



Board of Directors Meeting

January 20, 2022 • 2:00pm – 5:00pm MST

Zoom

<https://us06web.zoom.us/j/82165480362?pwd=bGVLOEVobjdoQVcvMjhnZVBsQkxvQT09>

Meeting ID: 821 6548 0362

Passcode: 554373

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.*

DSST Board Meeting Schedule 2021-2022

Date	Time	Location
Thursday, September 23	2:00-5:00pm	DSST: Elevate Northeast HS
Thursday, October 14	8:00am-4:00pm	Lowry Conference Center
Thursday, November 18	2:00-5:00pm	Aurora Science & Tech
Thursday, January 20	2:00-5:00pm	Zoom
Thursday, March 17	2:00-5:00pm	DSST: Conservatory Green MS
Thursday, May 19	2:00-5:00pm	DSST: Cole HS
Thursday, June 16	2:00-5:00pm	Home Office

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I. Welcome

DSST PUBLIC SCHOOLS

Board of Directors Meeting – January 20, 2022

<u>I. Welcome (40)</u> <ul style="list-style-type: none"> Board Chair Welcome (15) Public Comment (10) School Leader Repot (15) 		Check In	Gloria	2:00 - 2:40
<u>II. Approval Items (5)</u> <ul style="list-style-type: none"> Minutes (5) 	Pgs. 7 & 9	Approval	Gloria	2:40 - 2:45
<u>III. Discussion (35)</u> <ul style="list-style-type: none"> Organization Update (35) 		Information/Discussion	Bill Kurtz/Christine Nelson	2:45 - 3:20
<u>IV. Reports (30)</u> <ul style="list-style-type: none"> CEO Report. (20) Executive Committee Academic & SEL Committee Finance & Operations Committee Audit Committee Advancement Committee Nominating and Governance New Business 	Pg. 13 Pg. 16 Pg. 17	Information Information Information Information Information Information Information	Bill Gloria Alyssa Glenn Pat Scott/Andy Mendrop Billy	3:20 - 3:50
<u>V. Executive Session (70)</u> <ul style="list-style-type: none"> Risk Management Review (30) DPS/AST Negotiations (40) 		Information	Bill Kurtz, Catherine Ott, Noah Stout, Nick Plantan	3:50 - 5:00
<u>VI. Adjourn Regular Meeting</u>			Peter	5:00



IV. Approval Items

- **Minutes from the November 18, 2021 DSST Public Schools Board Meeting**

MINUTES

DSST Public Schools Board Meeting
November 18, 2021
Aurora Science & Tech Middle School, Room 125

Meeting Called to Order: 2:04p.m.

Board Members Present:

Alyssa Whitehead-Bust (phone)
Andrew Sinclair
Barbara Brohl (phone)
Billy Brown
Brenda J. Allen
David Greenberg (phone)
George Sparks
Glenn Russo
Gloria Zamora
Jean Kutner
Jeff Tarr
Patrick O'Rourke
Peter Fritzinger
Scott Arthur
Teresa Berryman

Parent Present: None

Board Members Absent: Janet Lopez, Justin Jaschke

DSST Staff Present: Becca Bloch, Bill Kurtz, Catherine Otto, Christine Nelson, Cyndi Sheehan, Katie Glenn, Nick Plantan

DPS Staff Present: None

Others Present: None

Public Comment: None

Welcome:

Ms. Zamora welcomed everyone to the meeting and indicated that Peter Fritzinger, Vice Chair, would be chairing this meeting. Mr. Fritzinger then led an icebreaker with the board participants. After the icebreaker, Mr. Kurtz introduced Becca Bloch, Aurora Science & Tech's School Director. Ms. Bloch shared a brief overview of the school and then engaged in a Q&A with the board.

Approval Items:

Motion to approve previous board meeting minutes, Berryman

Second: Arthur

Vote: Unanimous approval

Discussion: Mr. Kurtz and Ms. Nelson presented a network update that included updates on our student success, staff wellness, and network priorities.

Reports:

CEO: Mr. Kurtz presented a PPT which included updates on the election results, AST building, staffing, new hire staffing summary, and October count enrollment numbers.

New Business: None

Executive Session

Mr. Fritzinger 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) (f) personnel matters

Motion to go into Executive Session, Berryman

Second: Russo

Vote: Unanimous approval

Motion to adjourn Executive Session, Tarr

Second: Russo

Vote: Unanimous approval

Motion to adjourn board meeting, Arthur

Second: Brown

Vote: Unanimous approval

Respectfully Submitted,

Katie Glenn (note-taker), Secretary

- **Minutes from the December 9, 2021 DSST Public Schools Board Meeting**

MINUTES

DSST Public Schools Board Meeting
December 9, 2021
Zoom

Meeting Called to Order: 4:32p.m.

Board Members Present:

Andrew Sinclair
Barbara Brohl
Billy Brown
David Greenberg
George Sparks
Glenn Russo
Gloria Zamora
Jean Kutner
Justin Jaschke
Peter Fritzinger
Scott Arthur
Teresa Berryman

Parent Present: None

Board Members Absent: Alyssa Whitehead-Bust, Brenda J. Allen, Janet Lopez, Jeff Tarr, Patrick O'Rourke

DSST Staff Present: Andy Mendrop, Bill Kurtz, Catherine Otto, Christine Nelson, Jacob Roddy, Katie Glenn, Nick Plantan, Nicole Fulbright

DPS Staff Present: None

Others Present: None

Public Comment: 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) (f) personnel matters

Motion to go into Executive Session, Greenberg

Second: Russo

Vote: Unanimous approval

Motion to adjourn Executive Session, Brohl

Second: Brown

Vote: Unanimous approval

Motion to adjourn board meeting, Greenberg

Second: Berryman

Vote: Unanimous approval

Respectfully Submitted,

Katie Glenn (note-taker), Secretary



IV. Reports



Senior Leadership Team (SLT) Update

As we have shared this fall with Board several times, following a surprisingly difficult first six weeks of the school year, we stepped back, took stock and reset our network focus. We increased emphasis on staff wellness and staffing challenges, adjusted our priorities to better support student and teacher success in the classroom (such as the Back to Basics network priority) and focused on strengthening family support, staff support, and systems to help students better acclimate back into school communities. We also continued to strive to accomplish our mission as best we could, given the circumstances. We share more updates in our board discussion this coming Thursday.

Since returning from winter break, our focus has been on keeping our schools open and getting students back to school. Over the first week we saw a lot of staff out for Quarantine and much lower student attendance (high 70% range). We have seen staff COVID absences start to decline and student attendance improve back to high 80% levels over the last two weeks. We are hoping we will continue to see improvement in both of those areas. As a result of staff COVID cases, we have been working with our school and home office teams to manage staffing in schools – subbing and filling in for leaders. I am grateful that we have not had to close a school yet and go to remote learning based on that good teamwork.

Although the last two weeks have been challenging we are thankful our schools have remained open. Over winter break we had five team members resign. This number is similar to a normal year and with the rocky start of this school year this number was much better than expected. We believe the message we sent out to our team regarding compensation helped.

Our team just finished the charter renewal process for Byers and DSST Middle School @ Noel. The Denver Public Schools board voted 6-1 for 5 year renewals for both Byers and DSST Middle School @ Noel. We are also making progress on the high school for Aurora Science & Tech and have named Kryszelda Mendoza as the founding School Director. Kryszelda started at DSST as the Director of Curriculum and Instruction at DSST: Conservatory Green Middle School then moved to DSST: Henry Middle School as the Associate School Director and lastly transitioned to Aurora Science & Tech Middle School, where she is currently a School Director in Training (SDiT).

Our team is digging in and making steady progress, and we are optimistic that we will continue to improve in the coming months.

Programmatic Shift | **STEM & Creative Core**

Become a district leader in STEM. Expand and strengthen our STEM and Creative Core offerings to provide strong whole child education, cultivating lifelong student interests and meeting student and family desires for greater electives and choice. Provide equitable access to STEM and Creative Core programming.

Programmatic Shift | **Community Engagement**

Foster true partnerships with our families and communities to better appreciate, value, and support the social, emotional, and wellness needs of our students, build collaborative and authentic regional connections and support the neighborhoods surrounding our schools

Network Priority | **“Back to Basics”**

High Quality Instructional Core

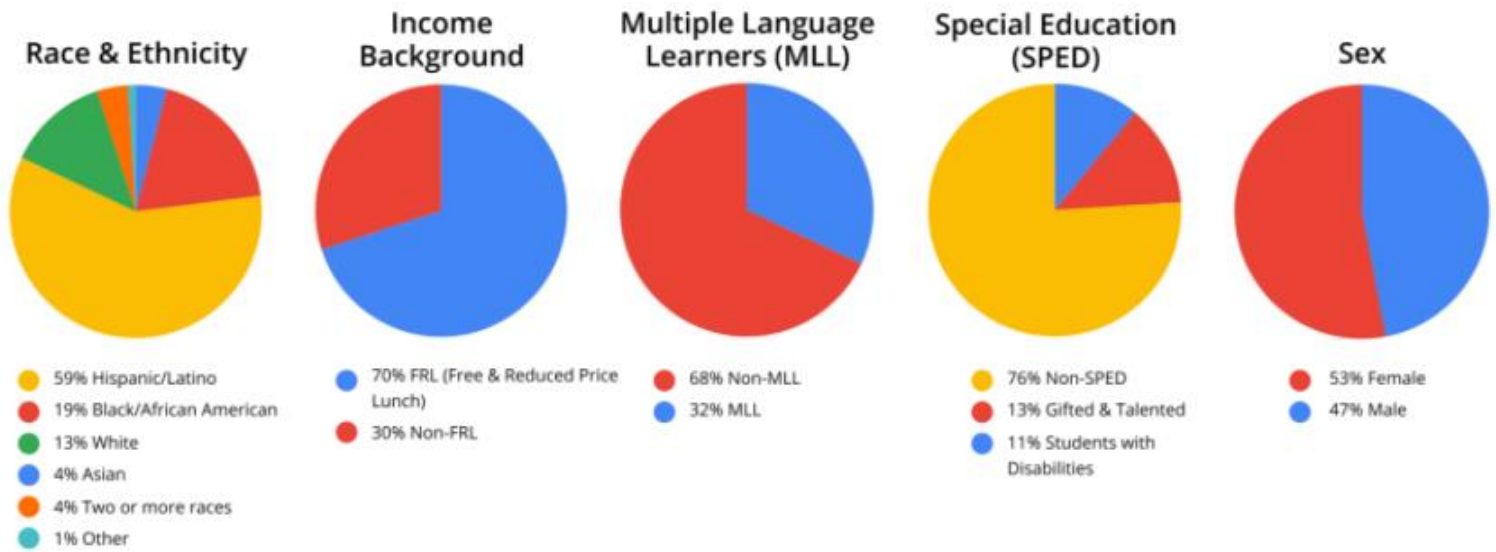
Recommit to core instructional practices that drive student achievement and reduce equity gaps, especially instructional planning and accompanying data cycles. Address unfinished learning in a non-punitive way by returning to “back to basics” to ensure baseline, high-quality instructional practices for every student, in every classroom, at every campus.

Network Priority | **School Culture & Student Experience**

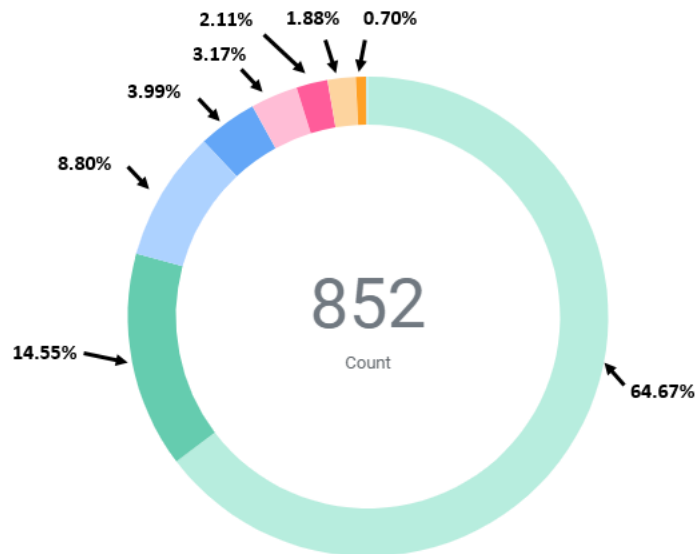
Develop, and maintain a joyful, engaging, inclusive, and safe student culture where students can become the best versions of themselves.

DSST By The Numbers

Student Demographics



Staff Demographics





Executive Committee

DSST Executive Committee Report

January 2022

The DSST Executive Committee met via video conference on January 13, 2022.

The committee reviewed and agreed on the January Board meeting agenda. There was a brief discussion regarding committee charters.

Bill Kurtz provided an update on the current challenges faced by DSST in light of COVID. He provided insight into the actions being taken to address the issues. He also discussed academic results for middle schools that will be presented at the board meeting.

Executive Committee Members who participated in the meeting included Peter Fritzinger, Billy Brown, Pat O'Rourke, Scott Arthur and Gloria Zamora.

Home Office Liaison: Bill Kurtz

Respectfully submitted,

Gloria Zamora

Gloria Zamora
Board Chair



Finance & Operations Committee

F&O Meeting Minutes & Financial Highlights

Finance & Operations Committee Meeting Minutes January 5th, 2022

Attendees

Jeff Tarr, Committee Member

Glenn Russo, Committee Member

Teresa Berryman, Committee Member

Nick Plantan, Director of Finance

Anthony Eberspacher, Finance Manager

FY22 Staff Compensation Recap

DSST Management proposed compensation plans for the 2022/2023 school year and reviewed that plan with the F&O Committee and the DSST Board of Directors in December. The plan was subsequently communicated to our employees to encourage staff retention. The impact of that plan was modeled in an interim update to the Long Term Forecast to ensure long term sustainability. Nick reviewed the final changes to the plan and how it will be funded with incremental cost savings.

FY21-22 Financial Results

The committee reviewed the Financial Dashboard of year-to-date and full year forecasted financial results. For the year, we anticipate being \$2.2M better than the \$1.8M positive Net Income budget resulting in \$4.0M positive Net Income. The positive variance is driven by a positive variance in state funding and lower salary costs due to unfilled positions. Given the decision to increase funding for the AST Phase 2 school build out, we will need to submit an updated midyear budget to APS; no update will be required for DPS.

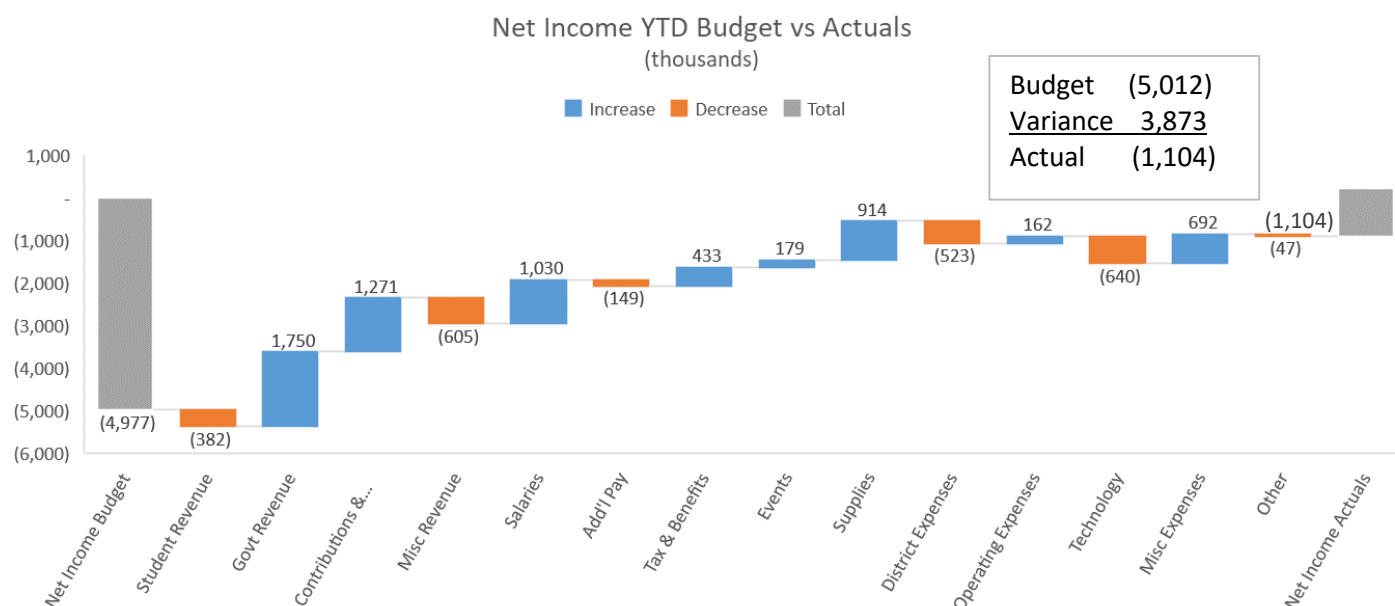
Enrollment

The finance team led a deep dive into final enrollment results (6780 students) which were 34 students favorable to budget due to beating enrollment targets at High Schools by 53 Students but falling short of the Middle Schools target by 19 students. All campuses, with the exception of Cole, are operating at or above target model enrollment, several with significant waiting lists. Cole Middle School and High School continue well below model targets and management continues to look at ways to drive increased enrollment at those schools.

2023 Budget Process

The committee reviewed the proposed process for developing the 2023 Budget. Overall, the budget proposal process will build on successful processes from prior years that engage individual school leaders in developing their staffing and expense budgets. The F&O Committee will review the first draft of the budget in its April meetings and provide its input. The final Proposed Budget will be reviewed with the DSST Board in its May meeting for approval.

I. Current Year Financials – YTD vs Budget (November)



Material Variance Summary: YTD Actuals vs Budget

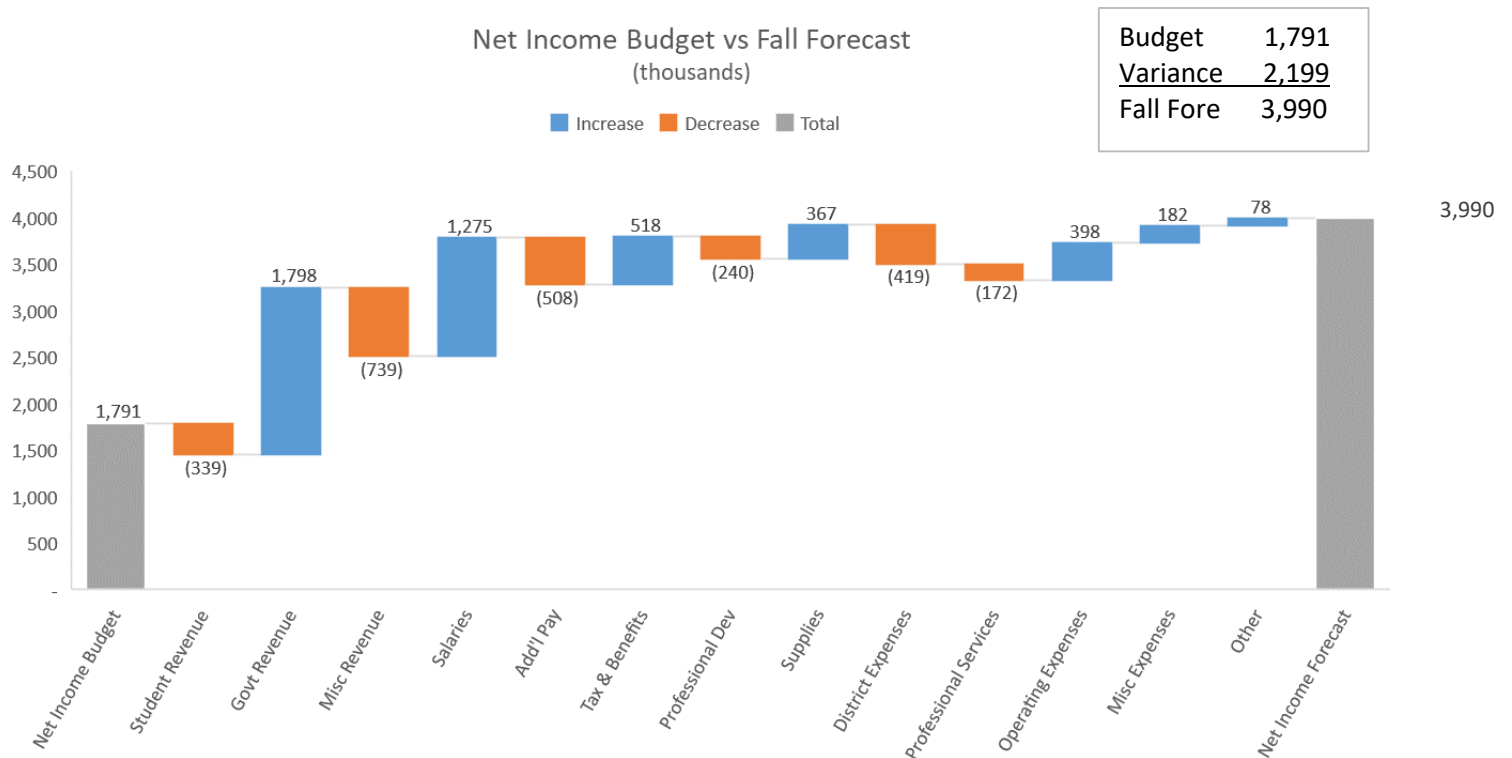
Revenue

1. STUDENT REVENUE negative variance is driven by lower collection fee rate to start the year. Planning a coordinated push with Ops, front office, and School Directors around conferences.
2. GOVERNMENTAL REVENUE is better to budget primarily due to the reweighting of Per Pupil Revenue to increase funding for Free and Reduced Lunch students as well as English Language Learners. The DPS mill levy approved last year is also contributing to this variance as we budgeted the mill as a reduction in the Facility Use Fee, but we are fully recognizing the revenue.
3. CONTRIBUTIONS & GRANTS positive variance is driven by Anschutz capital contribution to Elevate.
4. MISC REVENUE shortfall is a result of low investment returns due to poor market conditions in Q2.

Expenses

5. SALARIES savings is due to vacancies across the network.
6. ADDITIONAL PAY negative variance is driven by increased substitute costs from the implementation of our dedicated sub strategy to support schools.
7. EVENTS savings is a result of not hosting various events in person (Infusion, TCP Dinner, Holiday Party)
8. SUPPLIES positive variance is due to savings in the supply allocations to support the STEM & Creative Core priority. Much of the savings will be pushed into FY23 spending.
9. DISTRICT EXPENSE variance is due to fully recognizing Facility Use Fees whereas the budget reduced the fee by the amount of 2020 mill revenue.
10. OPERATING EXPENSE savings is from lower Elevate rent costs tied to the lower debt payments.
11. TECHNOLOGY overage is a result of timing differences between actuals and budget. Expect to hit budget by end of year.
12. MISC EXPENSE positive variance is driven by two items related to Elevate. Lower debt payments have resulted in \$200k in savings so far this year (no July/August payment and lower rate in other months). Additionally, Elevate phase 1 will begin taking a depreciation expense in December instead of July as budgeted.

I. Current Year Financials – Annual Forecast vs. Budget



Material Variance Summary: YTD Actuals vs Budget

*** Fall forecast took place in November using actuals through September. Most of the variances in fall forecast have the same drivers as YTD actuals variance. Additional variance explanations are below.

Expenses

1. PROFESSIONAL DEVELOPMENT negative variance is driven by new curriculum training for middle school staff on Achievement First and Reading Reconsidered. This was added as a component of our summer savings reallocation.
2. PROFESSIONAL SERVICES budget overage is due to consulting costs related to the Chief People Officer and Chief External Affairs Officer search firm services.

Capital Projects (not included in net income graph)

1. CAPITAL INVESTMENTS are projected to be over budget by \$200k due to IT infrastructure costs that were budgeted in FY21 but will happen in the current year. An additional \$3.2m over budget in capital projects was approved by the DSST Board to support the Elevate and AST facility projects.

I. Current Year Financials – Capital Projects Plan

	<u>YTD Budget</u>	<u>YTD Actuals</u>	<u>Variance</u>	<u>Annual Budget</u>	<u>Annual Forecast</u>	<u>Variance</u>	<u>Notes</u>
Buildings		1,926		21,830	25,030	-3,200	1
Facility Improvements*	0	24	-24	0	37	-37	
IT Infrastructure	25	0	25	275	450	-175	2
Vehicles	10	0	10	23	20	3	
Total	35	1,950	11	22,128	25,537	-3,409	

Material Variance Summary

1. BUILDING capital investment is driven by Elevate. This project was not budgeted on a monthly basis, so a comparison vs. year-to-date budget is not available and is not included in the total YTD variance calculation. Annual variance is based on the additional \$1m investment in Elevate and \$2.2m investment in AST Phase 2.
2. IT Infrastructure is projected to be over budget by \$200k due to IT infrastructure costs that were budgeted in FY21 but will happen in the current year.

* Capitalized facility improvements are reimbursed by DPS, as a result these costs are not included in the budget but added to our financial plan upon approval by the district. Since they are reimbursed, there is no financial implication.

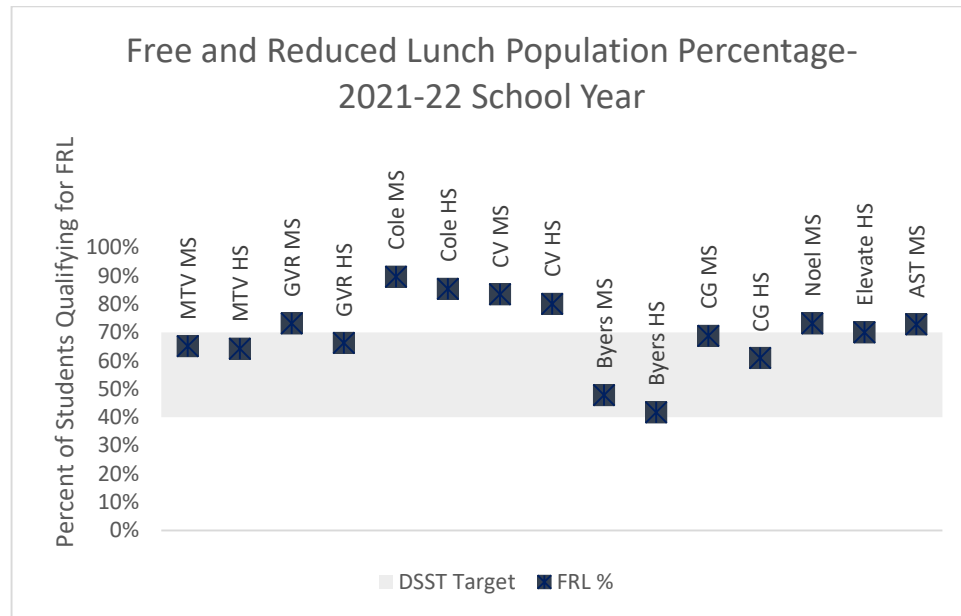
I. Current Year Financials – and Enrollment

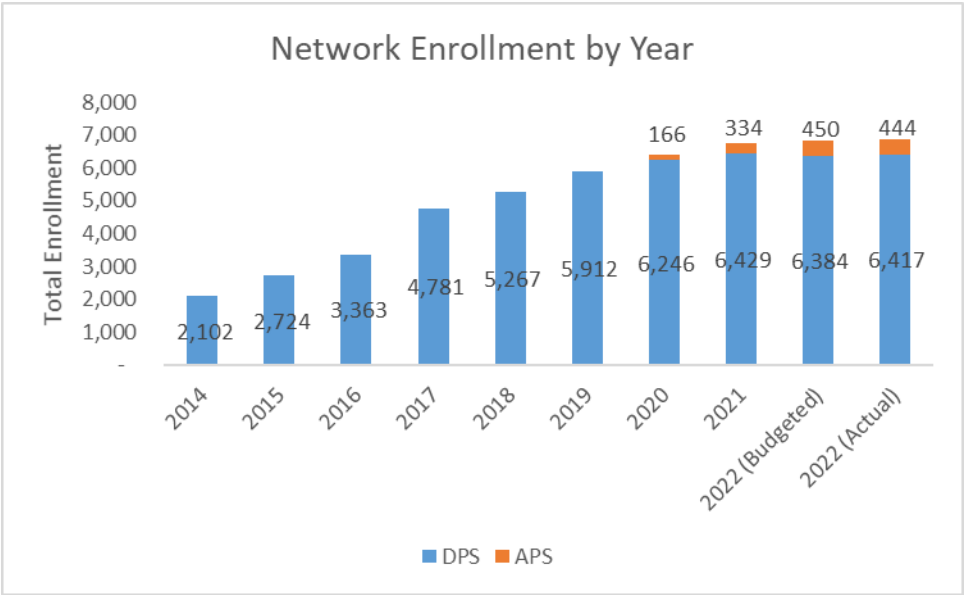
Budget vs Actuals Enrollment and vs. Forecasted Net Income by School

		Enrollment		Net Income		Notes
		Budget	Actual	Budget	Forecast	
Montview Campus	Middle School	460	464	950,377	1,130,663	Increase in PPR from reweighting, salary savings
	High School	555	559	481,641	658,553	Increase in PPR from reweighting
Green Valley Ranch Campus	Middle School	470	472	947,188	1,170,334	Increase in PPR from reweighting, salary savings
	High School	539	541	370,492	673,556	Increase in PPR from reweighting, salary savings
Cole Campus	Middle School	270	260	318,650	278,772	Negative enrollment variance
	High School	338	348	334,133	608,799	Increase in PPR from reweighting, salary savings
College View Campus	Middle School	483	483	1,082,344	1,363,094	Increase in PPR from reweighting, salary savings
	High School	567	575	639,193	934,594	Increase in PPR from reweighting, salary savings
Byers Campus	Middle School	470	469	637,952	1,005,050	Increase in PPR from reweighting, salary savings
	High School	544	545	213,216	34,390	Apprentice teachers not in budget, Dean in Training funded through carryover
Conservatory Green Campus	Middle School	441	438	817,047	1,044,517	Increase in PPR from reweighting, salary savings
	High School	544	567	116,720	397,586	Increase in PPR from reweighting
Noel Elevate	Middle School	460	455	629,716	935,995	Increase in PPR from reweighting, salary savings
	High School	155	160	(1,151,594)	(768,755)	Increase in PPR from reweighting, salary savings
Aurora Science & Tech	Middle School	450	444	199,791	150,928	Negative enrollment variance
Total		6,746	6,780	6,586,866	9,618,076	

*Green/Red Variance: Enrollment +/- 10 students vs. budget, Net Income +/- \$50k vs. budget

*Targeted enrollment is 525 for a fully-built high school and 450 for a fully-built middle school; this correlates with our target school model for class size and staffing. Budgeted enrollment is set using forecasting from the enrollment team and school choice data in the spring with input from School Directors





I. Current Year Financials –Balance Sheet

Balance Sheet

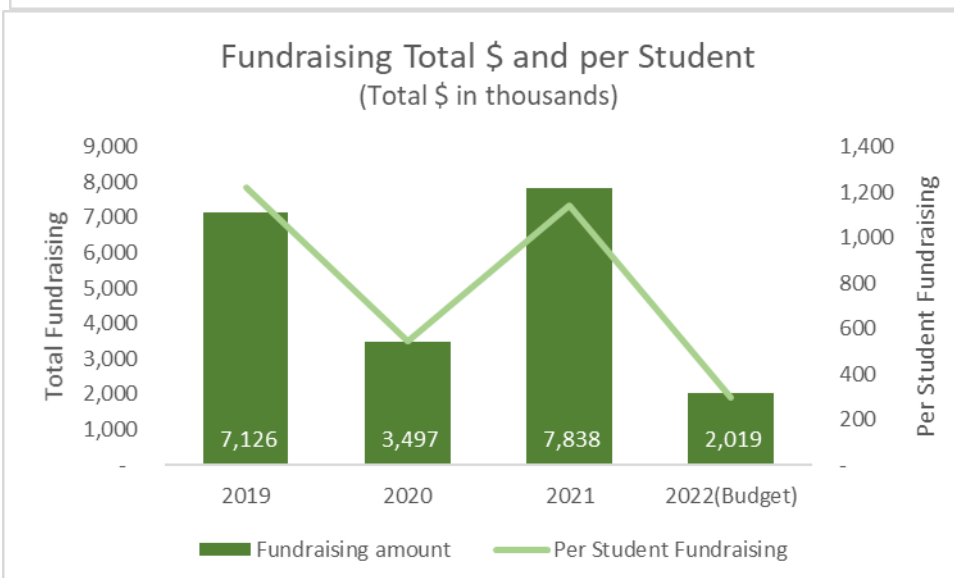
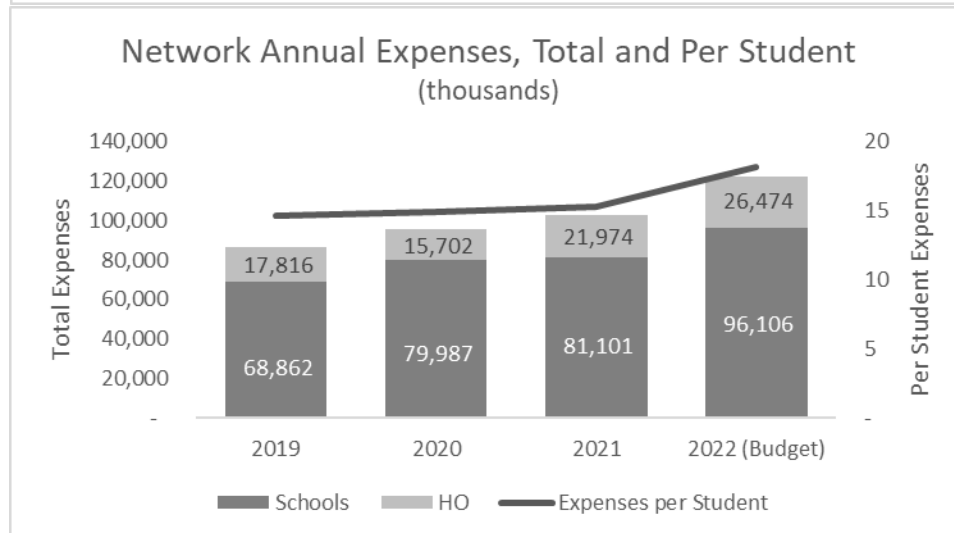
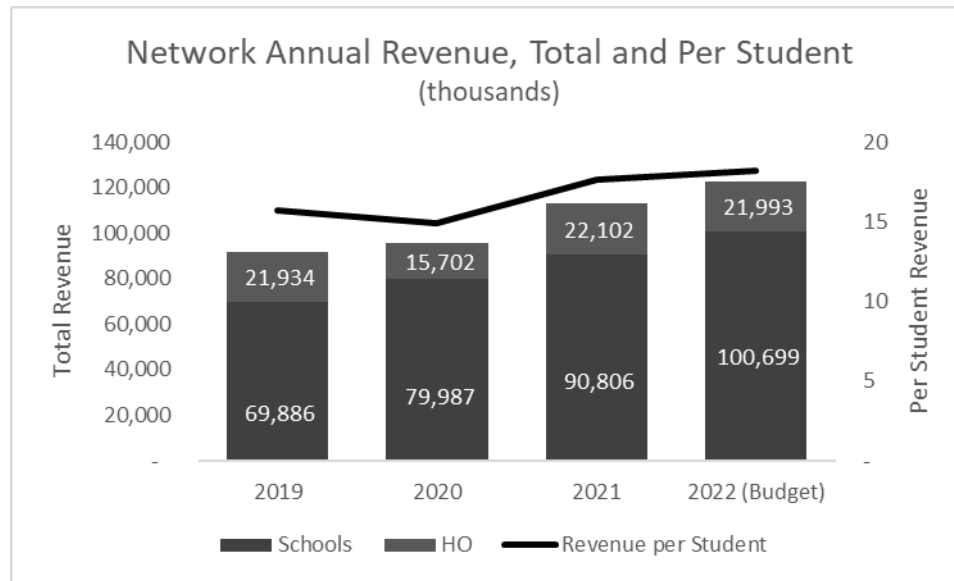
	November 30, 2021	June 30, 2021
<i>ASSETS</i>		
Current Assets		
Cash and Cash Equivalents	\$ 18,993	\$ 23,041
Cash Held By Fiscal Agents (Bond Fund)	17,657	20,016
Short Term Investments	-	-
Receivable from DSST Foundation	17,323	17,323
Accounts Receivable	235	3,127
Prepaid PCOPs Credits	2,948	2,948
Short Term Grants Receivable	100	124
Prepaid Items	238	190
Total Current Assets	57,494	66,770
Investments	28,559	24,899
Long Term Grants Receivable	4,073	4,073
Capital Assets Net of Accumulated Depreciation	14,810	12,814
Beneficial Interest in Assets Held by Outside Foundation	237	230
Total Assets	\$ 105,173	\$ 108,787
<i>LIABILITIES AND EQUITY</i>		
Liabilities		
Accounts Payable	2,739	4,363
Deferred Revenue	-	-
Payable to DSST From Foundation	17,323	17,323
Bond Payable	19,496	19,496
PCOPS Liability	688	1,574
Total Liabilities	40,246	42,755
Equity	64,927	66,032
Total Equity	64,927	66,032
Total Liabilities and Equity	\$ 105,173	\$ 108,787

*Board-designated reserve target is three months of expenses (including salaries).

Cash Flow Statement

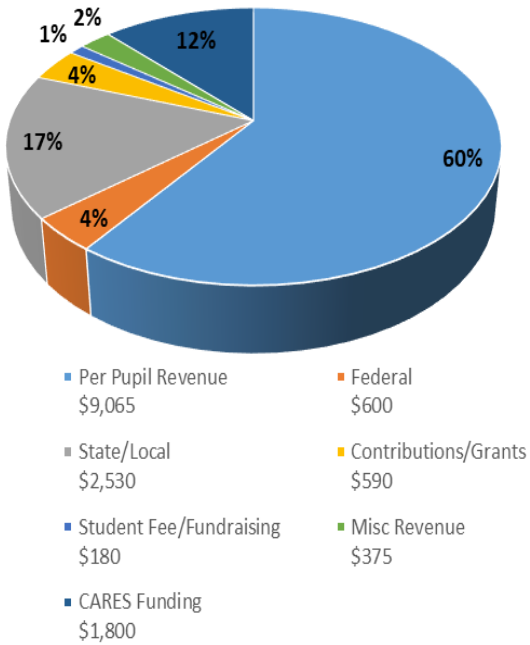
	November 30, 2021
<i>OPERATING ACTIVITIES</i>	
Net Income	-\$1,104
Changes in Operating Assets and Liabilities	
Accounts Receivable	\$2,892
Prepaid Expenses	-\$47
Purchase of Property & Equipment	-\$1,996
Promises to Give	\$24
Accounts Payable	-\$1,624
Bond Project Fund	\$2,359
Deferred Revenue	\$0
PCOPs Liability	-\$885
Cash Provided by Operations	<u>-\$382</u>
<i>INVESTING ACTIVITIES</i>	
Investments	<u>-\$3,667</u>
Cash Provided by Investing	<u>-\$3,667</u>
Change in Cash and Cash Equivalents	-\$4,049
Cash and Cash Equivalents, Beginning of Year	<u>\$23,041</u>
Cash and Cash Equivalents, End of Period	<u>\$18,993</u>

I. Annual Trends and Metrics – Revenue / Expense

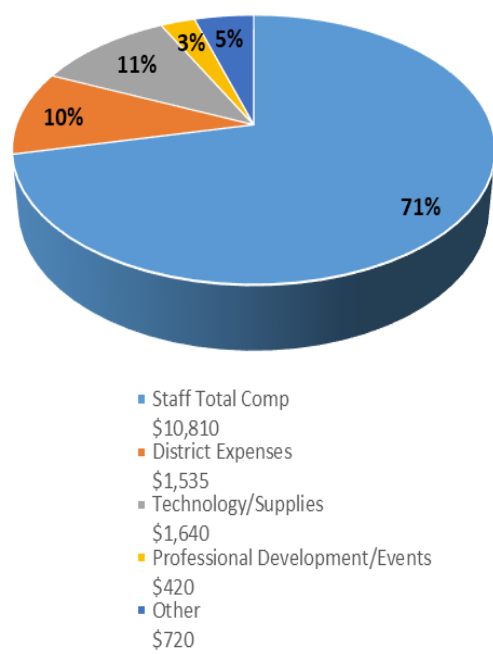


I. Annual Trends and Metrics – Revenue / Expense

FY22 Budgeted Revenue/Student
Total = 15,137



FY22 Budgeted Expense/Student
Total = 15,121



II. Long Term Forecast Summary

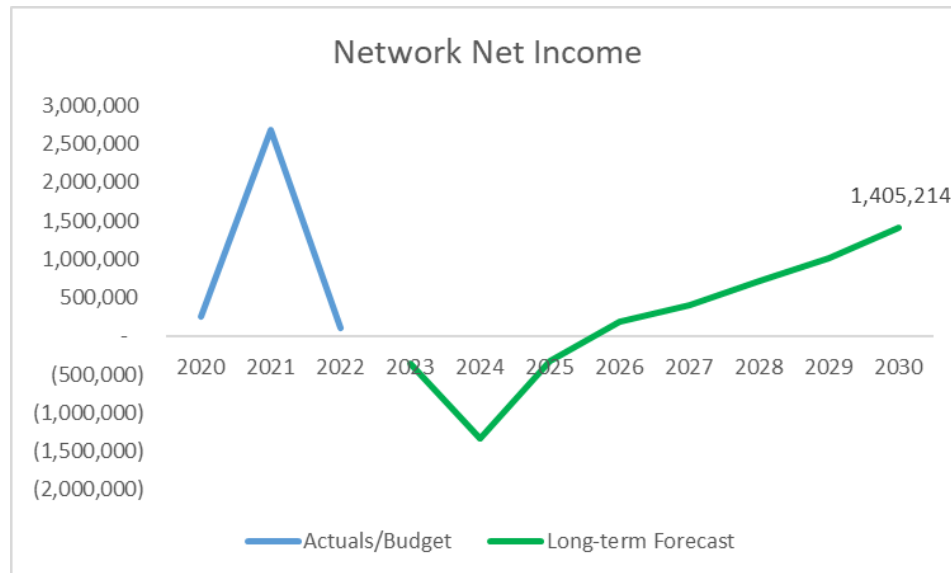
Network Growth

Opening in the Fall of Fiscal Year...

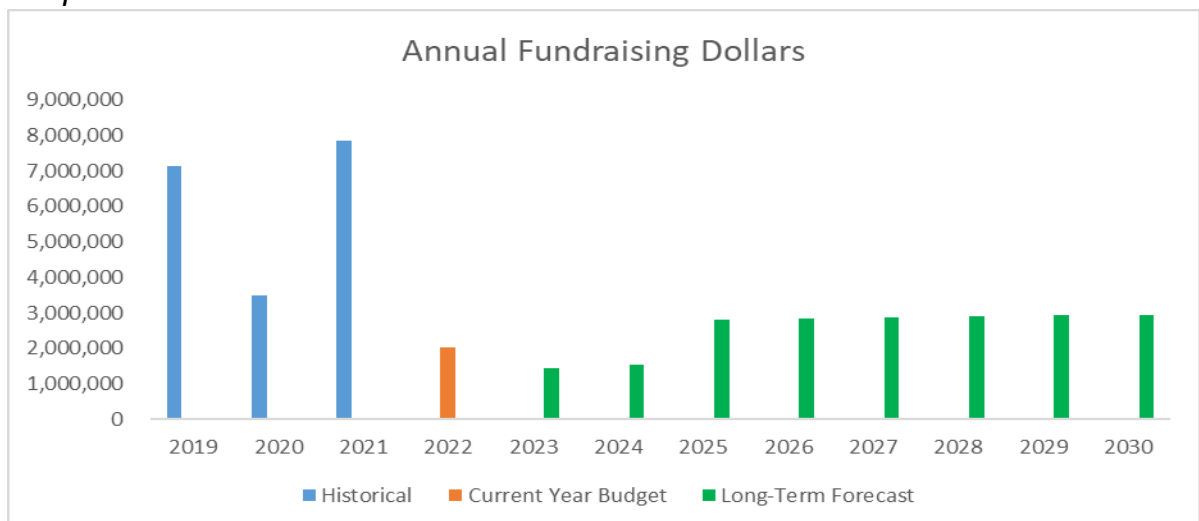
New School	2022	2023	2024	2025	2026	2027	2028	2029	2030
AST HS		X							
APS 2 MS			X						
APS 2 HS						X			

	2022	2023	2024	2025	2026	2027	2028	2029	2030
Schools Operating	15	16	17	17	18	18	18	18	18
Enrollment	6,834	7,220	7,658	8,052	8,298	8,457	8,605	8,724	8,825

Financial Projections



Fundraising Assumptions

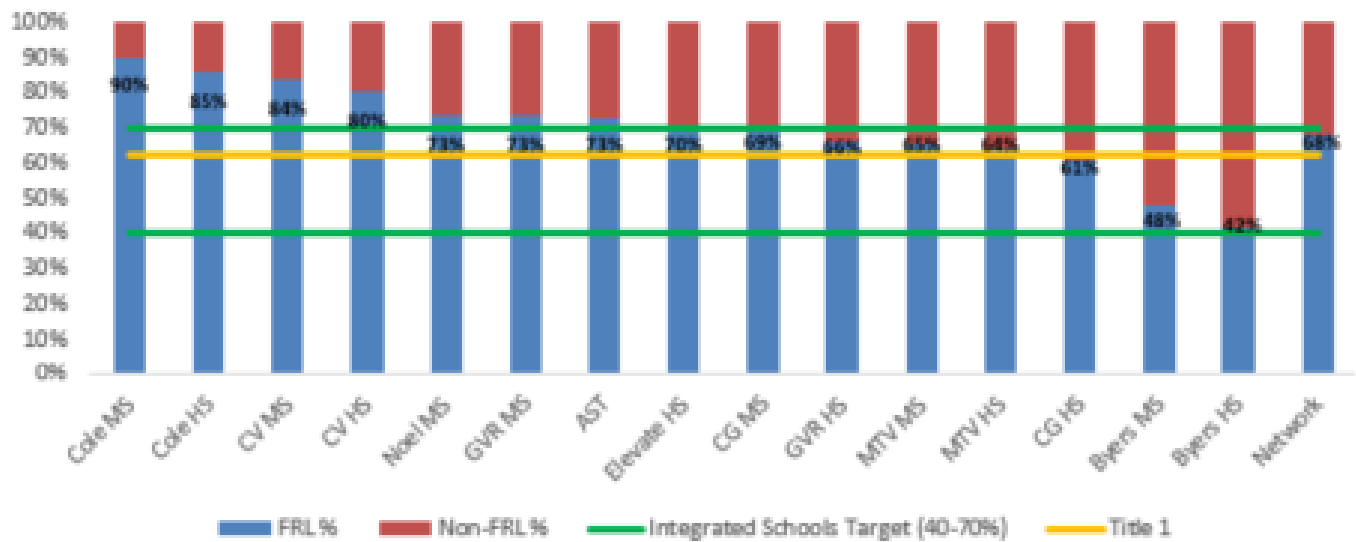


DSST PUBLIC SCHOOLS

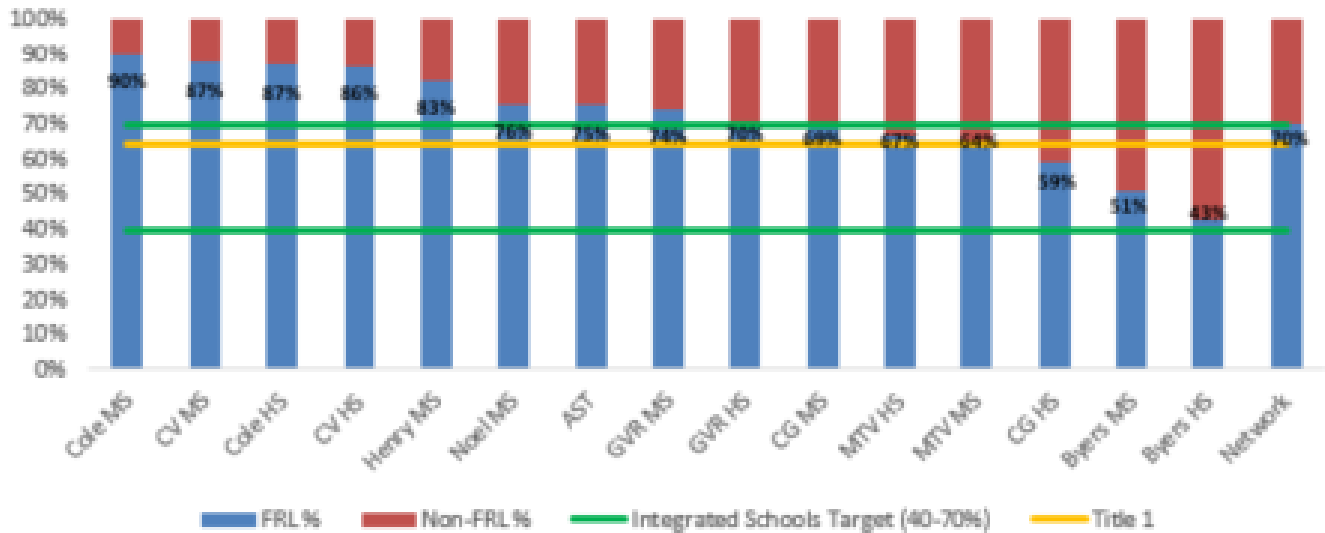
Enrollment Update

1/5/22

Students Qualifying for Free or Reduced Price Lunch
(2021-22 Fiscal Year)

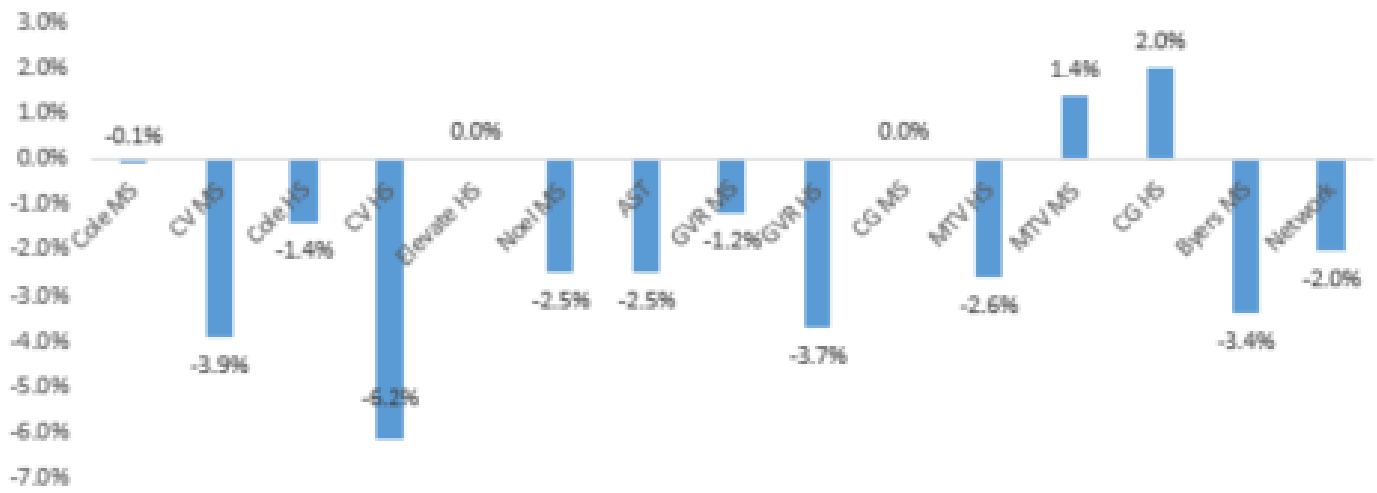


Students Qualifying for Free or Reduced Price Lunch
(2020-21 Fiscal Year)



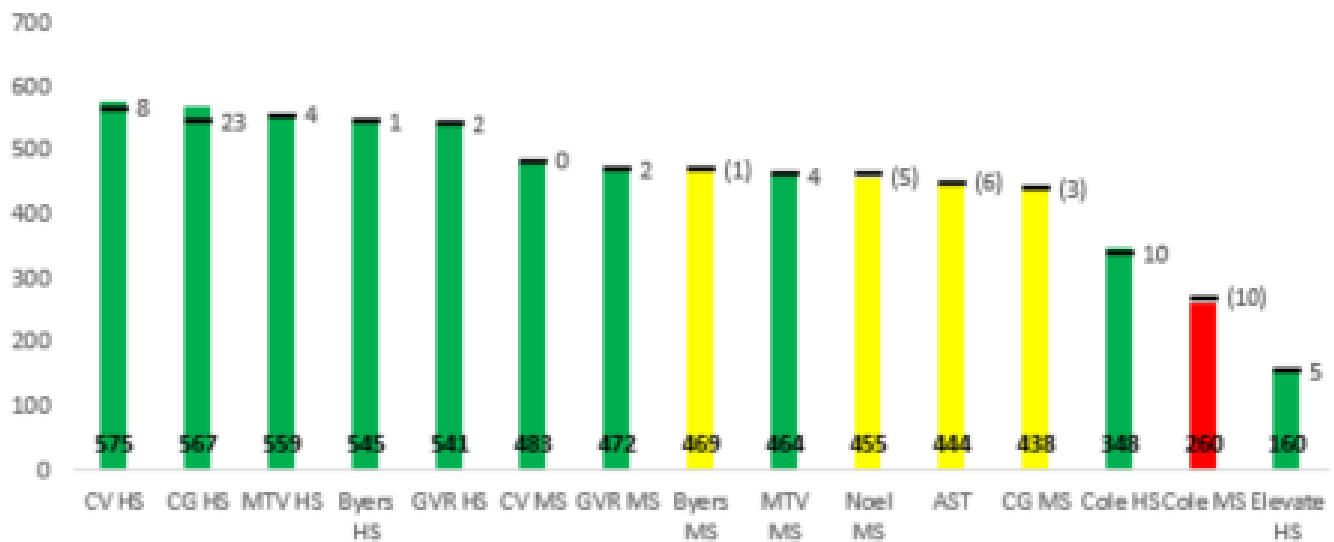
*AST and Elevate FRL rates are estimates at this point.

Change in FRL rate from FY21 to FY22

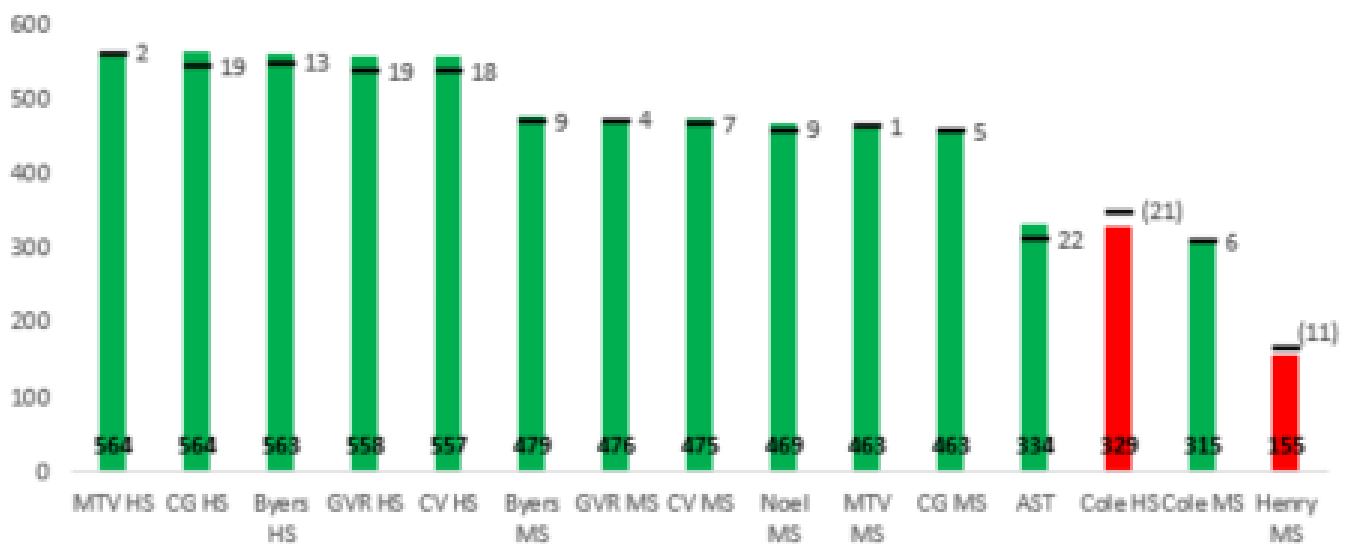


* AST and Elevate FRL rates are estimates at this point.

*Enrollment vs. Budget
(2021-2022 Fiscal Year)*

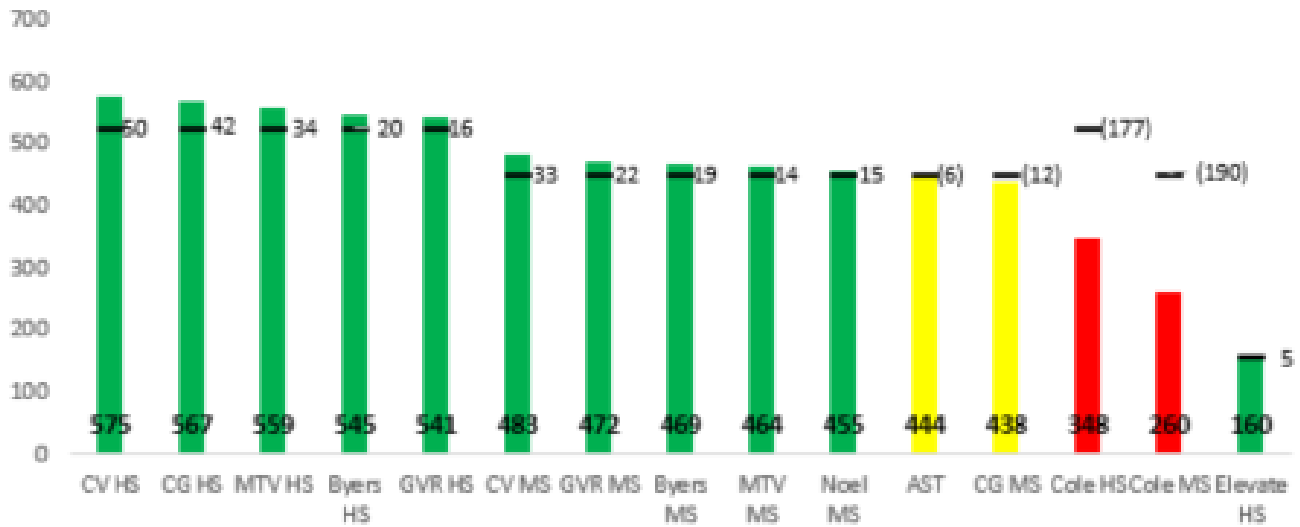


*Enrollment vs. Budget
(2020-2021 Fiscal Year)*

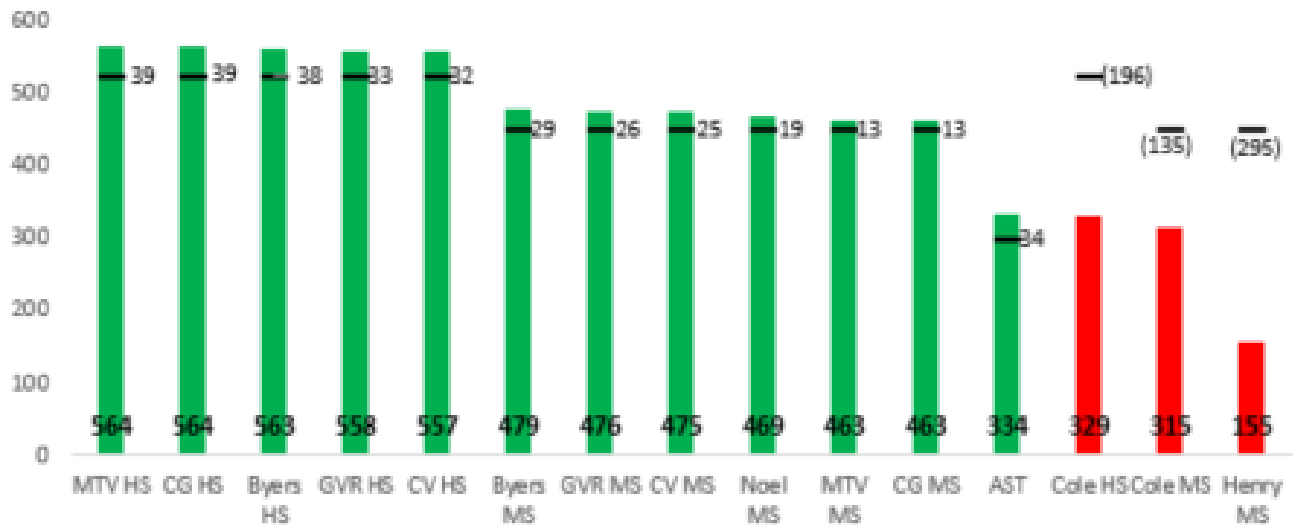


Enrollment budget is the enrollment number that drives the School Director's discretionary budget planning. Each school has a budgeted enrollment specific to that school. Staffing and discretionary spending are based on budget, not model, enrollment.

Enrollment vs. Model
(2021-22 Fiscal Year)



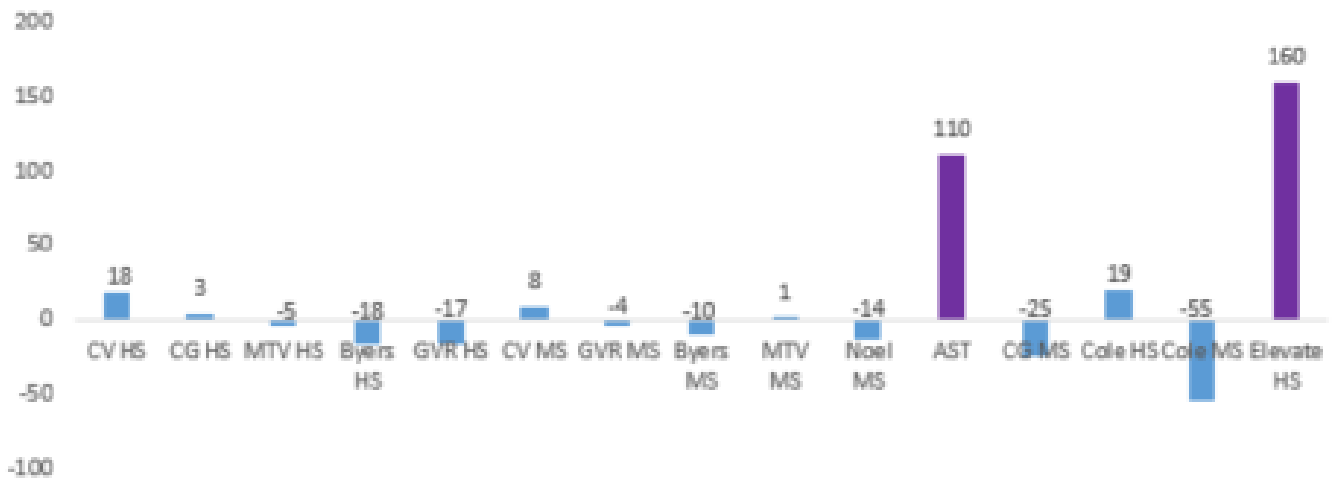
Enrollment vs. Model
(2020-21 Fiscal Year)



Model enrollment is the standard enrollment model against which our staffing model is built. Every school has a set model enrollment based on year of build out and school type:

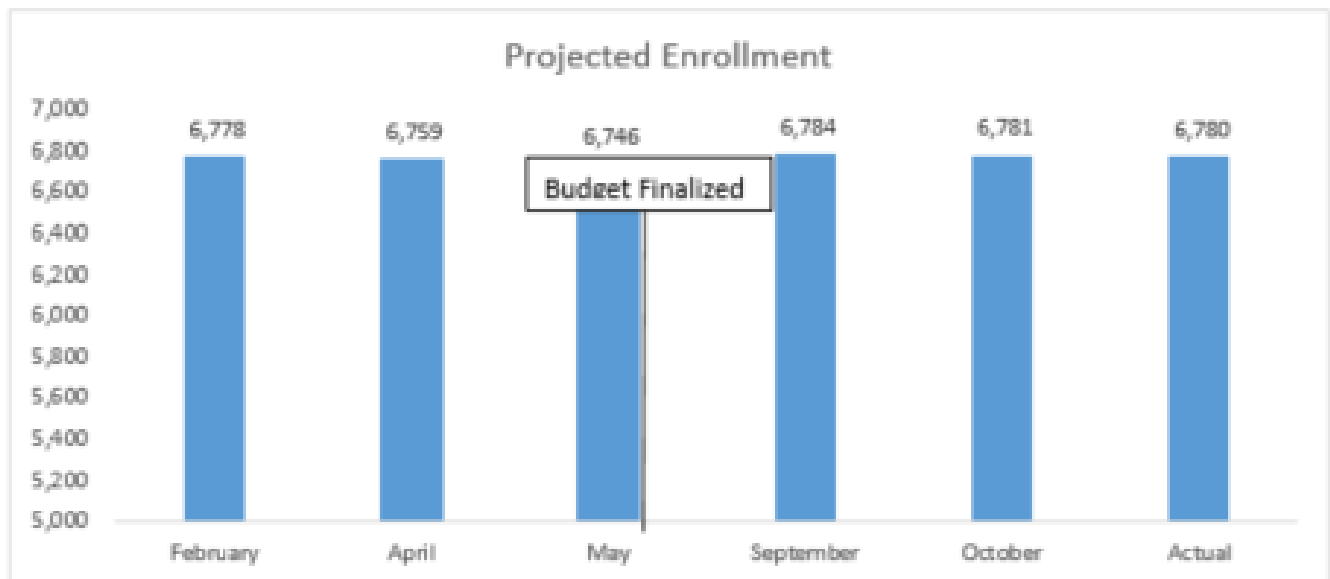
	MS	HS
Year 1	150	156
Year 2	300	291
Year 3	450	413
Year 4		525

Change in Enrollment from FY21-FY22



Byers, GVR, and MTV chose to reduce enrollment due to capacity and program considerations. Cole MS began implementation of small school enrollment plan.

Growing School





Appendices



Committee Charters

Academic and Social Emotional Learning Committee

Charter Fiscal Year 2021

The Academic and Social Emotional Learning Committee is responsible for monitoring the educational quality and impact of DSST Public Schools, supporting the full board in building their capacity to plan and progress monitor at the governance level, and providing thought partnership to DSST leaders, as desired, regarding DSST's academic and social emotional learning (SEL) strategy and its implementation.

DSST aspires to develop graduates with a strong sense of values, a deep understanding of their identity, and the foundational skills and habits to become the best versions of themselves, lead fulfilling lives, and make a contribution to the human story.

To support DSST in achieving academic and SEL excellence, the Academic and Social Emotional Learning Committee will focus its 2021-22 work on partnering with staff to: 1) support the board in understanding and implement a newly-revised comprehensive and coherent scorecard, inclusive of annual and multi-year targets, that will support rigorous progress monitoring of implementation, outputs, and impact; 2) develop the Board's comfort and capacity with using the scorecard; 3) provide thought partnership in an advisory capacity on DSST's approach to SEL; 4) provide thought partnership in an advisory capacity to the DSST's approach to academic planning; 5) develop the Board's comfort with academic planning; and 6) provide as-requested thought partnership to the Acting Chief of Schools and/or Chief Academic Officer to support staff's implementation of its plan.

DSST's Acting Chief of Schools and Chief Academic Officer will serve as the primary staff liaisons and will participate in meetings of the Committee.

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

Education Committee Fiscal Year 2021 Objectives

1. Support the board in understanding and implementing a newly-revised comprehensive and coherent scorecard, inclusive of annual and multi-year targets, that will support rigorous progress monitoring of implementation, outputs, and impact.
 - a. Provide thought partnership on continuous improvement opportunities for the scorecard design and layout to ensure it is coherent, digestible, and able to provide insight into DSST's theory of action.
 - b. As part of the academic planning process, provide thought partnership on DSST's measures and annual and multi-year targets, paying particular attention to ensuring they are both ambitious and achievable, and considering lead measures.
2. Develop the Board's comfort and capacity with using the scorecard.
 - a. Develop and facilitate an educational opportunity for the full Board to build their comfort and capacity with governance-level progress monitoring.
 - b. Develop the board's understanding of measures and targets.
 - c. Partner with staff to monitor key goals and metrics and prepare presentations/resources for the full Board.

- d. Support governance-level use of the new scorecard in part by piloting a standard protocol of questions to support the board in unpacking the governance-level “what”, “so what”, and “now what” questions that will arise from its review.
 - e. The Committee will work with the Home Office and Board of Directors to primarily focus on progress towards annual targets on the school report card measures.
3. Provide thought partnership in an advisory capacity on DSST's approach to SEL.
 - a. Continue to monitor and provide thought partnership on DSST's strategic direction and significant network-wide academic and SEL policies
 - b. Research and--if appropriate--recommend revised goals and metrics related to social-emotional learning.
 4. Provide thought partnership in an advisory capacity to the DSST's approach to academic planning.
 - a. Analyze multiple approaches and associated deliverables for academic planning. Provide thought partnership to DSST leaders as they launch and run planning efforts.
 5. Develop the Board's comfort with academic planning
 - a. Develop and facilitate an educational opportunity for the full Board to build their comfort and capacity with governance-level academic planning.
 - b. Garner governance-level input into the content of the plan by supporting the facilitation of Board-level conversations.
 - c.
 6. Provide as-requested thought partnership to the Acting Chief of Schools and/or Chief Academic Officer to support staff's implementation of its plan.

Meeting Schedule and Topics

Committee Meeting 11/5/21	<ul style="list-style-type: none"> • Develop and deepen relationships. • Ground in committee purpose and work. • Develop shared understanding about DSST's current strategic and academic planning systems. • Analyze one approach (Attuned's) to strategic and annual planning.
Board meeting 11/18/21	<ul style="list-style-type: none"> • Provide quick update on DSST's intent to engage in academic planning
1/18	<ul style="list-style-type: none"> • Analyze provocations about the future of work and K-12 to inform DSST's graduate aims. • Provide input into DSST's planning approach to planning. • Determine opportunities for full Board engagement in visioning, planning, and progress monitoring. What from today's session should we turn-key? What should we not?
Board meeting 1/20/22	<ul style="list-style-type: none"> • Tentative: Working session on graduate aims? • Solicit feedback from the full Board on a draft plan to include governance-level input in the planning process.

Committee Meeting Late February, 2022	<ul style="list-style-type: none"> • Prepare for March Board planning workshop. • Develop shared understanding about DSST's current approach to SEL. • Tentative (depending on the hypothesis for academic planning priorities): Prepare for January Board workshop on Student Wellness & SEL (choose pre-readings, design facilitation, etc.)
Board meeting: March 17, 2022	<ul style="list-style-type: none"> • Working session on academic priorities, initiatives and/or goals.
Committee Meeting: End of March	<ul style="list-style-type: none"> • Debrief March Board session • Preview and provide input on 2022-23 priorities, initiatives, and goals relevant to the committee
Committee Meeting April, 2022	<ul style="list-style-type: none"> • Preview and provide input on 2022-23 priorities, initiatives, and goals relevant to the committee • Prepare to pilot Board data protocol for year-end review of DSST scorecard
Board meeting: June 16, 2022	<ul style="list-style-type: none"> • Review DSST 2022-23 priorities

Meeting times are to be determined via Doodle.

Members:

Alyssa Whitehead-Bust (chair)

David Greenberg

Brenda Allen

Steve Cartwright (Attuned Education Partner's team member with expertise in data analytics and target setting)

Jean Kutner

Charlie Coglianese

Landon Mascarenaz

Staff Liaisons:

Christine Nelson

Nicole Fulbright

Kate Hubbard

Dr. Natalie Lewis

Mike Kreger

Audit Committee

2021-2022

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. Inform management and the external auditors that they are expected to provide a timely analysis of significant current financial reporting issues and practices.
4. 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.
5. 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.

Other Matters

1. Review the 990 tax return for DSST, the DSST Public Schools Foundation, and the DSST Building Corporation provided by DSST management to the committee by May 15th
2. Review the annual audit results of the 401K plan provided by DSST management to the committee by April 15th

Members 2021-2022

Patrick O'Rourke, Chair

Peter Fritzinger, Member

Teresa Berryman, Member

Tony Eberspacher, DSST Liaison

Audit Committee Goals 2021-2022

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. Continue tracking the evolution of risk management strategies including assessment, monitoring and reporting.
4. In connection with DSST management and BKD, DSST's external auditors, assess the financial risk of the organization through an audit of internal controls and present the outcome to the DSST board at the January 20, 2022 meeting.

Schedule of Meetings

<u>Date</u>	<u>Agenda Items</u>	<u>Format</u>
Sep. 9, 2021, 3:00 pm	Audit exit conference (with external auditors)	Phone-In
	Approve Audited Financial Statements (with external auditors) Approve Audit Charter Executive session with external auditors	
May 5, 2022, 3:00 pm	Audit entrance conference (with external auditors) Review Risk Management Report	Phone-in
	Management discussion of compliance and controls with respect to financial laws and regulations	

Executive Committee

2021-2022

Role

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

Responsibilities

The Committee will create a Board culture of engagement, ownership and accountability that supports achievement of DSST's annual Network goals and Strategic Plan, and DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.

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 assignment of Committee Chairmanships will rest primarily with the Board Chair, the Vice Chair(s) and the CEO, with advice from the Executive Committee. In addition, the Board Chair and the Vice Chair(s) will hold Committee Chairs accountable for aligning Committee Charters, Long Term Goals and Annual Objectives with DSST's strategic and operating plans, and for achieving annual goals. The Committee will provide input into the Board agendas and the annual Board retreat. As requested by the Nomination and Governance Committee, the Executive Committee will interview, evaluate and, if appropriate, re-nominate Directors whose terms are expiring.

At the discretion of the full Board, the Committee may act between meetings in the Board's stead as regards certain matters specifically delegated to it by the Board.

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

General Long-Term Goals:

1. Ensure that the Board accurately and fairly assesses the performance of the CEO, and holds the CEO accountable for performance.
2. Assure that DSST has an approved Management Succession Plan, which includes interim management and recruiting plans, to deal with the unexpected loss of the CEO. It will work with management to expand succession planning to Individuals reporting to the CEO, and their direct reports. The Committee may appoint a special task force to ensure an effective Succession Plan.
3. Involve the Board regularly in providing strategic input to Management around critical issues affecting DSST. However, the Board's role is to govern, not manage the organization. Thus, strategic and operating plans will be prepared by Management and approved by the Board.
4. Work with the Nominations and Governance Committee to create an excellent, engaged, and diverse non-profit Board in Denver.
5. Create a Board culture of engagement, ownership and accountability that supports achievement of DSST's annual Network goals and Strategic Plan, and DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.

Membership and Home Office Liaison
 Gloria Zamora (Chair)
 Peter Fritzinger (Vice Chair)
 Glenn Russo (Finance & Operations Chair)
 Scott Arthur (Advancement Chair)
 Alyssa Whitehead-Bust (Academic and Social Emotional Learning Chair)
 Billy Brown (Nominating & Governance Chair)
 Patrick O'Rourke (Audit Chair)
 Bill Kurtz, Home Office Liaison

Executive Committee Goals Fiscal Year 2021/2022 Objectives:

1. Oversee the evaluation of the CEO's performance for Fiscal Year 2021. Completed by October 2022.
2. Work with Committee Chairs on Membership, Charters, Goals and Objectives aligned with DSST's values, strategy, and operating plan.
3. Focus on Smart Growth as part of Executive Committee meeting agendas. Serve as a sounding board and source of information and perspective to the CEO as it pertains to Smart Growth.
4. Plan, conduct and publish results, as appropriate, from the annual Board Retreat, designed to provide strategic input to Committees and Management.
5. Delegate to the Succession Planning Subcommittee to work with management on updating and approving a Management Succession Plan.
6. The Board Chair, in conjunction with the Vice Chairs and the CEO, in consultation with the Nominations and Governance committee, will interview and evaluate Board members whose terms are expiring.
7. Periodically evaluate the performance of each Committee of the Board. The Board chair, in conjunction with the Vice Chairs, will work with respective Committee Chairs and CEO to insure they have resources to succeed, and will hold Chairs accountable for results.
8. At the request of the Board Chair, assign or re-confirm Chairs for each Committee for FY 2023.
9. Prepare a self-assessment of Executive Committee performance for FY 2022.
10. Conduct regular Executive Committee meetings; set Board agendas at such meetings.

Deliverables:

September 2021	CEO Performance Review
January 2022	Updated Committee Charters
October 2021	Conduct BOD Retreat
May 2022	As needed, Evaluate BOD Members whose terms expire
June 2022	Management Succession Plan Update
July 2022	Self-Assessment of Executive Committee Performance

Meeting Schedule / Key Topics TBD

September 14, 2021	1:30 PM
October 7, 2021	4:00 PM
November 11, 2021	3:00 PM
January 13, 2022	4:00 PM
March 10, 2022	4:00 PM
May 12, 2022	4:00 PM
June 9, 2022	4:00 PM

Finance and Operations Committee

2021-2022

Role

The Finance and Operations Committee will assist the DSST Public Schools Board of Directors in providing financial and operational oversight for the organization. Areas of oversight include annual budgeting, long-term financial planning, investment policy, facilities acquisition and planning, back-office information technology applications, information technology infrastructure, debt-related covenant maintenance and financial reporting. The committee will annually review and assess the adequacy of its charter and request board approval as modified.

Responsibilities

Budget and Reporting

- Review and discuss the budget and reserve requirements within the committee. Recommend approval of the budget and board designated reserves to the board of directors
- Review reports from the VP of Finance that clearly communicate financial and cash position, adherence to the budget, and allocation of resources toward the accomplishment of mission
- Perform an annual review of employee benefits and compensation
- Highlight any significant known or expected budget variances for the board
- Review annual disbursement request submitted by DSST Inc. for approval by the DSST Foundation
- Review organizational initiatives that may impact financial health and reporting

Long-term Financial Planning

- Maintain a current understanding of the long-term financial plan, and the sensitivity to changes in assumptions
- Identify material financial risk and mitigation actions
- Ensure the long-term financial plan is consistent with the Vision and Strategic Plan
- Keep the board informed about the long-term financial health of DSST
- Assess compliance with debt-related covenants and future debt capacity for potential facilities investment

Operations

- Serve as a consultative resource on operations for the board and DSST Staff
- Track facility requirements and long-term planning processes
- Review facility acquisitions
- Review planning for back-office applications and management's assessment of the ability of these resources to meet organization requirements
- Advise on information technology infrastructure deployment and planning

Investments

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

Internal Controls and Accountability

- Although the entire board carries fiduciary responsibility for DSST, the finance and operations and the audit committee will serve a leadership role in this area
- Ascertain leaderships success in establishing a culture and commitment to integrity and compliance
- Set board expectations for appropriate internal control procedures for financial transactions

Membership

The committee will consist of at least three members of the board of directors. Outside financial and operational experts may also be included. The DSST VP of Finance will serves as the Home Office liaison to the committee

Members and Home Office Liaison

Teresa Berryman, Member

Barbara Brohl, Member

Peter Fritzinger, Member

Nicholas Plantan, DSST Staff Liaison

Glenn Russo, Chair

Jeffrey Tarr, Member

Goals

- Ensuring LTF and budget visibility with Board and adherence to financial plans
- Track facility issues as they relate to growth plan and Aurora Public Schools
- Clarify financial policies between DSST, Inc and DSST Foundation
- Review and modify Committee charter

Schedule

- Committee meetings will be held two weeks before each board of directors meeting at the DSST Home Office. Special meetings will be called as needed to address specific meetings (e.g., additional budget reviews, major state/city funding changes, COVID-19 impact)



School Reports

DSST Public Schools – Network Overview	
Middle School	
Total Enrollment	3,489
Things That are Working Well	<ul style="list-style-type: none"> • New systems to respond to student behaviors • Team unity and alignment • Significant progress in school culture • Leadership team fully hired and more cohesive than ever • Staff commitment on doing what's right for kids • Student engagement • School culture • Athletics and activities • Staff morale • Culture priority initiative • Intent to return • Culture reset • Early teacher retention conversations • In house substitutes
Top Challenges	<ul style="list-style-type: none"> • Last minute sick days due to cold/flu and COVID symptoms • Significant student behaviors • Struggling to meet fundraising goals • Continue to struggle to be fully staffed • Staff exhaustion • Filling gaps in classrooms • Developing appropriate interactions between students • Student attendance • Student GPA • Staff coverage • Staff morale • Mental health and behavioral needs • Staffing consistency
High School	
Total	3,382

Enrollment	
Things That are Working Well	<ul style="list-style-type: none"> • Significant progress in school culture • Leadership team fully hired and more cohesive than ever • Staff commitment on doing what's right for kids • Student engagement • Community engagement • College success • Strong culture reset • Coverage needs have decreased • Families have felt supported • Students have been patient and flexible • Internal staffing coverage system • STEM and Creative Core programming • Progress on gradebooks • Staff relationships with managers
Top Challenges	<ul style="list-style-type: none"> • Struggling to meet fundraising goals • Continue to struggle to be fully staffed • Staff exhaustion • Filling gaps • Developing appropriate interactions between students • Attendance • GPAs • Retention • College success • Reestablishing in-person culture/community

School Name	Aurora Science & Tech	
School Director	Becca Bloch	
Grades Served	6 - 8	
Enrollment Update	6 th	132
	7 th	148
	8 th	159
	Total Enrollment	439
Brief Summary of Academic Results	<ul style="list-style-type: none"> • iReady growth data from winter showed that many students are making progress academically towards their growth goals • Our GPAs for our school continue to be above a 3.0 for all three grades 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • New systems to respond to student behaviors from the leadership team (allowing less burnout, more time to get other work done) • Coming out of our PD days on Jan 3rd and 4th, team unity and alignment feel strong - despite a staff resignation (that we knew was coming mid-January) our team came back from break with some rest and energy. 	
Top Two Challenges	<ul style="list-style-type: none"> • Cold/flu and covid symptoms are creeping back in with staff causing more last min sick days - we have one in building sub and are having more luck with external subs but still challenging • Significant student behaviors are still proving challenging - new social media groups that aren't nice are popping up and it is hard to pinpoint where they are originating 	

School Name	DSST: Byers Middle School & High School	
School Director	Elin Curry	
Grades Served	6 – 12	
Enrollment Update- Middle	6 th	149
	7 th	157
	8 th	161
	Total Enrollment	467
Enrollment update- High	9 th	140
	10 th	147
	11 th	142
	12 th	130
	Total Enrollment	559
Brief Summary of Academic Results	<p>MS: We are still in the preliminary stages of analyzing our iReady winter results from this week (12/13) and saw some really incredible growth from many of our students. While there are still some big gaps to close this has been really encouraging!</p> <p>HS: We worked hard to close GPA gaps at the end of Tri 1 and saw that data improve. We have made intentional shifts to support individual students and are looking forward to winter PSAT results in the second week of January that will give us a better picture of whether we're on track for the year.</p>	
Top Two Things That are Working Well	We have made significant progress in school culture in both MS and HS since the beginning of the year. Partnership with students and staff to prioritize and make shifts has been really successful.	

	<p>Our Leadership Team is fully hired and more cohesive than we've been since fall of 2020 and our work to create trust and vision is paying off in stronger alignment.</p>
<p>Top Two Challenges</p>	<p>We are struggling to meet our fundraising goals for this year which will ultimately impact our ability to maintain our extracurricular programming.</p> <p>We continue to struggle to be fully staffed and the strains on our team for coverage for unstaffed roles, frequent sick leave, and routine absences is exhausting. We are concerned that this and other challenges and pressures this year have created some of the turnover we've seen across the fall and are not sure what this means for all-around return for 22-23.</p>

School Name	DSST: Cole Middle School & High School	
School Director	Grant Erwin	
Grades Served	6 – 12	
Enrollment Update- Middle	6 th	78
	7 th	98
	8 th	90
	Total Enrollment	266
Enrollment update- High	9 th	96
	10 th	84
	11 th	93
	12 th	84
	Total Enrollment	357
Brief Summary of Academic Results	<ul style="list-style-type: none"> - MS iReady: <ul style="list-style-type: none"> - 6th ELA: 34% met typical goal - 7th ELA: 54% met typical goal - 8th ELA: 45% met typical goal - 6th Math: 51% met typical goal - 7th Math: 57% met typical goal - 8th Math: 58% met typical goal - pSAT: HS is taking mid-year PSAT/SAT on 1/12 and we'll have good data then - ACCESS: Starting on 1/10 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> - Staff commitment to doing what's right for kids - Student engagement in classes 	

<p>Top Two Challenges</p>	<ul style="list-style-type: none"> - Sufficient staffing and staff being exhausted - Simultaneously filling gaps that emerged or further developed during the pandemic while also stretching grade level content and rigor - Developing appropriate social interactions between students
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School Name	DSST: College View Middle School	
School Director	Graham Wynings	
Grades Served	6 – 8	
Enrollment Update	6 th	149
	7 th	162
	8 th	168
	Total Enrollment	479
Brief Summary of Academic Results	<p>We recently got back our iReady data for Reading. In a typical year, we have been towards the bottom of the network rankings in % of students meeting their growth goals at the mid year mark. Currently we are tied for second place in the network 8th, third place in 7th, and 7th place in 6th grade. We are very proud of our 7th and 8th grade teams, and are confident we will see large strides from 6th grade students between now and our next assessment.</p>	
Top Two Things That are Working Well	<p>School Culture: We feel we made the right changes to our school culture systems by allowing talking highways, making our advisory more centered around student interests and developing social emotional skills, and adding more options to our school uniform to encourage school pride. Teacher leaders have created a robust Student Council to ensure our kids have decision making power and the ability to give ongoing feedback. Common spaces and classrooms are positive and engaged, and this is beginning to contribute to stronger academic results.</p> <p>Athletics and Activities: We have built out our programs to give students more options and get involved in something outside of the classroom they are interested in. Currently, 1 in 3 kids at CVMS are involved in at least one extracurricular activity.</p>	

<p>Top Two Challenges</p>	<p>Student Attendance: Our attendance is dropping significantly because of student trips out of state/overseas and the surge of COVID cases. We are working to try to identify things we can do as a community to encourage attendance growth.</p> <p>Student GPA: We are seeing lower student GPAs in the new year than expected. Leadership team and teacher leaders are working to identify the root cause, so we can support students to improve their grades.</p>
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School Name	DSST: College View High School	
School Director	Bill Knous	
Grades Served	9 – 12	
Enrollment Update	9 th	159
	10 th	148
	11 th	145
	12 th	149
	Total Enrollment	601
Brief Summary of Academic Results	<ul style="list-style-type: none"> Only 38% of students have a 3.0 or above, and our school GPA is a 2.51 Students in PB2 met or outperformed predicted performance in 10/15 Math courses. 	
Top Two Things That are Working Well	<ul style="list-style-type: none"> Community Engagement - continue to hold and see strong community engagement through parent pack, recruitment events, student events and cultural celebrations. College Success - in spite of our challenges around attendance, we continue to lead the network in College Success Metrics due to strong leadership, a strong team, and solid planning/execution. 	
Top Two Challenges	<ul style="list-style-type: none"> Attendance - although we prioritized a whole school push around this including leveraging our network reengagement team and culture team to double down on follow-up and communication for sporadically to habitually unexcused students, we are seeing attendance fluctuate between 70%-85% on any given day. GPA's - attendance is definitely a factor, but we have outdated grading practices and challenges around work completion and intervention attendance which have us with a school GPA .6 away from our goal of 3.1 	

School Name	DSST: Conservatory Green Middle School	
School Director	Jennifer Trainer	
Grades Served	6 – 8	
Enrollment Update	6 th	125
	7 th	154
	8 th	161
	Total Enrollment	440
Brief Summary of Academic Results	<p>We are close to meeting our GPA goals with 97% of classes having 80% or more students passing</p> <p>We are looking forward to getting more data on our Anet tests this week, and currently have 85% of classes that are at or above expected performance on IAs/ANet stoplight data.</p>	
Top Two Things That are Working Well	<p>Our team is focused on celebration and joy in data and in classrooms. We are seeing students engage at high levels in their learning and get excited about things like our school store opening.</p> <p>Despite challenges, our staff morale has remained consistent. Our staff is willing to step in to support in areas of need and in the pulse survey demonstrate that overall they feel seen and value for their work.</p>	
Top Two Challenges	<p>Student attendance after Winter Break has been significantly lower. Families have shared that they are concerned about the recent covid surge and are either keeping students home due to symptoms or to prevent them from getting sick.</p> <p>Staff coverage continues to be a challenge. With staff getting sick and needing to isolate, we are finding there is an increased need to have teachers cover internally, which then strains our team as it can compromise needed planning time.</p>	

School Name	DSST: Conservatory Green High School	
School Director	Meghan Janci	
Grades Served	9 – 12	
Enrollment update	9 th	135
	10 th	165
	11 th	142
	12 th	131
	Total Enrollment	573
Brief Summary of Academic Results	<p>Tri 1 final exam data was relatively strong, with 71% of courses on track or exceeding network averages.</p> <p>GPA continues to be a focus area, as only 59% of students have a GPA of 3.0 or above (goal of 75%).</p>	
Top Two Things That are Working Well	<p>We had a strong culture reset at the start of Trimester 2, prioritizing whole school accountability and relationships. Paired with the hiring of a new dean in training we are seeing progress in the culture space.</p> <p>Coverage needs have decreased with the addition of a building sub, as well as a number of people on FMLA slated to return after break.</p>	
Top Two Challenges	<p>Retention - while our team is prioritizing conversations around retention, we are anticipating a number of staff to not return.</p> <p>College Success - our data in the college success space continues to be below average, especially in number of applications and FAFSA completion.</p>	

School Name	DSST Middle School @ Noel Campus	
School Director	Alana Raybon	
Grades Served	6 – 8	
Enrollment Update	6 th	158
	7 th	152
	8 th	144
	Total Enrollment	454
Brief Summary of Academic Results	<p>Tri 1 ANET/IAs</p> <ul style="list-style-type: none"> -76% of Noel teachers are on or above the expected value of stoplight performance for student proficiency data on IA/ANET -ELA 6 35% of students hit a strong score on ANet -ELA 7 45% of students hit a strong score on ANet -ELA 8 38% of students hit a strong score on ANet -Across all 6 grade tests, MLL gaps by PB were under 10% (from -3% to +2%) depending on the test -8th ELA- second in the network -Math: When factoring in PB, there was no Math 6 gap between MLL and non-MLL students -Math 7 had 10% students on grade level on Fall i-Ready. However, 22% of students hit strong score on ANet -PB1a students on Math 8 averaged a 24%, highest in the network -6th Science IA #1 in Network (4 Years in a row) -77% of MLL students were proficient on 6th Science IA -7th Science IA: Difference between MLL and Mean is 7.5% -SLA #1 IA proficiency 66% -8th Science IA 3rd in Network -6th SS IA #1 in Network -7th SS IA #1 in Network -8th SS IA MLLs Difference between MLL and Mean is 9% -Current GPA: 6th 3.23, 7th 2.44, 8th 3.11 iReady Growth ELA 6th 9.5 (53% met MY goal), 7th 4.1 (46% met MY goal), 8th 4.1 (51.4% met MY goal) Math 6th 6.4 (45.9 met MY goal), 7th -0.4 (36.2 met MY), 8th -1.9 (36.1 met MY goal) 	

<p>Top Two Things That are Working Well</p>	<p>Culture Priority Initiative: We are doing a strong start initiative since November focusing on quiet transitions, silent classroom entry to class, intentional circulation, use of CV points, and positive narration. Our teachers are showing measurable growth in all areas of our rubric and each teacher has received at least 3 rounds of feedback based on this initiative.</p> <p>Intent to Return: All LT members are returning next year.</p>
<p>Top Two Challenges</p>	<p>Staffing Challenges: Math 7 vacancy and daily absences have put a strain on our teachers with internal coverage needs.</p> <p>In the Network Pulse Survey, teachers express dissatisfaction with feeling developed and valued. Teachers also continue to express stress from the demands placed upon them due to staffing challenges. We plan to address these concerns directly with intentional relationship based coaching strategies, staff culture initiatives and refinement of our internal subbing protocols.</p>

School Name	DSST: Elevate Northeast High School	
School Director	Travonda Favorite	
Grades Served	9	
Enrollment Update	9 th	158
	Total Enrollment	158
Brief Summary of Academic Results	Elevate held it's first award ceremony last month. About 120 out of 158 students received an award. These awards included honor roll, high honor roll, principal's honor roll, or academic achievement awards.	
Top Two Things That are Working Well	<p>We have been overall able to manage with Covid and low attendance. Families have felt supported throughout the process and we have made ourselves available to clear up anything that may be confusing.</p> <p>Our students have been patient and flexible during their first year of highschool. They have not had a "normal" experience but seem to be getting the hang of high school and maturing each day!!</p>	
Top Two Challenges	Attendance! With having to take extra safety precautions with students being sick, it is hard to keep up with who is absent for legitimate covid reasons vs who may be taking advantage of unprecedented times. The amount of school time that students are missing is concerning so trying to figure out a way of balancing health and learning!	

School Name	DSST: Green Valley Ranch Middle School	
School Director	Caroline Gaudiani	
Grades Served	6 – 8	
Enrollment Update	6 th	160
	7 th	160
	8 th	159
	Total Enrollment	479
Brief Summary of Academic Results	<p>We will have a fresh set of academic results coming out of next week as we complete Winter iReady diagnostics in reading and math.</p> <p>Instructional team is currently following along with our home office team to drive strong and aligned planning that provides support and rigor for our students.</p> <p>69% of our students currently have 3.0 GPA or higher. Average GPA is 3.23.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> • Our Tri 2 culture reset launch has been positive, with stronger infrastructure for our culture innovations. Teachers feel more supported with big behaviors, and students are still experiencing connectedness and learning in the process. • Early teacher retention conversations point in a positive direction. 	
Top Two Challenges	<ul style="list-style-type: none"> • Despite feeling that the reset for culture was successful, mental health and behavior needs are still the most challenging part of our daily work and take an extraordinary effort from teachers and leaders to manage • Adult mental health continues to be of high concern as well, and leads to massive support and management efforts on the part of leaders. 	

School Name	DSST: Green Valley Ranch High School	
School Director	Jenny Brown	
Grades Served	9 – 12	
Enrollment Update	9 th	144
	10 th	147
	11 th	145
	12 th	130
	Total Enrollment	566
Brief Summary of Academic Results	<p>We will have a new round of math and literacy data after this week's internal administration of the Winter PSAT 8/9, PSAT 10, and SAT.</p> <p>The instructional leadership team is wrapping up intensive classroom observation and feedback cycles ahead of the midyear review cycle.</p> <p>Our first trimester final exam data was a detailed review of student performance, with particular celebrations in the Math department (10th grade Math, Precalculus Honors, AP Calculus AB, 9th Grade Math Honors, and Algebra 2 Honors). Also in Trimester 1, 55% of students had a 3.0 or above, which is 4 points higher than last year. Relative to other schools, we also do not see a gap in GPA performance between students of color and non-students of color.</p>	
Top Two Things That are Working Well	<p>We are navigating the intensive coverage and staff absence requests as well as can be expected. Our system for internal coverage is strong and allows us to navigate the challenges of staff needing to take time off.</p> <p>Our STEM and Creative Core programming continue to be a beacon for innovation and strength. We have drastically reduced the fail rate in our electives courses since last year, while also ensuring that each course has strong planning and academic expectations that parallel our non-electives programming.</p>	

<p>Top Two Challenges</p>	<p>Staffing is our biggest concern. We have 4 mid-year resignations, including our School Director, Senior Academy Dean, 9th grade Spanish teacher, and ELD Teacher. As these positions empty, finding ways to effectively and permanently fill the gaps is paramount.</p>
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School Name	DSST: Montview Middle School	
School Director	John Clark	
Grades Served	6 – 8	
Enrollment Update	6 th	163
	7 th	153
	8 th	149
	Total Enrollment	465
Brief Summary of Academic Results	<p>With regards to interim assessments and ANet we achieved Green ratings in 7/13 subject areas. Our biggest strength was in math where 3 of our 4 math courses earned green ratings and in science where 2 out of 3 subjects earned green ratings.</p> <p>Our English results are middling to low which aligns with the fact that staffing and consistency among our English team has been the biggest challenge.</p> <p>We had made gains with our GPA and were meeting the network goals as of the last round of Report Card data but need to see that update now that the trimester has ended.</p> <p>One of our biggest areas for growth is with our kids in Special Education as it pertains to their gaps on the ANet assessment.</p>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> 1. 6th grade culture reset - We lead a culture reset with our 6th graders which provided stronger consistency and pushes across the grade level. We have been happy with the consistency that has built among our kids and has expedited the process of them settling into school. 2. In house subs - Having additional people in our building to cover absences has gone a long way and has made any day to day outages better and more supportive of our team. 	

<p>Top Two Challenges</p>	<ol style="list-style-type: none"> 1. Staffing Consistency - We have been down 2 English teachers pretty much since the start of the year. We have also recently had some leadership outages due to FMLA and Covid which have made that consistency a challenge. 2. Staff Morale - Though we have made some gains in trimester 2 there is still the need to push and support staff morale particularly as it relates to supporting kids and being emotionally constant for them.
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School Name	DSST: Montview High School	
School Director	Becca Meyer	
Grades Served	9 - 12	
	9 th	145
	10 th	148
	11 th	135
	12 th	140
	Total Enrollment	568
Brief Summary of Academic Results	<p>57.4% of students had a 3.0+ in Trimester 1. Our goal for 21-22 is 70% of students with 3.0+. This is progress from last year at this time.</p> <p>9th grade Final Exam data shows strong achievement in comparison across network.</p> <p>Awaiting mid-January for P/SAT growth update.</p>	
Top Two Things That are Working Well	<p>We're making progress on our gradebooks, staff mindsets around gradebooks, and student performance on grades.</p> <p>Staff Pulse checks indicate that while folks are tired and at times struggling with student behavior, they are overall, satisfied, and very pleased with their relationships with their managers.</p>	
Top Two Challenges	<p>Re-establishing in-person student culture/community continues to be our #1 challenge.</p> <p>We have had three team members leave this fall, and have not yet replaced all roles.</p>	