



September 20th, 2023 AGENDA

Time: 3:30 P.M Location: Delasalle HS 3737 Troost Ave KCMO 64109

Call to Order

1.Determination of Quorum / Agenda Approval

2.Public Comment

3.Approve Minutes from Prior Meetings

4.Finance Committee report

a.Update on July & August financials

b.Projections for the remainder of the fiscal year

c.Update on fundraising (received YTD)

5. Governance Committee report

a. Update on Board Calendar

b. Update on Board recruitment and other governance issues

6. Academic Committee report

a. Update on Academics

7. Executive Director report

c. Questions and Answers

8. New Business/Old Business

a. Approve Clark H. Hanner as selected Auditor FY23-24

MINUTES OF BOARD MEETING

Delasalle Education Center

August 12th, 2023

Draft

NO

PRESIDENT'S REPORT

NO

GOVERNANCE COMMITTEE REPORT Reported out, and no attachments

EXECUTIVE DIRECTOR REPORT Reported out, and no attachments

The Executive Director's Report is attached hereto.

NEW/OLD BUSINESS

N/A CLOSED EXECUTIVE SESSION N/A

ADJOURNMENT

David moved and Lisa Second All votes aye., Steve yes, Bill yes and Kenneth. The meeting adjourned at 11:00 A.M.

FUTURE MEETINGS

The next Board Meeting at 3:30 P.M. on September 20th, 2023, location DeLaSalle High School 3737 Troost Ave. KCMO 64109

Minutes prepared by Lisa Griffin Director of Operations. Minutes approved by the DLS Board of Directors on September 20, 2023.

Lisa Krigsten

LISA KRIGSTEN, Board Secretary

Draft



August 2023 Financials

PREPARED SEP'23 BY

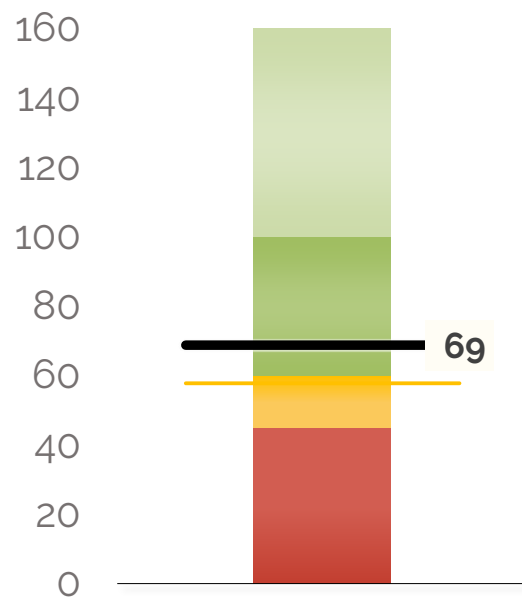


- **Executive Summary**
- **Key Performance Indicators**
- **State Revenue**
- **Forecast Overview**
- **Cash Forecast**
- **Key Forecast Changes This Month**
- **Appendix**
- **Forecast History**

- DeLaSalle FY24 forecast anticipates an improvement from budget.
- The year end forecasted net income is currently \$133k, \$130k above budget.
- Year end cash position is forecast at \$3.3m, which results in 69 days of cash.
- The uptick in year end performance is related to additional grant funds and savings in personnel expense compared to budget.

Days of Cash

Cash balance at year-end divided by average daily expenses

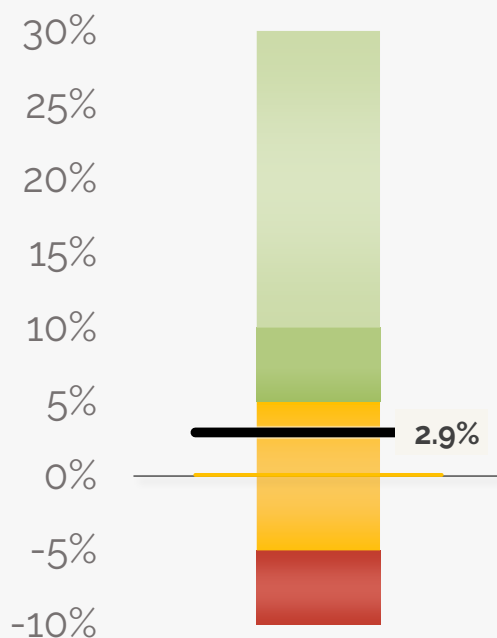


69 DAYS OF CASH AT YEAR'S END

The school will end the year with 69 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

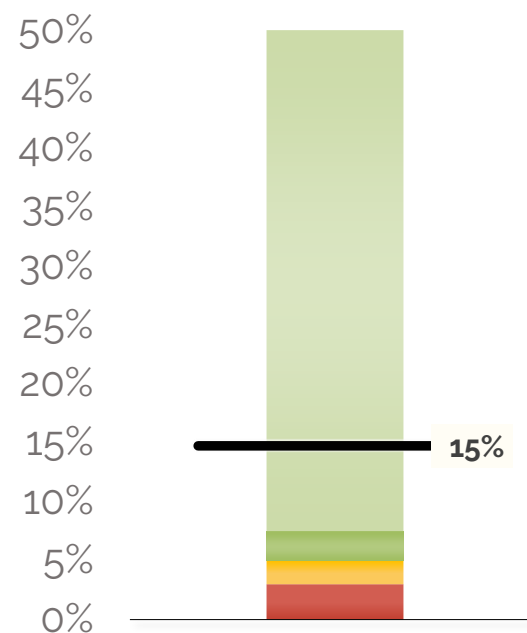


2.9% GROSS MARGIN

The forecasted net income is \$133k, which is \$130k above the budget. It yields a 2.9% gross margin.

Fund Balance %

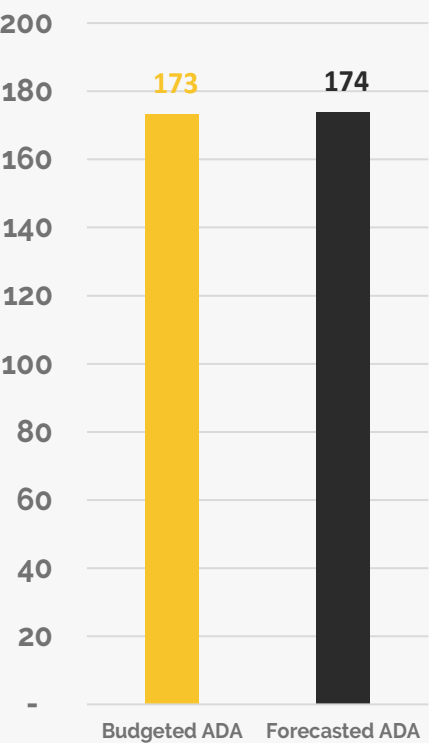
Forecasted Ending Fund Balance / Total Expenses



14.75% AT YEAR'S END

The school is projected to end the year with a fund balance of \$647,808. Last year's fund balance was \$514,716.




Student Expectations



The school now forecasts 174 ADA for SY23-24. The budget target was 173.

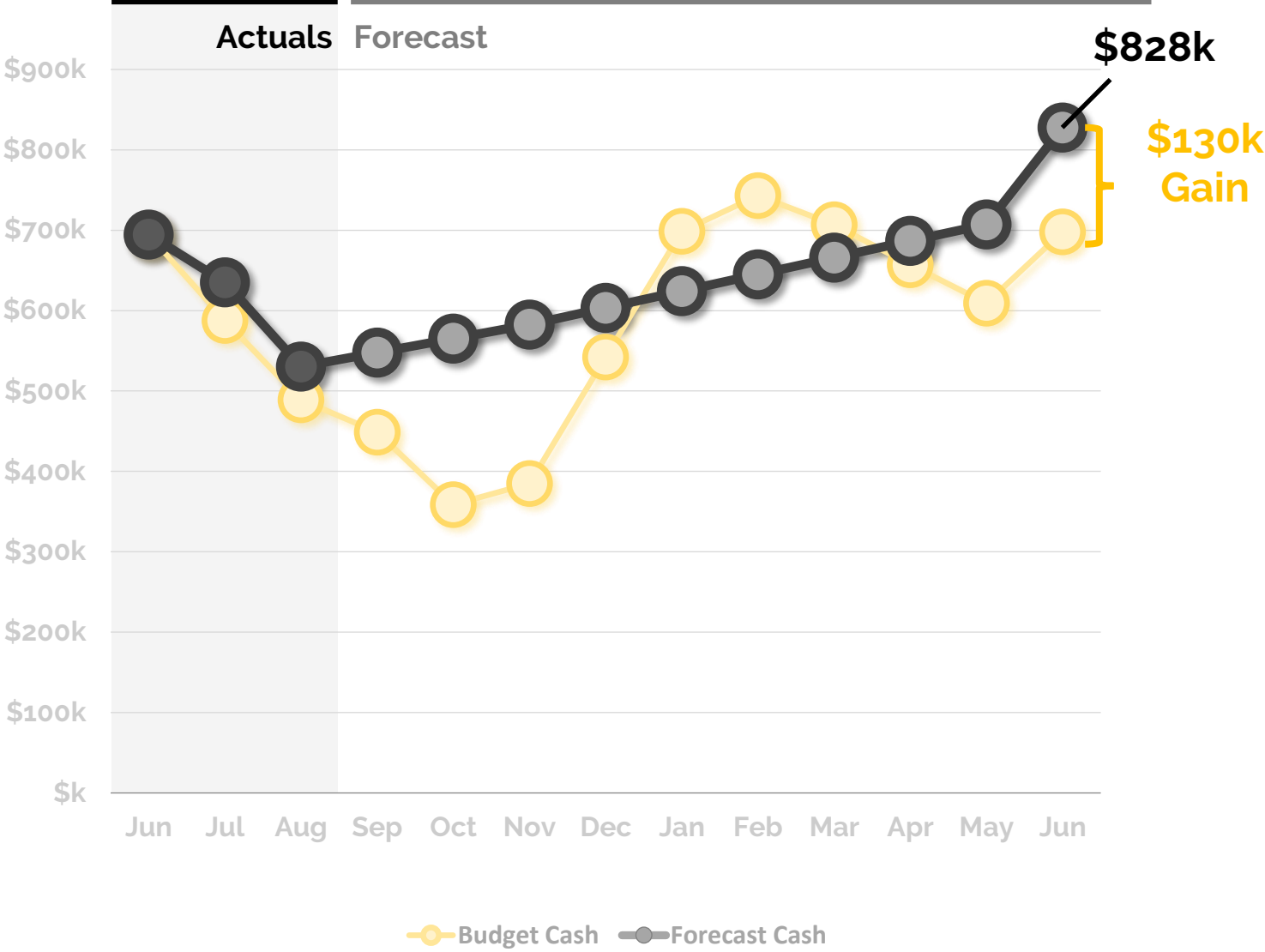
\$5K More Per-Pupil Funding Than Expected

	Current Forecast	SY23-24 Budget	Difference	Financial Gain / (Loss)
Enrollment	211	211	0	
Attendance	78.0%	78.0%	0%	
Total ADA	174	173	1	
Regular Term PK	0	0	0	
Regular Term K-12	172	172	0	
Summer	2	1	1	6k
FRL Count	168	168	0	
FRL Weight	29	29	0	-487
IEP Count	26	26	0	
IEP Weight	2	2	0	-618
LEP Count	0	0	0	
LEP Weight	0	0	0	
WADA	205	204	0	
Per WADA Payment	\$11,000	\$11,000	0	
State Aid	\$2.2M	\$2.2M	\$5,183	5k

	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$4.5m	\$4.4m	\$108k		Additional grant funds in State (MO Violence prevention) and Federal (GEER)
Expenses	\$4.4m	\$4.4m	\$22k		Personnel cost less than budget
Net Income	\$133k	\$3k	\$130k		

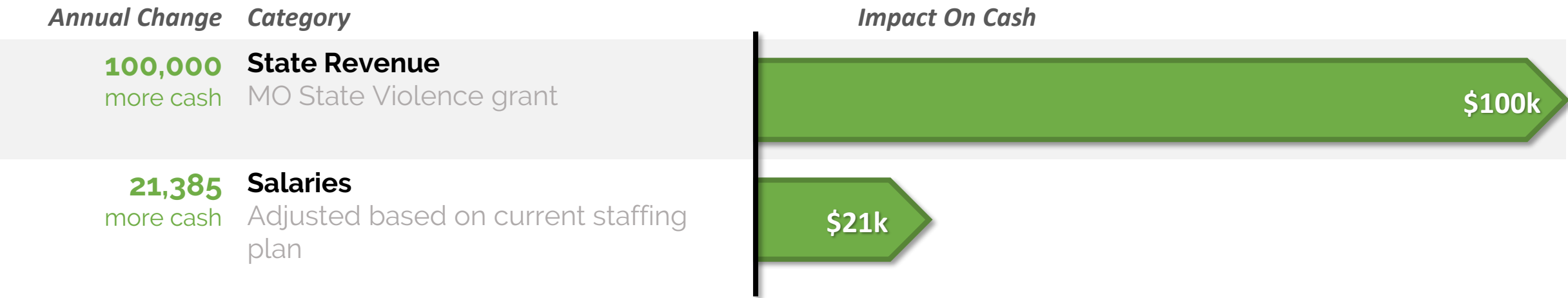
69 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$828k**, **\$130k** above budget.



Key Forecast Changes This Month

The August forecast **increased** the year-end cash expectation by **\$130k**. *Key changes:*





QUESTIONS?

Please contact your EdOps Finance Team:

Anne Nichols

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816.985.5144

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	Year-To-Date			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
Revenue							
Local Revenue	46,067	38,800	7,267	233,149	233,149	(0)	187,082
State Revenue	284,461	312,175	(27,714)	2,314,399	2,214,399	100,000	2,029,938
Federal Revenue	18,859	117,256	(98,397)	1,051,548	1,043,569	7,979	1,032,688
Private Grants and Donations	216,462	-	216,462	925,000	925,000	(0)	708,538
Earned Fees	548	-	548	548	500	48	-
Total Revenue	566,397	468,231	98,166	4,524,643	4,416,617	108,027 ①	3,958,246
Expenses							
Salaries	313,642	334,315	20,673	1,984,504	2,005,889	21,385	1,670,862
Benefits and Taxes	89,471	97,779	8,307	582,628	586,671	4,043	493,157
Staff-Related Costs	28,976	4,950	(24,026)	46,400	46,400	(0)	17,424
Occupancy Service	76,346	87,927	11,581	527,562	527,562	(0)	451,216
Student Expense, Direct	128,568	66,450	(62,118)	629,435	627,635	(1,800)	500,867
Student Expense, Food	443	9,683	9,240	96,500	96,500	0	96,057
Office & Business Expense	87,628	56,199	(31,429)	370,522	368,497	(2,025)	282,894
Transportation	10,322	16,333	6,011	154,000	154,000	(0)	143,678
Total Expenses	735,396	673,636	(61,760)	4,391,552	4,413,155	21,603 ②	3,656,155
Net Income	(168,999)	(205,405)	36,406	133,091	3,462	129,629 ③	302,091
Cash Flow Adjustments	4,782	-	4,782	0	-	0	(4,782)
Change in Cash	(164,217)	(205,405)	41,188	133,091	3,462	129,629	297,309

① REVENUE: \$108K AHEAD

② EXPENSES: \$22K AHEAD

③ NET INCOME: \$130K ahead

	Actual		Forecast										
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	29,912	16,155	18,708	18,708	18,708	18,708	18,708	18,708	18,708	18,708	18,708	18,708	233,149
State Revenue	143,566	140,895	192,994	192,994	192,994	192,994	192,994	192,994	192,994	192,994	192,994	292,994	2,314,399
Federal Revenue	8,930	9,930	103,269	103,269	103,269	103,269	103,269	103,269	103,269	103,269	103,269	103,269	1,051,548
Private Grants and Donations	126,212	90,250	70,854	70,854	70,854	70,854	70,854	70,854	70,854	70,854	70,854	70,854	925,000
Earned Fees	523	25	0	0	0	0	0	0	0	0	0	0	548
Total Revenue	309,143	257,254	385,825	385,825	385,825	385,825	385,825	385,825	385,825	385,825	385,825	485,825	4,524,643
Expenses													
Salaries	149,904	163,738	167,086	167,086	167,086	167,086	167,086	167,086	167,086	167,086	167,086	167,086	1,984,504
Benefits and Taxes	42,474	46,997	49,285	49,285	49,285	49,285	49,285	49,285	49,285	49,285	49,285	49,594	582,628
Staff-Related Costs	27,598	1,378	1,742	1,742	1,742	1,742	1,742	1,742	1,742	1,742	1,742	1,742	46,400
Occupancy Service	43,124	33,223	45,122	45,122	45,122	45,122	45,122	45,122	45,122	45,122	45,122	45,122	527,562
Student Expense, Direct	76,809	51,760	52,474	52,474	52,474	49,064	49,064	49,064	49,064	49,064	49,064	49,064	629,435
Student Expense, Food	427	16	9,606	9,606	9,606	9,606	9,606	9,606	9,606	9,606	9,606	9,606	96,500
Office & Business Expense	30,338	57,289	28,289	28,289	28,289	28,289	28,289	28,289	28,289	28,289	28,289	28,289	370,522
Transportation	900	9,422	14,368	14,368	14,368	14,368	14,368	14,368	14,368	14,368	14,368	14,368	154,000
Total Ordinary Expenses	371,574	363,822	367,972	367,972	367,972	364,562	364,562	364,562	364,562	364,562	364,562	364,870	4,391,552
Total Expenses	371,574	363,822	367,972	367,972	367,972	364,562	364,562	364,562	364,562	364,562	364,562	364,870	4,391,552
Net Income	-62,431	-106,568	17,853	17,853	17,853	21,263	21,263	21,263	21,263	21,263	21,263	120,954	133,091
Cash Flow Adjustments	3,027	1,755	-478	-478	-478	-478	-478	-478	-478	-478	-478	-478	0
Change in Cash	-59,404	-104,813	17,375	17,375	17,375	20,785	20,785	20,785	20,785	20,785	20,785	120,476	133,091
Ending Cash	635,332	530,519	547,894	565,268	582,643	603,428	624,213	644,997	665,782	686,567	707,352	827,828	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	694,736	530,519	827,828
Accounts Receivable	11,571	11,571	11,571
Total Current Assets	706,307	542,089	839,398
Total Assets	706,307	542,089	839,398
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	191,590	196,123	191,590
Accounts Payable	0	250	0
Total Current Liabilities	191,590	196,373	191,590
Total Long-Term Liabilities	0	0	
Total Liabilities	191,590	196,373	191,590
Equity			
Unrestricted Net Assets	514,716	514,716	514,716
Net Income	0	-168,999	133,091
Total Equity	514,716	345,717	647,808
Total Liabilities and Equity	706,307	542,089	839,398

Forecast History of June 30, 2024 Cash Balance

Source	Days of Cash at 6/30/24	Change	Description of change
Budget	58		From SY23-24Budget
Jul	57	-1	
▶ Aug	68	11	MO Violence grant, GEER Fed Grant and Salary savings
Sep			
Oct			
Nov			
Dec			
Jan			
Feb			
Mar			
Apr			
May			
Jun			

Check Register by Type

Payee Type: Vendor		Check Type: Automatic Payment				Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount	
3400	08/13/2023	X			KCMO	KC WATER SERVICES DEPARTMENT	299.82	
3401	08/05/2023	X			BCBS	BLUE CROSS BLUE SHIELD OF KANSAS CITY	18,575.38	
3402	08/22/2023	X			WASTE	WASTE MANAGEMENT	2,235.63	
3403	08/02/2023	X			PRINCIPAL	PRINCIPAL INSURANCE	983.42	
3404	08/13/2023	X			GUIDEONE	GUIDE ONE	6,658.80	
3405	08/23/2023	X			EVERGY	EVERGY	6,483.50	
3406	08/28/2023	X			HENRDOR	DORETHA HENRY	0.00	
3407	08/26/2023	X			TOSHIBAFIN	TOSHIBA FINANCIAL SERVICES	1,673.28	
3408	08/29/2023	X			TIMEWARNER	TIME WARNER CABLE	604.96	
3409	08/09/2023	X			ADT	ADT COMMERCIAL	400.00	
3413	08/03/2023	X			BAMBOO	BambooHR LLC	1,685.32	
3414	08/18/2023	X			HOMEDEPOT	HOME DEPOT CREDIT SERVICES	882.13	
3415	07/31/2023	X			ZOOM	ZOOM - CC	31.98	
3416	07/28/2023	X			GOOGLE	GOOGLE STORAGE	1.99	
3417	08/15/2023	X			STUDENTHIS	STUDENTS OF HISTORY	70.00	
3418	07/27/2023	X			FEDFILING	FEDERAL FILING - CC	448.95	
3419	07/26/2023	X			JASONSDELI	JASONS DELI	258.58	
3420	07/26/2023	X			FISHTANK	FISHTANK LEARNING	171.00	
3421	07/25/2023	X			PIZZAHUT	PIZZA HUT - CC	108.21	
3422	08/18/2023	X			COSTCO	COSTCO MEMBERSHIP	435.96	
3423	08/05/2023	X			WALMART	WALMART COMMUNITY/RFCSSL	394.42	
3424	07/24/2023	X			NYTIMES	NY TIMES	16.00	
3425	07/20/2023	X			SERVS SAFE	NTLREST SERVS SAFE - CC	60.00	
3426	07/19/2023	X			COURSERA	COURSERA, INC - CC	49.00	
3427	07/17/2023	X			HABITATRES	HABITAT RESTORE	37.97	
3428	08/17/2023	X			DOCUSIGN	DOCUSIGN	130.00	
3429	07/16/2023	X			SURVEYMONK	SURVEY MONKEY	900.00	
3430	08/14/2023	X			SMALLPDF	SMALL PDF	24.00	
3431	08/14/2023	X			KISSFLOW	KISSFLOW SOFTWARE	244.00	
3432	07/11/2023	X			MODEPHEAL	MISSOURI DEPT OF HEALTH & SENIOR SERVICE	15.55	
3433	07/11/2023	X			FEDEX	FEDEX	25.14	
3434	07/01/2023	X			AUDIOBOOKS	AUDIO BOOKS	4.99	
3435	08/18/2023	X			OREILLY	OREILLY AUTO PARTS	41.09	
3436	08/14/2023	X			MOSECOFST	MISSOURI SECRETARY OF STATE	112.45	
3437	08/14/2023	X			LUCIDCHART	LUCID CHART - CC	9.95	
3438	08/14/2023	X			LAMARS	LAMARS DONUTS	86.70	
3439	08/13/2023	X			VIRTUAL	VIRTUAL INSTRUCT	67.90	
3440	08/11/2023	X			KENTON	KENTON BROTHERS INC	63.63	
3441	08/05/2023	X			DOLLARTREE	DOLLAR TREE	58.50	
3442	08/03/2023	X			MODOR	MISSOURI DEPARTMENT OF REVENUE	110.85	
3443	08/01/2023	X			UMB	UMB	53.94	
Checking Account ID: 1					Void Total:	0.00	Total without Voids:	44,514.99
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids:	44,514.99

Payee Type: Vendor		Check Type: Check				Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount	
34251	08/03/2023	X			FRAZSHA	Shantelle Frazier	250.00	
34252	08/03/2023	X			SIMSMYK	Mykila Sims	250.00	
34253	08/03/2023	X			HOLMERI	Erianah Holmes	250.00	
34254	08/03/2023	X			HAMMSER	Serenity Hammonds	0.00	
34255	08/03/2023	X			SMITMIC	Micah Smith	250.00	
34256	08/03/2023	X			MINODIA	Diamond Minor	250.00	
34257	08/03/2023	X			RAYNRYA	Ryan Ray-Nicholson	250.00	
34258	08/03/2023	X			PLEALYR	Lyric Pleasant	250.00	
34259	08/22/2023	X			TRANSFORME	Transformed Barber & Cosmetology Academy	17,100.00	
34262	08/24/2023	X			MCKELVY	TERRANCE MCKELVY	2,490.00	
81062778	08/04/2023	X			PAYPOOL	Paypool LLC	30,000.00	
81067784	08/07/2023	X			ESSENTIALE	Essential Education	2,145.62	

Check Register by Type

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
81067785	08/07/2023	X			ELECTRONIC	ELECTRONICS SUPPLY CO., INC	9.80
81067786	08/07/2023	X			KCMO	KC WATER SERVICES DEPARTMENT	388.68
81067832	08/07/2023	X			TMOBILE	T-MOBILE	658.00
81067875	08/07/2023	X			PAYPOOL	Paypool LLC	232.00
81067876	08/07/2023	X			FRONTLNPR	FRONTLINE PROTECTION SERVICES LLC	1,200.00
81067877	08/07/2023	X			JAMES	JAMES W. TIPPIN & ASSOCIATES	3,000.00
81067878	08/07/2023	X			INSTRUCTUR	INSTRUCTURE	7,860.00
81067879	08/07/2023	X			AMAZON	AMAZON	77.49
81094238	08/14/2023	X			TRAVELERS	TRAVELER'S	707.00
81094239	08/14/2023	X			HIGENES	Hi-Gene's Janitorial Service, Inc	8,964.00
81094240	08/14/2023	X			ARTBYKAYA	Artbykaya LCC	250.00
81094617	08/14/2023	X			K12	K12 ITC, INC.	1,924.00
81094618	08/14/2023	X			TOTALCONCE	TOTAL CONCEPT PEST CONTROL INC	245.60
81094837	08/14/2023	X			EVERGY	EVERGY	366.66
81094838	08/14/2023	X			BREEMAR	MARGARET BREECE	900.00
81094839	08/14/2023	X			WILMERI	ERIN WILMORE	947.94
81094840	08/14/2023	X			HENRDOR	DORETHA HENRY	1,500.00
81094841	08/14/2023	X			EDOPS	EDOPS	9,493.33
81201553	08/21/2023	X			ROWACAT	Catrina Rowan	41.75
81201554	08/21/2023	X			FIEREVE	Ever Fierro	41.75
81201555	08/21/2023	X			FRAZSHA	Shantelle Frazier	300.00
81201556	08/21/2023	X			HOLMERI	Erianah Holmes	300.00
81201557	08/21/2023	X			SMITMIC	Micah Smith	300.00
81201558	08/21/2023	X			SIMSMYK	Mykila Sims	300.00
81201559	08/21/2023	X			RAYNRYA	Ryan Ray-Nicholson	300.00
81201560	08/21/2023	X			PLEALYR	Lyric Pleasant	300.00
81201814	08/21/2023	X			K12	K12 ITC, INC.	4,172.12
81201815	08/21/2023	X			MOCHARTER	MO CHARTER PUBLIC SCHOOL ASSOCIATION	2,316.00
81201959	08/21/2023	X			BREEMAR	MARGARET BREECE	20.00
81201960	08/21/2023	X			FRONTLNPR	FRONTLINE PROTECTION SERVICES LLC	1,200.00
81201961	08/21/2023	X			BORISJUDIT	JUDITH BORIS	3,500.00
81227554	08/28/2023	X			GREATAMERI	GREAT AMERICA FINANCIAL SVCS CORP	195.77
81227555	08/28/2023	X			IMAGINELLC	IMAGINE LEARNING, LLC	14,400.00
81227799	08/28/2023	X			RCLAWN	R C LAWN & TREE	2,475.00
81228011	08/28/2023	X			PATTMIK	MIKALIA HERRON PATTERSON	1,025.00
81228012	08/28/2023	X			DEPRDAL	Da'Lene DePriest	1,350.00
81228013	08/28/2023	X			BORISJUDIT	JUDITH BORIS	3,500.00
81228014	08/28/2023	X			KENTON	KENTON BROTHERS INC	202.03
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 128,449.54
Check Type Total: Check					Void Total:	0.00	Total without Voids: 128,449.54
Payee Type Total: Vendor					Void Total:	0.00	Total without Voids: 172,964.53
Grand Total:					Void Total:	0.00	Total without Voids: 172,964.53

September Academic Committee
Wednesday, Sept. 13, 8:30-9:30 a.m.

In attendance:

Sean Stalling
Steve Gering
Bill Patterson

Agenda:

- Update on Sean's conversations with Commission members
- Assessments dashboard
- Update on transfer student/opportunities to work with other schools
- Schoolwide Literacy Initiative

Discussion/Action Items:

Commission conversations

Commission members have expressed the opinion that current accountability metrics are not a fair measure of DLS's value

Sean relayed concerns expressed to him regarding perceptions that the Board had not created a standing Academic Committee. All agreed keeping minutes from Academic Committee meetings and providing these minutes and a standardized monthly report to the full Board (similar to the one provided by the Finance Committee) should become standard operating procedure.

Next Step: Bill offered to keep and distribute minutes.

Assessments

Sean and team are developing a red-yellow-green dashboard for Assessments:

- On-Track to Graduation metrics
- Instructional Quality (walk-throughs)
- Literacy Framework
- Youth Science
- Flipside Passing Assessments

Walk-throughs will begin on campus starting next week (week of Sept. 18). The "look fors" may have changed since last year.

Next Step: Sean will present Walk-Through benchmark data to the Board in October

School Partnerships

Sean has had two meetings with leadership from University Academy to discuss the situation involving a prospective transfer student. Their administration has agreed to promote that student to 9th grade. The student will then attend DLS as a Flipside student, enabling the student to earn a University Academy diploma when the student completes the necessary academic requirements. UA will pay DLS a fee to cover the cost of educating the student. UA has identified four additional students who may also be good Flipside students at DLS.

Sean stated that he believes Flipside can be a successful partnership program for other high schools, as it will enable students to continue to participate in extracurricular activities and earn diplomas from their home schools. DLS can earn revenue from the partner schools. Sean mentioned he had built similar models at Camelot School in Chicago.

Next Step: Sean will meet with Noah Divine from Missouri Charter Schools Association to discuss possibly formalizing a Flipside program with other schools in the area.

Literacy Framework

Sean presented a Power Point created by the DLS team for a school-wide literacy initiative.

Students reading below grade level are not able to catch up in their learning. Additionally, the ability to comprehend complex texts and apply that learning will be key to student success in college or on the job.

DLS has developed a four-part approach:

- Begin literacy initiatives in Humanities courses
- Audit text usage
- Research, identify and employ best practices
- Consider additional strategies and continuously improve

Early indications are that DLS literacy efforts are working. In 2022, 45 percent of students were reading at below basic level, with 46 percent at basic and 10 percent testing as proficient readers. In 2023, those numbers had improved: 67 percent of students were reading at a basic level, with only 27 percent reading below the basic level.

Literacy initiatives have begun with the Humanities classes, although there is a push to extend the initiative to include all classes, including science.

Next Steps: Sean will review the framework Power Point with Principal Willmore, make refinements, and then share with the Board (perhaps in a condensed version).

DLS Academic Committee Meeting

August 28, 2023 - Via Zoom

In attendance:

Sean Stalling
Ernestine Key
Steve Gering
Bill Patterson

Agenda:

- Set regular meeting times
- Academic tracking and measurement
- Letter from University Academy

Meeting times

- The group agreed that twice-monthly meetings are the proper cadence for the months of October-March.
- There will be one committee meeting in September.
- Wednesdays at 8:30 are the best times for the group to meet.

Next Steps: Steve will send a calendar invite for Wednesday, Sept. 13.

Tracking Metrics

- The group discussed current Accreditation metrics and possible strategies DLS could employ to ensure fair and accurate measurements of student success.
- Sean referenced his conversations with the Commission, stating that they have not asked for a report, but there is an interest in having a greater connection with the Board.
- Ernestine shared links to an article from [Education Week](#) that addresses accountability for alternative schools.
- Following the meeting, Bill shared two hyperlinks from the article: one linking to a report from the [Center for American Progress](#) and one linking to a report from the [American Youth Policy Forum](#).

Next Steps: Sean and team developed a tracking matrix that he will share with the committee. The Academic Committee and Sean will develop "headlines" from the report that can be shared with the full Board.

University Academy Letter

Sean shared a letter he had received from University Academy with Steve regarding a prospective transfer student; discussion ensued regarding how to manage the situation.

Next Steps: Sean to request a meeting with University Academy leadership.

DeLaSalle Board - Academic Committee Report

9/20/23

Committee Members: Ernestine Key, Bill Patterson, Steve Gering, & Sean Stalling

Meeting Dates: 8/28/23, 9/13/23

Committee Highlights

- **MO Charter Commission supports the uniqueness of DLS & need for the school**
 - Board take in lead in communicating with Commission metrics for DLS
 - DLS support by commission was surfaced through conversations re: UA student
- **Partnerships to serve students from other schools**
 - Flipside as an alternative placement for students from other charter schools
 - Potential revenue generator for DLS
- **Development of an academic dashboard w/key metrics for DLS academic success**
 - On-track to graduation, Flipside success, Instructional quality, Literacy focus
 - Aligned to commission's expectations for DLS
 - Dashboard is under development & will be shared w/board at Oct meeting
- **Literacy focus 23 -24 at DLS**
 - 10% of students at DLS are proficient readers
 - Reading is critical to academic success
 - Extensive professional development in literacy across all content areas