

OUR CHILDREN. LEARNING TODAY. LEADING TOMORROW.

*Mission Statement: The dedicated professionals of Pasadena Unified School District provide a caring, engaging, challenging educational experience for every student, every day in partnership with our families and communities.*



**PASADENA UNIFIED SCHOOL DISTRICT  
BOARD OF EDUCATION**

**APRIL 15, 2021**

**SPECIAL MEETING**

**BOARD RETREAT  
NOTICE AND AGENDA**

**4:00 PM – OPEN SESSION**

**THE ELBIE J. HICKAMBOTTOM BOARD ROOM #236, LOCATED AT 351 S. HUDSON AVENUE,  
PASADENA, IS CLOSED TO THE PUBLIC UNTIL FURTHER NOTICE**

**Spanish Translation Services:**

**If you require translation, please send an email to [superintendent@pusd.us](mailto:superintendent@pusd.us)  
at least **24 hours** before the meeting start time.**

(Meetings are recorded for use in official minutes.)

**A. Call to Order (4:00 pm)**

<b><u>Roll Call – Board Members</u></b>	<b>PRESENT</b>	<b>ABSENT</b>
Kimberly Kenne – District 1		
Jennifer Hall Lee - District 2		
Patrick Cahalan - District 4		
Tina Fredericks – District 6		
Michelle Richardson Bailey, Clerk – District 3		
Elizabeth Pomeroy, Vice President – District 5		
Scott Phelps, President – District 7		
Brian McDonald, Superintendent		

**Pledge of Allegiance**

**Culture Statement**

*Pasadena Unified School District shall cultivate a culture of trust where employees, parents, students, and the community are welcomed, valued, and supported. We will collaborate with each other and our partners to achieve academic excellence, pursue continuous personal and professional improvement, and build positive relationships. We will celebrate our strengths and continually embrace opportunities to improve as a community of learners.*

**B. Public Comment on Agendized Items Only**

*Members of the public have a right to address the Board concerning any item scheduled for consideration at a special board meeting. Please send your comments prior to the meeting start time to [superintendent@pusd.us](mailto:superintendent@pusd.us) to be read by the Board Clerk. In your comments, please provide no more than 450 words to keep within the three-minute time limit.*

**C. Board Discussion**

<ol style="list-style-type: none"><li>1) Welcome</li><li>2) Introductions</li><li>3) Overview/Agreements</li><li>4) Report from Board Member Interviews</li><li>5) Board Self-Improvement Goal Discussion</li><li>6) Board Governing Protocols Discussion</li><li>7) Summary/Next Steps</li><li>8) Closing</li></ol>	ATTACHMENT C
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**D. Adjournment**



**PUSD**  
Pasadena Unified School District

## Governing Board Protocols

Adopted July 15, 2008

Revised February 2, 2010

Revised April 24, 2014

Revised September 10, 2015

Revised September 28, 2017

**Board Comments: February 2021**

Retreat Revisions: March 2021

**Pasadena Unified School District  
Board Protocol No. 1**

The Board of Education and Superintendent function together as a governance team. High-performing Boards make governance intentional and invest in the structures and practices that address changing circumstances. Protocols are tools to strengthen the capacity of the leadership team to engage in a constructive and positive relationship. It is grounded in a mutual understanding of the respective roles and responsibility of the Board and the Superintendent in order to provide transparency and stability for the District. Board members are the representatives of the people, elected to ensure a community’s schools educate the community’s children in accordance with the wishes of the local community. Individual Board Members do not have authority. The only authority to direct action rests with the body as a whole and it takes a consensus or majority of the Board Members to set direction. Outside of meetings, individual Members operate as advocates and community leaders. The full Board gives direction to the superintendent, most commonly at Board meetings. Individual Board members do not have the authority to direct the superintendent. Just as Board members should govern and not manage a school district, superintendents should not administer a district in isolation from the representatives whom the public has entrusted with the schools.

The Pasadena Unified School District Governance Team Members have established the following working protocols:

<b><i>Topic</i></b>	<b>Board Meetings as a Strategic Leadership Tool</b>
<b><i>Principles</i></b>	<ul style="list-style-type: none"> <li>a. Board meetings are opportunities for the public to see what is important to the Board and for the Board to demonstrate leadership and to ensure transparency to the public. All actions taken by the Board are performed at a public Board meeting to ensure transparency to the public.</li> <li>b. Board meetings are opportunities to strategically move the district forward, and to make progress on district goals.</li> <li>c. Board meetings will focus on information sharing, discussions and actions that are aligned and focused on the most critical Board responsibilities as reflected in district priorities and goals around the success of students.</li> <li>d. The Board will periodically use study sessions as a time for in-depth review and discussion of district and Board business in the spirit of “inquiry” rather than “advocacy.”</li> </ul>

	<p>e. Study sessions will be a time to consider new ideas and ways of doing business; and to gain more extensive understanding of the most complex and critical decisions facing the Board and the district.</p>
<p><b><i>Protocol / Agreement</i></b></p>	<p>a. The Board agenda will be structured to define the Board’s work around its four critical responsibilities: setting district direction, establishing policy structure, ensuring accountability, and providing community leadership and community engagement.</p> <p>b. The Board meeting agenda will focus on strategic initiatives and goals, and the Board will review progress at regular intervals.</p> <p>c. The Board President and superintendent, with concurrence of the entire Board, will establish the topics and schedule for Board study sessions.</p> <p>d. Study sessions will generally focus on one issue to allow for comprehensive exploration and understanding of critical and complex governance issues, thorough and inclusive sharing of perspectives, and the formation of proposals for action, as appropriate. The session design will include description of expected results and outcomes.</p>

**Pasadena Unified School District  
Board Protocol No. 2**

<b>Topic</b>	<b>Board Agenda Structure and Planning</b>
<b>Principle</b>	<ul style="list-style-type: none"> <li>a. The Board meeting agenda should be structured to align with the Board’s overriding responsibilities: setting district direction, establishing policy structure, creating a supportive environment, ensuring district performance accountability, and demonstrating community leadership.</li> <li>b. Board members have a community leadership responsibility to bring forward agenda items that represent creative thinking and fresh ideas.</li> <li>c. The Board will frame new ideas in ways that address agreed upon district goals and the generally perceived future focus of district efforts toward student learning and achievement.</li> <li>d. “New ideas” are defined as any proposal brought forward by a Board member, at his or her own initiative or at the request of a constituent, which has not previously been discussed during a Board meeting.</li> </ul>
<b>Protocol / Agreement</b>	<ul style="list-style-type: none"> <li>a. The Board agenda will be developed by the Board President in collaboration with the superintendent. The Board will use a governance calendar to help plan Board meeting agendas.</li> <li>b. Any Board member, or a member of the public, may request that an item be placed on the Board agenda. Refer to Board Bylaw 9322 for specific process to be followed by the Board President.</li> <li>c. Board members agree to follow a process that supports bringing forward new ideas while maintaining the Board’s focus on identified district goals.</li> <li>d. No individual Board member will direct staff to conduct any research regarding exploration of a new idea. Only the full Board may direct the superintendent to take action. The superintendent will decide on the delegation of assignments to other district staff.</li> <li>e. New ideas will be presented to the full Board at regular Board meetings during the “Board comment/report” agenda item. The full Board will decide if the new idea</li> </ul>

	<p>should be further developed and studied. The full Board will decide if staff time should be invested in pursuing new ideas.</p> <ul style="list-style-type: none"><li data-bbox="505 321 1341 464">f. Individual Board members, in the course of interactions with constituents, will be careful not to make or imply commitment of the full Board to explore or proceed with implementing new ideas.</li><li data-bbox="505 478 1357 695">g. The Board will adjourn meetings by four (4) hours after the start of the open session, unless extended to a specific time determined by a majority of the Board. The meeting shall be extended no more than once and subsequently may be adjourned to a later date. See Board Bylaw 9323.</li><li data-bbox="505 709 1370 816">h. The sequence of agenda items will be arranged such that major discussion items, such as policy discussions, appear at the beginning of the agenda.</li></ul>
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**Pasadena Unified School District  
Board Protocol No. 3**

<b><i>Topic</i></b>	<b>Board Member Interaction with the Public at Board Meetings</b>
<b><i>Principle</i></b>	<ul style="list-style-type: none"> <li>a. Board meetings are meetings of the Board held in public, but they are not “town hall meetings” where the elected officials and community members engage each other in an unstructured manner.</li> <li>b. Public input into the business of the Board will be structured in a manner that balances the public’s “right” to address the Board and the Board’s “right” to conduct its meeting in a productive and efficient manner.</li> <li>c. Meetings will be conducted in a civil, orderly, and respectful manner, under the administration and discretion of the Board President.</li> <li>d. Board members want to ensure that all and multiple voices of the community are heard at the designated times during the meeting.</li> <li>e. The main purpose of public participation at Board meetings is to inform Board deliberations.</li> </ul>
<b><i>Protocol / Agreement</i></b>	<ul style="list-style-type: none"> <li>a. Time will be provided at all Board meetings for public comment on agenda and non-agenda items.</li> <li>b. The Board will establish guidelines for public comment that balance efficient Board meeting management and full participation of the public.</li> <li>c. A maximum of 30 minutes will be allocated at the beginning of the meeting for public comment on agendized and non-agendized items. <ul style="list-style-type: none"> <li>• In the event that speaker cards or the estimated length of submitted written comments read by the Board Clerk exceed the allotted time, the chair will call the non-agendized items as priority.</li> <li>• Any remaining speakers on non-agendized items will be recognized at the end of the meeting.</li> <li>• Each speaker will be allotted a maximum of three minutes. Under virtual meeting conditions, written comments read by the Board Clerk will be limited to 450 words. At the Board’s discretion, if the time to accommodate all speakers or submitted written</li> </ul> </li> </ul>

comments exceeds 30 minutes, the time may be reduced to two (2) minutes per speaker or submitted written comments may be limited to 300 words in order to facilitate the efficient working of the Board.

- Each speaker may speak once at the podium on each agenda item; and once during the “non-agenda item” comment period.
- An individual’s time may not be deferred to another speaker.
- Written comments received by the Board when the Board is meeting in person and not read aloud by the Board Clerk will be acknowledged by the Board Clerk for reference in the minutes and distributed to all Board members, with a copy placed in the agenda archives as part of the district official records.

- d. Should large (five or more individuals) groups attend Board meetings to speak on a single subject, the Board President is encouraged to ask the group to limit the time for all of the comments from the group to fall within a 10-minute time segment, when possible.
- e. The Board President will open the public comment period for the specific agenda item. The Board President will manage the public comment period in a fashion that ensures an open and inclusive forum conducted within accepted meeting decorum standards. “Excessive” and “disruptive” verbal and non-verbal expressions from the audience will not be tolerated. Members of the public will not speak from the audience at any time.
- f. The Board President will close the public comment period when there is no further demonstrated interest in public comment. Additional public comment will not be accepted after the Board has begun deliberating on an item. The public is encouraged to provide comments in writing, if unable to speak for any reason before the Board.
- g. At the end of the 30 minutes allotted to public comment, the Board President will poll Board members in order to make other modifications of the public comment period and process to accommodate special circumstances consistent with the Board’s stated principles.

- h. The Board will consistently abide by these agreements so that all persons are treated fairly and equally.
- i. All public comments or questions should be addressed to the Board through the Board President.
- j. People speaking at Board meetings will be listened to with respect.
- k. Complaints and concerns will be responded to as quickly as possible. The Board President will delegate responsibility for a response.
- l. If comments or concerns are specific to a past Board decision, the Board President will confirm that the Board has already considered and decided an issue.
- m. To avoid unintentionally agendaizing a non-agenda item during the non-agenda public comment period, Board members and staff will limit their response to non-agenda public comment. Generally, the Board President will respond on behalf of the Board. All responses will conform to the following guidelines:
  - i. A brief statement to acknowledge appreciation and respect for the public comment;
  - ii. Ask questions for basic clarification as necessary to understand the public comment without engaging in a substantive discussion;
  - iii. Do not “debate” with the public member;
  - iv. As appropriate, provide a reference to a staff member or other resource for factual information and/or follow-up;
  - v. Request a staff report back to the Board at a later meeting; or
  - vi. Direct staff to bring the matter forward as a future agendaized discussion item.
- n. In the course of engaging members of the public during public communications and at all other times during Board meetings, Board members will strive to not incite disrespectful or disruptive behavior on the part of the audience; in part by not appearing to publicly “side” with members of the public.

**Pasadena Unified School District  
Board Protocol No. 5**

<i>Topic</i>	<b>Board Deliberation</b>
<i>Principle</i>	<ul style="list-style-type: none"> <li>a. The Board has strong interest in ensuring the efficient, thorough, and fair consideration of all discussion/action items on the Board’s agenda.</li> <li>b. The Board wants to ensure that public input and Board discussion occur in a manner that truly informs Board deliberation and decision making.</li> <li>c. Board members agree to come fully prepared to engage in the discussion and deliberation on every Board agenda item.</li> <li>d. Board discussion and deliberation should be focused on the issue at hand and should not become “muddied” by extraneous issues and perspectives.</li> <li>e. The Board wants to promote a decision making process that will encourage each Board member to freely state his or her perspectives; and that will help each member feel he or she has been heard and understood by all Board colleagues prior to decision making.</li> </ul>
<i>Protocol / Agreement</i>	<p>The process for Board action agenda items will be as follows:</p> <ul style="list-style-type: none"> <li>i. Introduction of the agenda item;</li> <li>ii. Staff explanation; and expression of a recommendation, if appropriate;</li> <li>iii. Public comment;</li> <li>iv. Following public comment, Board members will be recognized by the Board President for the purpose of asking questions and discussing agenda items.</li> <li>v. Questions of staff and of each other will occur prior to the Board President’s request for a motion and second. This is a period of “inquiry” by Board members, not a period of “advocacy.”</li> <li>vi. The Board President will monitor the questioning/discussion period to help ensure that the Board stays focused on the agenda item, that members do not use this time to advocate a position, and that members “explore new information” rather than “rehashing old information.”</li> <li>vii. Board members should be mindful of not asking more than three questions so that all Board</li> </ul>

members may have a turn without having to wait for a significant length of time to do so. Board members should limit the length of their comments to three minutes.

viii. Following the completion of Board member questions and discussion, the Board President will accept a motion and second on action items.

ix. For action items which receive a motion and second, the Board will deliberate on the agenda item. The Board President will recognize each Board member for the purposes of sharing his or her perspective and voting intentions. This is the advocacy portion.

x. Voting.

b. During Board discussions and deliberations, Board members will strive to direct their comments to their fellow Board members and not directly to the public.

c. Following Board deliberations, a vote will be taken. The majority position will prevail; and all Board members agree to abide by the prevailing vote.

d. During virtual meetings, display on screen non-confidential documents for the current agenda item. This ensures the Board, leadership, and public are “on the same page.” Supporting documents include proposed amended resolutions. When possible, amendments made on the floor should display changes in real-time.

**Pasadena Unified School District  
Board Protocol No. 6**

<i>Topic</i>	<b>Board Member Response to Complaints</b>
<i>Principle</i>	<ul style="list-style-type: none"> <li>a. Board members should be responsive to the community and staff and be good listeners.</li> <li>b. It is important for Board members to be consistent in their responses to staff and the community.</li> <li>c. Board members need to stay within their function and not attempt to personally “fix” the problem. There are staff members whose job it is to remedy or deal with community, student and staff issues and concerns.</li> <li>d. The Board is potentially the “court of last resort” and members who have been too involved early in the situation may have to recuse themselves if they cannot be impartial, or be perceived as impartial.</li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. The Board will consider its judicial review responsibility, and staff and student confidentiality rights and due process issues.</li> <li>b. The Board will use empathetic listening skills when approached by a member of the community or staff with questions or concerns. <ul style="list-style-type: none"> <li>• Once sufficient information has been obtained from the constituent, Board members or staff will either direct that person to the appropriate staff member or, if uncertain, to the superintendent.</li> <li>• Because the Board is the final decision-maker should a hearing be ultimately required, it is important that personal opinions for resolution not be shared with the constituent.</li> <li>• Confidential information will not be divulged, as students and district personnel have legal and due process rights that must be honored. This includes not advising complainants that the Board will be discussing the complaint in a future closed session.</li> <li>• The superintendent or designee should be notified of these conversations in order to keep the lines of communications open between the Board and the superintendent, and that the superintendent can</li> </ul> </li> </ul>

	<p>verify or clarify the situation and follow through as necessary and/or appropriate.</p> <p>c. The superintendent will keep a log of complaints, legal actions, and Public Records Act requests, and distribute the same to the Board on a quarterly basis.</p>
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**Pasadena Unified School District  
Board Protocol No. 7**

<i>Topic</i>	<b>Board Committees – Standing and Short Term</b>
<i>Principles</i>	<ul style="list-style-type: none"> <li>a. Board committees enhance the entire Board’s capacity to address critical governance and district issues.</li> <li>b. The intent is to distribute the Board’s cumulative resources across multiple assignments rather than engage the full Board on every issue within its jurisdiction.</li> <li>c. The use of committees does not diminish the ultimate responsibility of the entire Board to engage in final deliberations and decision-making.</li> <li>d. Committees provide an added Board resource for achieving a more informed rationale for Board action on complex goal setting, policy-making, and accountability responsibilities of the Board.</li> <li>e. The scope of committee work falls within the Board’s oversight responsibilities and specific areas of governance decision making that is done in concert with the superintendent, but does not interfere with the management of the district as delegated to the Superintendent and staff.</li> <li>f. The work of committees is intended to generate recommendations for action by the full Board; not merely to produce “reports.”</li> <li>g. Over time, the work of standing committees will be judged to be worthwhile if the recommendations of standing committees are “generally accepted” by the entire Board; and are not subject to “excessive second guessing and redoing” of committee work.</li> <li>h. Committees provide all Board members with the opportunity to assume leadership roles and to acquire and use expertise in the full range of governance work.</li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. The entire Board, by majority vote, will establish all standing and short-term committees.</li> <li>b. Standing committees will have their charters reviewed at the Board’s annual organizational meeting.</li> <li>c. The total number of standing committees will be limited to the Board members’ capacity to serve on a “reasonable” number of committees and to be “regularly and actively” engaged in the work of all committees served on.</li> </ul>

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|  | <ul style="list-style-type: none"><li>d. The Board President will appoint all committee members and committee chairpersons.</li><li>e. The Board may assign specific issues and tasks to each committee.</li><li>f. Standing committees will be the preferred path to the full Board agenda for action items and informational reports on matters within a committee's jurisdiction.</li><li>h. Standing committees with a continuing subject matter jurisdiction and/or a meeting schedule fixed by resolution or other formal action of the full Board are legislative bodies subject to all Brown Act open meeting requirements. Short term committees will be designated as subject to the Brown Act or not at their creation.</li><li>i. Committees take no "final action" on behalf of the full Board. The committees are "advisory."</li><li>j. A district staff liaison to each committee will be established. The staff liaison will facilitate the committee's work.</li><li>k. The chair and the staff liaison will prepare the committee agenda, determine what resources are necessary for the committee's work, and prepare committee minutes.</li><li>l. Committee minutes are shared with the entire Board.</li><li>m. The continuation of standing committees will be assessed annually by the entire Board.</li></ul> |
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**Pasadena Unified School District  
Board Protocol No. 8**

<i>Topic</i>	<b>Role of the Board President</b>
<i>Principles</i>	<ul style="list-style-type: none"> <li>a. The Board President will serve as a “facilitative leader” of all open and closed Board meetings and the overall workings of the Board.</li> <li>b. The president will chair all Board meetings; and will ensure that all meetings of the Board are conducted in a civil, orderly, and respectful manner.</li> <li>c. In the absence of the president, meeting will be chaired by the vice president or designee.</li> <li>d. The Board President will lead the Board in its relationships with the community at large; guiding the Board’s public communications and serving as the governance team spokesperson in tandem with the superintendent.</li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. The Board President will perform the following specific tasks: <ul style="list-style-type: none"> <li>• Meet with the superintendent to set the agenda for all Board meetings and determine the manner in which information will come before the Board for consideration and action; facilitate the identification and inclusion of agenda items requested by other Board members and the public; help ensure effective communication of Board agendas.</li> <li>• Coordinate the work of all standing committees and ensure that committee work produces reports and recommendations for the entire Board in a timely manner.</li> <li>• Work with the superintendent to ensure Board members receive necessary materials and information to assess and make informed decisions.</li> <li>• Open the meeting and announce each agenda item in a fashion consistent with accepted parliamentary procedure.</li> <li>• Oversee the exercise of Board-adopted parliamentary procedures necessary to ensure professional decorum and fairness in the conduct of Board meeting business.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>• Set a positive tone for all discussions and deliberations; maintain order; recognize all persons who seek to speak at Board meetings; keep discussions focused and bring discussions to conclusion; thoughtfully consider differing perspectives, but serve as the final arbiter of the appropriate and necessary parliamentary decisions and actions.</li><li>• Report out Board decisions.</li><li>• Coordinate and facilitate Board member public appearances at district events, where the Board is a requested participant.</li></ul>
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**Pasadena Unified School District  
Board Protocol No. 9**

<i>Topic</i>	<b>Board Role in Public</b>
<i>Principle</i>	<ul style="list-style-type: none"> <li>a. Board members understand the importance and value of being visible and accessible to the community.</li> <li>b. Board members have been elected by the community to provide leadership and citizen oversight of the district. The Board shall ensure that the district is responsive to the values, beliefs and priorities of the community.</li> <li>c. Board members represent the Board in what they say and do and will set an example of professionalism.</li> <li>d. <b>JHL: Published opinion pieces by Board members about the Board and PUSD and authored by Board Members are public acts. JHL: All op-eds or articles for publishing that contain a biography which includes “PUSD School Board Member” must be vetted by the Board President.</b></li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. Board members will strive to educate the public about their role as public servants, entrusted with the education of all the children in the district.</li> <li>b. Board members will make visible their dedication and commitment to public education. They will strive to actively engage community members in discussions around critical public education matters in the district.</li> <li>c. When speaking to community groups, the media, or other members of the public, individual Board members should recognize that their statements may be perceived as reflecting the views and positions of the Board. Board members have a responsibility to identify personal viewpoints as such and not as the viewpoint of the Board.</li> <li>d. Confidentiality will be maintained in communication with members of the public regarding matters prescribed as confidential by state law and Board by-laws.</li> </ul>

**Pasadena Unified School District  
Board Protocol No. 10**

<i>Topic</i>	<b>Board Self-Evaluation</b>
<i>Principle</i>	<ul style="list-style-type: none"> <li>a. The Board understands the value of periodically assessing their performance as part of a comprehensive approach to holding the entire district accountable to the public.</li> <li>b. Board self-evaluations will be conducted prior to the superintendent’s evaluation.</li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. The Board will schedule at least one governance self-evaluation session annually to review governance team performance.</li> <li>b. The Board will develop “Board governance goals” and “success indicators” which will provide the basis for an annual self-assessment. The governance goals will align with district goals and superintendent goals.</li> <li>c. The Board will also review and revise norms and protocols as warranted by the results of the self-evaluation.</li> <li>d. At the conclusion of each Board meeting, members will be encouraged to offer informal comments regarding their sense of the meeting’s efficiency and effectiveness and conformance with established norms and protocols.</li> </ul>

**Pasadena Unified School District  
Board Protocol No. 12**

<i>Topic</i>	<b>Guidelines for Board Members' Visiting Schools</b>
<i>Principle</i>	<ul style="list-style-type: none"> <li>a. Board members are assigned to specific schools to improve communications and climate in the District.</li> <li>b. Demonstration of support for staff, parents and children by increased visibility in schools, classrooms and school-sponsored activities.</li> <li>c. Information can be gathered to better serve schools.</li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. Board members will contact the superintendent's office when concerns arise or complaints from parents are received.</li> <li>b. Board members should always check in at the school office upon arrival.</li> <li>c. Insofar as possible, Board members will attend school events such as opening ceremonies, back to school, open house, plays, concerts, etc., of their respective assigned schools, and attempt to inform the principal of their presence.</li> <li>d. Board members will make themselves available to attend one school site council and/or PTA meeting at each assigned school during the school year.</li> <li>e. Board members will stay abreast of unique issues that pertain to each school (SAIT status, facilities, etc.) and, as appropriate, bring matters to the attention of central office administrators and fellow Board members.</li> </ul>

**Pasadena Unified School District  
Board Protocol No. 13**

<i>Topic</i>	<b>Requesting Information from Staff</b>
<i>Principle</i>	<ul style="list-style-type: none"> <li>a. The superintendent and other staff members are valuable resources of information for Board members.</li> <li>b. The work of staff who have policy development responsibilities can be better informed by understanding Board member perspectives as demonstrated by the kind of questions they ask and information they seek.</li> <li>c. It is important for the Superintendent to be aware of the nature of information being requested from staff so as to most effectively fulfill the role as an advisor to the Board.</li> <li>d. It is not reasonable or practical for the Superintendent to receive and approve every Board member question of district staff.</li> <li>e. Board meetings can operate more efficiently when questions of a background nature are asked and answered before Board meetings.</li> <li>f. Questions of a substantive nature are best answered during the Board meeting, but advance notice to the superintendent of the nature of such questions can help ensure that staff is fully prepared to respond. This approach supports a norm of “no surprises.”</li> <li>g. Board members, individually, do not have the authority to request information from or direct the work of staff associated with the response to an inquiry.</li> <li>h. Staff can be placed in a difficult situation when asked to respond to requests made of them by individual Board members.</li> </ul>
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> <li>a. The full Board agenda and supporting materials will be delivered to all Board members no later than three working days preceding all regularly scheduled Board meetings.</li> <li>b. Agendas and supporting material for special and emergency meetings will be made available to all Board members in a timely manner.</li> <li>c. Confidential documents posted in the shared folder will have a filename that includes agenda item letter/number for ease of search.</li> <li>d. Board members will notify the superintendent’s executive</li> </ul>

assistant no later than Monday evening prior to the meeting regarding questions or clarifications they have about agenda items and supporting materials.

- e. Responses to questions regarding board meeting items will be answered at least one day prior to the board meeting and copied to all board members.
- f. Requests for information in support of Board meeting agenda action items will be given the highest priority for response. The next highest priority will be for information in support of Board agenda information items.
- g. Board member requests for information must be directed to the Superintendent and may include a copy to an Executive Leadership Team member .
- h. Board member requests for information from staff (other than simple questions) will take into consideration the time and effort required to provide the information in relation to the urgency, purpose and value of the information to the Board member, recognizing that staff has many responsibilities independent of their support of Board members.
- i. Should a Board member need to speak and/or meet with a staff member on a particular issue, appointments must be made in advance, for a time certain, for efficient use of staff's time. The staff member's supervising chief must be notified of such a meeting in advance.
- j. Requests for information that represent "new research" related to items not yet scheduled for a Board agenda will be processed through the Superintendent's office.
  - In all cases of communications from Board members to the superintendent, the superintendent will reply within a week with either a substantive response or an expected time at which the information will become available.
- k. The superintendent, or designee, will respond promptly taking into account the gravity and sense of urgency surrounding the nature of the request.
- l. The superintendent, or designee, will determine how the request for information can best be satisfied. The superintendent may direct a Board member to the appropriate staff member.
- m. Information provided to one Board member in response to a specific question will be provided to all Board members.

