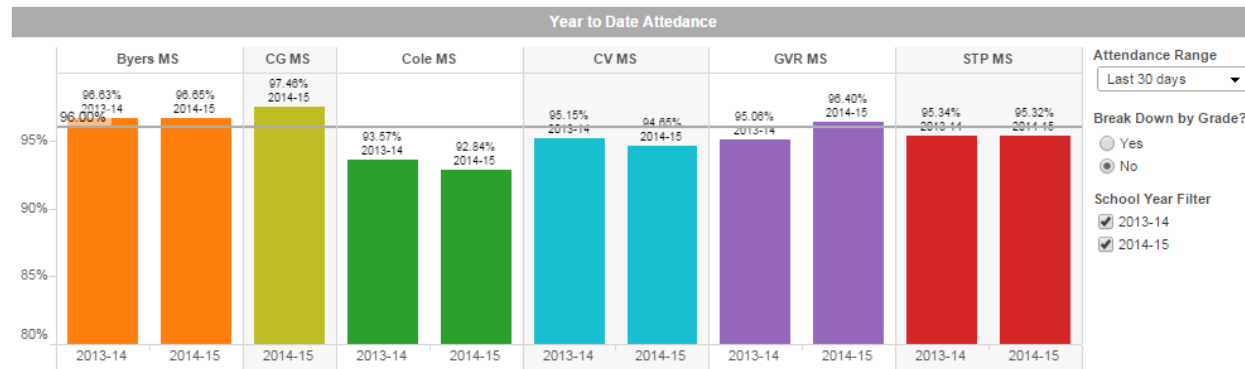
		YTD Actual	YTD Budget	YTD Variance	Total Budget
Revenue	Student Revenue	66,346	65,701	644	88,370
	Governmental Revenue	1,610,511	1,674,326	(63,815)	4,032,185
	Misc Revenue	1,520	0	1,520	0
	Total	1,678,377	1,740,028	(61,650)	4,120,555
Expense	Salaries	741,062	742,686	1,623	1,977,460
	Additional Pay (School)	50,549	29,446	(21,103)	76,150
	Additional Pay (CMO)	63,367	44,867	(18,500)	45,730
	Payroll Taxes	190,780	183,861	(6,919)	470,304
	Human Capital	11,386	14,530	3,144	22,693
	Non-Instructional Supplies	15,844	14,191	(1,653)	32,050
	Instructional Supplies	22,222	37,718	15,496	99,316
	DPS Expenses	270,129	281,721	11,593	676,920
	Professional Services	3,138	2,195	(944)	8,066
	Fees to CMO	229,550	242,535	12,985	582,084
	Operating Leases	4,028	4,028	0	10,070
	Facilities	4,179	6,557	2,378	32,201
	Technology	2,256	2,118	(138)	3,964
	Misc Expenses	4,897	3,222	(1,675)	3,705
	Total	1,613,388	1,609,674	(3,714)	4,040,713
Net Income		64,989	130,353	(65,364)	79,841
	Total	64,989	130,353	(65,364)	79,841

Enrollment

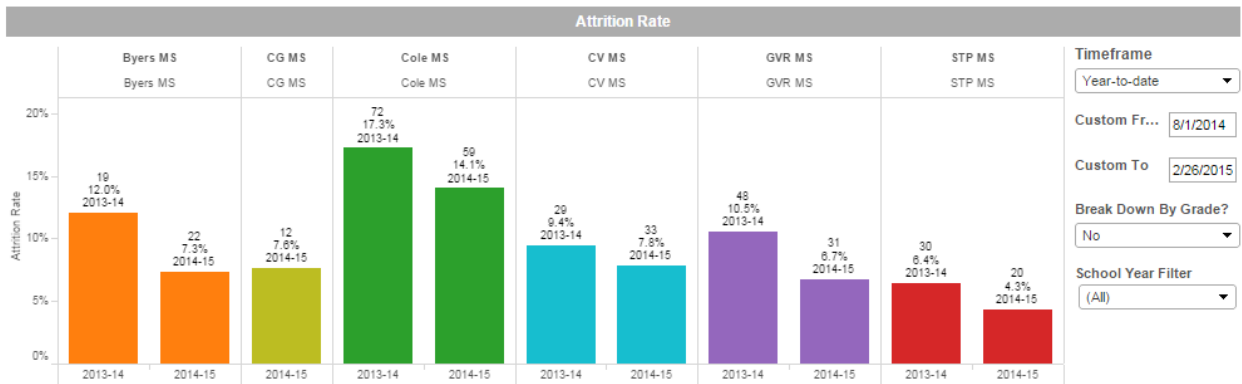
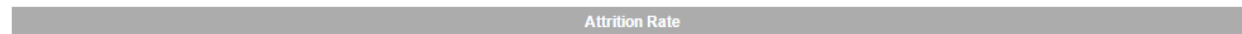
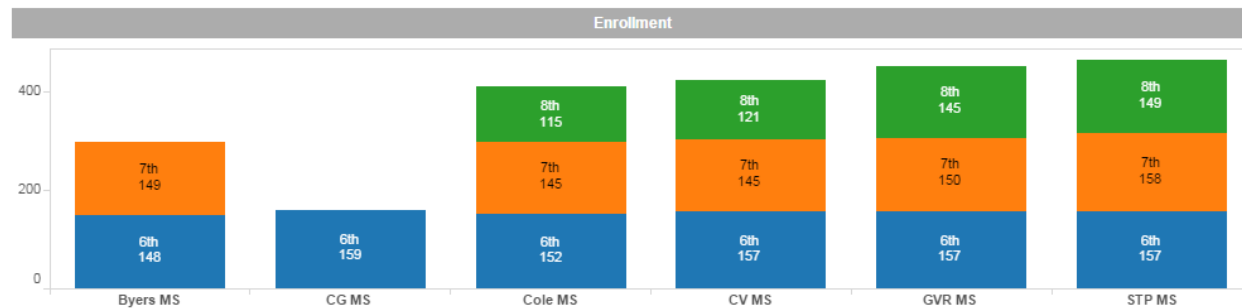
Actual	Original	Target
465	450	446

Enrollment

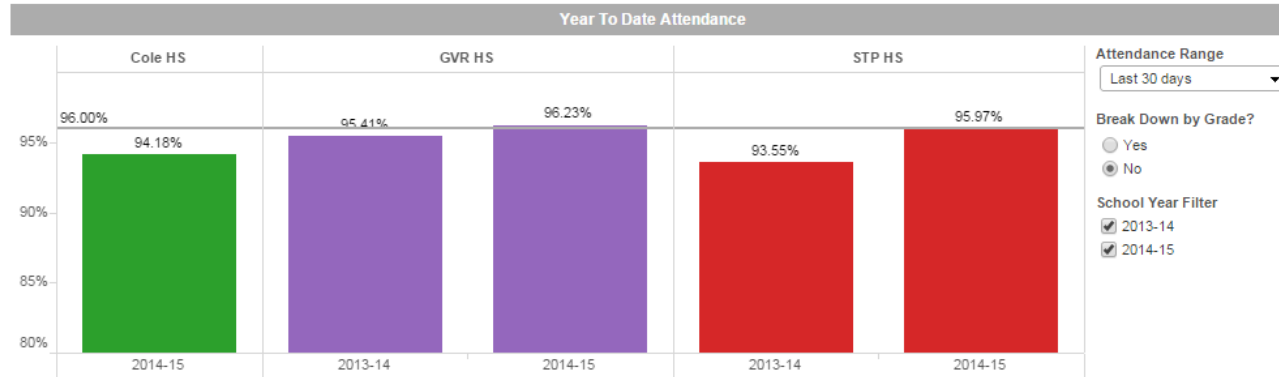
MIDDLE SCHOOL REPORT



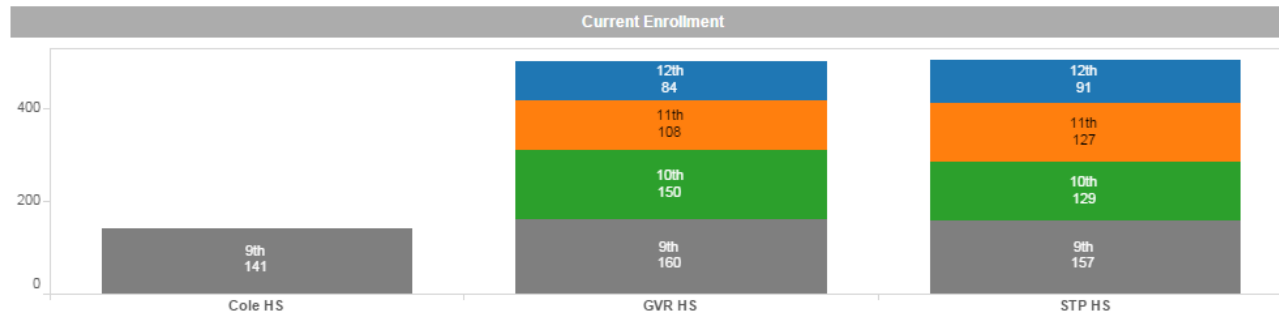
Note: Attendance rates shown may not exactly match Infinite Campus ADA reports. We believe the attendance rate shown here is a more accurate indication of true attendance percentage. Please see Jake Firman for additional details.



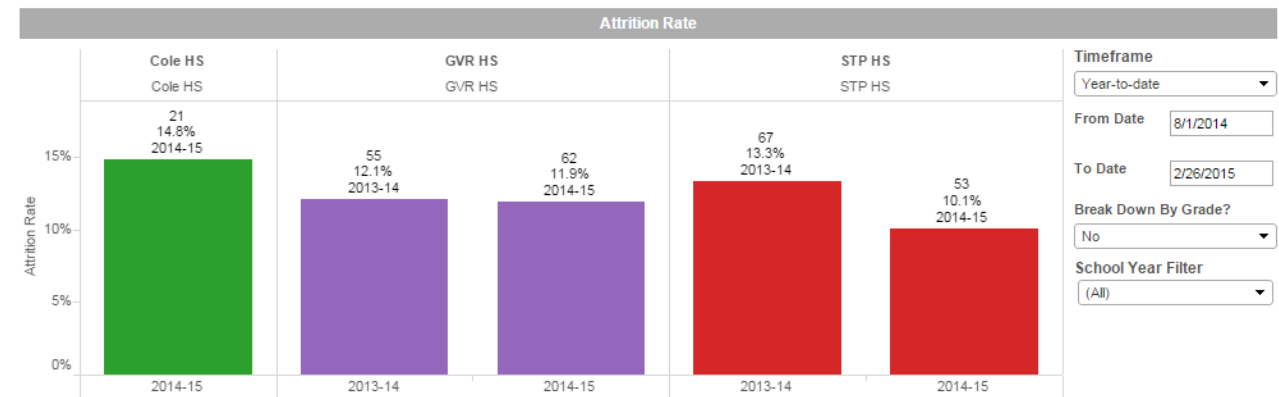
HIGH SCHOOL REPORT



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.



Attrition Rate



Academic Results 2013-2014

Celebrations

TCAP

- All DSST Schools in Top 9 Secondary in Denver on Growth
 - Unprecedented consistency

School Name	Level	Reading MGP	Math MGP	Writing MGP	Combo MGP
DSST Byers MS	MS	78	90.5	78	82.2
DSST: Green Valley Ranch HS	HS	65	93	68	75.3
DSST: Stapleton MS	MS	69	78.5	74	73.8
DSST: Stapleton HS	HS	72.5	79	67.5	73.0
KIPP Montbello College Prep	MS	69	71	68	69.3
KIPP Sunshine Peak Academy	MS	62.5	73.5	70	68.7
DSST: Green Valley Ranch MS	MS	66	69	70	68.3
DSST: Cole MS	MS	61	75	68	68.0
DSST: College View MS	MS	72	66	65	67.7

- DSST Has Top 4 Reading Growth Schools in DPS
- DSST Has Top 5 Math Growth Schools in DPS
- DSST Has 5 of Top 6 Writing Growth Schools in DPS
- All DSST Middle Schools Top 13 Middle Schools in Colorado for Growth
- Both DSST High Schools Top 6 High Schools in Colorado for Growth
- All DSST Schools Top 20 Secondary in Denver for Proficiency
- Byers Top Growth MS in Colorado

ACT

- Stapleton #1 ACT Score in DPS (#11 in Colorado)
 - Highest in Colorado of any school with FRL above 25%
- GVR #3 ACT Score in DPS (#26 in Colorado)
 - Highest in Colorado of any school with FRL above 35% (not counting Stapleton)

SPF (School Performance Framework)

- All Schools Distinguished except Cole MS
- Overall rankings:

Traditional SPF - School Name	SPF Rating
1. DSST: Byers MS	Distinguished
2. Denver School of Science and Technology: Stapleton Middle School	Distinguished
3. Denver School of Science and Technology: Green Valley Ranch High School	Distinguished
4. Swigert International School	Distinguished
5. Denver School of Science and Technology: Stapleton High School	Distinguished
6. Denver School of Science and Technology: College View	Distinguished

- DSST has the top 2 high schools in Denver

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, 2013-2014:

To generate outstanding student achievement at all 7 schools while serving 30% more students.

