



STEM School Highlands Ranch

Board of Directors Meeting

Published on February 5, 2024 at 8:50 AM MST

Date and Time

Tuesday February 6, 2024 at 5:30 PM MST

Location

P-tech Building
8920 Barrons Blvd
Highlands Ranch, CO 80129

Webinar Link: Join from a PC, Mac, iPad, iPhone or Android device: Please click this URL to join. <https://zoom.us/j/97049693895?pwd=RSxcVh2ay8rSVdvWTFJRHEXaFNLUT09> Passcode: 919339

Link to Meeting Presentation Slides

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:30 PM
A. Record Attendance		Kelly Reyna	5 m
B. Call the Meeting to Order		Kelly Reyna	
C. Pledge of Allegiance		Ishmeet Kalra	
D. Reciting of the Mission Statement		Erin Quigley	

	Purpose	Presenter	Time
<p>Never Stop Innovating! We envision a world of exponential possibilities where every child develops the innate knowledge, skills, creativity and character to thrive, lead and succeed in an ever-changing future.</p>			
E.	Approve Minutes	Kelly Reyna	
	Approve Minutes		
	Approve minutes for Board of Directors Meeting on January 9, 2024		
II.	Community Updates		5:35 PM
A.	DCSD Updates	Kelly Reyna	10 m
	Gordon Mosher Director of Choice Programming		
III.	Academic Excellence		5:45 PM
A.	Executive Director Report - STEM	LynAnn Kovalesky	15 m
	• General School Updates		
IV.	KOSON Schools		6:00 PM
A.	CIO Updates	Matt Cartier	20 m
V.	Board Committee Updates		6:20 PM
A.	Finance Committee	Ryan Theret	2 m
	• December update		
B.	Governance Committee - Board Policy Updates	Michelle Horne	5 m
	Annual Review		
	• Board Training Policy		
	• Conflict of Interest		

	Purpose	Presenter	Time
C. Governance Committee - Community Use of Facilities Policy, DCSD Policies, and Revisions of Waivers - For Approval	Vote	Michelle Horne	5 m
D. Governance Committee - Use of DCSD Policies - For Approval	Vote	Michelle Horne	5 m
E. Governance Committee -- Revisions to Waivers - For Approval	Vote	Michelle Horne	5 m
DCSD provided minor comments on the STEM Waivers previously approved by the Board. The revised Waivers are provided for Board approval to re-submit to DCSD.			
F. CIO Support & Evaluation Committee	FYI	Erin Quigley	13 m
<ul style="list-style-type: none"> • CIO Mid-year update 			

VI. Board of Directors Update 6:55 PM

A. Board Treasurer Candidate	FYI	Kelly Reyna	2 m
B. Schedule Board Training	Discuss	Kelly Reyna	2 m
<ul style="list-style-type: none"> • Tentative Board Training June 7th 			
C. Upcoming Agenda Items	FYI	Kelly Reyna	1 m
March			
<ul style="list-style-type: none"> • Discuss Preliminary Budget 2024-25 school year • CIO Contract renewal • Policy Review - ongoing • Bellwether 			

VII. Public Comment 7:00 PM

This is the time to voice opinions and provide feedback about specific agenda item(s) prior to any Board action. Speakers must complete the Public Comment Form and submit it electronically no later than 12 p.m. the day of each Board meeting. If written testimony or a handout is submitted, presenters are asked to supply one (1) copy via email to communications@stemk12.org

	Purpose	Presenter	Time
A. Public Comment Sign up link https://forms.gle/xjYxbDmtekd7PC7B6			5 m
VIII. Closing Items			7:05 PM
A. Adjourn Meeting Adjournment	Vote	Kelly Reyna	

Never Stop Innovating! We envision a world of exponential possibilities where every child develops the innate knowledge, skills, creativity and character to thrive, lead and succeed in an ever-changing future.

Coversheet

Approve Minutes

Section: I. Opening Items
Item: E. Approve Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: Minutes for Board of Directors Meeting on January 9, 2024

APPROVED



STEM School Highlands Ranch

Minutes

Board of Directors Meeting

Date and Time

Tuesday January 9, 2024 at 5:30 PM

Location

P-tech Building

8920 Barrons Blvd

Highlands Ranch, CO 80129

Webinar Link: Join from a PC, Mac, iPad, iPhone or Android device: Please click this URL to join. <https://zoom.us/j/97049693895?pwd=RSxvcVh2ay8rSVdvWTFJRHExaFNLUT09>

Passcode: 919339

Link to Meeting Presentation Slides

Directors Present

C. Gustafson, E. Quigley, G. Shick, I. Kalra, K. Reyna, L. Davison, M. Horne

Directors Absent

R. Lukez, R. Theret

Ex Officio Members Present

M. Cartier

Non Voting Members Present

M. Cartier

Guests Present

A. Westfall, L. Kovalesky, N. Bostel

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

K. Reyna called a meeting of the board of directors of STEM School Highlands Ranch to order on Tuesday Jan 9, 2024 at 5:34 PM.

C. Pledge of Allegiance

D. Reciting of the Mission Statement

E. Approve Minutes

C. Gustafson made a motion to approve the minutes from Board of Directors Meeting on 12-05-23.

E. Quigley seconded the motion.

Approval contingent upon one edit: The 12/5 Board Meeting was called to order by Carla Gustafson since Kelly Reyna was remote. Edit made and minutes approved and published.

The board **VOTED** to approve the motion.

Roll Call

R. Lukez	Absent
R. Theret	Absent
C. Gustafson	Aye
G. Shick	Aye
K. Reyna	Aye
E. Quigley	Aye
I. Kalra	Aye
L. Davison	Aye
M. Horne	Abstain

II. Academic Excellence

A. Student Updates

HS Student Government: Updates to Student Government Officers- Luke Brevoort has been replaced with Alex Rogers as President.

-Covered Fall Semester Events: Community board, Pep Rally, Spirit week, Homecoming, Trunk or Treat, Nerds Night Out, Sports Night.

-Upcoming events: Winter Formal- 1/27, Wish week and Talent Show (in partnership with NHS), Prom- 4/26

BOD Question: Do we have a Wish recipient?- Yes, but it has not been announced publicly yet.

B. STEM FRC Team IMPULSE

FRC- Team 4418 Impulse:

Presented activity so far this school year, specifically their mission to pass a bill in CO that will help financially struggling STEM Extracurricular programs access Colorado State Grants, including FRC teams from other schools and Best Robotics. It is our hope that the STEM BOD can assist us in creating connections to promote our goals.

Additionally, FRC has been having trouble sustaining our financial goals for this year and needs to raise \$45,000 for next year. We have not fundraised enough to meet our current goals and current plans and we are worried that if we don't raise \$45,000 this year we will not be a club next year. We want to ask the BOD for any support during our time of need.

BOD Questions:

How much do you raise in a year?- We typically raise \$10,000 but many of our sponsors have pulled out. We go through about \$30,000 in a season and also sponsor other FLL teams.

Have FRC registration costs gone up?-Yes, the competitions have gone up significantly.

What are some of the challenges of funding you have come across over the years?- Keeping sponsors, completing grant application and submissions. Lockdown caused trouble for us and we lost students in our organization. We fell short financially last year and this year and now we are feeling the effects of that because we raise money for the upcoming year in the current one.

How much do you have now?- \$20,000 is what we have right now, and \$30,000 is what we really need, but if we can raise \$45,000 we can at least continue in some capacity.

Who goes out to get the sponsors?- The Business team, which is currently just one person.

Next Steps: We can put it in the newsletter, we will need the story to go with it. On the DCSD side, STEM staff can help connect the club with the appropriate contact regarding the proposed Colo bill. FRC can also work together with other clubs to coordinate with each other regionally.

C.

Executive Director Report - STEM

L. Kovalesky- Presented updates:

- Holiday events and staff party were a huge success!
- Virtual teacher workday included LEP- (English Lang.) Training and SBL Brainstorming session.
- Secondary Course Selection sheets and the Academic Course catalogue will be available to view online this week.
- Students will complete the Student Fall Survey this week in Access, We have 100 responses, but we expect far more
- Special kudos to Chris Damour and his team, there has been noticeably less sickness in the ES level due to the efforts of Chris and his team!
- Enrollment update- 1395- 9 withdrew in December, 4 withdrew 2nd Semester, and 7 enrolled.

Focus and Goals for teacher support team- Improve school culture, SBL, Data driven instructions,

New Teacher inductions- All teachers who are new to teaching have the ability to attend in our building. - 20 new teachers needing induction and 13 Mentors-

Including 1 monthly observation, one monthly meeting

PD Support-We measure its effectiveness through feedback during coaching, staff retention and surveys.

III. KOSON Schools

A. CIO Updates

M.Cartier:

Faculty update- Introduce Brian Chaput our new Human Resources Director

General updates- Charter Renewal approval vote by DCSD Board occurs on 1/23/24 and there may be negotiations. The Students who spoke at the renewal presentation to DCSD Board were amazing. We watched the Admin team work through difficult topics.

Bellweather updates- We were able to turn in all our due diligence paperwork. They will meet with us on the 11th to go over the site visit. The goal of this meeting is to look at our school and get a growth plan and strategic plans. We are building the budget from the ground up.

Communications- We will be working on our messaging and marketing to show who we are and what value we bring to the community.

Advancement committee- Working on a structure of what it looks like to raise money from the school. Academics, Enrichment and Athletics- Coordinated plans to raise the money

Facilities update- Chris Damour-introduction/Facility update- 70% of time spent in the building

Construction punch list, Fire and safety systems, door repair and maintenance, Past due invoices, HVAC issues, Maintenance, custodial, staff observations, meeting/evaluations of vendors and subs.

Big Items: Roof, HVAC, RTUs, PTECH build out, Playground, Fencing, Parking lots

Utility savings: LED Lighting, preventative maintenance agreements with vendors.

BOD suggestion- Try looking for grants that can assist with the utility savings and preventative updates.

State of STEM- February 5th, 2024 at 8 AM and 5:30 PM - In person, Recorded

Purpose- To provide detail on the current condition and future work of KOSON/STEM

Topics: Academics, Finances, Survey results, Strengths, Challenges, Opportunities and next steps.

BOD: February the 5th works. 8 AM should be well attended. Having the 2 options to access and the recorded meeting is good for people with work schedule conflicts. 6:00 PM is recommended instead of 5:30, because it gives people a chance to eat dinner first.

IV. Board Committee Updates

A. Governance Committee - Board Policy Updates

The Community Use of Facilities Policy and Use of DCSD Policies were in the board book.

L. Kovalesky will review these policies and then we can bring it to the board for a vote next month.

B. Finance Committee

The 2023-24 budget is in the board book. It was due tomorrow and was ready to review. Annual Budget- Board discussed line by line and asked questions.

The Nov 2023 Review- No Vote

I. Kalra made a motion to Approve the Budget Changes as stated.

G. Shick seconded the motion.

The approved budget will be posted on the website

The board **VOTED** unanimously to approve the motion.

Roll Call

L. Davison Aye

Roll Call

E. Quigley	Aye
G. Shick	Aye
C. Gustafson	Aye
M. Horne	Aye
R. Theret	Absent
I. Kalra	Aye
K. Reyna	Aye
R. Lukez	Absent

V. Board of Directors Update

A. Upcoming Agenda Items

February 6th BOD Meeting:

The 2024-25 Bell Schedule will be presented in February BOD

The Community Use of Facilities Policy and Use of DCSD Policies- Vote

VI. Public Comment

A. Public Comment Sign up link

No one signed up for public comment

VII. Executive Session

A. Convene Executive Session

Mid year check in and review with the CIO.

Note: Zoom of public session ends here.

C. Gustafson made a motion to enter into executive session at 7:15.

I. Kalra seconded the motion.

Kelly cited law: *The Board may vote to recess into executive session pursuant to:*

Personnel matters except if the employee who is the subject of the session has requested an open meeting, or if the personnel matter involves more than one employee, all of the employees have requested an open meeting. With respect to hearings held pursuant to the "Teacher Employment, Compensation, and Dismissal Act of 1990", article 63 of title 22, C.R.S., the provisions of section 22-63-302 (7)(a), C.R.S., shall govern in lieu of the provisions of this subsection (4).

The board **VOTED** unanimously to approve the motion.

Executive session lasted 7:24pm-8:31pm.

Ryan and Rudy absent.

Matt in attendance.

VIII. Closing Items

A. Adjourn Meeting

Public session resumed at 8:33pm.

C. Gustafson made a motion to adjourn public session at 8:33pm.

L. Davison seconded the motion.

The board **VOTED** unanimously to approve the motion.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:33 PM.

Respectfully Submitted,
M. Horne

Never Stop Innovating! We envision a world of exponential possibilities where every child develops the innate knowledge, skills, creativity and character to thrive, lead and succeed in an ever-changing future.

Coversheet

Executive Director Report - STEM

Section: III. Academic Excellence
Item: A. Executive Director Report - STEM
Purpose: FYI
Submitted by:
Related Material: February Board Presentation.pdf

Executive Director Update

February 7th, 2024

ES

- Sweetheart Dance
- Stone Canyon Trip for 5th Grade
- Love of Reading Week- end of February

Secondary

- MS Movie Event
- Winter Formal
- Spring Athletics Registration

PD Day (Feb. 16th)

- Courageous Conversations

Standards Based Learning and Grading Updates

Data Collection (surveys, parent communications, staff meetings)

- Learning and focus on standards is going well
- Concerns around feedback, grading, and communication exist

Next Steps

- Working with Canvas on different ways to communicate with parents and staff
- Identified a possible grade entry work around to provide greater clarity
- Creation of a staff and parent working group to test possible changes
- Creation of a SBL school cohort to seek support and generate ideas

Planning for the 24/25 School Year

- Student Course Registrations-
 - Initial Course Selection Sheet
 - Students input classes into IC on 2/14
- Monitoring enrollment numbers-
- Staff Intent to Return
 - Google Form sent Monday, 1/29
- Determining Staffing Needs for 24/25 Calendar Year
- Teacher Offer Letters Distributed Before Spring Break

Coversheet

CIO Updates

Section: IV. KOSON Schools
Item: A. CIO Updates
Purpose: FYI
Submitted by:
Related Material: 20240206 Board Meeting CIO SLIDES.pdf



CIO Update

Tuesday, January 09, 2024

Topics

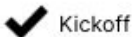
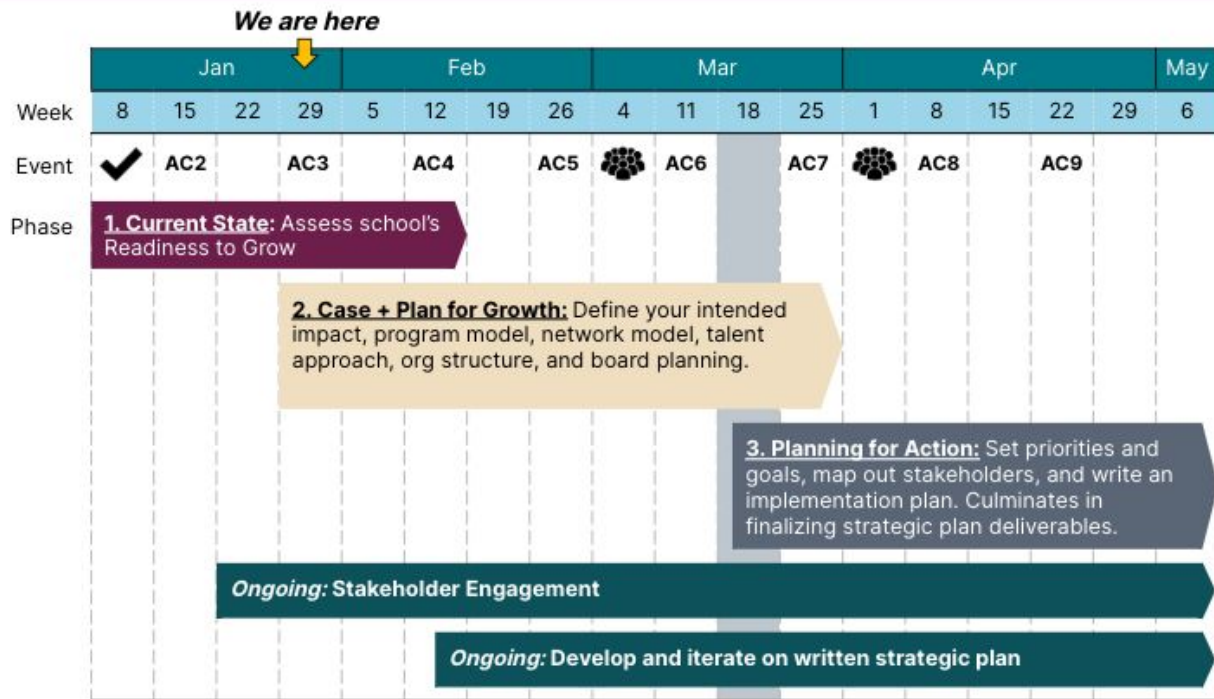
- Message to the community
- Bellwether Consulting
- Strategic Plan
- Growth Opportunities
- Upcoming Dates

Bellwether Consulting

Bellwether Consulting

- Report Card
- Portrait of a Graduate
- Mission, Vision, Values
- Market
- Board Effectiveness Diagnostic

This planning cohort is an 18-week tailored advising series, designed to support you to a strategic plan for growth



Kickoff



Full cohort convenings

7

We help boards evaluate their own practices through a **Board Effectiveness Diagnostic (BED)**

What is the Board Effectiveness Diagnostic (BED)?

- BED is a report that demonstrates your board's **strengths and areas for improvement** compared to governance best practices
- The report aims to provide boards the **information needed to govern more effectively**
- Our school governance framework reports on the following **dimensions**: *Student Success, Leadership, Resources, Engagement, Composition, Structure, and Accountability*
- For each school governance element, the **report includes**:
 - An overview of best practices
 - A summary of board responses
 - A compilation of board written comments

Why is it important?

- Just like schools and school leaders are evaluated, healthy boards measure their performance as a board to **govern and support school success**
- The report offers boards the information needed to set goals to **govern more effectively by asking themselves**:
 - *Are we doing everything possible as a board to ensure that all students in this school are succeeding?*
 - *What can we do better?*

How is it different from the RTG assessment?

- Board members complete the survey
- The BED is more nuanced than RTG (and is a newer tool)
- The BED can be used in isolation with the Board, if the leader does not want to share the full RTG report

To date, over 150 school & nonprofit education boards have used the **BED** to support their governance efforts



“Bellwether has an eye on the **best practices across the nation** that build great boards committed to **providing kids and families the highest quality public education opportunities**. The BED provided us with a robust understanding of **board responsibilities**, the **questions boards should be asking themselves**, and the **actions** the boards should be taking. Partnering with Bellwether on this survey really helped us **do the work needed to move forward.**”

“For the **past two years**, we have contracted with Bellwether to conduct our board self-evaluation. Their findings have been helpful in **identifying areas ripe for improvement.**”

Strategic Plan

Strategic Plan

- Dec, 2023 - Feb, 2024 - Operational Plans
- Jan - April, 2024 - Bellwether Consulting
- May - June, 2024 - Rough Draft
- June, 2024 - Board Input at Board Retreat
- July, 2024 - Refine
- August, 2024 - Finalized
- Fall, 2025 - Articulation and Implementation

Growth Opportunities

Refinement & Growth Opportunities

- What does Refinement look like?
- Why Grow?
- Current Campus
- Satellite Elementary School(s)
- Replication inside of Douglas County
- Replication outside of Colorado
- Digitally connected small schools

Upcoming Dates

Upcoming Dates

- Feb 7-16 - Personal Vacation
- Feb 16 - Professional Development Day (No School)
- Feb 19 - Presidents Day (No School)
- Feb 27 & 28 - Colorado League of Charters Conference
- March 14th (evening) & 15th (day, No school) - Parent Conferences
- March 18-22 - Spring Break (No school)
- April 2nd - Board Meeting
- **April 12 @ 6:00pm & April 13th @ 8:00am - State of STEM**
- April 26th - Professional Development Day (no school)
- May 7th - STEM Shares
- May 14th - Board Meeting
- **May 20th - Graduation**
- May 22nd - Elementary Last Day (half day)
- May 23rd - Secondary Last Day (half day)
- **June 7th (all day) - Board Retirement**

Coversheet

Governance Committee - Community Use of Facilities Policy, DCSD Policies, and Revisions of Waivers - For Approval

Section: V. Board Committee Updates
Item: C. Governance Committee - Community Use of Facilities Policy, DCSD Policies, and Revisions of Waivers - For Approval
Purpose: Vote
Submitted by:
Related Material: Policy_Community Use of Facilities_2024.pdf

Community Use of School Facilities Policy

STEM SCHOOL HIGHLANDS RANCH POLICY

Community Use of Facilities

I. PURPOSE

The purpose of this policy is to define application procedure, requirements, fees, and user responsibility when community or non-school entities use STEM School Highlands Ranch (STEM) facilities.

Note:

- **Community and non-school entities are considered external groups that desire to use the STEM facilities.**
- **Clubs or organizations authorized by the STEM Enrichment Program are considered school entities.**

II. POLICY

Administrative Procedures and Regulations

A. Application for Use of School Facilities. An application must be submitted to the Facility Director a minimum of two weeks prior to the event. Rental groups that are organized on a school-year basis need apply only once during each school year. The Facilities Director will serve as the applicant's point of contact and will work with the requestor throughout the process.

1. Facility Use Agreement Form (Agreement for Non-School Use of School Facilities).
 - All building/facility use applications will be submitted to and approved by the Facilities Director. If space is available on the date requested, the Facilities Director will forward a copy of the request and approval to the Communications Director.
 - The Communications Director verifies the date and location availability and brings it to the School Administration Team for review and final approval or denial.
 - Approval or denial will be communicated back to the Facilities Director, who will then communicate it back to the requestor.
 - After approval, a copy of the completed Agreement for Non-School Use of School Facilities will be returned to the applicant by the Facilities Director.
 - The Communications Director will schedule the space and submit any necessary requests into the Support Ticketing System.
2. Cancellation. At least 72 hours notice must be given by the user to the Facility Director prior to cancellation. If this notice is not given, STEM may assess fees reflecting all costs incurred. STEM reserves the right to cancel building use activities should the space be needed for school or school-related activities. This privilege will be used only when

Community Use of School Facilities Policy

necessary due to unavoidable circumstances. Suitable, alternative space will be provided if possible. When school is canceled or released early for emergencies or weather conditions, scheduled community activities may not be held.

3. Denial of Request.
 - Due to school use and needs of certain facilities, the request may not be approved.
 - Buildings/facilities may be unavailable at certain times during weekends, holidays, summer vacations, or when they are scheduled for maintenance or custodial programs.
 - A group's failure to comply with articulated procedures for building use or the misuse or abuse of buildings, facilities, equipment or grounds may be cause for immediate and future denial and/or immediate ejection.
 - Violation of federal, state or municipal laws or STEM policies or procedures may be grounds for a future denial of request, as well as the immediate revocation of use and surrender of the premises.
 - Individuals, groups or organizations that advance any doctrine or theory that is subversive to the Constitution or laws of the United States or the state of Colorado, or that advocate social or political change by use of violence, will be denied use of facilities. This is a content-based restriction applicable to all parties, regardless of viewpoint.

B. General Requirements

1. Any use of school buildings, facilities, or property shall not create a nuisance or hazard to other persons.
2. When any school building is occupied by a community or non-school entity, a staff member, authorized volunteer, or hired security must be present unless otherwise approved by facilities director.
3. Buildings, facilities and parking lots may not be used for flea markets or private family use (e.g., wedding receptions, reunions, parties, recreation).
4. Organizations using buildings/facilities shall neither negotiate with nor pay any employee directly for services rendered unless otherwise approved by Administration.
5. Persons using school buildings/facilities must confine themselves to the room(s) and corridor(s) assigned for use during the approved time. Areas must be vacated completely at the agreed-upon ending time; otherwise, overtime charges will be assessed at a minimum of one hour or actual time, whichever is greater. Additional time may be approved by an Administrator.
6. Keys to facilities shall not be issued to any community user, unless authorized by the Facilities Director.
7. Groups using buildings/facilities must not establish any type of concessions for the purpose of dispensing foods, candies, popcorn, soft drinks or sundries in school buildings or on school grounds unless approved by the Facility Director in coordination with the Communications Director. Kitchen facilities will be unavailable for use.

Community Use of School Facilities Policy

8. The use and possession of alcoholic beverages or illegal drugs by any person or group on the property is strictly prohibited.
9. Smoking and tobacco use in all buildings and premises is prohibited at all times.
10. Neither gambling nor unlicensed games of chance (e.g., bingo, lotteries, raffles) shall be permitted in buildings/facilities. Only generally accepted amusement games may be conducted at student-oriented or similar activities.
11. No supplies or equipment will be stored in school buildings or on school property.
12. Temporary signage is permissible only on contracted use days, beginning one hour prior to use, and must be removed no later than one hour after contracted use time.
13. Individuals and groups using buildings/facilities shall not be allowed to have access to and shall not use any School internet facilities including wireless facilities or access lines.
14. No animals shall be permitted in School facilities without approval of the Facilities Director, unless it is a qualified service animal in accordance with the requirements of the ADA.

C. Costs and Fee Structure for Facility Use

1. No rental Fee:
 - a. STEM may wave charges for any organization it deems. Common organizations that would not pay fees are colleges, universities, law enforcement, elections, school sponsored activities/clubs, etc.
 - b. Free category users may be charged a damage deposit and for any Staff overtime (minimum one hour) when applicable.
2. The following groups may use school buildings/facilities for direct cost:
 - a. Non-profit recreational and educational groups and organizations serving primarily Douglas County youth.
 - b. "Direct cost" is an incurred cost and includes utility costs, supplies, and custodial services. A staff member may be assigned and the cost passed on to the rental group if the Facility Director believes that it is appropriate. The hourly custodial fee shall be as set by the Facility Director.
3. Non-profit Community Rate:
 - a. Colleges and universities conducting courses available to Douglas County residents that have not been requested by STEM;
 - b. Recreational, educational, religious, charitable, athletic and governmental groups and organizations that hold legal not-for-profit tax status that do not primarily serve Douglas County youth.
4. Commercial Rate:
 - a. All youth and adult activities that are sponsored by individual(s), groups, and organizations that do not hold not-for-profit tax status through the state of Colorado or Internal Revenue Service.

Community Use of School Facilities Policy

- b. Any organization or individual(s), including employees or groups, that uses buildings/facilities for the purpose of generating revenue by charging for admission or requesting donations from spectators and/or participants, or selling merchandise and/or services.

D. Fee Regulations

1. Rental fees and damage deposits must be paid **PRIOR** to the event date specified on the application. All checks or money orders shall be made payable to the "STEM School Highlands Ranch." Additional charges assumed by the user are due within five business days after receipt of invoice.
2. Rental charges, as per rate schedule set by STEM, will be based on the length of time the facility is used, inclusive of that period preceding the opening or beginning of the activity that is used for rehearsals, decoration, or preparation, as well as that period following the closing of the activity necessary for the removal of property, dismissal of personnel, and return to normal school use.
3. Use of facilities will fall within normal custodial hours, or overtime charges will be assessed.
4. Charges for use of school equipment may be assessed.

E. Grounds and Parking Lots

1. Placement of buildings, structures, or equipment by outside organizations will not be allowed on the property, unless approved by Facility Director approval.
2. Vehicles and horses shall be restricted to established roadways and parking lots.
3. Approved applications are required for use of all athletic fields.
4. Any expense incurred by STEM for use of facilities in this category will be charged to the user.
5. No work or modifications shall be done by outside groups to any grounds or athletic fields without the written consent of the Facility Director.

F. Special Facilities

1. Kitchen facilities are not available for use
2. The following facilities are not available for use as described in this procedure unless they are under the direct supervision of a staff member or STEM representative and use is authorized by a Director.
 - a. Secondary Gym
 - b. Computer Labs
 - c. Engineering Labs
 - d. Arts or Music Areas
 - e. Science Labs

Community Use of School Facilities Policy

G. STEM Owned Equipment for Community Use

1. Furniture and equipment shall not be loaned or rented to any person or organization for use off of school premises.
2. Such equipment may be used in buildings only, with the permission of the Facility Director and only by qualified staff.
3. No equipment or furniture shall be altered or moved by users unless approved by the Facility Director in the facility use agreement. Specifically included in this category are basketball backboards and bleachers.

H. Use of Buildings and Facilities by Religious Organizations

1. Community-based religious organizations may rent school property for church services, Sunday school or other functions of church service or religious instruction (i.e., seminars, revivals) under conditions and for periods of time as follows, and shall pay community rates.
2. Use of school facilities as a meeting place is permissible only after school hours, and shall be subject to all approval and regulatory conditions applicable to other organizations.

I. User Responsibility and School Indemnity

1. The signer of the Agreement for Non-School Use of School Facilities will be considered the legal agent of the organization using the building/facility and, as such, will be responsible for compliance with all conditions for building use. The applicant signing the Agreement and the organization represented will indemnify and hold harmless STEM and any person whose property may be within that building, for loss or damage to such property caused by any persons attending said meeting, and for any damage or injury arising out of, or in any manner attributable to the holding of said meeting or the use of such building or facility by reason of holding said meeting.
2. The applicant shall be responsible for the conduct and control of all participants and spectators and shall see that all applicable federal, state, and municipal laws and regulations, and policies and regulations are followed. All community user groups must identify an on-site adult responsible for supervising the event, and as contact for STEM. Users must have a copy of the approved Use Agreement in their possession at the time of the event.
3. The applicant must agree to be financially responsible to STEM for any and all damage that occurs to the buildings and property during the period of use. Excessive wear to property caused by non-school users will be charged to the user. If, in the opinion of the Facility Director, a proposed activity will cause excessive wear, or require extensive custodial time, they may also require security coverage, or deny the request.
4. Each user/applicant will be required to provide a certificate of comprehensive general liability insurance in the amount of no less than \$1,000,000 per occurrence. The certificate of insurance must have an endorsement naming STEM as an additional

Community Use of School Facilities Policy

insured as its interests may appear. STEM reserves the right to require different types of insurance dependent on user activities.

Approved by the STEM School Board on _____.
(dd/mm/yyyy)

STEM School Highlands Ranch

By: _____
(Signature, Board secretary)

(Printed name, Board secretary)

Adopted: 2012

Revised: February 2024

Coversheet

Governance Committee - Use of DCSD Policies - For Approval

Section: V. Board Committee Updates
Item: D. Governance Committee - Use of DCSD Policies - For Approval
Purpose: Vote
Submitted by:
Related Material: Policy_Use Of DCSD Policies_2024.pdf

Use of DCSD Policies Policy

STEM SCHOOL HIGHLANDS RANCH POLICY
Use of Douglas County School District Policies

I. PURPOSE

In its Charter, STEM School's Vision/Mission provides as follows:

Never Stop Innovating. We envision a world of exponential possibilities where every child develops the innate knowledge, skills, creativity and character to thrive, lead and succeed in an ever-changing future.

Under its Charter with Douglas County School District, Douglas County School District designates District policies as one of four categories for charter schools: Not Applicable, Automatic Waivers, Non-Automatic Waivers, and Non-Waivable. Policies designated as Not Applicable do not apply to STEM. With regards to Not Applicable or Waived policies, STEM is permitted to operate independently from other schools in the District and is free to develop, adopt, and implement its own operational policies, rules, and regulations, subject to the limitations of applicable laws, the Charter, and District approval (if required).

II. POLICY

As part of the Charter renewal process, STEM will submit its Waiver request to the District for Automatic and Non-Automatic Waivers and provide a replacement plan, process, or STEM policy. The District authorized charter contract will document the approved Automatic and Non-Automatic Waivers.

During the time period between Charter renewals, STEM will regularly review the District Automatic and Non-Automatic Waiver list, as well as any new or revised DCSD policies, to determine if a waiver request or new/updated STEM policy is needed. STEM reserves the right to request updated Waivers in accordance with the process outlined in its Charter, if needed.

The STEM Board will approve all Waiver requests prior to submission to the District for authorization.

For any Not Applicable or Waived policies, the STEM Board will continue to develop, revise and adopt its own policies that further the STEM Vision/Mission..

In any case where STEM has not waived an applicable DCSD policy or has not adopted or approved a specific plan, process, or STEM policy for a Waived or Not Applicable policy, STEM employees and agents, after asking for clarification from a supervisor to ensure there is not a specific plan, process or STEM policy in place, may rely on an existing Douglas County School District policy which addresses the particular matter or issue.

Use of DCSD Policies Policy

Approved by the STEM School Board on _____.
(dd/mm/yyyy)

STEM School Highlands Ranch

By: _____
(Signature, Board secretary)

(Printed name, Board secretary)

Adopted: March 2013
Revised: February 2024

Coversheet

Governance Committee -- Revisions to Waivers - For Approval

Section: V. Board Committee Updates
Item: E. Governance Committee -- Revisions to Waivers - For Approval
Purpose: Vote
Submitted by:
Related Material: Copy of STEM State waivers 23_24 UPDATED 20240202.pdf

**COLORADO**

Department of Education

Innovation, Choice and
Engagement Division

Charter School Waiver Request Addendum

Use the addendum template below to list the non-automatic waiver(s) from statute and rule and the related replacement plans that the charter school is requesting.

Contact Information

School Name: STEM School Highlands Ranch

School Address (mailing): 8873 S. Ridgeline Blvd Highlands Ranch, CO 80129

Charter School Waiver Contact Name: Matt Cartier

Charter School Waiver Contact's Phone Number: (303)683-7836

Charter School Waiver Contact's Email: matt.cartier@kosonschools.org

Automatic Waivers

<u>State Statute Citation</u>	<u>Description</u>
C.R.S. § 22-32-109(1)(f)	Local board duties concerning selection of staff and pay
C.R.S. § 22-32-109(1)(t)	Determine educational program and prescribe textbooks
C.R.S. § 22-32-110(1)(h)	Local board powers-Terminate employment of personnel
C.R.S. § 22-32-110(1)(i)	Local board duties-Reimburse employees for expenses
C.R.S. § 22-32-110(1)(j)	Local board powers-Procure life, health, or accident insurance
C.R.S. § 22-32-110(1)(k)(l)	Local board powers-Policies relating the in-service training and official conduct

C.R.S. § 22-32-110(1)(ee)	Local board powers-Employ teachers' aides and other non-certificated personnel
C.R.S. § 22-32-126	Employment and authority of principals
C.R.S. § 22-33-104(4)	Compulsory school attendance-Attendance policies and excused absences
C.R.S. § 22-63-301	Teacher Employment Act-Grounds for dismissal
C.R.S. § 22-63-302	Teacher Employment Act-Procedures for dismissal of teachers
C.R.S. § 22-63-401	Teacher Employment Act-Teachers subject to adopted salary schedule
C.R.S. § 22-63-402	Teacher Employment Act-Certificate required to pay teachers
C.R.S. § 22-63-403	Teacher Employment Act-Describes payment of salaries
C.R.S. § 22-1-112	School Year-National Holidays

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

C.R.S. § 22-9-106 Local Board of Education-Duties-Performance Evaluation System; C.R.S. § 22-2-112(1)(q)(I) Commissioner-Duties

Rationale: STEM School Highlands Ranch or designee must have the ability to perform the evaluation of all personnel. Should any other designated administrator not have a Principal Licensure, this should not preclude him or her from administering the evaluations under the direction of the Principal. The Board of Directors must also be able to perform the evaluation for the Chief Innovation Officer. Additionally, STEM School Highlands Ranch should not be required to report its teacher evaluation ratings as a part of the commissioner's report as required by C.R.S. § 22-2-112(1)(q)(I), but will still report on in-field/out-of-field.

Replacement Plan:

STEM School uses its own evaluation system as agreed to in the charter contract with Douglas County School District. STEM School's evaluation system will meet the intent of the law as outlined in statute. Staff will annually train in this evaluation system. The methods used for the school's evaluation system include quality standards that are clear and relevant to the administrators' and teachers' roles and responsibilities, be based on research-based practices guiding the science of reading, have the goal of improving student academic growth, and meet the intent of the quality standards established in C.R.S. §§ 22-9-101 et seq. The school will not be required to report its teacher evaluation data through applicable state collections; however, teacher performance ratings data will be reviewed by the school and used to inform hiring practices and professional development. Core course level participation will continue to be reported pursuant to C.R.S. § 22-11-503.5, as this is a non-waivable statute.

Duration of Waivers:

The waiver will extend for the duration of the contract.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on the Douglas County School District or the STEM School Charter budget.

How the Impact of the Waivers Will be Evaluated:

Since teacher performance has a critical impact on the performance of the entire school, the impact of this waiver will be measured by the same performance criteria and assessments that apply to the school, as set forth in the charter contract. The Board of Directors of the school and school leader will annually evaluate the effectiveness of their evaluation system and make adjustments as they may deem appropriate.

Expected Outcome:

If granted, the waiver will enable the school to implement its program and evaluate its teachers in accordance with its Performance Appraisal System, which is designed to produce greater accountability and be consistent with the school's goals and objectives. This will benefit staff members as well as students and the community.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

C.R.S. § 22-32-109(1)(n)(I) Board of Education-Specific Duties School Calendar

C.R.S. § 22-32-109(1)(n)(II)(B) Board of Education-Specific Duties Adoption of District Calendar

C.R.S. § 22-32-109(1)(n)(II)(A) Board of Education – Teacher Pupil Contact Hours

Rationale:

STEM School Highlands Ranch will prescribe the actual details of its own school calendar to best meet the needs of its students. As such, the school will have a calendar that may differ from the

rest of the schools within Douglas County District. STEM School Highlands Ranch will always meet at least the minimum required time and days as outlined in state law.

Replacement Plan:

The final calendar and the school's daily schedule is designed and approved by the STEM School's Board of Directors and meets or exceed the requirements in state statute. The Board adopts a policy that specifies a process regarding how and when a calendar is adopted and how changes to the calendar are made. A copy of the calendar distributed to parents of STEM School. To the extent possible, STEM School Highlands Ranch will endeavor to develop a calendar that aligns with the calendar of Douglas County School District.

Duration of Waivers:

The waiver will extend for the duration of the contract.

Financial Impact:

The school anticipates that the requested waivers will have no financial impact on the Douglas County School District or the STEM School Highlands Ranch budget.

How the Impact of the Waivers Will be Evaluated:

The impact of this waiver will be measured by the same performance criteria and assessments that apply to the school, as set forth in the charter contract.

Expected Outcome:

As a result of this waiver, the school will be able to operate in accordance with its own schedule, designed to meet the needs of its community and educational program, which is vital to the success of its program.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

C.R.S. § 22-32-109(1)(b) Local Board Duties Concerning Competitive Bidding
C.R.S. § 22-32-110(1)(y) Local Board Powers-Accepting Gifts, Donations, and Grants

Rationale:

In order to manage its own budget and finances, STEM School Highlands Ranch must be granted the authority to develop its own financial policies and practices. STEM School Highlands Ranch, rather than Douglas County School District, is in the best position to know what goods and services are needed and which vendors and providers may be available.

<p>Replacement Plan: STEM School Highlands Ranch Board of Directors adopted a policy concerning competitive bidding, as required by applicable law, and for selecting successful bidders on projects/contracts. STEM School Highlands Ranch will ensure the process is open, transparent, and in compliance with all applicable rules and regulations. Additionally, the board adopted a policy for accepting gifts, grants and donations.</p>
<p>Duration of Waivers: The waiver will extend for the duration of the contract.</p>
<p>Financial Impact: The school anticipates that the requested waivers will have no financial impact on the Douglas County School District or the STEM School Highlands Ranch budget.</p>
<p>How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the same performance criteria and assessments that apply to the school, as set forth in the charter contract.</p>
<p>Expected Outcome: STEM School Highlands Ranch expects that, because of this waiver, it will be able to manage its own financial affairs.</p>

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

C.R.S. § 22-63-201 Employment Certificate Required

Rationale: STEM School Highlands Ranch must be granted the authority to hire teachers and principals that will support the school’s goals and objectives. The principal will not function as a traditional District school principal, but rather will be responsible for a wider range of tasks and act as the school’s chief executive officer. East Elementary Charter will seek to attract principals and teachers from a wide variety of backgrounds, including, but not limited to teachers from out-of-state, teachers with a lapsed Colorado certificate, persons with several years of successful teaching experience in a setting not requiring a license, as well as persons with business or professional experience.

Replacement Plan: All STEM School Highlands Ranch Charter employees will meet the guidelines set forth in the Colorado state ESSA plan, specifically (1) endorsement on a Colorado teaching license; (2) holding at least a BA or higher in the relevant subject area; (3) completing 36 semester credit hours in the subject matter in which s/he teaches; or (4) passing a State Board approved content exam in the relevant subject area. All school employees will meet applicable fingerprinting and background check requirements. Special Education Teachers will hold the requisite state license and endorsement. STEM School Highlands Ranch will report the number of in-field/out-of-field teacher designations, years of experience of teachers, or any other requirements promulgated by CDE.

Duration of Waivers: The waiver will extend for the duration of the contract.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on the Douglas County School District or the STEM School Charter budget.

How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the same performance criteria and assessments that apply to the school, as set forth in the Charter Agreement.

Expected Outcome: As a result of this waiver, STEM School Highlands Ranch Charter will be able to operate in accordance with its own program and hire teachers that best fit the school's design, which is vital to the success of its program.

Non-Automatic Waivers: Statute Description and Rationale and Replacement

C.R.S. § 22-63-202 Teacher Employment, Contracts in Writing-Duration-Damage Provision

C.R.S. § 22-63-203 Probationary Teachers-Renewal and Non-renewal of Employment Contract

Rationale: To manage its own personnel, STEM School Highlands Ranch Charter must be granted the authority to select its own teaching staff, develop its own employment agreements and terms and conditions of employment.

Replacement Plan: All STEM School Charter employees will be employed on an at-will basis. STEM School Charter has written teacher agreements with the terms of non-renewal and renewal of employment agreements, and payment of salaries upon termination of employment of a teacher. As a result of these waivers, the school will be able to employ professional staff possessing unique skills and/or background, filling all staff needs.

Duration of Waivers: The waiver will extend for the duration of the contract.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on the Douglas County District or the STEM School Charter budget.

How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the same performance criteria and assessments that apply to the school, as set forth in the Charter Agreement.

Expected Outcome: STEM School Charter expects that, as a result of this waiver, it will be able to manage its own personnel affairs.

Non-Automatic Waivers: Statute Description and Rationale and Replacement Plan

C.R.S. § 22-63-206 Transfer of Teachers

Rationale: STEM School Charter has a unique curriculum for which having the proper teaching staff is essential. No other school nor Douglas County School District should have the authority to transfer its teachers into or from STEM School Highlands Ranch Charter.

Replacement Plan: STEM School Highlands Ranch Charter will not participate in the district's transfer policies and procedures; however, to the extent that teachers are transferred to other positions or grades within the school, there shall be no discrimination shown toward any teacher in the assignment or transfer of that teacher because of sex, sexual orientation, marital status, race, creed, color, religion, national origin, ancestry, or membership or non-membership in any group or organization. Race includes hair texture, hair type, or a protective hairstyle that is commonly or historically associated with race.

Duration of Waivers: The waiver will extend for the duration of the contract.

Financial Impact: The school anticipates that the requested waivers will have no financial impact on the Douglas County School District or the STEM School Charter budget.

How the Impact of the Waivers Will be Evaluated: The impact of this waiver will be measured by the same performance criteria and assessments that apply to the STEM School Charter, as set forth in the Charter Agreement.

Expected Outcome: STEM School Highlands Ranch Charter expects that, as a result of this waiver, it will be able to manage its own personnel affairs.

Coversheet

CIO Support & Evaluation Committee

Section: V. Board Committee Updates
Item: F. CIO Support & Evaluation Committee
Purpose: FYI
Submitted by:
Related Material:
CIO Mid-Year Check-In.Jan 2024.pdf
Final Report_ BOD's Mid-Year Check-In with the Koson CIO Jan 2024.pptx



Final Report: Mid-Year Check-In with the Koson CIO

Date: Jan 18, 2024

Related resources:

- [W](#) CIO Mid Year Reflection 20240102.docx .
- [☰](#) Guidance/Process_Mid-year Check-in with the Koson CIO

Authors:

- Erin Quigley, Chair of the CIO Support and Evaluation Committee
- Kelly Reyna, Board Chair and member of the CIO Support and Evaluation Committee

Overview: On January 9th, 2024, members of the Koson Board of Directors and CIO Matt Cartier met in an executive session to discuss the progress Matt is making in his priority goals for 2023-2024. During that meeting, Erin Quigley recorded the feedback (linked [here](#)). After the meeting, Erin was responsible for summarizing the feedback and debriefing it with Matt and the CIO Support and Evaluation Committee at the Jan 18, 2024 meeting. That feedback is summarized below and organized by the 3 strategic priorities.

Board Feedback

Executive Summary: The reader will note we have observed strong evidence that Matt is making great progress on his strategic goals for the 2023-2024 school year. We appreciate how well he addressed these against the backdrop of a charter renewal, unexpected personnel changes, and other “curve balls” that could have derailed the progress we hoped he would make.

The advice we include here is in the spirit of ongoing collaboration, STEM’s strategic improvement, and Matt’s professional growth. We believe he is doing an outstanding job leading STEM, and we look forward to continuing to support Matt’s work for the long-term.

Priority 1: Modeling

Goal: The CIO consistently models the ownership, teamwork, innovation, and overall commitment to excellence we are driving toward our long-term goal.

Board’s Commendations:

The Board recognized the presence Matt has had as the face of the school. In addition to this, it’s clear Matt has a deep commitment to owning the work and understanding all its facets. He has demonstrated he listens to feedback and “seeks to understand” before jumping into action. These qualities have led folks to act responsively instead of reactively, even during stressful events.

Speaking of staying responsive, we want to acknowledge how well we felt Matt handled a difficult

situation with a parent. He was responsive and proactive and, when necessary, direct with stakeholders about how things needed to change.

We also noted how Matt's demeanor and approach has been authentic, positive, and team-focused, which is what the STEM community needs at this point in his tenure.

Board's Advice:

We shared an opportunity for Matt to bring folks (especially other leaders) along in his thinking by sharing his thinking as he's making important decisions. By doing this, Matt can teach his leaders how they might think through difficult decisions. This can help build capacity in them.

We also discussed how Matt might give face time to the STEM community a few times a year so he can share a high-level update on the school's progress and generate excitement for the work ahead. This can serve as a model of how other leaders in the school might present information so it provides clarity and motivates the community. We noted that this is of special interest to parents on the board because sometimes feel they aren't hearing the rationale for certain major decisions, like Standards Based Grading.

Priority 2: Strategic Planning and Budgeting

Goal: The CIO initiates and executes a campus-wide strategic thinking and budgeting process to drive the school's priorities.

Board's Commendations:

We are impressed that Matt decided to make a strategic focus on leadership development at STEM. Given the number of priorities, it makes sense to put his efforts into the people who will execute the strategic plan.

Matt shared that he has integrated shorter cycles of strategic thinking/planning. We believe this reflects good judgment on his part because it allows him to provide more oversight on progress and pivot more quickly once he has new information.

Board's Advice:

We shared it would be helpful for the board to hear, each month, what progress Matt and STEM leadership are making in their strategic plan (once it's completed with the support of Bellwether). Where are we on track? Off track? Matt asked if we could discuss this during the June/July retreat so we could align on what would be most useful for the board to review each month. We agreed that this makes sense.

Priority 3: Leadership Development

Goal: The CIO effectively develops the Shared Services Team by (re)defining roles and expectations, providing regular feedback on performance, and setting up structures for productive collaboration with each other, STEM HR, and future schools.

Board's Commendations:

Feedback is critical to development. Before Matt joined STEM, leadership shared with the Board that they wanted more feedback on their progress so they could develop their skills (the CEO at the time was not

providing adequate feedback). Since Matt joined, we have observed leadership receiving much more feedback and we have heard that they are prioritizing their work more strategically because of it. We commend Matt for implementing new systems for feedback that accelerate the development of our leaders.

At the very beginning of his tenure, Matt needed to make difficult personnel decisions that could have, if not handled well, harmed the culture of STEM. Matt consulted stakeholders and experts to ensure he considered all available information before making a decision. He also engaged board members during the process so they stayed abreast of the situation. Because of this, the change in leadership did not derail STEM's progress and more aligned leadership is now in place.

Matt chose to hold the role of operations and HR until he found the best possible candidates to fill those roles. While this stretched his capacity, we believe his patience and efforts paid off. Both of these new employees bring deep expertise and experience to the work and have already jumped in with both feet.

Board's Advice:

Now that Matt has about 6 months under his belt, we shared it is a good time to be more direct with stakeholders (especially leadership) about what he thinks is the best decision. We acknowledge that this shouldn't be done in a way that takes power from his leaders, but we do think it's helpful for them to know where Matt stands on topics that impact STEM's entire education program (ex: Standards-Based Grading). Similarly, we look forward to a more precise description of Matt's dreams for STEM (but only when he believes they're ready to share).

Final Report: BOD's Mid-Year Check-In with the Koson CIO

January 2023

Purpose

- CIO identifies for the board progress towards goals
- Board and CIO to provide each other with feedback.
- Ensure the board and the CIO are aligned on what will be prioritized for the coming months (until the end-of-year performance evaluation)

Process

- Collecting Matt's evidence of progress
- Board preparing individual reflections on progress
- Board and Matt discussing progress
- Support and Evaluation committee debriefing with Matt

CIO's Goals

Long-term (~3 years): Cultivate a culture that encourages ownership, teamwork, innovation, and an overall commitment to excellence.

Supporting goals for '23-24:

Modeling

Consistently models the ownership, teamwork, innovation, and an overall commitment to excellence we are driving toward our long-term goal.

Strategic Planning & Budgeting

Initiates and executes a campus-wide strategic thinking and budgeting process to drive the school's priorities.

Leadership Development

Effectively develops the Shared Services Team by (re)defining roles and expectations, providing regular feedback on performance, and setting up structures for productive collaboration with each other, STEM HR, and future schools.

CIO's Goals

Modeling

Consistently models the ownership, teamwork, innovation, and an overall commitment to excellence we are driving toward our long-term goal.

Commendations:

- Ownership of the work
- Soliciting feedback to improve
- Staying responsive
- Taking proactive measures
- Demonstrating steady approach

Advice / Opportunities:

- Sharing *how* he is modeling (“going meta”)
- Value of face time

CIO's Goals

Strategic Planning & Budgeting

Initiates and executes a campus-wide strategic thinking and budgeting process to drive the school's priorities.

Commendations:

- Strategic focus of leadership development
- Increased cycles of strategic planning that allow for more oversight

Advice / Opportunities:

- Once it's ready, working with the board to determine the best way to share regular progress on strategic priorities.

CIO's Goals

Leadership Development

Effectively develops the Shared Services Team by (re)defining roles and expectations, providing regular feedback on performance, and setting up structures for productive collaboration with each other, STEM HR, and future schools.

Commendations:

- Increased feedback to leaders
 - Leaders making strategic priorities
 - Effective handling of leadership challenges
 - Effective hiring of new leadership
-

Advice / Opportunities:

- Has support of the board in taking decisive action that further develops STEM leadership.