



## Board of Directors Meeting

March 17, 2022 • 2:00pm – 5:00pm MST

DSST: Conservatory Green Middle School

8499 E. Stoll Place

Denver, CO 80238

Room 231

303-524-6301 pin 9999#

### 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

## DSST Board Meeting Schedule 2022-2023

Date	Time	Location
Thursday, September 22	2:00-5:00pm	DSST: Montview
Thursday, October 13	8:00am-4:00pm	TBD
Thursday, November 17	2:00-5:00pm	DSST: Byers
Thursday, January 19	2:00-5:00pm	DSST: Elevate Northeast
Thursday, March 16	2:00-5:00pm	DSST: College View
Thursday, May 18	2:00-5:00pm	Aurora Science and Tech
Thursday, June 15	2:00-5:00pm	Home Office

## Table of Contents

I. Welcome	5
• Agenda	6
II. Approval Items	7
• Minutes from the January 20, 2022 Board Meeting	8
IV. Discussion	-
V. Reports	10
• CEO	12
• Programmatic Shifts & Network Priorities	14
• DSST By The Numbers	15
• Executive Committee	16
• Finance & Operations Committee	17
VI. Appendices	19
• Committee Charters	20
• School Reports	32



# I. Welcome

# DSST PUBLIC SCHOOLS

## Board of Directors Meeting – March 17, 2022

<b><u>I. Welcome (35)</u></b> <ul style="list-style-type: none"> <li>Board Chair Welcome (10)</li> <li>Public Comment (10)</li> <li>School Leader Repot (15)</li> </ul>		Check In	Gloria	2:00 - 2:35
<b><u>II. Approval Items (5)</u></b> <ul style="list-style-type: none"> <li>Minutes (5)</li> </ul>	Pg. 8	Approval	Gloria	2:35 - 2:40
<b><u>III. Discussion (45)</u></b> <ul style="list-style-type: none"> <li>Strategic Planning (45)</li> </ul>		Information/Discussion	Bill Kurtz	2:40 - 3:25
<b><u>IV. Reports (37)</u></b> <ul style="list-style-type: none"> <li>CEO Report. (20)</li> <li>Executive Committee</li> <li>Academic &amp; SEL Committee</li> <li>Finance &amp; Operations Committee (5)</li> <li>Audit Committee</li> <li>Advancement Committee (10)</li> <li>Nominating and Governance (2)</li> <li>New Business</li> </ul>	Pg. 12 Pg. 16 Pg. 17	Information Information Information Information Information Information Information	Bill Gloria Alyssa Glenn Pat Scott Billy	3:25 - 4:02
<b><u>V. Board DEI Session (45)</u></b>		Information/Discussion	George Brenda	4:02 - 4:47
<b><u>VI. Executive Session (13)</u></b> <ul style="list-style-type: none"> <li>Succession Planning Update (13)</li> </ul>		Information	Gloria	4:47 - 5:00
<b><u>VII. Adjourn Regular Meeting</u></b>			Peter	5:00



## IV. Approval Items

- **Minutes from the January 20, 2022 DSST Public Schools Board Meeting**

**MINUTES**

DSST Public Schools Board Meeting

January 20, 2022

Zoom

Meeting Called to Order: 2:02p.m.

**Board Members Present:**

Alyssa Whitehead-Bust

Andrew Sinclair

Barbara Brohl

Billy Brown

Brenda J. Allen

David Greenberg

George Sparks

Glenn Russo

Gloria Zamora

Janet Lopez

Jean Kutner

Jeff Tarr

Justin Jaschke

Patrick O'Rourke

Peter Fritzinger

Scott Arthur

Teresa Berryman

**Parent Present:** None

**Board Members Absent:** None

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

**DPS Staff Present:** None

**Others Present:** None

**Public Comment:** None

**Welcome:**

Ms. Zamora welcomed everyone to the meeting and the board participated in an icebreaker. After the icebreaker, Mr. Kurtz began his CEO report. Mr. Knous joined the board meeting shortly after Mr. Kurtz started his CEO Report. Mr. Kurtz stopped his CEO report and introduced Bill Knous, DSST: College View High School's School Director. Mr. Knous 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, Fritzinger**

**Second:** Allen

**Vote:** Unanimous approval

**Discussion:** Mr. Kurtz, Ms. Nelson, and Ms. Fulbright provided an update via PPT on current DSST operations.



**Reports:**

**CEO:** Mr. Kurtz shared information on DSST's compensation for next school year, senior team searches, and an update on enrollment and choice.

**Executive:** Ms. Zamora shared that some updated charters were included in the board book and the rest will be shared in March. Ms. Zamora also reminded the board that your committee charter should serve as guiding principles and a road map for your committee's work.

**Finance & Operations:** Mr. Russo shared that the board needs to approve a revised budget that includes providing additional funds toward Aurora Science and Tech.

**Motion to reset AST budget to include additional \$2.2M investment in Aurora Science and Tech campus completion, Fritzinger**

**Second:** Berryman

**Vote:** Unanimous approval

**Advancement:** Mr. Mendrop presented a PPT on DSST's Development Strategy, where we currently are in development, and our current donor narrative and priorities.

**New Business:** None

**Executive Session**

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

- (2) Pursuant to Colorado Revised Statute 24-6-402
  - (4) (e) negotiations

**Motion to go into Executive Session, Kutner**

**Second:** Allen

**Vote:** Unanimous approval

**Motion to adjourn Executive Session, Russo**

**Second:** Brohl

**Vote:** Unanimous approval

**Motion to adjourn board meeting, Brohl**

**Second:** Berryman

**Vote:** Unanimous approval

Respectfully Submitted,

-----  
Katie Glenn (note-taker), Secretary



## IV. Reports



## Senior Leadership Team (SLT) Update

[Please click here to review the health and safety email](#) we sent out to our team on March 3<sup>rd</sup>. We have also provided a lot of the information in the email below. The CDC updated its guidance on Friday and no longer recommends indoor mask requirements in counties where COVID-19 community levels are low, which is true of both Denver and Arapahoe counties. DPS also shared a number of health and safety updates which included –

- Effective February 26, masks are strongly encouraged but no longer required for any individual regardless of vaccination status, with the exception of those actively using or operating DPS transportation.
- It is strongly recommended that individuals returning to school after being COVID positive follow CDC and CDPHE guidelines to properly wear a mask for the 6-10 days after an infection.
- If an individual becomes sick with COVID-like symptoms, they may be asked to wear a mask until they exit the facility.
- This is an opportunity for our community to meaningfully practice our Core Value of Integrity. While mandates have been lifted and restrictions have been loosened, it is up to each of us to act with integrity in order to keep our communities safe and healthy.
- If a student or staff member tests positive for COVID, they are required to report their case by letting their school or supervisor know.
  - The positive individual is required to stay home and isolate for five days past the first day of symptoms (or five days past the testing date if they are asymptomatic). They may return on day 6 as long as they are fever-free and feeling mostly better. We strongly recommend this individual to continue wearing a mask while indoors during days 6-10 after the first day of symptoms or testing date.
  - If a household member tests positive, individuals who are not vaccinated or up-to-date on the vaccine should quarantine for 5 days following the last day of exposure.
  - All reported cases will appear as active on the DPS COVID Dashboard for 5 days, per CDC guidance.

Additionally, all in person meetings can return to full capacity. Athletic events, student performances, competitions, etc., are not subject to additional capacity restrictions beyond what is permitted by the size of the venue. Visitors, volunteers, and families are permitted at schools. Vaccine verification cannot be requested from individuals, nor can masking be required unless that requirement aligns with district policy. Mealtimes can resume normal operations as well as performing arts, physical education, school events (dances and graduation). DSST strongly encourages individuals to become fully vaccinated and stay current with booster shots. DSST's Home Office team returned to the office on March 3<sup>rd</sup>.

Our Strategy Team has been busy planning for next year and have solidified our priorities for the 2022-23 school year. Our priorities will be excellence in STEM and excellence in CORE. Our focus in STEM will be re-engaging and re-investing in the future of STEM at DSST and our focus in CORE is establishing excellence within core instructional and culture levers. We will be discussing our priorities for next year more in depth at the board meeting next week.

We are very happy to announce that we hit our network goal of 115% market demand for enrollment! Throughout our network for all grades 6-10, we had 2,225 students choose DSST Rank 1. We had 285 more students select DSST 1<sup>st</sup> than we had seats offered. DSST's 6<sup>th</sup> grade achieved a market demand of 94% with first choices up 8% and DSST's 9<sup>th</sup> grade achieved a market demand of 209% with first choices up 6%. Four of our eight middle schools hit their market demand goal and four of our eight high schools hit their market demand goal. The number of families with attempted 1:1 contact via phone calls, texting, and door knocking was up 44% from last year at 4,000 contact attempts. Our team is now gearing up for Round

2 of SchoolChoice which kicks off on April 12<sup>th</sup>. We will be discussing DSST's enrollment in more detail at the board meeting on March 17<sup>th</sup>.

Our Senior Signing Day team is prepping for the big event which is taking place on Thursday, April 28<sup>th</sup> at the Denver Coliseum. DSST's 8<sup>th</sup> – 12<sup>th</sup> graders will be attending Senior Signing Day in person and our 6<sup>th</sup> and 7<sup>th</sup> graders will be watching the livestream at school. We are unable to host our entire network this year due to drive shortages in transportation. Senior Signing Day will kick off at 10:15am and wrap up at 12:30pm. Our team is very excited to be able to host the event in person this year! We are also hosting a breakfast before Senior Signing Day for DSST's biggest supporters. The breakfast will start at 9:00am. At the breakfast, attendees will hear from Bill and connect with a few of our Seniors. DSST Board Members should have received a Save the Date for Senior Signing Day and our team will be sending out more details the week of March 14<sup>th</sup>.

## 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**

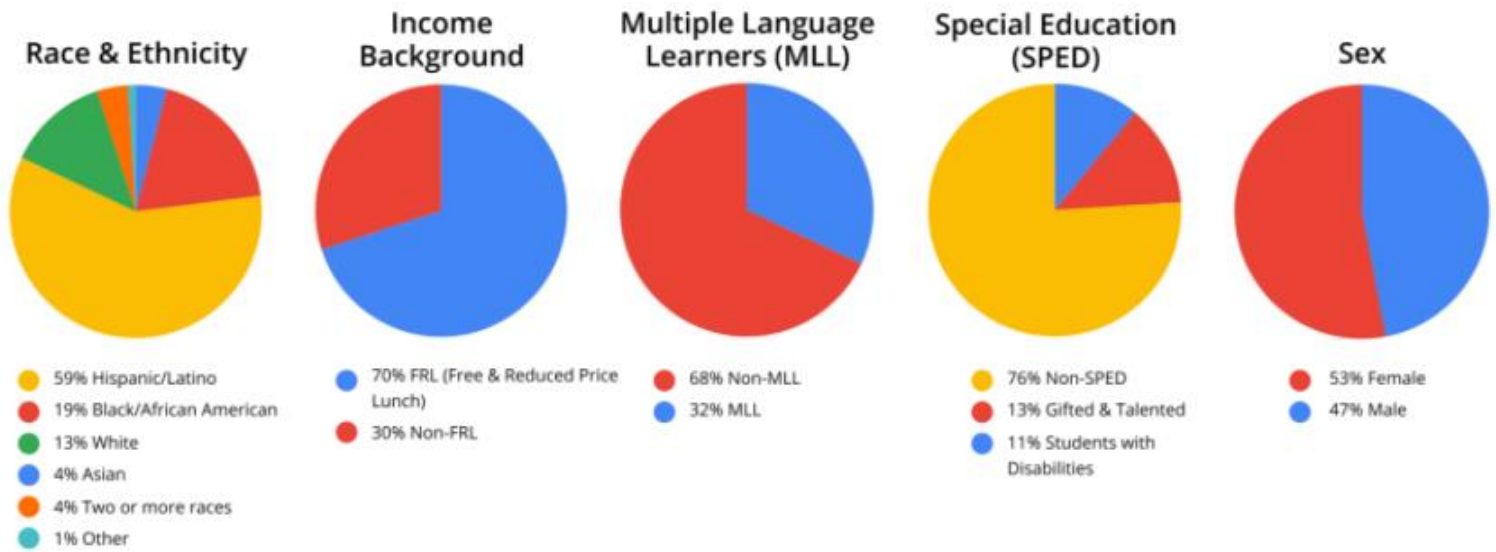
Recommit to core instructional practices that drive student achievement and reduce equity gaps, especially instructional planning and accompanying data cycles. Address unfinished learning in a non-punitive way by returning to “back to basics” to ensure baseline, high-quality instructional practices for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

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

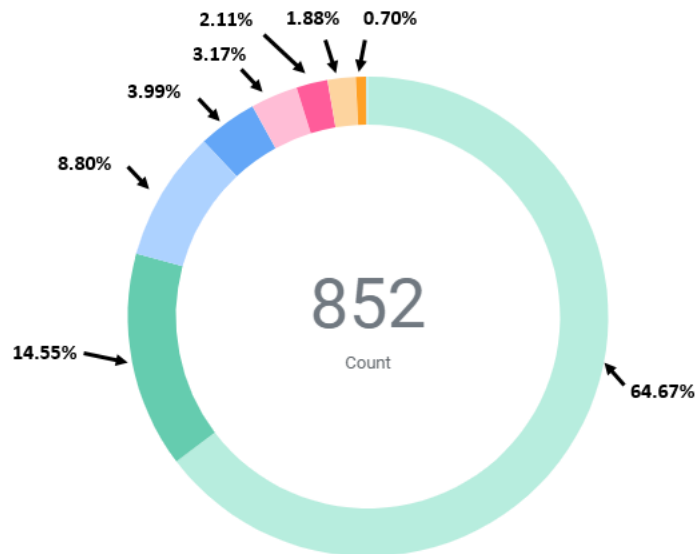
Develop, and maintain a joyful, engaging, inclusive, and safe student culture where students can become the best versions of themselves.

## DSST By The Numbers

### Student Demographics



### Staff Demographics





# Executive Committee

DSST Executive Committee Report  
March 10, 2022

The DSST Executive Committee met via video conference on March 10, 2022.

The committee reviewed and agreed on the March Board meeting agenda.

Bill Kurtz provided an update on the DSST Strategic planning process. He also discussed the Aurora Public Schools Memorandum of Understanding regarding the AST High School.

Executive Committee Members who participated in the meeting included Peter Fritzinger, Glenn Russo and Gloria Zamora.

Home Office Liaison: Bill Kurtz

Respectfully submitted,

*Gloria Zamora*

Gloria Zamora  
Board Chair





# Finance & Operations Committee

## Finance & Operations Committee Meeting Minutes March 2, 2022 (2:00-3:00)

### Attendees

Peter Fritzing, Committee Member  
Glenn Russo, Committee Member  
Teresa Berryman, Committee Member  
Barbara Brohl, Committee Member  
Jim Taylor, Committee Member

Nick Plantan, VP - Finance  
Anthony Eberspacher, Sr Manager - Accounting  
Caitlin McElhaney-Perez, Director – Talent Acquisition  
Megan McBryde, Sr Manager - FP&A

### Welcomes

The team welcomed Jim Taylor as a new member to the F&O committee and Megan McBride as Senior Manager FP&A who recently joined the DSST staff.

### 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 \$3.1M better than the \$1.8M positive Net Income budget resulting in \$5.0M positive Net Income. The positive variance is driven by a positive variance in state funding and lower salary costs due to unfilled positions.

The team also reviewed the forecasted funding, uses and timing of ESSER II & III grants (COVID related stimulus funding). While unfavorable YTD, this is a function of timing and expect to be on budget for the full year.

### FY23 Budget

The staff presented the process, timing and early outlook for the FY23 budget. The budget process builds on prior year successes that engage individual school leaders in the development and ownership of their budgets. While consistent with the Long Term Forecast (LTF) recently reviewed by the Committee and Board, the Committee members discussed the need to ensure that ongoing expenses are managed carefully if they are being funded with one-time funding sources. The LTF reflects the decline of one-time funding sources being replaced by network scale benefits and expected state funding over time. The staff will present an update to that plan along with the preliminary budget review with the F&O committee.

### Human Capital Planning

The staff recapped the impact of previously approved compensation plan changes to the forecast and future budgets as well as an update on recruiting. Similar to many industries, retention and recruiting are proving to be challenges in the current environment. Of note, we have a higher number of staff that remain uncertain on their intent to return next school year. The Human Capital team is working closely with school leaders and home office managers to confirm those staff members intentions to support planning and recruitment. The Human Capital team was proactive

and drove earlier identification of needs as well as engaged potential candidate earlier than previous years. That resulted in a front end loading of applications and acceptances. While many positions are still unfilled, the staff believes we are on a path to fill the large majority of our open positions. The Committee members asked questions about retention and recruitment of staff from under-represented groups noting improvement in recruitment although some concerns about retention. The Committee felt the material presented was very helpful in understanding where we stand in filling positions with qualified candidates.

#### Facility Updates

Staff provided a brief progress update on the Elevate phase 2 and AST phase 2 construction projects. Elevate remains on schedule for a June completion. The Elevate project is also on budget, and carefully managed contingency has led management to recommend a partial release of contingency funds back into the project. Management is working with APS on finalizing the Memorandum of Understanding for DSST's contribution to the project.



# 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"> <li>• Develop and deepen relationships.</li> <li>• Ground in committee purpose and work.</li> <li>• Develop shared understanding about DSST's current strategic and academic planning systems.</li> <li>• Analyze one approach (Attuned's) to strategic and annual planning.</li> </ul>
Board meeting 11/18/21	<ul style="list-style-type: none"> <li>• Provide quick update on DSST's intent to engage in academic planning</li> </ul>
1/18	<ul style="list-style-type: none"> <li>• Analyze provocations about the future of work and K-12 to inform DSST's graduate aims.</li> <li>• Provide input into DSST's planning approach to planning.</li> <li>• 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?</li> </ul>
Board meeting 1/20/22	<ul style="list-style-type: none"> <li>• <b>Tentative: Working session on graduate aims?</b></li> <li>• Solicit feedback from the full Board on a draft plan to include governance-level input in the planning process.</li> </ul>

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

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 15<sup>th</sup>
2. Review the annual audit results of the 401K plan provided by DSST management to the committee by April 15<sup>th</sup>

### **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 serve 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)

# Nominating and Governance Committee Charter

2021-2022

## Role

The Nominating and Governance Committee is responsible for board recruitment, engagement, self-assessment and assisting DSST's leadership in its strategic and advocacy functions. 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. 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. This committee shall also work with DSST's leadership to identify and pursue opportunities for DSST and board members to engage in advocacy within the DSST community and beyond to ensure a broader understanding of DSST's mission, vision, and goals.

## Responsibilities

### Board Development

- Cultivate a pipeline of exceptional new Board prospects that are available for appointment as time and need determine. Prospects for our Board will be evaluated against the stated Strategic Plan/ Vision 2025 and our longer-term vision and the needed skill sets to achieve them.
- Develop detailed criteria and gap analysis for Board candidates.
- Onboard new Board members: Hold a New Board Member Orientation each year.
- Support a Board culture of engagement, ownership and accountability that supports achievement of DSST's annual Operating Plan and Strategic Plan, and DSST's core values of respect, responsibility, integrity, courage, curiosity and doing your best.
- Resolve specific questions and needs of the Board relating to terms and succession and make specific recommendations to the Board regarding these matters.
- Standby a commitment to Diversity, Equity and Inclusion throughout the board and organization. This means to be an inclusive community of equitability and respect. To keep each other accountable, we need to be committed to anti-bias education, professional development and equity in board recruitment.

### Board Evaluation

- Board Level: Develop and deploy an annual survey for the overall Board to evaluate our work in supporting the overall organization. This should include a 360-degree evaluation to give staff a chance to evaluate Board effectiveness. The committee should periodically review the DSST board policies and other governance documents to ensure that they reflect best governance practices.
- Committee level: Include a section for each Committee in the annual survey to evaluate their committee work in support of the overall organization. Also use charters and progress toward each charter goal as basis for evaluation.
- Individual level: Review Board Commitment document and ensure that it reflects the commitments expected of individual board members. Ensure expectations around individual commitment are communicated to new board members at orientation and all board members on an annual basis.



### Advocacy

- Engage with DSST leadership to identify the areas where DDST must engage stakeholders in the DSST community and beyond to ensure a broader understanding of DSST's mission, vision, and goals.
- Identify how the Board of Directors can best assist DSST leadership in advocacy with policymakers and community influencers.
- Assist DSST leadership in advocacy efforts through coordinated outreach, participation in community events, and engagement with DSST stakeholders and community leaders.

### Membership

The membership of the committee shall include the committee chair, which shall be appointed by the board, the Board Chair, and at least two additional members of the board. It is desirable that the committee has members with some expertise in recruitment and personnel and board evaluation, strategic planning, advocacy, and community relations, as well as at least one member with board governance expertise. The DSST Chief Advocacy & Communications Officer will serve as the Home Office Liaison to the committee.

Billy Brown, Chair

Gloria Zamora, Board Chair and Member

Patrick O'Rourke, Member

Janet Lopez, Member

Justin Jaschke, Member

Kaitlin Glenn, Home Office Liaison

### **Meeting Schedule / Key Topics TBD**

9/23/21	12:45pm
11/18/21	12:45pm
1/20/22	12:45pm
3/17/22	12:45pm
5/19/22	12:45pm
6/16/22	12:45pm



## School Reports

# DSST Public Schools – Network Overview

## Middle School

Total Enrollment	3,457
Things That are Working Well	<ul style="list-style-type: none"> <li>• Feeling stabilized with staff and students</li> <li>• Staff retention</li> <li>• Additional subs</li> <li>• Staff invested in finishing the year strong</li> <li>• Coaching meeting fidelity</li> <li>• Our Center Program</li> <li>• Anschutz experiences</li> <li>• 22-23 school planning</li> <li>• Using our mid-year retreat as a launch for 22-23 planning</li> <li>• Our response to mid-year data</li> <li>• Intentional pushes and differentiated development for the team based on their data and instructional practices</li> <li>• Culture improvements</li> <li>• Student experience survey reflects students are engaged and enjoying school overall</li> <li>• iReady intervention</li> </ul>
Top Challenges	<ul style="list-style-type: none"> <li>• The unknown for leadership next year is keeping a lot of maybes for ITRs (Intent to Return)</li> <li>• Disparity in GPAs for our SWD's (Students with Disabilities)</li> <li>• ELA (English Language Acquisition) growth</li> <li>• Attendance</li> <li>• 8<sup>th</sup> Grade student culture</li> <li>• Supporting students' mental health</li> <li>• Tier 3 behavior challenges</li> <li>• Teacher support</li> <li>• Teacher absences</li> <li>• Staff exhaustion and mental health</li> <li>• Good amount of student illness that has attendance dipping down</li> <li>• Round 1 Choice</li> </ul>

# High School

Total Enrollment	<b>3,358</b>
Things That are Working Well	<ul style="list-style-type: none"> <li>• College Success culture and results</li> <li>• Staff retention</li> <li>• GPA</li> <li>• Enrollment</li> <li>• Attendance</li> <li>• Students invested in the build out</li> <li>• Intervention response</li> <li>• Building stronger culture systems</li> <li>• Re-building community traditions</li> </ul>
Top Challenges	<ul style="list-style-type: none"> <li>• Remediation and credit recovery</li> <li>• Subgroup gaps</li> <li>• Balancing our high expectations for students after online learning</li> <li>• Staffing and hiring</li> <li>• Leadership and change management</li> <li>• Stability of our admin team</li> <li>• Staff culture</li> <li>• Staff burnout</li> <li>• Achievement and drive to results</li> </ul>

School Name	<b>Aurora Science &amp; Tech</b>	
School Director	Becca Bloch	
Grades Served	6 - 8	
Enrollment Update	6 <sup>th</sup>	130
	7 <sup>th</sup>	150
	8 <sup>th</sup>	158
	Total Enrollment	438
Brief Summary of Academic Results	<p>Our ELA results show us we need to really focus on ensuring writing prompts mirror the rigor of ANet/CMAS, while focusing on monitoring + exemplars as part of our whole school literacy vision</p> <p>In Math, we are focusing on conceptual questioning to ensure the lift is on students. With the crunch of time before ANet 3/CMAS - we are also getting really strategic with re-teaching and using our intervention blocks creatively to target misconceptions.</p>	
Top Two Things That are Working Well	<p>1. We feel like we've stabilized - both with students and staff. Kids are feeling more in the routine, so less reactive discipline happening. Fewer adults are out so coverage has been less of a lift.</p> <p>2. Anschutz experiences - we had some really cool hands on experiences with medical students this last week. Our 7th graders got to see how ultrasound machines work and touch real organs, and neuroscientists came to show students some different parts of the brain during our community day. We've also had weekly speakers whole school where students have been extremely engaged.</p>	
Top Two Challenges	<p>1. Right now the unknown of the leadership team for next year is keeping a lot of maybes for our ITR's</p> <p>2. The disparity in GPA's for our SWD's are a big challenge right now, and focusing on this in Tri 3</p>	

School Name	<b>DSST: Byers Middle School &amp; High School</b>	
School Director	Elin Curry	
Grades Served	6 – 12	
Enrollment Update- Middle	6 <sup>th</sup>	145
	7 <sup>th</sup>	152
	8 <sup>th</sup>	161
	Total Enrollment	458
Enrollment update- High	9 <sup>th</sup>	140
	10 <sup>th</sup>	147
	11 <sup>th</sup>	141
	12 <sup>th</sup>	130
	Total Enrollment	558
Brief Summary of Academic Results	<p><b><u>As a community, we have so many brightspots to celebrate!</u></b></p> <ul style="list-style-type: none"> <li>• Our MS Math data is really strong! Special shout-out to Barraza and Overcash, who are leading our network in every single PB!</li> <li>• Our MS ELA team boasts the highest achieving teachers in our network in every single grade level: Bardes in 6<sup>th</sup> grade, Jones in 7<sup>th</sup>, and Sulsky in 8<sup>th</sup>!</li> <li>• In MS, our SOC were within 3% of their White counterparts in fall to winter growth!</li> <li>• In HS, our SOC were within 2% of their White counterparts in fall to winter growth!</li> <li>• More than 60% of our HS students across all grade levels achieved at or above the college readiness benchmark on the winter P/SAT!</li> <li>• Overall our HS led MLL growth across the network for nearly every grade level! Specific students saw tremendous</li> </ul>	

	<p>growth: Ramin M in 9<sup>th</sup> (+60), Anthony J in 9<sup>th</sup> (+100), Ahmed S and Mahadie A in 10<sup>th</sup> (+120), Mohammad A in 10<sup>th</sup> (+80), Chris V in 11<sup>th</sup> (+50)</p> <p><b><u>There were two clear areas that emerged as consistent areas for growth campus-wide:</u></b></p> <ol style="list-style-type: none"> <li>1) The achievement gaps between our MLLs and their non-MLL counterparts; and</li> <li>2) The achievement gaps between our SWDs and their non-identified counterparts.</li> </ol>
Top Two Things That are Working Well	<ul style="list-style-type: none"> <li>- Using mid-year retreat as a launch for 22-23 planning was a fantastic place for us to connect as a team and build in time for alignment, input, and momentum-building for next year</li> <li>- Doing intentional pushes and differentiated development for the team based on their data and instructional practices - building from Winter data to focus on our exceptional learners and provide options for development in staff PD has been well-received and we're seeing people take learning into their classrooms</li> </ul>
Top Two Challenges	<ul style="list-style-type: none"> <li>- Remediation and credit recovery feels really challenging for HS in particular - we don't have great options or programming for our students and it is creating a lot of one-offs and some scariness around graduation (whether students will walk, etc.)</li> <li>- Staffing/Hiring - there are a number of people who are wanting 'something different' within their roles for 22-23 as well as many folks who are stuck at 'maybe' in terms of their commitment next year. This is creating a lot of ambiguity in budgeting and hiring processes and is definitely more complicated than in prior years.</li> </ul>

School Name	<b>DSST: Cole Middle School &amp; High School</b>	
School Director	Grant Erwin & Misha Hudak	
Grades Served	6 – 12	
Enrollment Update- Middle	6 <sup>th</sup>	76
	7 <sup>th</sup>	98
	8 <sup>th</sup>	89
	Total Enrollment	263
Enrollment update- High	9 <sup>th</sup>	96
	10 <sup>th</sup>	82
	11 <sup>th</sup>	91
	12 <sup>th</sup>	84
	Total Enrollment	353
Brief Summary of Academic Results	<ul style="list-style-type: none"> <li>● MS Math <ul style="list-style-type: none"> <li>○ 56% of MS students hitting iReady math target vs. 40% last year - leading to increased proficiency (11%).</li> </ul> </li> <li>● MS ELA <ul style="list-style-type: none"> <li>○ 51% of MS students hitting iReady reading target vs. 47% last year leading to increased proficiency (6%)</li> </ul> </li> <li>● MS Exceptional learners grew dramatically (SWD, MLLs) <ul style="list-style-type: none"> <li>○ 50% hit iReady growth target vs 32% last year</li> </ul> </li> <li>● <b>9th Grade Growth:</b> 9th students grew 40 points from their Fall PSAT 9 to their Winter PSAT 9 - moving from 35% of students at college ready benchmark in the Fall to 50% at Winter PSAT</li> </ul>	



	<ul style="list-style-type: none"><li>○ Highest math growth in the network in 9th grade from fall to winter PSAT</li><li>● Mid-year PSAT <b>growth</b> results with network comparison<ul style="list-style-type: none"><li>○ Interpretation: 9th EBRW Cole tied in 6th place, and growth was 17 points behind the #1 school's growth</li></ul></li></ul>																				
	<table><tr><th colspan="4">SY2122 Growth_Ranks</th></tr><tr><th>Grade</th><th>EBRW</th><th>Math</th><th>Overall</th></tr><tr><td>9</td><td>T6/7; -17</td><td>1/7; +6</td><td>2/7; -12</td></tr><tr><td>10</td><td>6/6; -11</td><td>4/6; -7</td><td>4/6; -17</td></tr><tr><td>11</td><td>4/6; -11</td><td>2/6; -5</td><td>3/6; -16</td></tr></table>	SY2122 Growth_Ranks				Grade	EBRW	Math	Overall	9	T6/7; -17	1/7; +6	2/7; -12	10	6/6; -11	4/6; -7	4/6; -17	11	4/6; -11	2/6; -5	3/6; -16
SY2122 Growth_Ranks																					
Grade	EBRW	Math	Overall																		
9	T6/7; -17	1/7; +6	2/7; -12																		
10	6/6; -11	4/6; -7	4/6; -17																		
11	4/6; -11	2/6; -5	3/6; -16																		
Top Two Things That are Working Well	<ol style="list-style-type: none"><li>1) Our response to mid-year test data. We have prioritized professional development and department meetings to help teachers use and respond to the data.</li><li>2) Culture improvements. Student culture continues to improve at both the MS and the HS</li></ol>																				
Top Two Challenges	<ol style="list-style-type: none"><li>1) Attendance continues to be a challenge with a lot of effort going into it and still moving the needle very little</li><li>2) ELA growth needs to improve. Math growth was overall stronger for our school but ELA growth needs to accelerate before the end of the year.</li></ol>																				

School Name	<b>DSST: College View Middle School</b>	
School Director	Graham Wynings	
Grades Served	6 – 8	
Enrollment Update	6 <sup>th</sup>	145
	7 <sup>th</sup>	164
	8 <sup>th</sup>	167
	Total Enrollment	476
Brief Summary of Academic Results	<p>We are excited to report an inverse Gap in % of students with disabilities meeting iReady typical winter growth goal! For the same assessment, we have seen the gap between our Multiple Lingual Learners and gen ed population shrink from around 12% to 4%.</p> <p>In all but one section of Math, our students met or exceeded their goals on Interim Assessment 2. We underperformed across the board in Science, and are working to understand the root cause so we can address the gap.</p>	
Top Two Things That are Working Well	<p>Staff retention. We have a fully returning leadership team and are projected to retain 90% of our teaching team.</p> <p>22-23 school planning. We have solicited input from leaders and team on our priorities for next year, and are starting working groups next week to start planning the work.</p>	
Top Two Challenges	<p>Student culture in 8th grade has improved, and still continues to take a lot of our time and energy that we would prefer to spend on more proactive school issues.</p> <p>Supporting students' mental health. We are understaffed and continue to work through challenges to address the root cause effectively with students, families, and staff.</p>	

School Name	<b>DSST: College View High School</b>	
School Director	Bill Knous	
Grades Served	9 – 12	
Enrollment Update	9 <sup>th</sup>	157
	10 <sup>th</sup>	148
	11 <sup>th</sup>	145
	12 <sup>th</sup>	148
	Total Enrollment	598
Brief Summary of Academic Results	<ul style="list-style-type: none"> <li>Increased PSAT 9th Performance for Math and ELA with 2nd highest combines MGP in network</li> <li>GPA's for 9th and 10th .2 and .3 away from 3.1 goal respectively</li> <li>Have decreased tardies by 12% and increased RF attendance by 9% in first week</li> <li>11th and 12th GPA's strongly correlated with attendance, and we are .5 away from target</li> <li>100% of Seniors Accepted to a 4 year university!</li> </ul>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> <li><b>College Success Culture and Results</b> - strong teamwork, planning, programming and execution have led to consistently strong outcomes for CV students.</li> <li><b>Staff Retention</b> - have 95% of our irreplaceables committed to returning and excited about continued growth in 22/23</li> </ul>	
Top Two Challenges	<ul style="list-style-type: none"> <li><b>Leadership and Change Management</b> - our results are not where we want them, and implementing more accountability and follow-up is leading to early frustrations on the part of students, staff and leaders who have been accustomed to a more relaxed culture</li> <li><b>Achievement and Drive to Results</b> - inconsistent attendance, inconsistent development of staff, and turnover and leaves have us static in our drive to improve results.</li> </ul>	

School Name	<b>DSST: Conservatory Green Middle School</b>	
School Director	Jennifer Trainer	
Grades Served	6 – 8	
Enrollment Update	6 <sup>th</sup>	120
	7 <sup>th</sup>	152
	8 <sup>th</sup>	161
	Total Enrollment	433
Brief Summary of Academic Results	<p>Our recent IAs demonstrated that we have a lot to celebrate in Science with our 7th grade Students with Disabilities and MLLs performing higher than the average score in the grade.</p> <p>After our most recent ANet, we have identified 6th grade and 8th grade math as priority areas as our students have demonstrated growth slightly below expected. We are using iReady as a strategy to continue to build skills for our students below grade level. 8th grade Math 1H is a bright spot, with the highest scores in the network.</p> <p>Our school average GPA is 3.28 with 70% of students earning over a 3.0.</p>	
Top Two Things That are Working Well	<p>Our Center Program, The Hive, continues to bring joy through the peer to peer mentorship program.</p> <p>Our staff is invested in finishing our year strong, focused on being next grade level ready. We are looking forward to partnering with families during conferences in the next week and celebrating at our award ceremony. We also have some exciting upcoming field trips that our kids are looking forward to at the end of the year.</p>	
Top Two Challenges	<p>Our student attendance continues to remain around 85-90% despite our recent initiatives and work with families.</p> <p>We have select students that are displaying more mental health needs recently, so we are working hard to support and provide needed time for processing and planning.</p>	

School Name	<b>DSST: Conservatory Green High School</b>	
School Director	Meghan Janci	
Grades Served	9 – 12	
Enrollment update	9 <sup>th</sup>	135
	10 <sup>th</sup>	165
	11 <sup>th</sup>	141
	12 <sup>th</sup>	129
	Total Enrollment	570
Brief Summary of Academic Results	<p>While our PSAT data showed strongest growth in 9th grade, we were concerned by growth that was well below our historical averages for 10th and 11th grade.</p> <p>Final Exam data was strong overall, showing growth in a number of math and literacy courses. We had data for Math 1, Chemistry and World Lit that was concerning.</p>	
Top Two Things That are Working Well	<p>GPA - Our overall GPA average at the end of Trimester 2 was a 3.10, with 3 of our grades averaging a 3.08 or above.</p> <p>Enrollment - CG HS was able to meet both our seat offer and market demand goals during first round choice.</p>	
Top Two Challenges	<p>Staffing / Hiring - We still have a large number of maybes, especially for our exceptional learner team. We are concerned about high teacher turnover in a group that serves our most at risk students.</p> <p>Subgroup gaps - We continue to see large gaps in subgroup data for final exams and GPAs by MLL and SWD designations.</p>	

School Name	<b>DSST Middle School @ Noel Campus</b>	
School Director	Alana Raybon	
Grades Served	6 – 8	
Enrollment Update	6th	155
	7th	153
	8th	145
	Total Enrollment	453
Brief Summary of Academic Results	<p>Main area of concern is 7th math and 7th ELA  -7th Math Pivot: Working with Nycole Bradshaw from HO: focus is on power standards and individual pathways, student work habits and completion</p> <p>-7th ELA planning meetings: Focused on alignment and rigor, driving to results through student work adults</p> <p>Whole School Strategy:  Inclusive lesson planning</p> <p>Strong Finish Launch starting on 3/28 with emphasis on strong classroom execution and whole school systems and routines</p> <p>IAs:  6th Science 86%  7th Science 61%  8th Science 67%</p> <p>6th SS 35%  7th SS 63%  8th SS 55%</p> <p>GPA:  6th 3.06  7th 2.52  8th 2.98</p>	

Top Two Things That are Working Well	<ul style="list-style-type: none"> <li>-Coaching meeting fidelity: focused on high leverage actions with teacher</li> <li>-building investment in 22-23 planning</li> </ul>
Top Two Challenges	<ul style="list-style-type: none"> <li>Eloping- mostly in 7th grade, some in 6th</li> <li>5 Teachers on support plans needing a high level of classroom management support</li> <li>7th Grade culture reset</li> <li>Teacher absences: especially on Friday and Monday</li> </ul>

School Name	<b>DSST: Elevate Northeast High School</b>	
School Director	Travonda Favorite	
Grades Served	9	
Enrollment Update	9 <sup>th</sup>	157
	Total Enrollment	157
Brief Summary of Academic Results	<p>Overall, we have remained consistent or dropped a percentage below our first trimester. This is due to the spike in Omicron mid trimester 2 and an influx of student absences, missing work, and missed learning time.</p> <p>Many students worked really hard to make up work but were not able to perform at their best on the trimester 2 finals.</p> <p>One of our main pushes and focuses for trimester 3 is helping students to determine the exact grade needed to achieve their desired GPAs as well as having more intentional weekly grade conferencing that supports individual students as well as informing parents of failing grades weekly.</p>	
Top Two Things That are Working Well	<p>Our attendance has been a bright spot! We started the year off really strong in this area but due to vacations and the COVID spike, we fell below for a period of time. We have now consistently seen over a 90% daily average again.</p> <p>Students are starting to get super invested in the build out of phase 2</p>	
Top Two Challenges	<p>One of our current challenges is the stability of our admin team currently. With the nature of everything going on, everyone is dealing with individual barriers that are taking its toll. While this is not something that is felt by the school community as a whole, it is difficult navigating this as each admin member plays an intricate role on our campus.</p>	



School Name	<b>DSST: Green Valley Ranch Middle School</b>	
School Director	Caroline Gaudiani	
Grades Served	6 – 8	
Enrollment Update	6 <sup>th</sup>	160
	7 <sup>th</sup>	160
	8 <sup>th</sup>	159
	Total Enrollment	479
Brief Summary of Academic Results	<p>We are pleased in general with winter results for iReady and ANet, as all grade levels showed important progress. However, it is very clear we need to narrow in more closely on our SpEd students to ensure they are getting the supports they need and that we improve the quality of time they spend on iReady to support their growth.</p>	
Top Two Things That are Working Well	<ul style="list-style-type: none"> <li>• Student Experience Survey reflects that our students are engaged and enjoying school overall. They feel safety and belonging, and we are holding steady in our student culture work.</li> <li>• Staff retention for next year is high and our teacher leaders are starting to engage in planning work for 22-23 in a way that has all feeling hopeful about improving and being stronger next year.</li> </ul>	
Top Two Challenges	<ul style="list-style-type: none"> <li>• Staff exhaustion and mental health needs are at a high for the year, and I know people will push through but it has been hard for all</li> <li>• We still have a good amount of student illness (COVID and otherwise) that has attendance dipping down - which obviously impacts learning and consistency.</li> </ul>	

School Name	<b>DSST: Green Valley Ranch High School</b>	
School Director	Jenny Brown	
Grades Served	9 – 12	
Enrollment Update	9 <sup>th</sup>	144
	10 <sup>th</sup>	146
	11 <sup>th</sup>	140
	12 <sup>th</sup>	130
	Total Enrollment	560
Brief Summary of Academic Results	<p>We saw growth across all grade-levels in PSAT data, with particular gains in 11<sup>th</sup> grade.</p> <p>Final Exam data was strong. Precalculus Honors, Calculus AB, Math 2 Honors, Algebra 2 Honors, and Math 2 Fluency posted the highest averages in the network. We also saw significant growth between Trimester 1 and 2 for Math 1 and Precalculus. Finally, we saw strong outcomes for <i>all</i> performance bands in 9<sup>th</sup> grade Humanities as well as in Math 2.</p>	
Top Two Things That are Working Well	<p>Enrollment - GVRHS met our seat offer and market demand goals during the first round of school choice.</p> <p>Intervention Response - all students on track to fail more than 3 courses have schedule intervention meetings with their advisor, family, and an administrator. We are moving forward on ways to partner with students and families to ensure success through the end of the year, bolstered by our push this year to emphasize a strong MTSS protocol.</p>	

<p>Top Two Challenges</p>	<p>We continue to see significant subgroup gaps in GPA and assessment performance for SWDs and MLLs.</p> <p>Staff Culture continues to present challenges. We have had multiple folks take leave this year for mental health reasons, and are continuing to cover absences with a strong coverage model; however, morale is low and we currently have 11 known open roles for the coming school year.</p>
---------------------------	---

School Name	<b>DSST: Montview Middle School</b>	
School Director	John Clark	
Grades Served	6 – 8	
Enrollment Update	6 <sup>th</sup>	161
	7 <sup>th</sup>	153
	8 <sup>th</sup>	143
	Total Enrollment	457
Brief Summary of Academic Results	<ul style="list-style-type: none"> <li>iReady - We were really pleased with our Winter iReady results. All of our subjects had 54% or more of students hitting their goals for the midyear mark. Additionally, our Math 8 and Math 6 results were particularly strong. We were also happy to see solid results from ELA given that we have had some staff turnover in some of these positions. <ul style="list-style-type: none"> <li>Our concerns are still around gaps for some of our Specials populations specifically MLL's. Our DCI is working on a targeted plan to see increases for this population utilizing iReady</li> </ul> </li> <li>ANet &amp; IAs - We just finished our Science, Social Studies, and Math 1H IAs. We were happy that we were green in 5 of 7 subjects with our two red areas being 6th Science and 7th Social Studies.</li> </ul>	
Top Two Things That are Working Well	<ol style="list-style-type: none"> <li>iReady intervention - Our school has seen some good academic growth from our students and we believe much of that has to do with the daily structure of iReady time for Math and Reading. This has been a valuable tool for our kids and community.</li> <li>Additional Subs - In house subs have helped us to weather much of the strain from earlier in the year. We have had to rely less on internal coverage by a significant amount which has supported staff in keeping focus on their classes.</li> </ol>	

<p>Top Two Challenges</p>	<ol style="list-style-type: none"> <li>1. Round 1 Choice - We did not hit our target for students putting us as first choice for Round 1. We are working on a really strong onboarding plan to make sure we help kids to persist and involving staff at a high level.</li> <li>2. Tier 3 Behavior Challenges - More this year than past we are seeing a higher volume of higher level of concerns than we have in the past. While the vast majority of our kids are evening out, those who are most escalated continue to be so. We are working on different interventions to support.</li> </ol>
---------------------------	---

School Name	<b>DSST: Montview High School</b>	
School Director	Becca Meyer	
Grades Served	9 - 12	
	9 <sup>th</sup>	143
	10 <sup>th</sup>	150
	11 <sup>th</sup>	130
	12 <sup>th</sup>	139
	Total Enrollment	562
Brief Summary of Academic Results	Strong Final Exams for our 9th graders. GPA gaps for our MLL and SpEd students have decreased from Trimester 1 to Trimester 2.	
Top Two Things That are Working Well	<p>We are building stronger culture systems to support our students who are still struggling with behaviors post-online learning.</p> <p>Re-building community traditions post-online.</p>	
Top Two Challenges	<p>Staff burnout is still a challenge. It's been a very exhausting year for folks.</p> <p>Balancing our high expectations for students after online learning continues to be a challenge.</p>	