



# DSST Board Member Orientation Packet

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# DSST Board Website

Link: <https://www.dsstpublicschools.org/user?destination=alumni/router>

Username: **board\_member**

Password: **DsstpsBoard2020**

***\*\*Case sensitive\*\****

On this website you will find materials related to the current year and previous years' Board activities including digital versions of all of the materials in the packet.

Specifically:

- Board meeting schedules
- Board membership and bios
- Committee Charters
- Board books (created in advance of each board meeting)
- Meeting minutes
- Board surveys
- Board orientation materials (this packet)

Additionally, on this page you will find more general materials, including:

- The DSST Board of Directors Commitment
- DSST Board of Directors Bylaws and Governing Policies
- Additional Financial Materials and Investment Policies

We are committed to keeping this page up to date throughout the year and making it a useful resource for Directors. Please don't hesitate to let us know if there is something you would like to see included on the page.

# Board of Directors Commitment

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

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

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

## **Bucket 1: Board participation for the following is expected:**

- 6 Board meetings plus one Board retreat
- Participation in at least one committee
- Participation at Slice of Pi every year.
  - This event is the central annual event of our fundraising efforts. It is hoped that Board members will both be present, and will bring at least 2-3 guests to the event. It is a chance to show off DSST at its best. The event takes place at a school and honors a notable Denver contributor. There is typically a very fun after party.
  - The role of Board members at this event is to be ambassadors of the overall network. Guests of Board members should be invited to after party.
  - The event is known well in advance and is on the Board calendar. We hope this can be a priority when scheduling other commitments.
- **School or Home Office visit every other year**
  - These are all day school "evaluations" of our schools and involve leaders from the Home Office, other schools and the Board. These visits give Board members a terrific insight into an actual school. Equally important, we need feedback from professionals outside the education space to make sure we continue to grow.
  - These events are not known as much in advance as the above events, but it is our hope that a Board member can participate in one of these in depth sessions every two years.
- **Serve as SAC contact**
  - This is a legal issue - we need to have 2 board members serve on every SAC to remain in compliance. Board members do not need to attend - just be point of accountability.

**Bucket 2: Board participation requested at other important DSST events (Requested means we hope each Board member attends at least one.)**

- Board members attend our Senior Signing Day ***and/or*** our Teacher Celebration Dinner every year
  - With 17 Board members, we hope at least 8 board members attend each of these events.
  - These are cornerstone events - one celebrating our best teachers and one celebrating our ultimate mission - college ready graduates. They are scheduled well in advance and the dates are on the Board calendar. Board participation is an important affirmation for these teachers and students.
  - The role of the Board member in these events is to be present and to be visible - to staff and to families.

**Bucket 3: Board participation is welcomed, meaning this is completely discretionary**

- Board members attend high school graduation and middle school continuations
- Board members are engaged in elected official or grasstops advocacy as applicable

Additionally, I agree to actively assist with and attend fundraising events of DSST including making DSST a priority in my charitable giving and making a personally meaningful annual financial contribution to DSST.

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

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

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Board Member

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Date

*Gloria Zamora*

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Board Chair

# DSST Board of Directors 2021-22 Schedule

Date	Event	Time	Place
9/23/21	BOD Meeting	2:00-5:00pm	DSST: Elevate Northeast HS
10/14/21	BOD Retreat	8:00am-4:00pm	TBD
11/18/21	BOD Meeting	2:00-5:00pm	Aurora Science & Tech
1/20/22	BOD Meeting	2:00-5:00pm	DSST: College View HS
3/17/22	BOD Meeting	2:00-5:00pm	DSST: Conservatory Green MS
5/19/22	BOD Meeting	2:00-5:00pm	DSST: Cole HS
6/16/22	BOD Meeting	2:00-5:00pm	Home Office

*\*\*Dates for Slice of Pi, Senior Signing Day, Graduations and Continuations to come.*

# DSST Board of Directors Inventory

Full Name	Board Position	Job Title	Employer	Initial Term	Start of Current Term	End of Current Term	Term Limit Year	Email
Alyssa Whitehead-Bust	Chair - Academic & Social Emotional	Education Consultant	Attuned Education Partners	2018	July 2021	June 2024	2027	<a href="mailto:afwb@icloud.com">afwb@icloud.com</a>
Andrew Sinclair	Director			2021	July 2021	June 2024	2030	<a href="mailto:andrew.a.sinclair@accventure.com">andrew.a.sinclair@accventure.com</a>
Barbara Brohl	Director	Principal	B J Brohl Strategies	2019	July 2019	June 2022	2028	<a href="mailto:barbara@bjbrohlstrategies.com">barbara@bjbrohlstrategies.com</a>
Billy Brown	Director	Regional Sales Manager	Medtronic in their Cranial and Spinal Technologies Division	2021	January 2021	June 2024	2030	<a href="mailto:thebillybrown@me.com">thebillybrown@me.com</a>
Brenda J. Allen	Director			2019	July 2019	June 2022	2028	<a href="mailto:Dr.BJAllen@gmail.com">Dr.BJAllen@gmail.com</a>
David Greenberg	Director	Vice Chancellor - Institutional Partnerships	University of Denver	2005	July 2020	June 2023	2026	<a href="mailto:davidethan@me.com">davidethan@me.com</a>
George Sparks	Director	CEO	Denver Museum of Nature and Science	2016	July 2019	June 2022	2025	<a href="mailto:george.sparks@dmns.org">george.sparks@dmns.org</a>
Glenn Russo	Chair - Finance			2016	July 2019	June 2022	2025	<a href="mailto:glennrusso7@gmail.com">glennrusso7@gmail.com</a>
Gloria Zamora	Board Chair Chair - Executive	CEO	Success Innovators	2015	July 2021	June 2024	2024	<a href="mailto:gloria.zamora@successinnovators.com">gloria.zamora@successinnovators.com</a>
Janet Lopez	Chair - Nom & Gov	Senior Program Officer	Rose Community Foundation	2019	July 2019	June 2022	2028	<a href="mailto:jlopez@rcfdenver.org">jlopez@rcfdenver.org</a>
Jean Kutner	Director	Chief Medical Officer Professor of Medicine and Associate Dean for Clinical Affairs	University of Colorado Hospital University of Colorado School of Medicine	2021	September 2021	June 2024	2030	<a href="mailto:Jean.Kutner@uchealth.org">Jean.Kutner@uchealth.org</a>
Jeff Tarr	Director			2020	July 2020	June 2023	2029	<a href="mailto:jtarr@jtarr.net">jtarr@jtarr.net</a>
Justin Jaschke	Director	Investor/Director	Director of 2ndWatch	2013	July 2019	June 2022	2022	<a href="mailto:jjaschke@gmail.com">jjaschke@gmail.com</a>
Patrick T. O'Rourke	Chair - Audit	Executive Vice Chancellor and Chief Operating Officer	University of Colorado Boulder	2017	July 2020	June 2023	2026	<a href="mailto:Patrick.orourke@colorado.edu">Patrick.orourke@colorado.edu</a>
Peter Fritzinger	Vice Chair	Manager	Unlocking Equity Affordable Housing, LLC	2015	July 2021	June 2024	2024	<a href="mailto:peterfritzinger@gmail.com">peterfritzinger@gmail.com</a>

Teresa Berryman	Director			2011	July 2021	June 2024	2030	<a href="mailto:teresa.berryman@gmail.com">teresa.berryman@gmail.com</a>
Scott Arthur	Chair - Advancement	Vice Chancellor of Advancement	CU Anschutz	2018	July 2021	June 2024	2027	scott.arthur@ucdenver.edu

# DSST Board Committees

## **Advancement**

**Scott Arthur, Chair**

George Sparks

Bill Kurtz

## **Education**

**Alyssa Whitehead Bust, Chair**

Brenda Allen

David Greenberg

Nicole Fulbright, Home Office Liaison

## **Nominating and Governance**

**Janet Lopez, Chair**

Justin Jaschke

Pat O'Rourke

Gloria Zamora

Heather Lamm &

Katie Glenn, Home Office Liaisons

## **Audit**

**Patrick O'Rourke, Chair**

Peter Fritzinger

Nicholas Plantan, Home Office Liaison

## **Finance & Operations**

**Glenn Russo, Chair**

Barbara Brohl

Peter Fritzinger

Nick Plantan, Home Office Liaison

## **Executive Committee**

**Gloria Zamora, Chair**

Scott Arthur

Peter Fritzinger

Janet Lopez

Glenn Russo

Alyssa Whitehead-Bust

Patrick O'Rourke

Bill Kurtz, Home Office Liaison



# **Committee Charters 2020-2021**

## **Academic and Social Emotional Committee Charter 2020-2021**

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 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 2020-21 work on partnering with staff to: 1) finalize a 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; and, 4) provide as-requested thought partnership to the Chief Academic Officer to support staff's implementation of its plan.

DSST's Chief Academic Officer and Chief Strategy 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 2020 Objectives**

1. Finalize a 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 a scorecard design and layout that is coherent, digestible, and able to provide insight into DSST's theory of action.
  - b. Provide thought partnership on DSST's annual and multi-year targets, paying particular attention to ensuring they are both ambitious and achievable.
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. Partner with staff to monitor key goals and metrics and prepare presentations/resources for the full Board.
  - c. Support governance-level use of the new scorecard in part by developing 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.

- d. 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. For 2020-21, the committee will focus on a sub-set of goals within the report card including:
  - Student Wellness: Students' social emotional wellness is deeply cared for and prioritized in the 20-21 School Year
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, in part by spending time in classrooms with DSST leaders.
  - b. Research and--if appropriate--recommend goals and metrics related to social-emotional.
4. Provide as-requested thought partnership to the Chief Academic Officer to support staff's implementation of its plan.

### Meeting Schedule and Topics

October, 2020	<ul style="list-style-type: none"> <li>Meeting with Board Chair, Committee Chair, CEO, CAO and others to align on committee charter and scorecard draft</li> </ul>
November, 2020 (Async work, not meeting)	<ul style="list-style-type: none"> <li>Ground in committee purpose and work.</li> <li>Analyze DSST's current strategic planning and progress monitoring systems.</li> <li>Prepare to share draft scorecard with Board</li> </ul>
Board meeting: November 19, 2020	<ul style="list-style-type: none"> <li>Share draft scorecard with Board to solicit feedback</li> </ul>
December, 2020	<ul style="list-style-type: none"> <li>Integrate Board feedback</li> <li>Review and improve draft protocol for Board use of scorecard</li> <li>Prepare for January Board meeting</li> </ul>
Board meeting: January 14 2020	<ul style="list-style-type: none"> <li>Share draft protocol with Board to solicit feedback</li> </ul>
February, 2021	<ul style="list-style-type: none"> <li>Prepare for March Board workshop on Student Wellness &amp; SEL (choose pre-readings, design facilitation, etc.)</li> </ul>
Board meeting: March 25, 2021	<ul style="list-style-type: none"> <li>Working session on Student Wellness and SEL: What is SEL, how do other networks integrate SEL into academics, and why does it matter?</li> </ul>
April, 2021	<ul style="list-style-type: none"> <li>Preview 2021-22 priorities relevant to the committee, if any</li> </ul>
Board meeting: May 20, 2021	<ul style="list-style-type: none"> <li>Review DSST 2021-22 priorities (to potentially include a continued focus on student wellness)</li> </ul>
May	<ul style="list-style-type: none"> <li>Prep Board protocol to analyze data available in scorecard</li> </ul>

June 10, 2021	<ul style="list-style-type: none"><li>• Use Board protocol to analyze data available in scorecard</li></ul>
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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)

Charlie Coglianese

Landon Mascarenaz

**Staff Liaisons:**

Bill Kurtz

Nicole Fulbright

Ashley Piche

Gregg Gonzales

Steve Coit

Brandi Chin

# **Advancement Committee Charter**

## **2020-2021**

The Advancement Committee is a committee in connection with the DSST Public Schools Board of Directors which provides guidance and support to the Board of DSST in ensuring the financial health of the organization through private/public fundraising to ensure the continued operation and opening of 11 campuses (22 schools) by 2025.

The Committee engages strategically with the Development staff on the creation of DSST's annual and long-term fundraising plan, so that the Board of Directors is optimally and strategically engaged in advancing the mission of DSST. Our committee goals will always strive to support the following organizational efforts and core competencies of establishing a value-based school and organizational culture. In addition, the committee's work will align with and add value to the annual goals of the DSST Development department.

### **Key Development Team Goals:**

1. Build a sustainable development operation that ensures advancement work is done effectively and efficiently, with transparency that enhances organizational decision making
2. Secure philanthropic support that provides for DSST's mission and growth, as well as for the network's strategic priorities
3. Know DSST's donors well and extend the prospective donor pool, increasing opportunities to strategically align donor interest with DSST's priorities

### **2020- 2021 Academic Year Committee Goals**

1. Ensure that the DSST Board of Directors continues to have 100 percent participation in philanthropy to DSST
2. Refine, know and communicate the DSST case for support and have ability to share with other board members, peers and prospective donors
3. Provide thought leadership in developing the DSST Advancement strategy.
4. Develop and execute strategies to identify and engage new prospects, such as through opportunities like Slice of Pi, and having the board host or participate in private prospect/donor events.
5. Know and participate in the strategies for DSST's most generous donors

**Advancement Committee Chair and Vice President of Development engage monthly via phone.**

### **Advancement Committee Meetings to be determined:**

#### **Dates and Times:**

3/12 @ 10am
5/14 @ 10am

### **Committee Members:**

*Chair:* Scott Arthur

- George Sparks
- Billy Brown
- Bill Kurtz, Home Office Liaison
- Scott Finlay, Vice President of Development, Home Office Liaison

# **Audit Committee Charter**

## **2020-2021**

### **Role**

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

### **Authority**

The audit committee is empowered to:

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

### **Membership**

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

### **Operational Principles**

The audit committee will operate under the following principles:

1. The audit committee will meet at least twice a year, with authority to convene additional meetings as circumstances require.
2. All audit committee members are expected to attend each meeting in person or via telephone- or videoconference.
3. The audit committee will invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary.
4. Audit committee meeting agendas will be prepared by the chair with input from audit committee members.
5. The audit committee will hold executive sessions as it deems necessary.
6. Members of the audit committee will be provided appropriate briefing materials in a timely manner, and the chair will ensure that minutes are prepared.

7. The audit committee chair will report at regularly scheduled board of directors' meetings about audit committee activities, issues and any related recommendations.
8. A brief annual report will be prepared and submitted to the board of directors which includes the audit committee's evaluation of its performance and confirmation that all responsibilities outlined in this charter have been carried out.
9. The audit committee will annually review and assess the adequacy of the charter and request board approval for proposed changes.

## **Responsibilities**

### **Financial Reporting**

1. Approve annual audited financial statements prior to submission to external entities or regulators. Review them with management and, as applicable, with external auditors to consider whether they are complete, consistent with information known to audit committee members and reflect appropriate accounting principles.
2. Provide audited financial statements to the board.
3. Provide the Internal Revenue Service Form 990, and the 401(K) audit to the board.
4. Inform management and the external auditors that they are expected to provide a timely analysis of significant current financial reporting issues and practices.
5. Review and understand the impact of significant accounting and reporting issues including: complex or unusual transactions; judgmental and high-risk areas; and recent professional and regulatory pronouncements. Evaluate management plans to address such matters, auditor's views, and the basis for conclusions.
6. Approve significant changes in important accounting principles and the application thereof in both interim and annual financial reports.

### **Audit**

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

## **Compliance and Control**

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

## **Risk Management**

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

## **Members 2020-2021**

Peter Fritzinger, Chair

Patrick O'Rourke, Member

Greg Sissel, Member

Nick Plantan, DSST Liaison

## **Audit Committee Goals 2020-21**

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. Supervise RFP process for external auditors and approve selection.



# **Executive Committee Charter**

## **2020-2021**

### **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)

Regina Rodriguez (Vice Chair)  
 Peter Fritzinger (Vice Chair, Audit Chair )  
 Glenn Russo (Finance & Operations Chair)  
 Scott Arthur (Advancement Chair)  
 Alyssa Whitehead-Bust (Education and Social Emotional Learning Chair)  
 Justin Jaschke (Nominating & Governance Chair)  
 Bill Kurtz, Home Office Liaison

**Executive Committee Goals Fiscal Year 2020/2021 Objectives:**

1. Oversee the evaluation of the CEO's performance for Fiscal Year 2020. Completed by September 2021.
2. Work with Committee Chairs on Membership, Charters, Goals and Objectives aligned with DSST's values, strategy, and operating plan. Completed by January 2021.
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. Completed by November 2020.
5. Delegate to the Succession Planning Subcommittee to work with management on updating and approving a Management Succession Plan. Completed by June 2021.
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. Completed May 2021.
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. Completed July 2021.
8. At the request of the Board Chair, assign or re-confirm Chairs for each Committee for FY 2022. Completed by July 2021.
9. Prepare a self-assessment of Executive Committee performance for FY 2021. Completed by July 2021.
10. Conduct regular Executive Committee meetings; set Board agendas at such meetings. Completed by June 2021.

**Deliverables:**

September 2020	CEO Performance Review
January 2021	Updated Committee Charters
October 2020	Conduct BOD Retreat
May 2021	As needed, Evaluate BOD Members whose terms expire
June 2021	Management Succession Plan Update
July 2021	Self-Assessment of Executive Committee Performance

**Meeting Schedule / Key Topics TBD**

September 17, 2020	1:30 PM
October 15, 2020	8:30 AM
November 12, 2020	8:30 AM

January 7, 2021	8:30 AM
March 18, 2021	8:30 AM
May 13, 2021	8:30 AM
June 3, 2021	8:30 AM

# **Finance and Operations Committee Charter**

## **2020-2021**

### **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, and financial reporting. The committee will annually review and assess the adequacy of its charter, develop goals and request board approval.

### **Responsibilities**

#### **Budget and Reporting**

- Review and discuss the budget and reserve requirements within the committee and recommend approval of the budget and board designated reserves to the board of directors
- Review reports from the Chief Operations Officer 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 grant 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

#### **Operations**

- Serve as a consultative resource on operations for both the board and the Chief Operations Officer
- Track facility requirements and long-term planning processes
- Review facility acquisitions
- Review planning for back office applications and periodically evaluate 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 its 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 Chief Operating Officer will serve as the Home Office liaison to the committee

### **Members and Home Office Liaison**

Glenn Russo, Chair

Peter Fritzinger, Member

Jeffrey Tarr, Member

Barbara Brohl, Member (leave of absence as of 9/20)

Greg Sissel, ex officio Member (optional attendee, currently serving on Audit Committee)

TBD (backfill for COO), Home Office Liaison

### **Goals**

- Review and modify Committee charter
- 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

### **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

## 2020-2021

### 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 Vision 2020 and our longer-term "What Next?" vision and the needed skill sets to achieve them.
- Develop detailed criteria and gap analysis for Board candidates.
- 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

#### 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.

Justin Jaschke, Chair

Gloria Zamora, Board Chair and Member

Patrick O'Rourke, Member

Janet Lopez, Member

Regina Rodriguez, Member

Heather Lamm, Home Office Liaison

Kaitlin Glenn, Home Office Liaison

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

September 19, 2020	1:30 PM
November 21, 2020	1:00 P.M.
January 14, 2021	12:45 P.M.
March 25, 2021	12:45 P.M.
May 20, 2021	12:45 P.M..
June 10,2021	12:45 P.M.

# Board Survey Results 2020

1- Strongly Disagree	2	3- Neutral	4	5- Strongly Agree
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Please rate the Board of Director's Role Within DSST Public Schools

<i>DSST has an effective Budget in place.</i>	<i>DSST has an effective Risk Management plan in place.</i>	<i>DSST has effective Network priorities and operational plans in place. (see Network Report Card).</i>	<i>The Board conducts annual reviews of these plans and provides meaningful input to management on these plans.</i>	<i>The Board regularly reviews the Network Report Card and progress against Network priorities, and is effective in identifying and tracking critical issues and monitoring operational progress.</i>	<i>The Board held management accountable for meeting Tier I Network priorities and objectives.</i>
<b>4.88</b>	<b>4.29</b>	<b>4.38</b>	<b>4.50</b>	<b>4.13</b>	<b>4.25</b>

<i>The Board has successfully overseen the financial health of DSST Public Schools.</i>	<i>The Board has supported the mission and vision of DSST Public Schools. (See the DSST Mission and Vision here: <a href="http://www.dsstpublicschools.org/about-us">http://www.dsstpublicschools.org/about-us</a>)</i>
<b>4.88</b>	<b>4.75</b>

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

<i>Respect</i>	<i>Responsibility</i>	<i>Integrity</i>	<i>Courage</i>	<i>Curiosity</i>	<i>Doing Your Best</i>
<b>4.63</b>	<b>4.63</b>	<b>4.63</b>	<b>4.25</b>	<b>4.50</b>	<b>4.63</b>



<b>1- Strongly Disagree</b>	<b>2</b>	<b>3- Neutral</b>	<b>4</b>	<b>5- Strongly Agree</b>
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Please rate the effectiveness of the Board at evaluating and staying informed about individual schools through the following activities:

<i>School head reports at board meetings.</i>
<b>3.63</b>

#### Evaluating the CEO's Effectiveness

<i>Measurable goals and expectations were set for evaluating the CEO.</i>	<i>The Board's evaluations of the CEO were timely and accurate.</i>	<i>The CEO was held accountable for his performance.</i>	<i>The CEO has held the team accountable for performance, financial and otherwise.</i>
<b>4.75</b>	<b>4.63</b>	<b>4.63</b>	<b>4.43</b>

#### Evaluating DSST's Succession Plan

<i>The Board-adopted leadership succession plan is comprehensive.</i>
<b>4.33</b>

#### BOD Development and Planning

<i>The Board has set effective long range plans, developed measurable goals, and identified benchmarks to indicate success.</i>	<i>The Board is effective at identifying, attracting, and on-boarding highly talented new members.</i>	<i>The Board has stayed engaged with DSST schools, including faculty and student interactions.</i>	<i>We have adequate opportunities for continuing Board of Director education.</i>
<b>4.00</b>	<b>4.00</b>	<b>3.38</b>	<b>3.63</b>

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

<i>Frequency (7)</i>	<i>Time (2:30-5:30)</i>	<i>Subject matter discussed</i>	<i>Board Books</i>	<i>Adequate time for discussion</i>	<i>Overall</i>
<b>4.25</b>	<b>4.00</b>	<b>4.25</b>	<b>4.00</b>	<b>4.00</b>	<b>4.25</b>

#### Overall Board Accountability

<i>The Board Chair, and when requested of the Executive Committee, 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.</i>
<b>4.00</b>

<b>1- Strongly Disagree</b>	<b>2</b>	<b>3- Neutral</b>	<b>4</b>	<b>5- Strongly Agree</b>
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### Committee Effectiveness

<i>My committee is directly aligned with the strategies and objectives of DSST.</i>	<i>My committee has delivered on it's promises over the past year.</i>
<b>4.50</b>	<b>3.88</b>

### Individual Board Accountability

<i>I have actively participated in board and committee meetings and contributed to better decision making by the board and management.</i>	<i>I have actively worked to introduce new individuals and potential partners to the organization.</i>
<b>4.50</b>	<b>3.50</b>

Please rate the overall effectiveness of the Board in the 2019-20 and first part of the 2020-21 school years.

**4.25**

How useful has this survey been in evaluating Board performance?

**3.88**

How informed do you feel about the educational landscape in Denver and Aurora?

**4.25**

How informed do you feel about DSST matters and events?

**4.25**

# 2021-22 DSST Network Priorities and Programmatic Shifts

## 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.

## Programmatic Shift | STEM & Creative Core

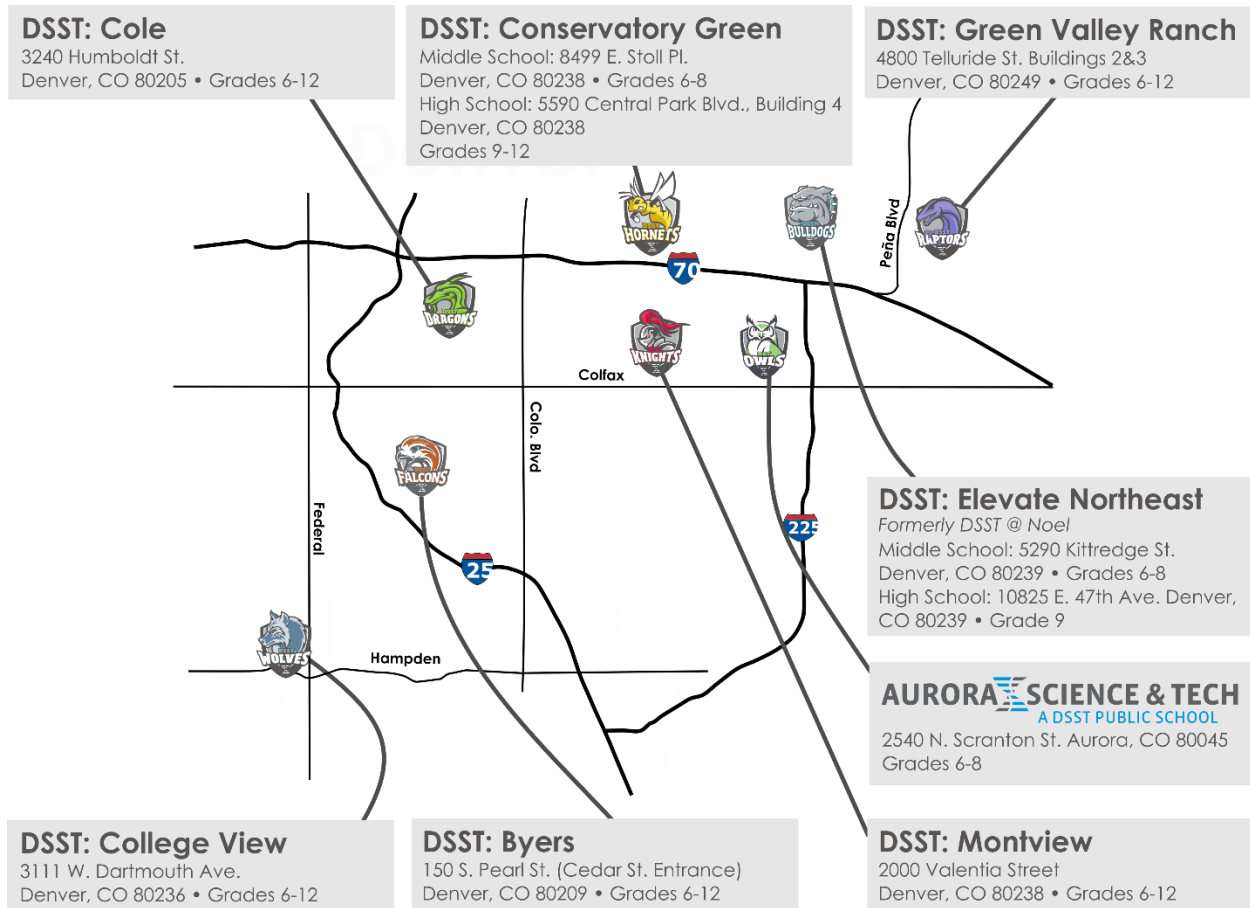
Become a district leader in STEM. Expand and strengthen our STEM and Creative Core offerings to provide strong whole child education, cultivating lifelong student interests and meeting student and family desires for greater electives and choice. Provide equitable access to STEM and Creative Core programming.

## 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

# Additional Resources

## DSST Campus Map



## Educational Articles -

Topic	Title	Author/Publisher
Aurora	<a href="#">Start With the Facts: Aurora Public Schools</a>	A+ Colorado
College Success	<a href="#">The Debate About College Shouldn't Be A Debate At All</a>	Richard Barth (Forbes Magazine)
College Success	<a href="#">4 Questions for 2 Experts on the Future of Higher Education</a>	Goldie Blumenstyk (The Chronicle of Higher Education)
College Success	<a href="#">Are High Schools Adequately Preparing Teens for College? No One Really Knows.</a>	Richard Whitmire (The 74 Million)
College Success	<a href="#">Data Show Charter School Students Graduating From College at Three to Five Times National</a>	Richard Whitmire (The 74 Million)

	<a href="#">Average</a>	
College Success	<a href="#">Inside the revolution to invent (and reinvent) America's best charter schools</a>	The Founders, By Richard Whitmire
College Success	<a href="#">The Alumni</a>	The Alumni, In Partnership with the 74 Million
College Success	<a href="#">What Matters Most for College Completion</a>	Matthew M. Chingos (AEI)
Cultures of Dignity	<a href="#">Caught! How to Reach Out to the Student in Trouble</a>	Rosalind Wiseman (ADL)
Cultures of Dignity	<a href="#">Telling An Adult Isn't So Easy</a>	Rosalind Wiseman (ADL)
DEI Sessions	<a href="#">A Classroom Where Everyone Feels Welcome</a>	Janice Wyatt-Ross (Edutopia)
DEI Sessions	<a href="#">Reflect &amp; Investigate: Critical Habits For Developing an Equity Mindset</a>	The New Jim Crow: Mass Incarceration in the Age of Colorblindness
Ed Reform	<a href="#">A Plea for a Fact-Based Debate About Charter Schools</a>	David Leonhardt, The New York Times
Ed Reform	<a href="#">In Denver, Rising Expectations, A Generational Divide, and a New Education Reform Revolution on Its Way</a>	Landon Mascarenaz, The 74 Million
Ed Reform	<a href="#">Start With the Facts: Denver Public Schools at a Crossroads</a>	A+ Colorado
Ed Reform	<a href="#">Unequal Choices: School Model Diversity in Denver Public Schools</a>	A+ Colorado
Giving Education Access to Girls	<a href="#">Girls' Access to Education in Afghanistan</a>	Human Rights Watch
Integrated Schools	<a href="#">Denver's family neighborhoods are increasingly to the East</a>	Ashley Dean (Denverite)
Integrated Schools	<a href="#">Diverse-by-Design Charter Schools</a>	Kimberly Quick and Halley Potter (The Century Foundation)
Integrated Schools	<a href="#">How Entitled Parents Hurt Schools</a>	Annette Lareau, Elliot B. Weininger and Amanda Barrett Cox (The New York Times)
Integrated Schools	<a href="#">Integrating charter schools and choice-based education systems</a>	Jon Valant (Brookings )
Integrated Schools	<a href="#">Learn Together, Live Together: A Call to Integrate Denver's Schools</a>	A+ Colorado and Alan Gottlieb
Integrated Schools	<a href="#">Standing in the Gap</a>	Rocky Mountain PBS
Other	<a href="#">How New Orleans Is Helping Its Students Succeed</a>	David Leonhardt, The New York Times

Other	<a href="#">Why Critical Hope May Be the Resource Kids Need Most From Their Teachers</a>	Katrina Schwartz (KQED)
Pathways	<a href="#">Career Pathways: Five Ways to Connect College and Careers</a>	Georgetown University, Center on Education and the Workforce
Pathways	<a href="#">Colorado Workforce Development Council: Talent Pipeline Report</a>	The Colorado Workforce Development Council
Pathways	<a href="#">Five Rules of the College and Career Game</a>	Georgetown University, Center on Education and the Workforce
School Funding	<a href="#">A Punishing Decade for School Funding</a>	Center on Budget and Policy Priorities
School Funding	<a href="#">The States That Spend the Most (and Least) on Education — and How Their Students Perform Compared With Their Neighbors</a>	Kevin Mahnken, The 74 Million
School Funding	<a href="#">The Taxman: How Douglas Bruce And The Taxpayer's Bill Of Rights Conquered Colorado</a>	Nathaniel Minor, Rachel Estabrook and Ben Markus (Colorado Public Radio)

Topic	Title	Author/Publisher
College Success	<a href="#">An Asset Perspective on First-Gen Students</a>	William G. Durden (Inside Higher Ed)
College Success	<a href="#">Is the University Next Door the Way to Upward Mobility?</a>	Jorge Klor de Alva (American Enterprise Institute)
College Success	<a href="#">The College Dropout Crisis</a>	David Leonhardt and Sahil Chinoy (New York Times)
College Success	<a href="#">The Equity Problem with Saying College Isn't for Everyone</a>	Colin Seale (Forbes)
College Success	<a href="#">When It Comes to Predicting Which College Students Will Actually Go On to Attain A BA Degree, HS GPA Is King</a>	Richard Whitmire (The 74)
DEI	<a href="#">Disrupting Punitive Practices and Policies</a>	American Educational Research Association
DEI	<a href="#">Supporting Students from Immigrant Families</a>	Teaching Tolerance
DEI	<a href="#">The Opportunity Myth</a>	TNTP
Education Politics	<a href="#">Bernie Sanders Wants to Destroy the Best Schools Poor Urban Kids Have</a>	Jonathan Chait (New York Magazine)
Education Politics	<a href="#">Democratic Guide to Public Charter Schools</a>	Democrats for Education Reform (DFER)
Education Politics	<a href="#">Democrats, Support Charter Schools</a>	Mary Landrieu (Wall Street Journal)

Education Politics	<a href="#">Inside the Perfect Political Storm: From California to New Jersey, Why More Democrats are Calling to End Charter School Growth</a>	Kevin Mahnken (The 74)
Education Politics	<a href="#">New Democratic divide on charter schools emerges, as support plummets among white Democrats</a>	Matt Barnum (Chalkbeat)
Education Politics	<a href="#">Sanders Chooses Teachers Unions Over Black Voters</a>	Jason L. Riley (Wall Street Journal)
Education Reform	<a href="#">Better Schools Won't Fix America</a>	Nick Hanauer (The Atlantic)
Education Reform	<a href="#">Charter schools: good or bad for students in district schools?</a>	Paul T. Hill (The Brookings Institution)
Education Reform	<a href="#">Education Reform as We Know It Is Over. What Have We Learned?</a>	Van Schoales (A+ Colorado)
Education Reform	<a href="#">New Ideas for a New Era of Public Education: 8 Ways We Can Change How Schools are Organized, Funded, Measured, and Led to Prepare Grads for the Age of Automation</a>	Steve Snyder (The 74)
Education Reform	<a href="#">People are saying education reform hasn't worked. Don't believe them.</a>	Arne Duncan (Washington Post)
Education Reform	<a href="#">Stop Blaming Charter Schools for the Failures of Traditional Public Schools</a>	Raymond J. Ankrum (Citizen Ed)
Education Reform	<a href="#">Teachers unions play a double game with charter schools</a>	Frederick M. Hess & RJ Martin (Washington Examiner)
Education Reform	<a href="#">Why Some of the Country's Best Urban Schools are Facing a Reckoning</a>	Eliza Shapiro (The New York Times)
Integrated Schools	<a href="#">Can "growth" data push parents to more integrated schools? A new study says maybe.</a>	Chalkbeat
Integrated Schools	<a href="#">Standing in the Gap- Far Northeast Denver</a>	Rocky Mountain PBS
Integrated Schools	<a href="#">The Legacy of Busing and School Segregation</a>	NPR: 1A
Integrated Schools	<a href="#">Why America lost so many of its black teachers</a>	C.K. (The Economist)
Self-Care	<a href="#">Work-Life Balance is a Myth. Do This Instead.</a>	Marcus Buckingham and Ashley Goodall (Time)

School Improvement	<a href="#">Denver's Next Journey</a>	A+ Colorado
School Funding	<a href="#">TABOR on Auto-Pilot: School Funding Inequality for No Good Policy Reason</a>	Colorado Fiscal Institute
School Funding	<a href="#">These 17 School District Borders Highlight Colorado's Byzantine Funding Scheme</a>	Jenny Brundin (Colorado Public Radio)
School Funding	<a href="#">The Tax Man: How Douglas Bruce and the Taxpayer's Bill of Rights Conquered Colorado</a>	Nathaniel Minor, Rachel Estabrook and Ben Markus (Colorado Public Radio)
School Funding	<a href="#">Where Does All the Marijuana Money Go? Colorado's Pot Taxes, Explained.</a>	Ann Marie Awad (Colorado Public Radio)



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