

OUR CHILDREN. LEARNING TODAY. LEADING TOMORROW.

Mission Statement: PUSD prepares students for success in an ever-evolving world.

We are committed to cultural responsiveness and academic excellence.

Vision Statement: We will transform education to empower students to succeed.



**PASADENA UNIFIED SCHOOL DISTRICT
BOARD OF EDUCATION**

October 12, 2023

**REVISED
BOARD RETREAT
NOTICE AND AGENDA**

3:00 P.M. – OPEN SESSION

**LA CASITA DEL ARROYO
177 S ARROYO BLVD., PASADENA, CA 91105**

**Via Teleconference:
International Islamic University H-10
Islamabad, Pakistan**

**THE ENTIRE AGENDA, INCLUDING ATTACHMENTS,
CAN BE FOUND AT <https://www.pusd.us/Page/639>**

Spanish and ASL Translation Services:

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

A. Call to Order (3:00 p.m.)

<u>Roll Call – Board Members</u>	PRESENT	ABSENT
Patrick Cahalan – District 4		
Patrice Marshall McKenzie – District 5		
Tina Fredericks – District 6		
Dr. Yarma Velázquez – District 7		
Jennifer Hall Lee, Clerk – District 2		

Kimberly Kenne, Vice President – District 1		
Michelle Richardson Bailey, President – District 3		
Dr. Elizabeth Blanco, Interim Superintendent		

1. Pledge of Allegiance

2. 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

TIME CERTAIN – 3:00 P.M.

Members of the public have a right to address the Board concerning any item scheduled for consideration at a special board meeting. All speakers are allowed a maximum of three (3) minutes; however, at the Board's discretion, if the time to accommodate all speakers exceeds thirty minutes, the time may be reduced to two (2) minutes per speaker. A speaker's allotted time cannot be deferred to another speaker. If submitting comments in writing, email them to publiccomment@pusd.us, clearly marked "Public Comment." Please note that comments will not be read aloud at the meeting but will be made a part of the archived agenda documents.

C. Discussion Item

1) <u>Board Self-Assessment</u> <i>The board will discuss self-assessment results, and how they relate to Protocols 1, 3, 4, 5, and 8.</i>	ATTACHMENT C-1
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D. Adjournment

Board Pre-Assessment

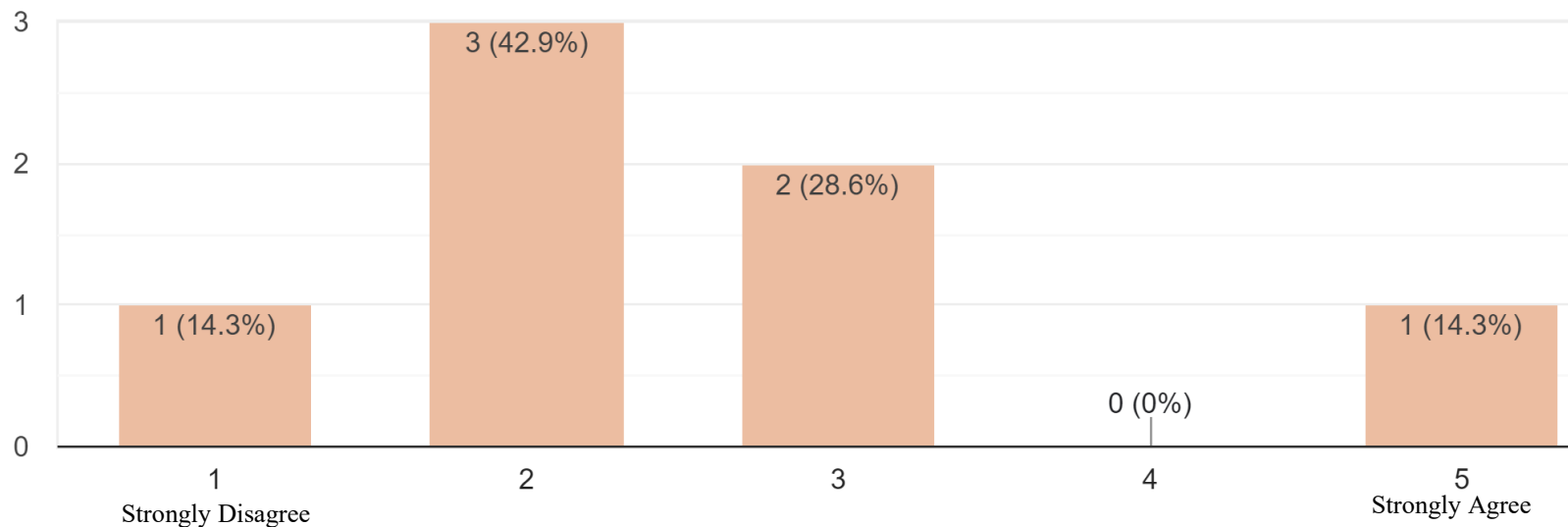


PASADENA
Unified School District

RELATIONSHIPS TO EACH OTHER

Communicate a common vision.

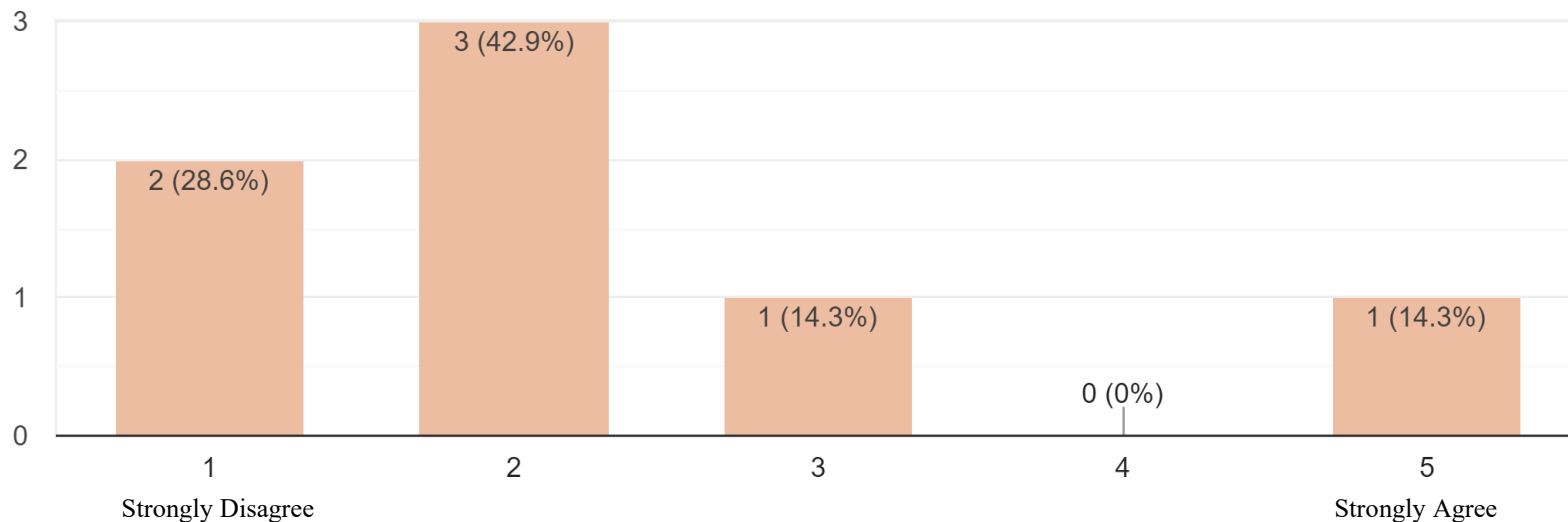
7 responses



RELATIONSHIPS TO EACH OTHER

Operate openly, with trust and integrity.

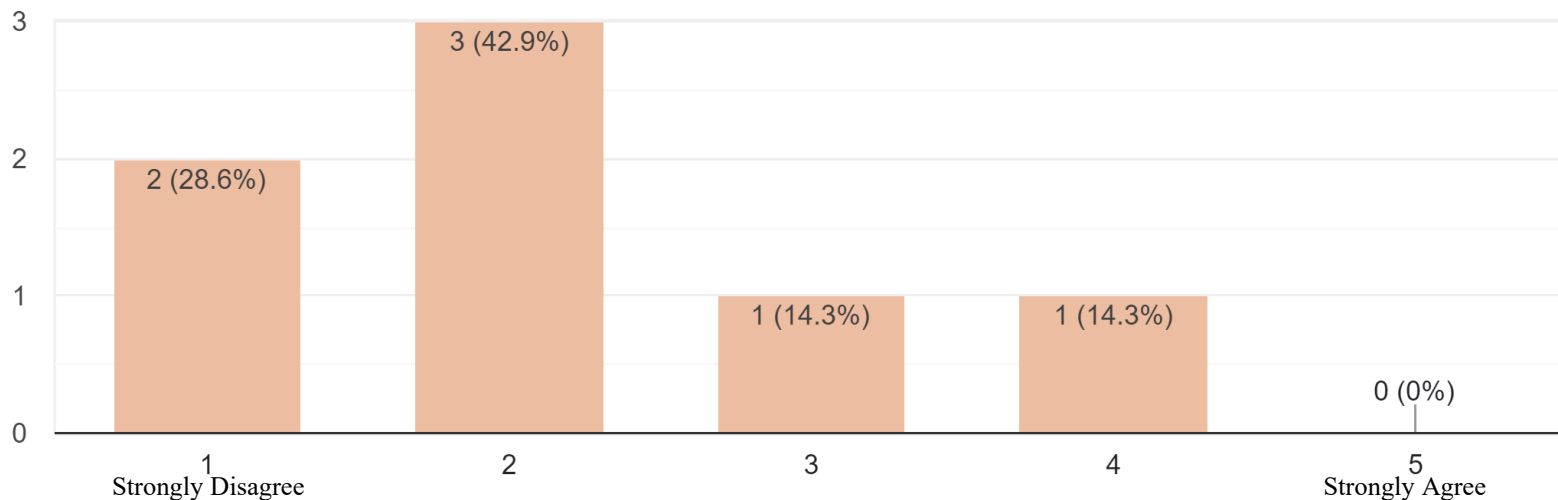
7 responses



RELATIONSHIPS TO EACH OTHER

Govern in a dignified and professional manner, treating everyone with civility and respect.

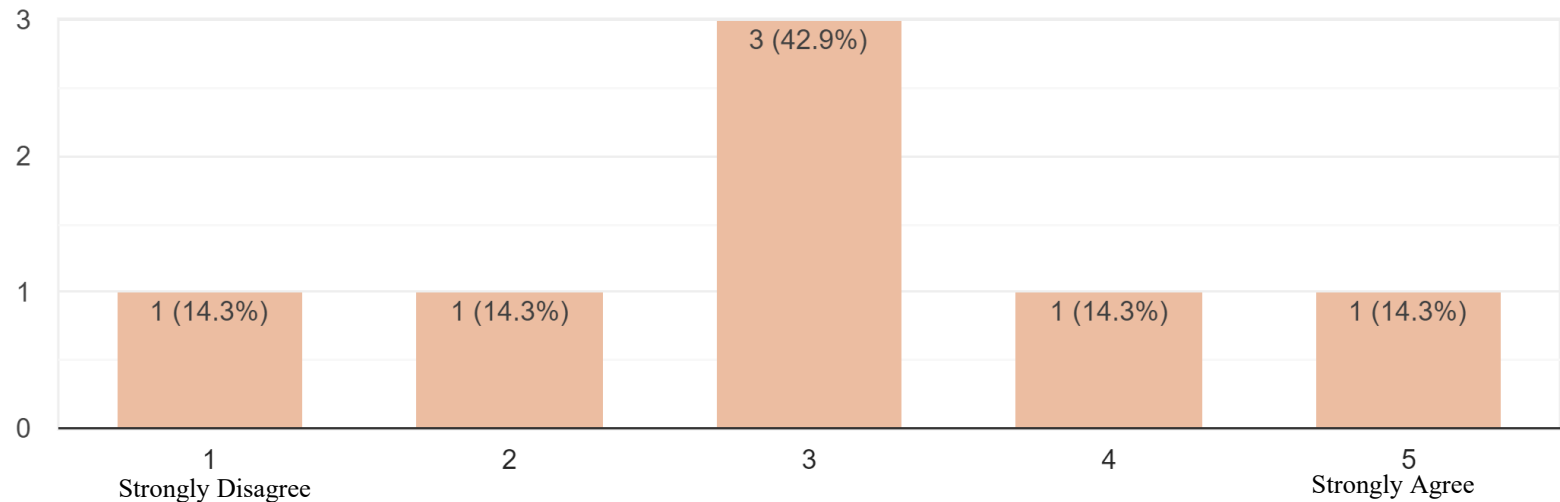
7 responses



RELATIONSHIPS TO EACH OTHER

Govern within board-adopted policies and procedures.

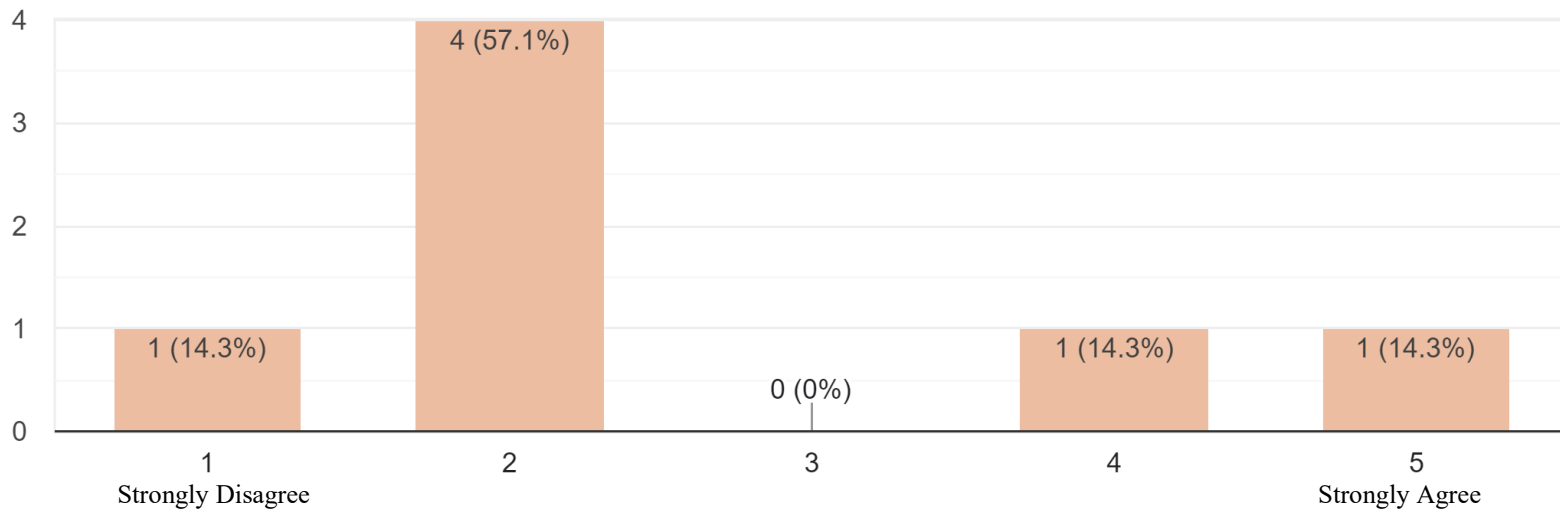
7 responses



RELATIONSHIPS TO EACH OTHER

Take collective responsibility for the board's performance.

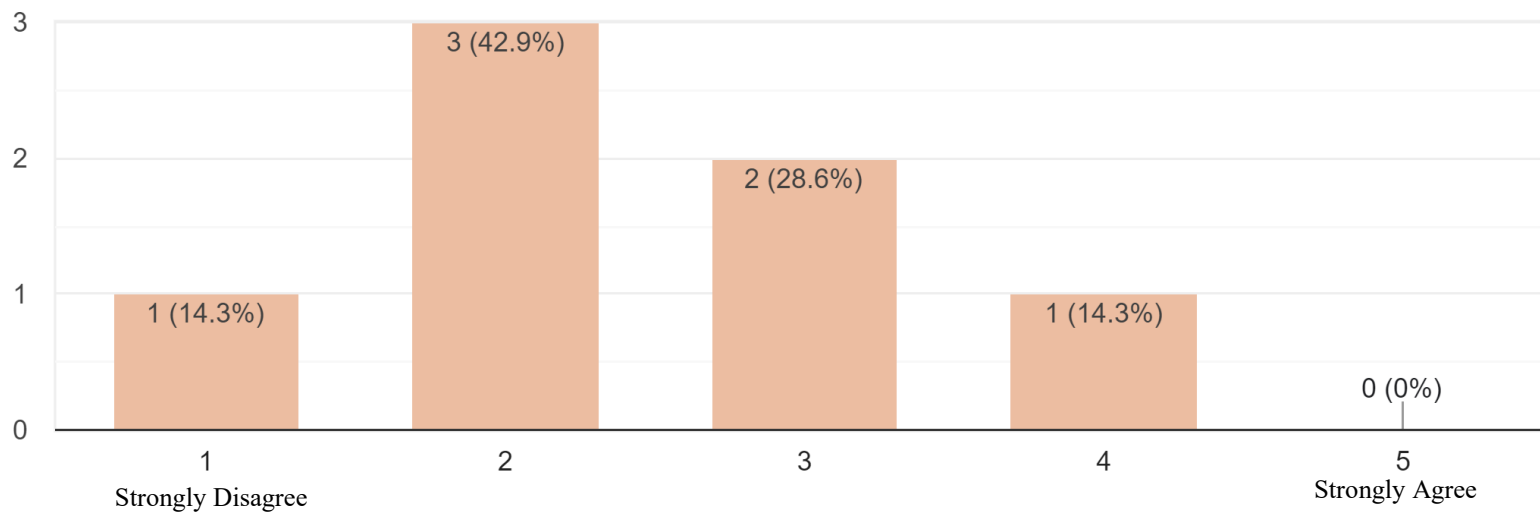
7 responses



RELATIONSHIPS TO EACH OTHER

Periodically evaluate its own effectiveness.

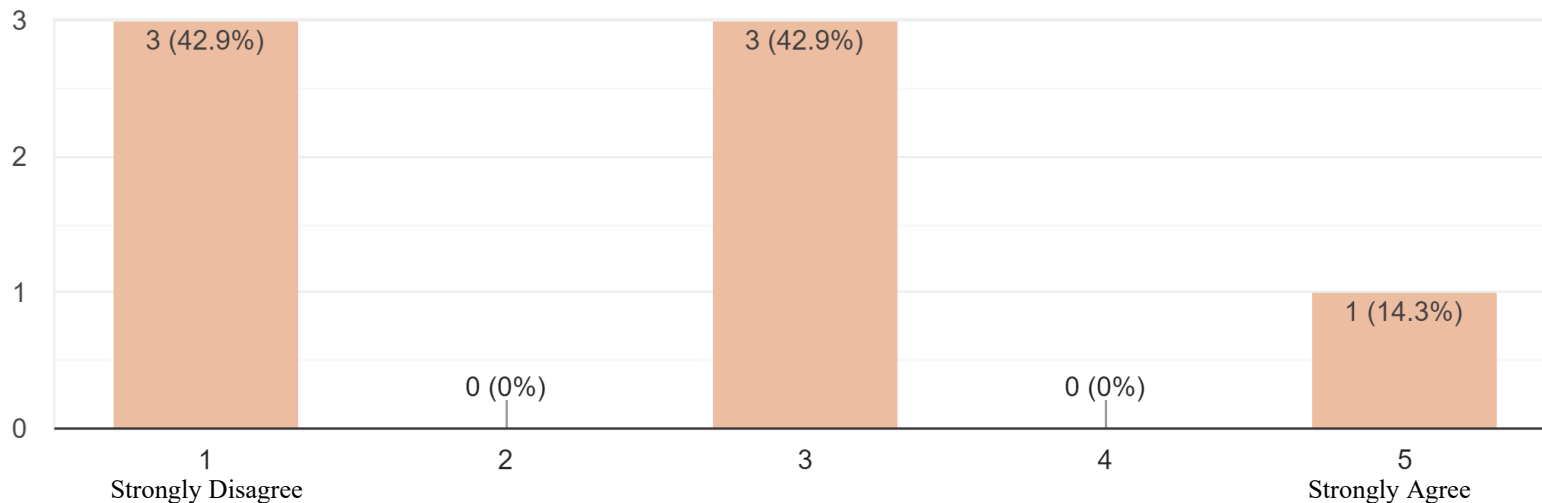
7 responses



RELATIONSHIPS TO EACH OTHER

Acts with dignity and understands the implications of demeanor and behavior.

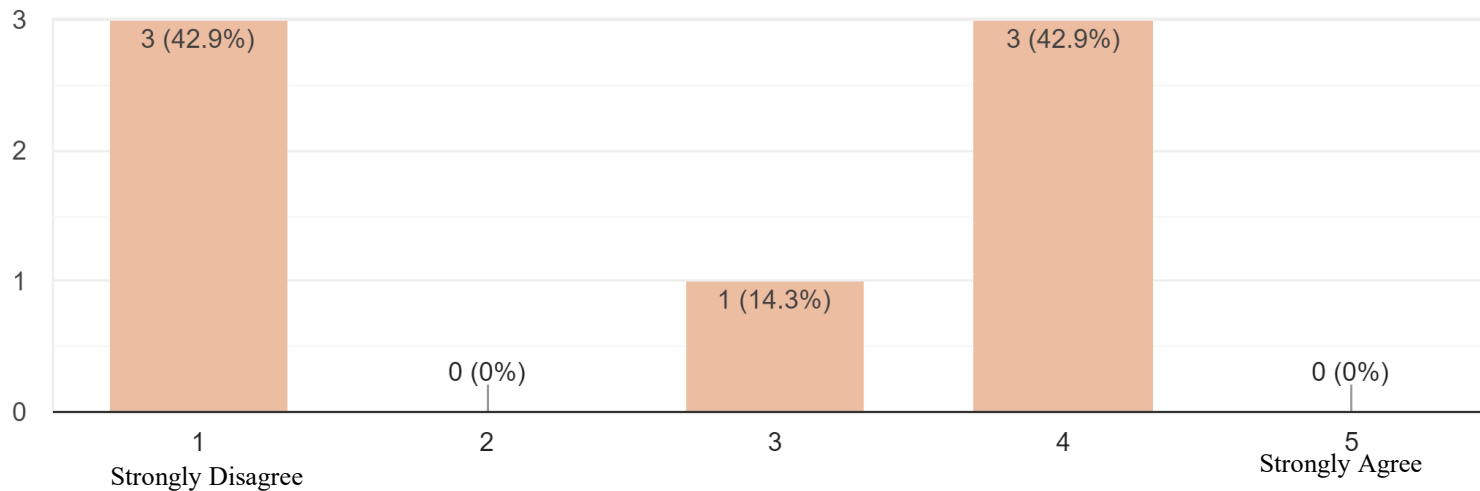
7 responses



RELATIONSHIPS TO EACH OTHER

I have participated in board discussions about what the board should do differently as a result of mistakes made by the board.

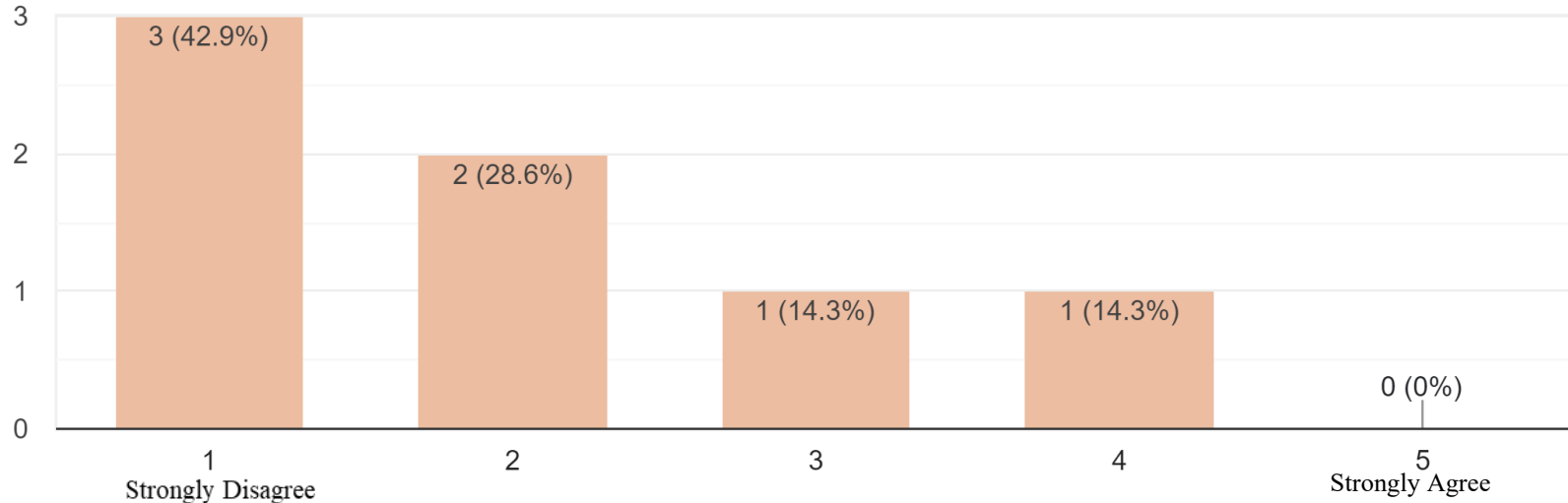
7 responses



RELATIONSHIPS TO EACH OTHER

Board has discussions about the effectiveness of its performance.

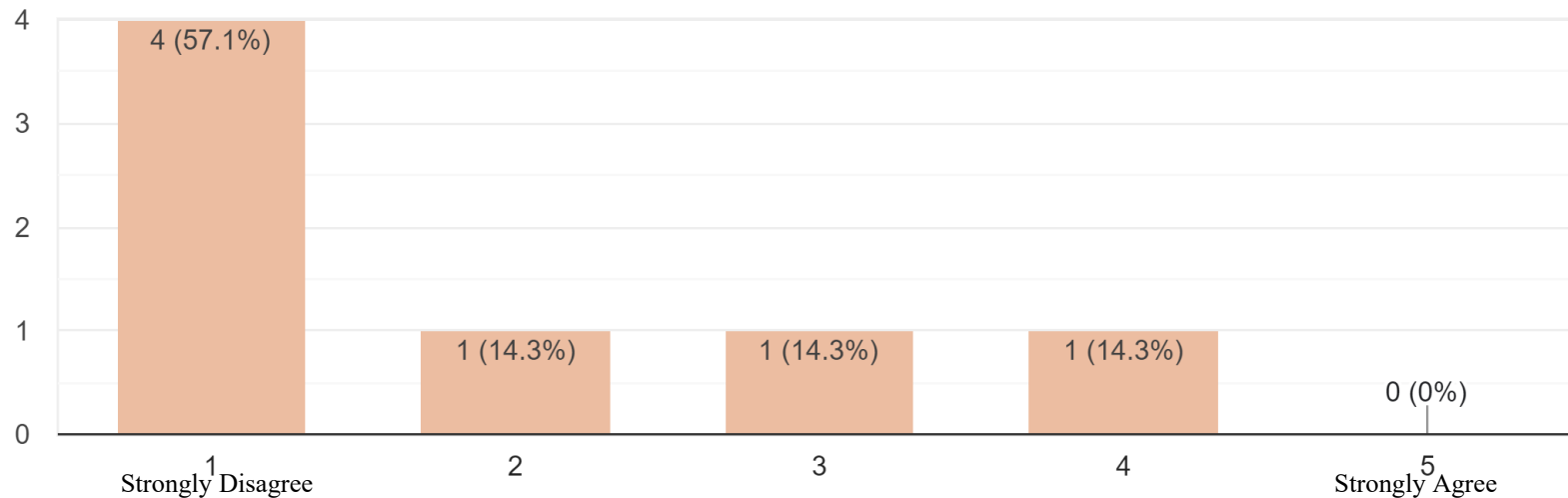
7 responses



RELATIONSHIPS TO EACH OTHER

Board's split decisions do not result in a split board.

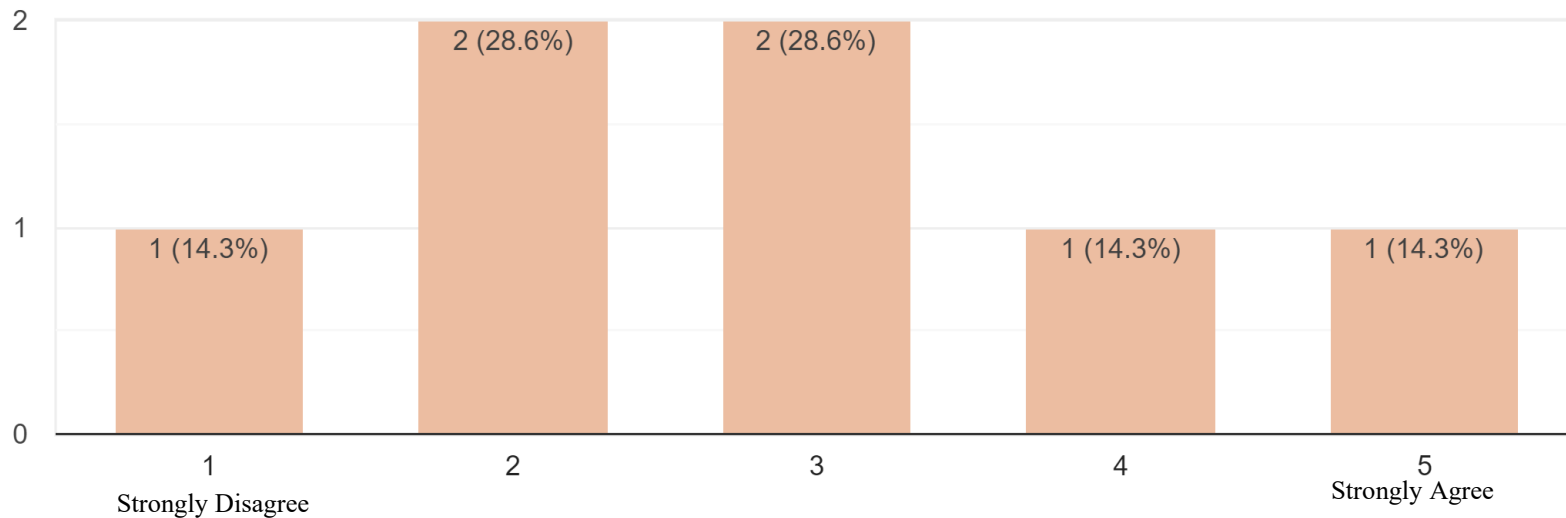
7 responses



RELATIONSHIPS TO EACH OTHER

Board members are able to speak their minds without fear of being ostracized.

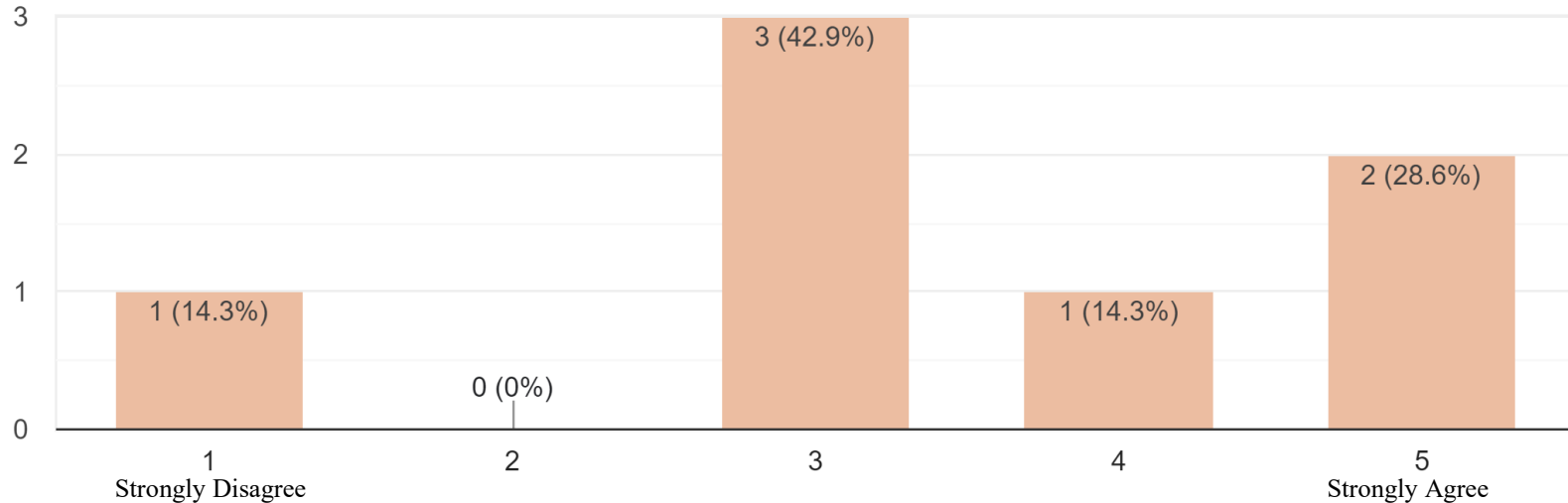
7 responses



RELATIONSHIPS TO EACH OTHER

I have discussed with fellow members common interests we share outside the boardroom.

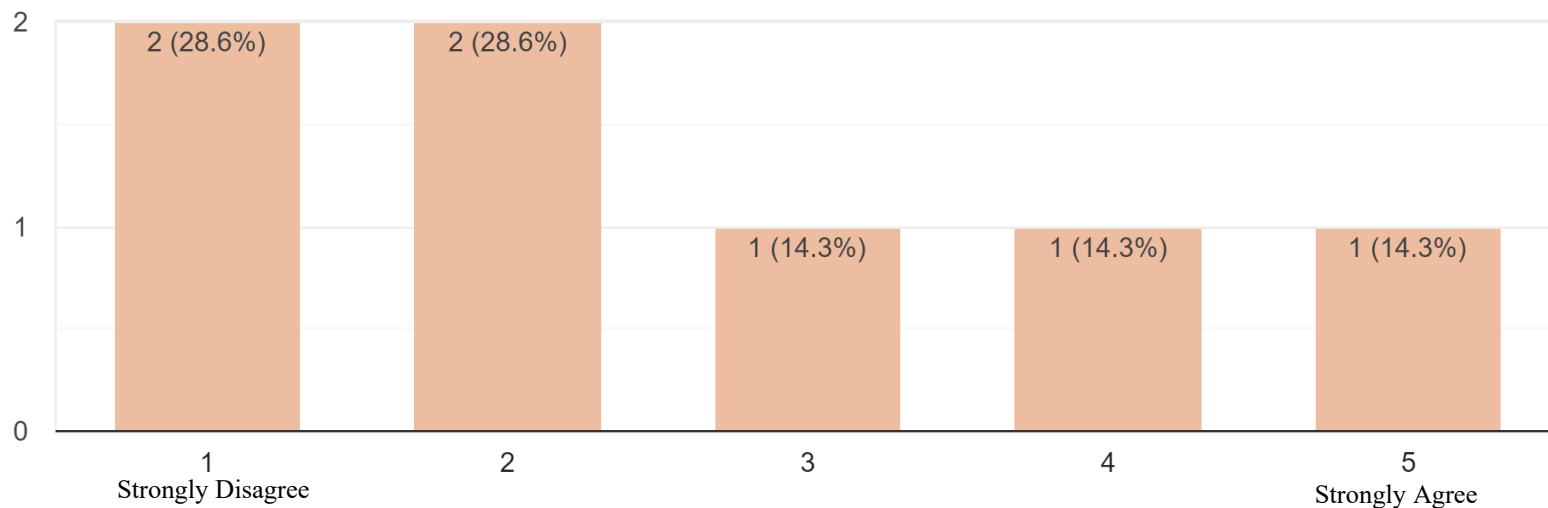
7 responses



RELATIONSHIPS TO EACH OTHER

Once a decision is made, the board works together to see that it is accepted and carried out.

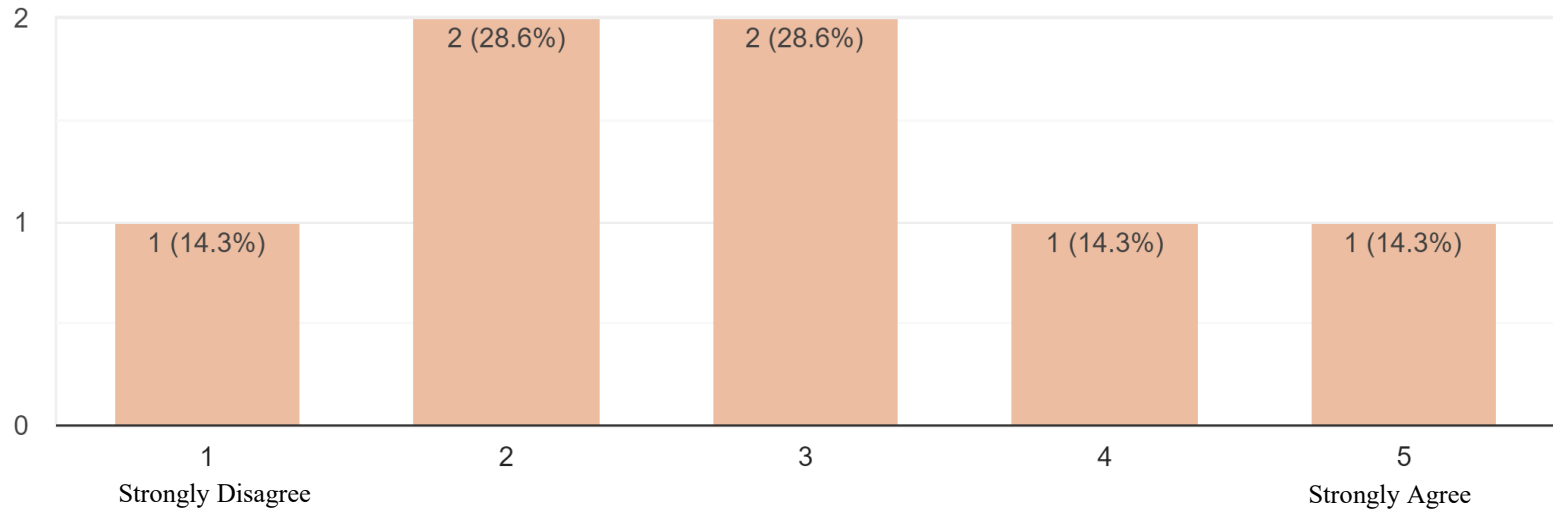
7 responses



RELATIONSHIPS TO EACH OTHER

Board provides biographical information that helps members get to know one another better.

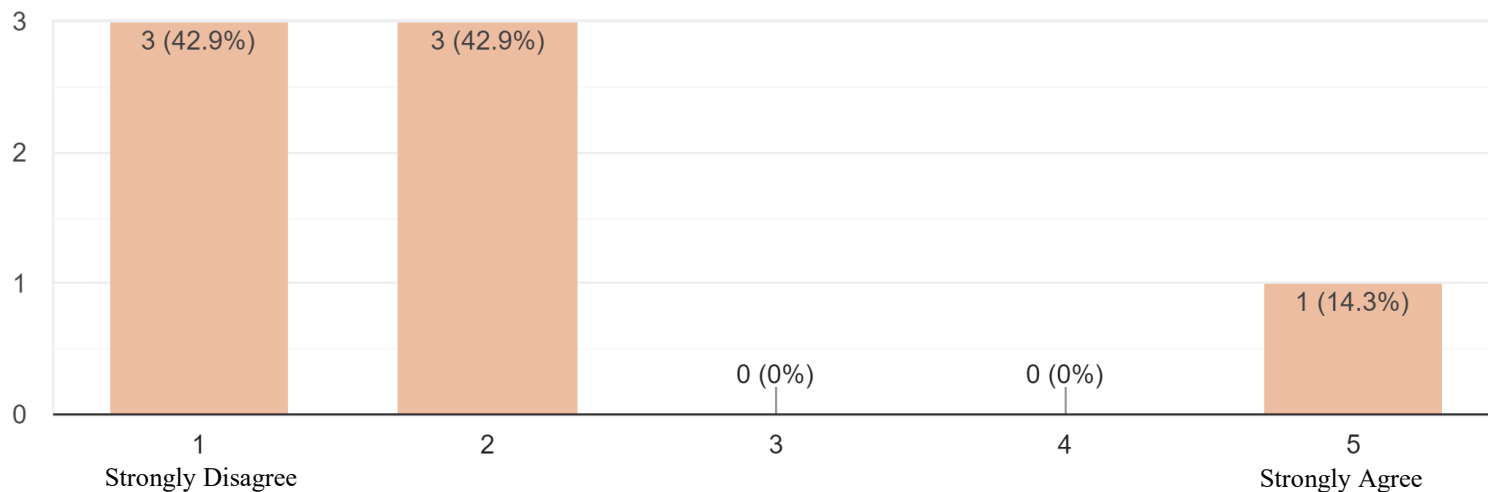
7 responses



RELATIONSHIPS TO EACH OTHER

Board handles conflict openly and constructively.

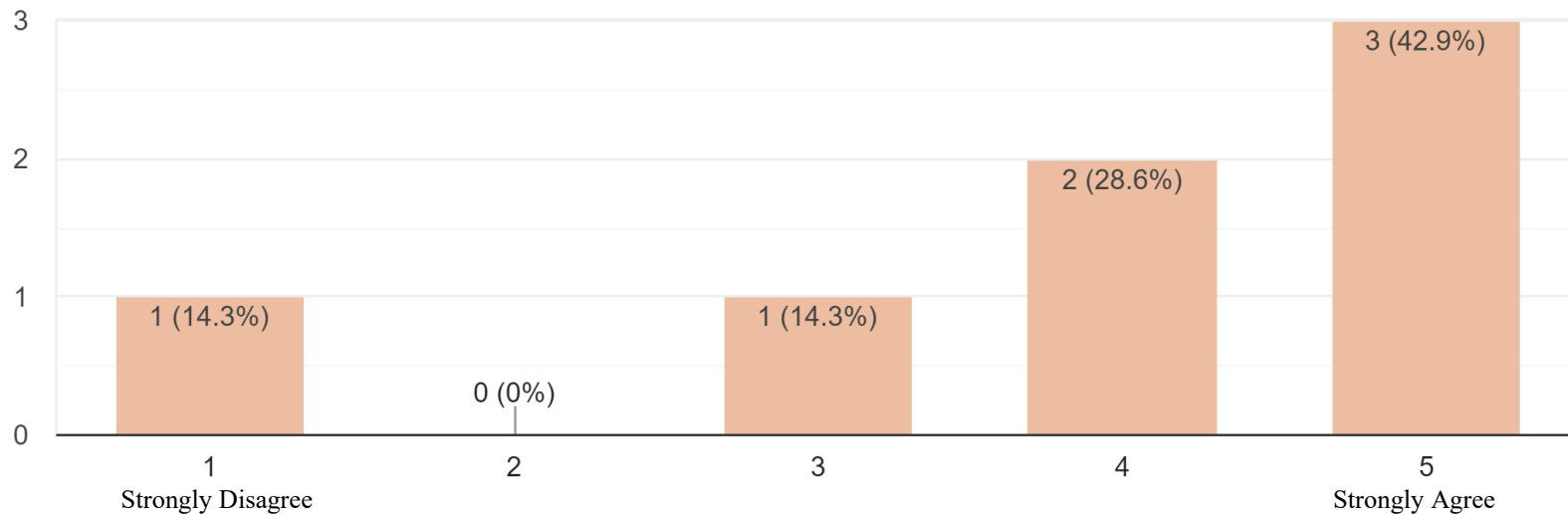
7 responses



RELATIONSHIPS TO EACH OTHER

I have been in board meetings where subtleties of issues dealt with escaped the board.

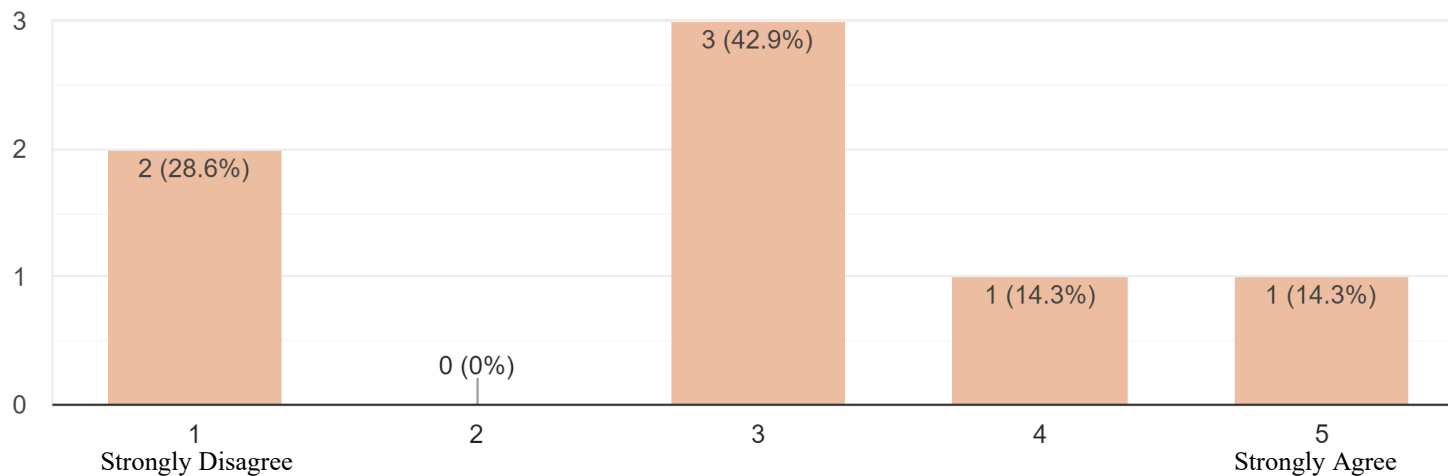
7 responses



RELATIONSHIP TO STAFF

Recognizes and respects differences of perspective and style on the board and among staff, students, parents, and the community.

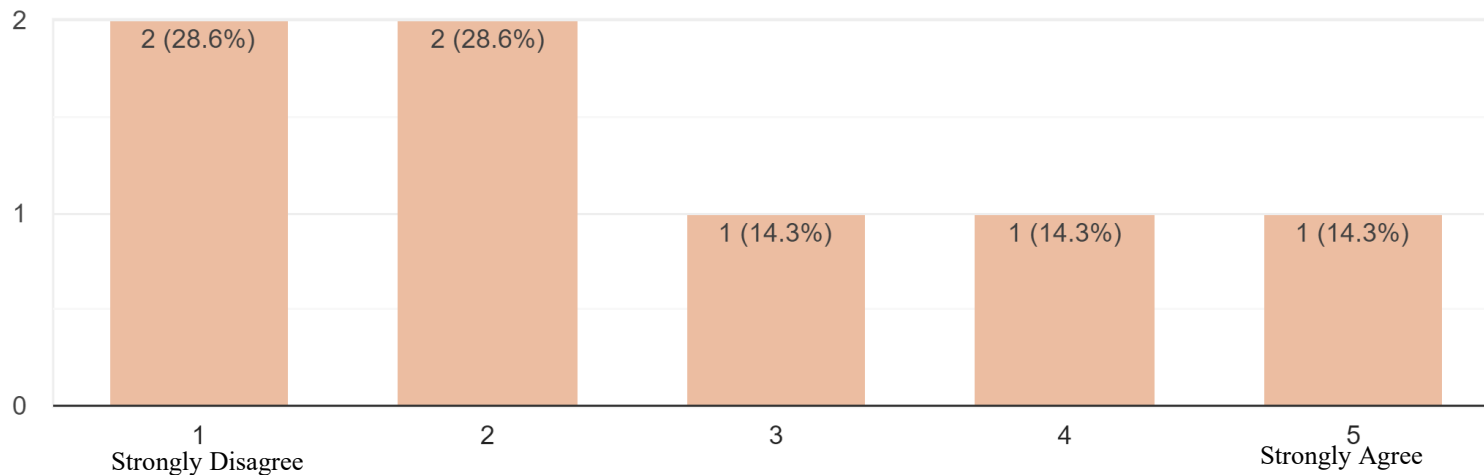
7 responses



RELATIONSHIP TO STAFF

Understands the distinctions between board and staff roles, and refrains from performing management functions that are the responsibility of the superintendent and staff.

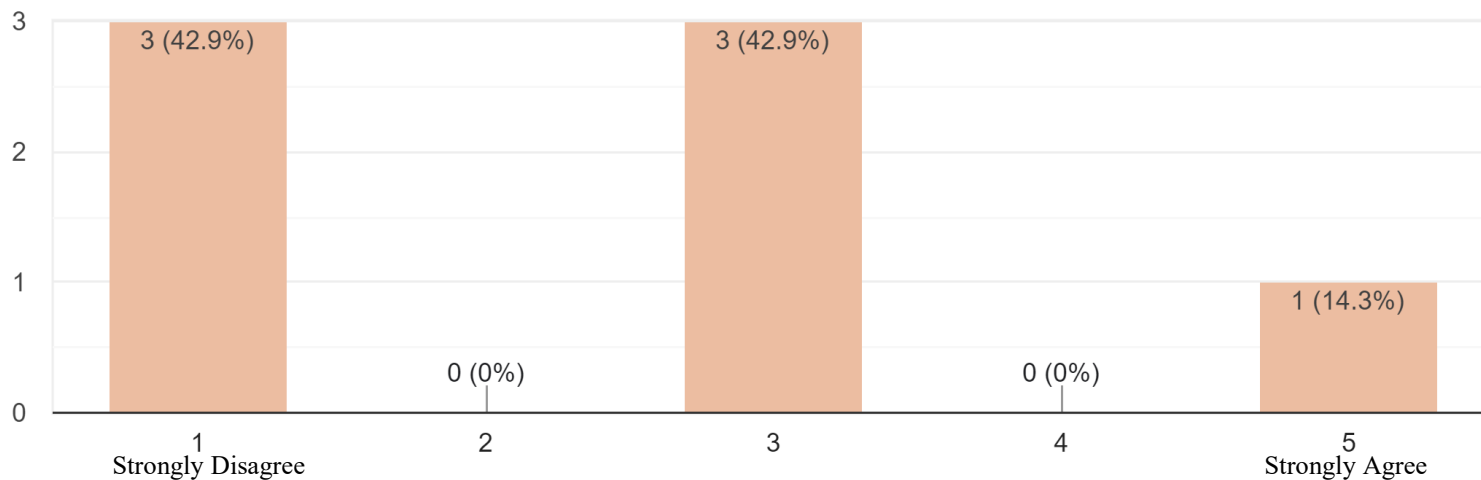
7 responses



RELATIONSHIP TO STAFF

Board conducts an explicit examination of its responsibilities, discussing its role in district management.

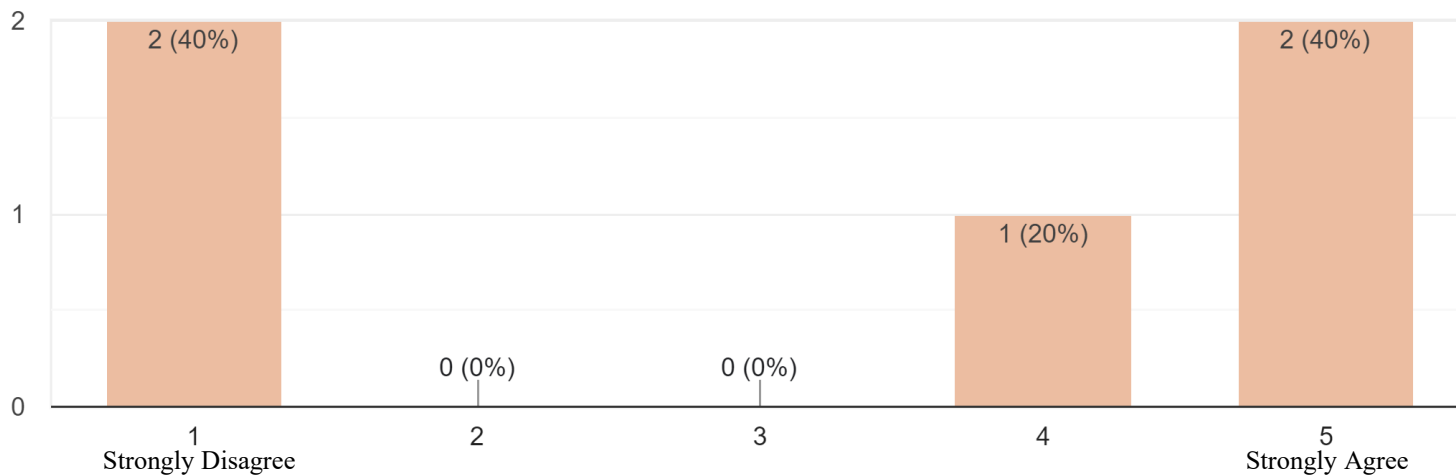
7 responses



RELATIONSHIP TO STAFF

Board president and superintendent confer so that differences of opinion are identified.

5 responses

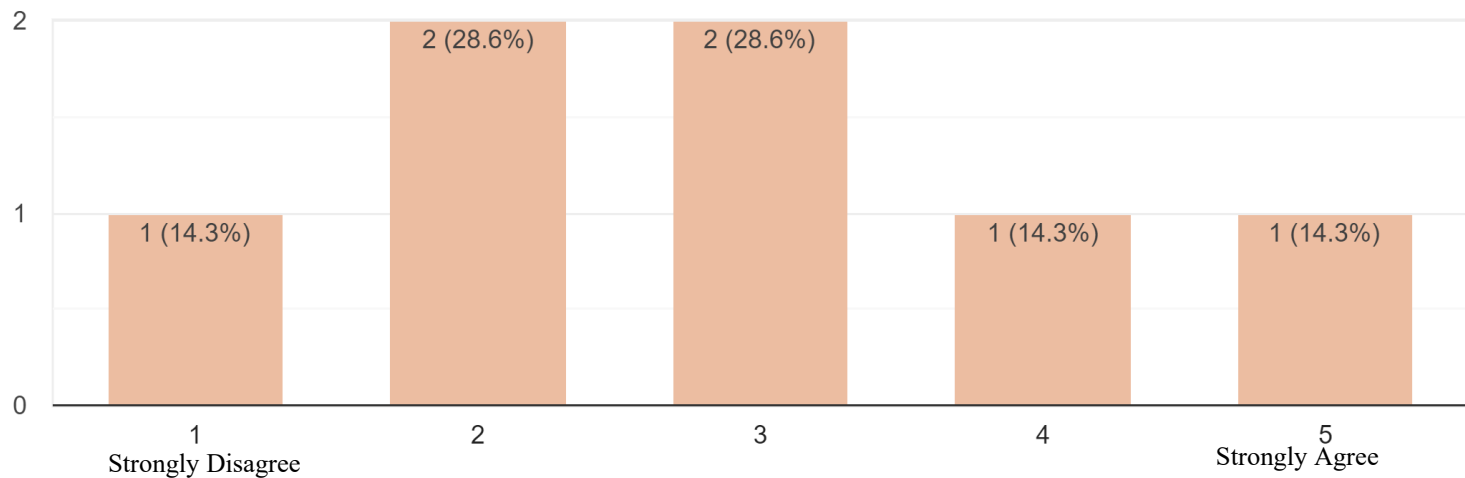


RELATIONSHIP TO STAFF



At our board meetings, there is at least as much dialogue among members as there is among members and staff.

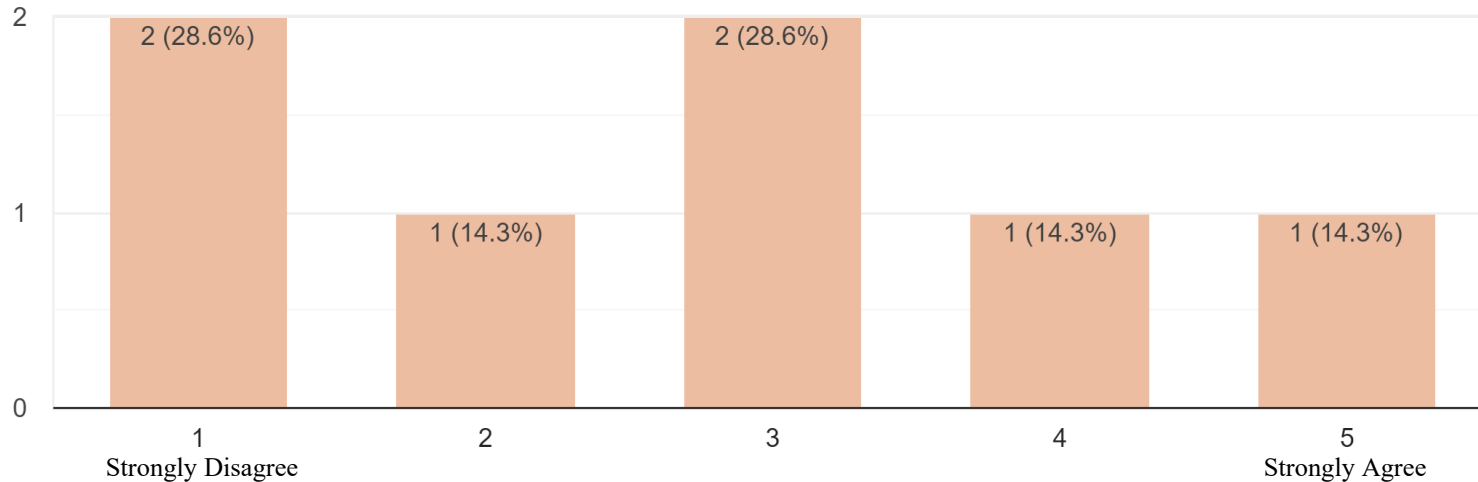
7 responses



RELATIONSHIP TO STAFF

Board questions administrative proposals, requiring the superintendent to defend or reconsider his/her recommendations.

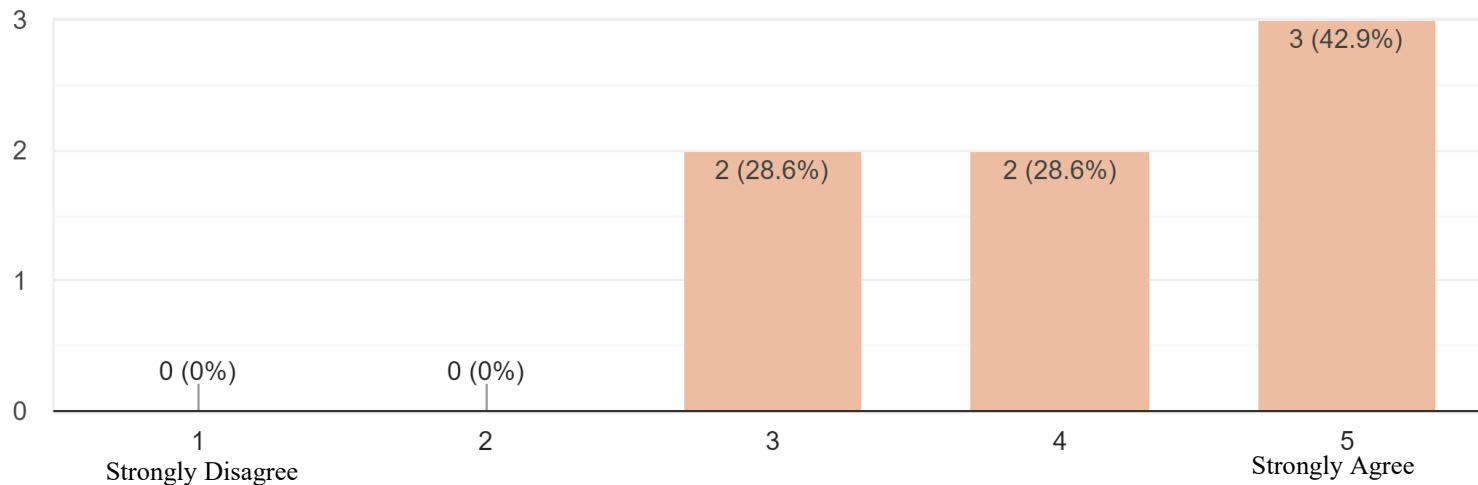
7 responses



RELATIONSHIP TO SELF

Participates in professional development and commits the time and energy necessary to be an informed and effective leader.

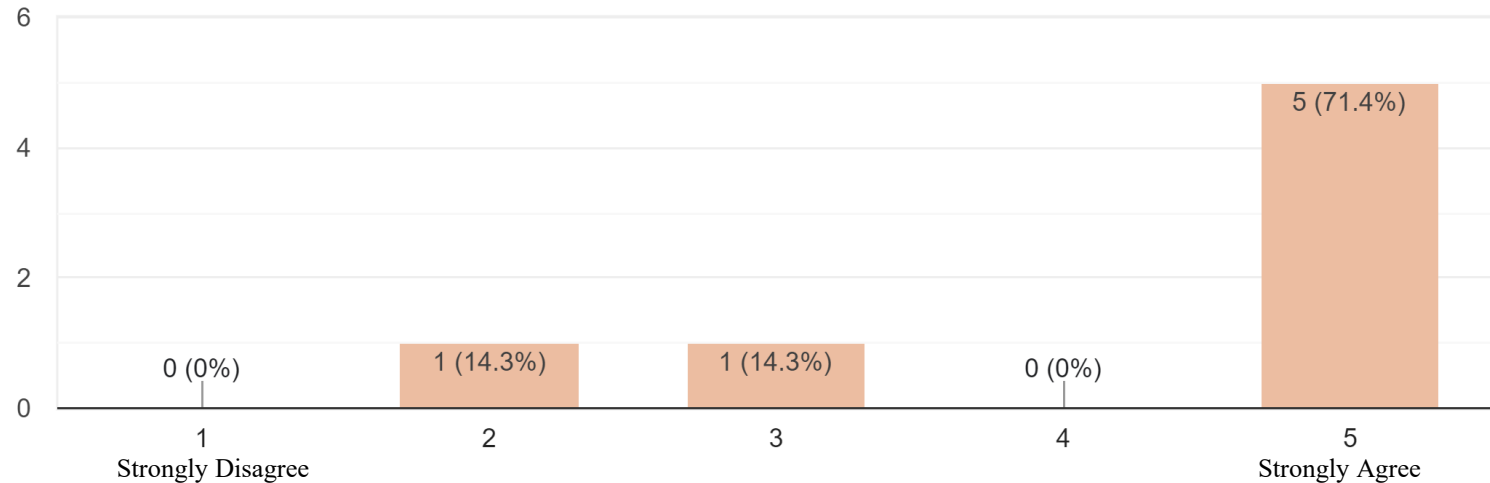
7 responses



RELATIONSHIP TO SELF

Understands that authority rests with the board as a whole and not with individuals.

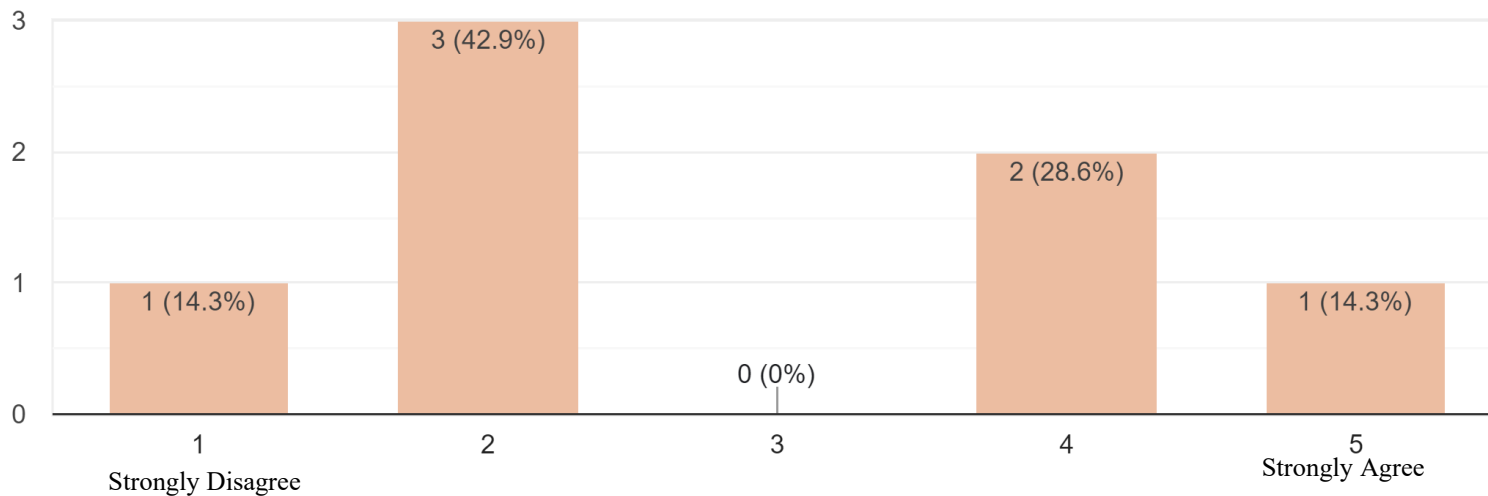
7 responses



RELATIONSHIP TO SELF

I have been present at board meetings where discussions about values of the district were key factors in reaching a conclusion to a problem.

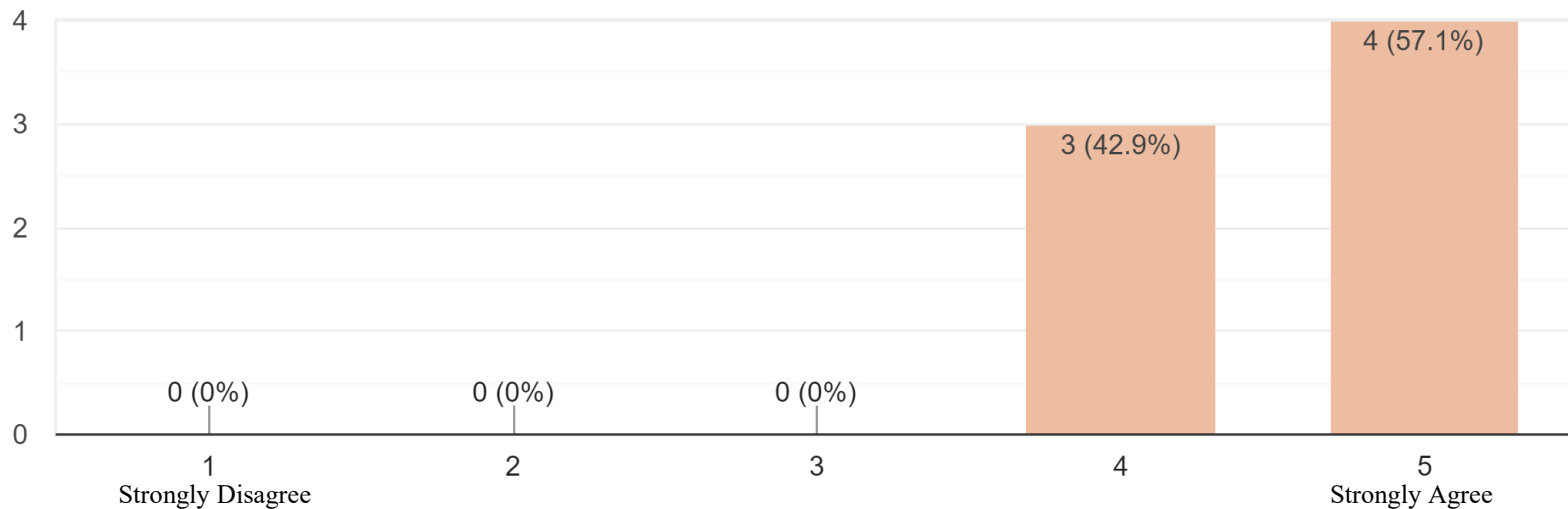
7 responses



RELATIONSHIP TO SELF

I read through the board's policies, procedures, and employee contracts.

7 responses

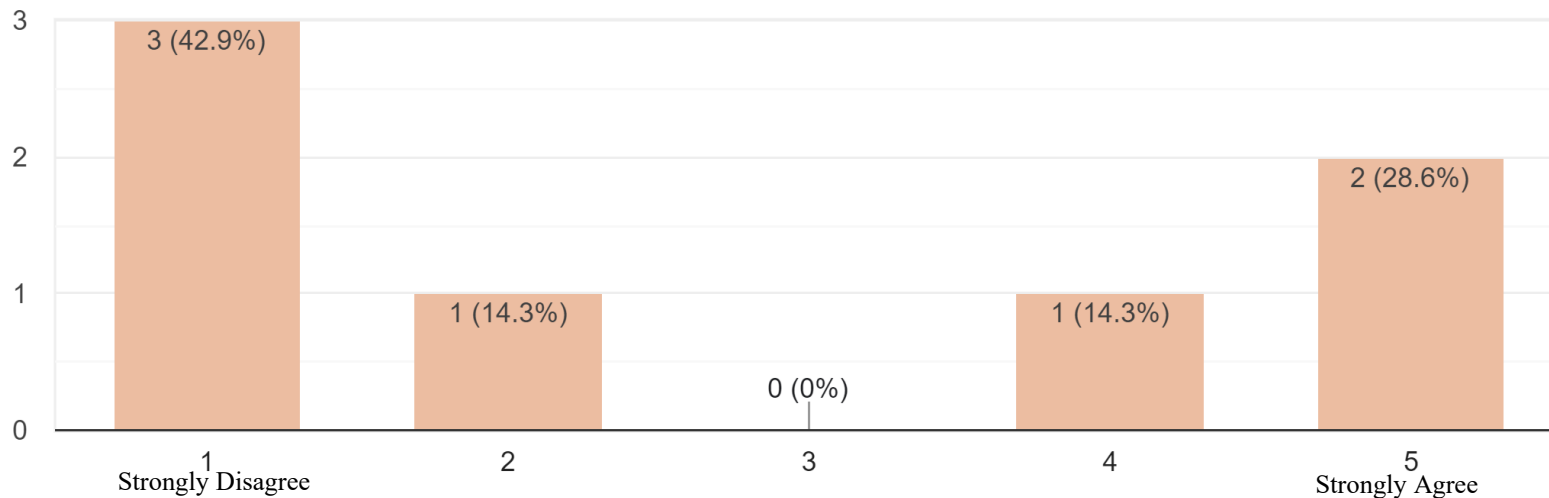


RELATIONSHIP TO SELF



Board members are able to hold confidential items in confidence.

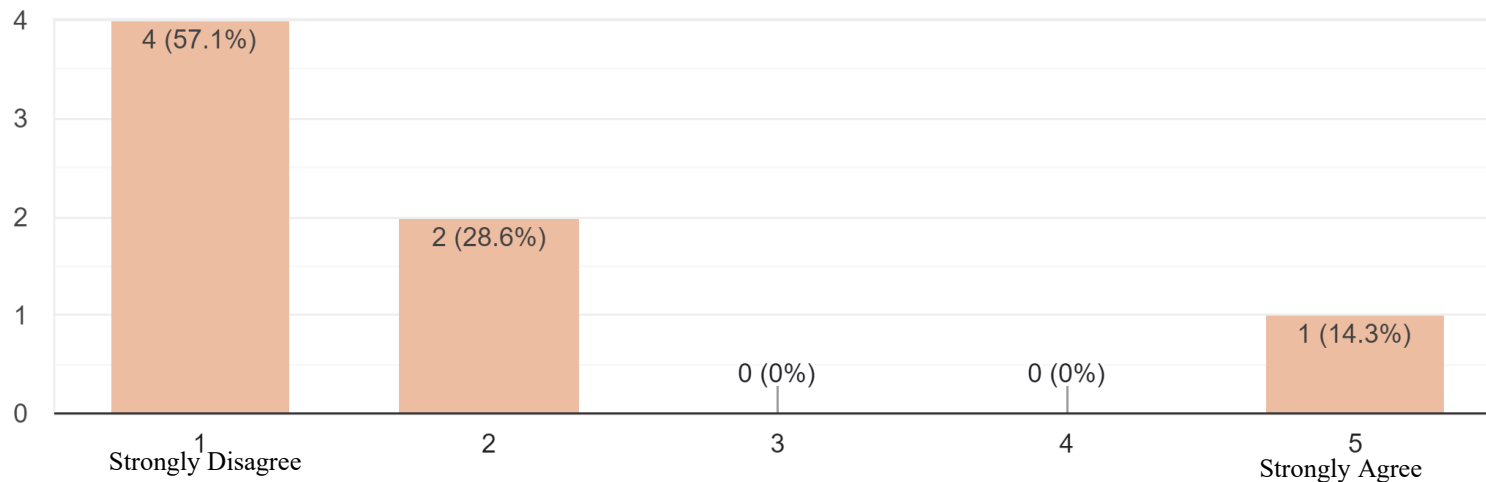
7 responses



BOARD CULTURE AND CLIMATE

Board explicitly examines the “downside” or possible pitfalls of any important decision it is about to make.

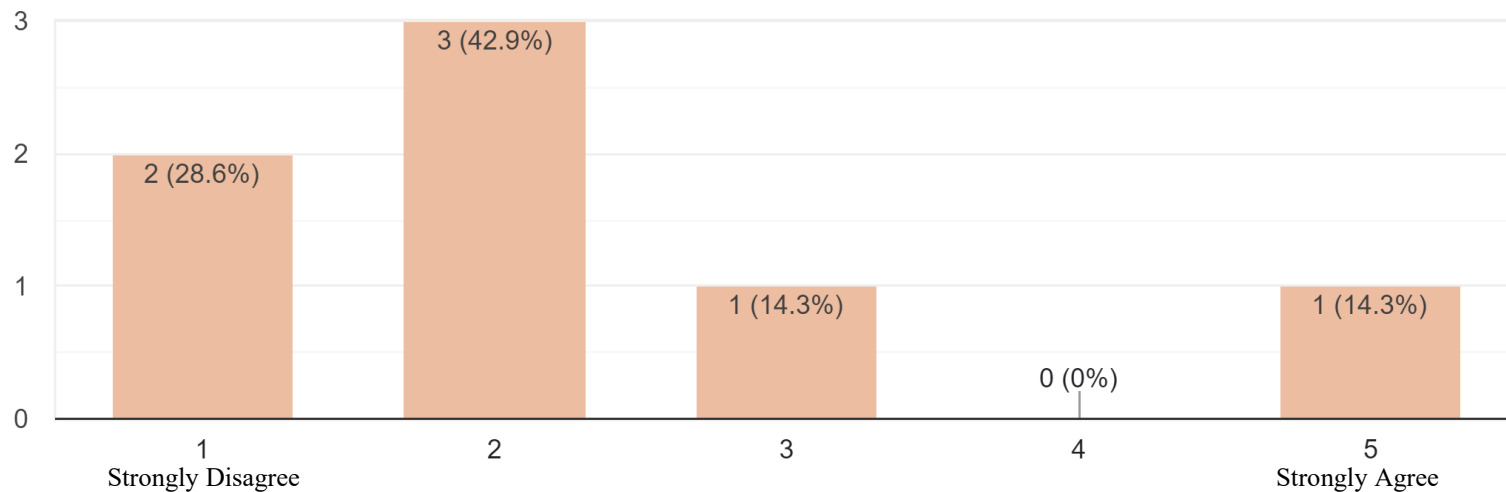
7 responses



BOARD CULTURE AND CLIMATE

Board is attentive as to how it reaches conclusions.

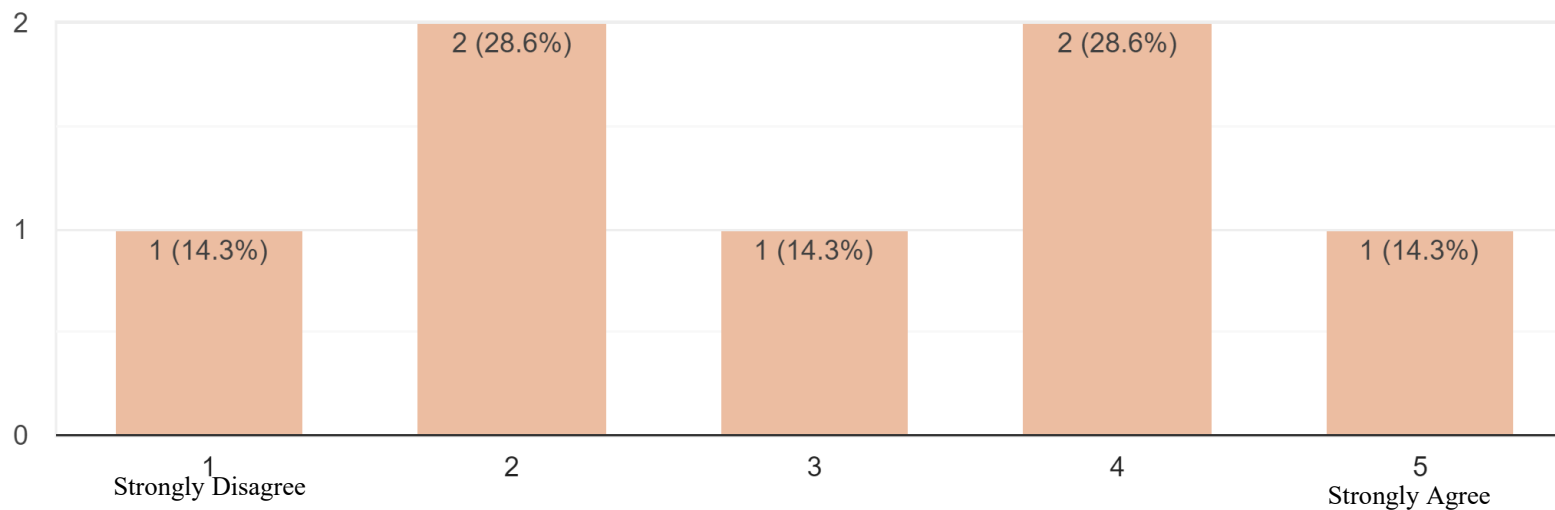
7 responses



BOARD CULTURE AND CLIMATE

Decisions of the board on one issue tend to influence how it handles other issues.

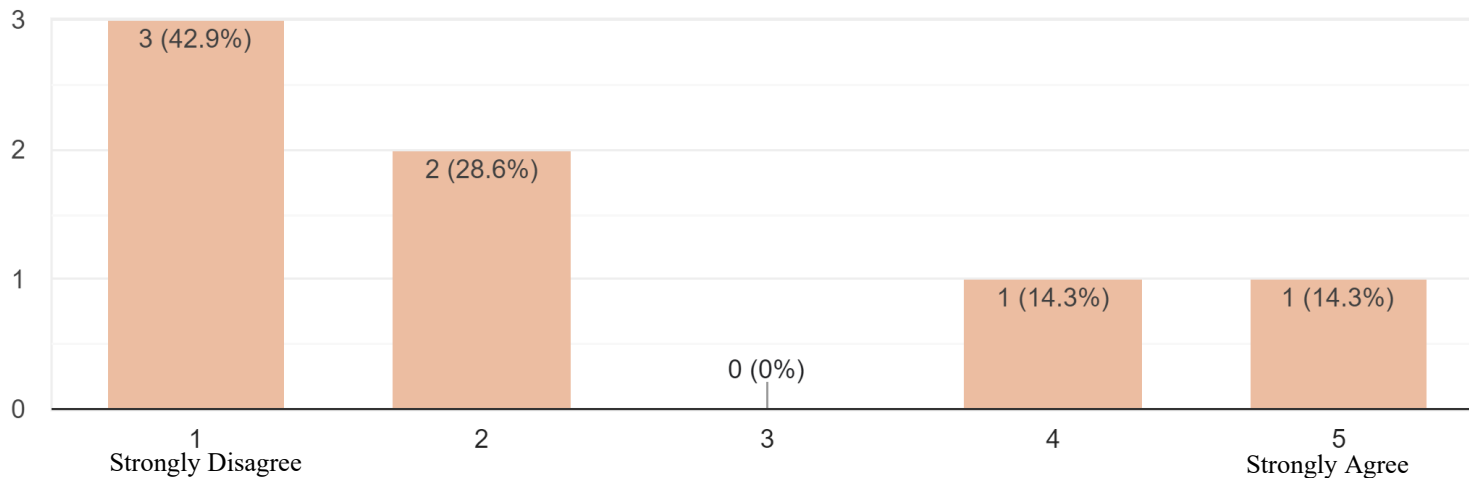
7 responses



BOARD CULTURE AND CLIMATE

When faced with an important issue, the board often “brainstorms,” generating a list of creative approaches or solutions to the problem.

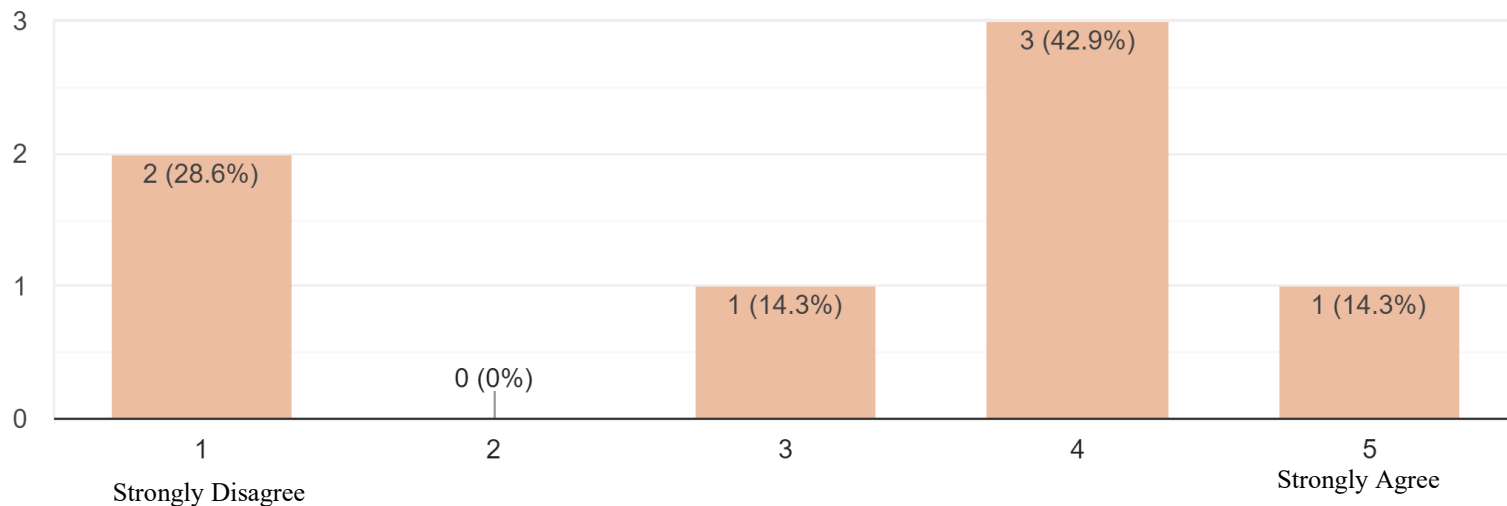
7 responses



BOARD CULTURE AND CLIMATE

Board does not present new issues of a complex nature for immediate action.

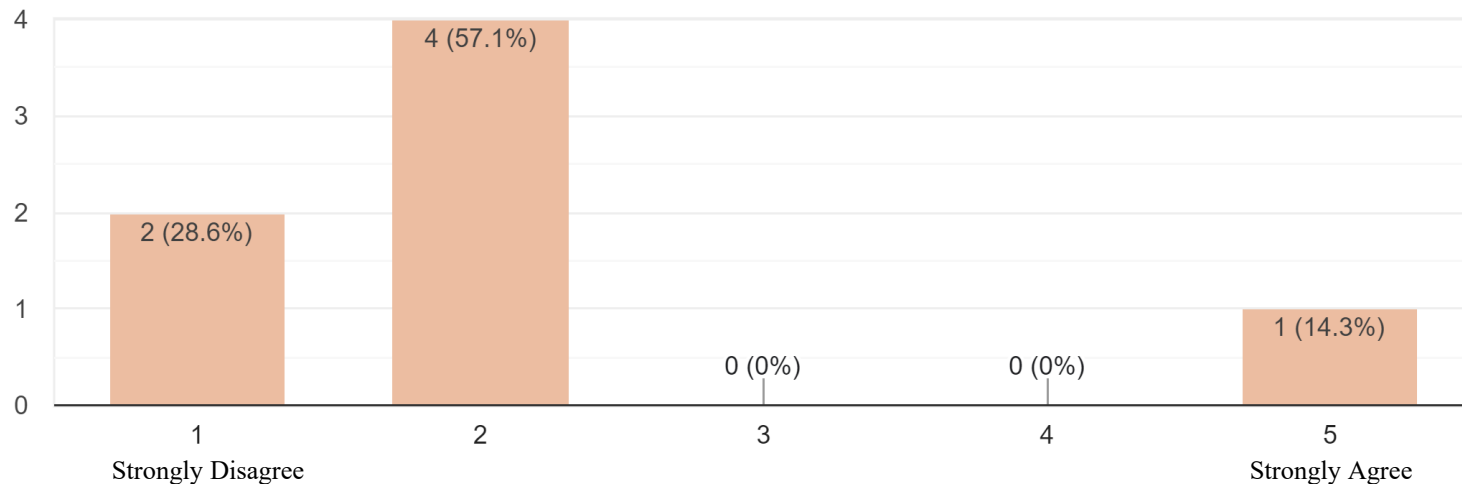
7 responses



BOARD CULTURE AND CLIMATE

Before reaching a decision on important issues, board requests input from students or staff likely to be affected by the decision.

7 responses

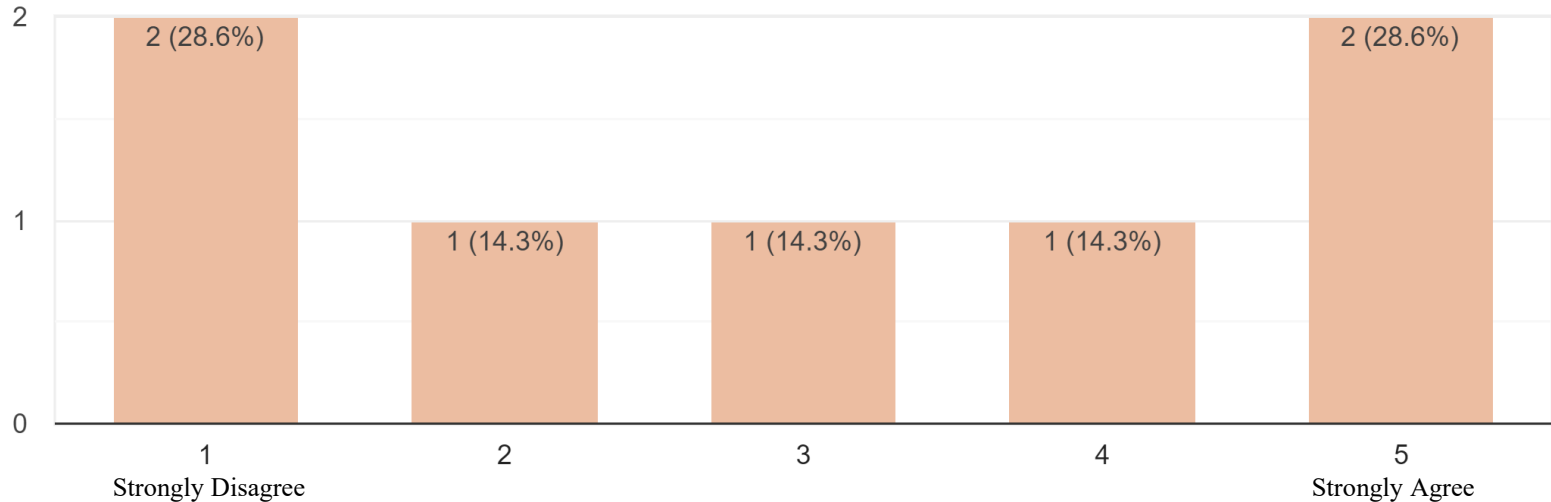


BOARD CULTURE AND CLIMATE



Board shows an awareness of the impact its decisions will have on the community.

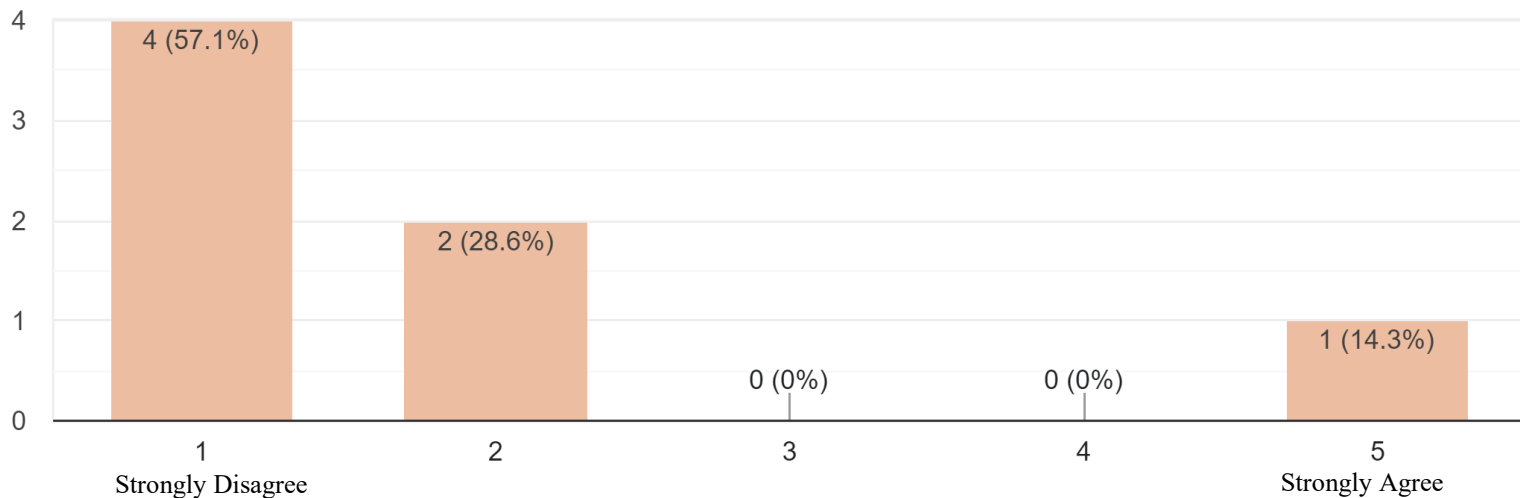
7 responses



BOARD CULTURE AND CLIMATE

Board withstands the pressure of special interest groups.

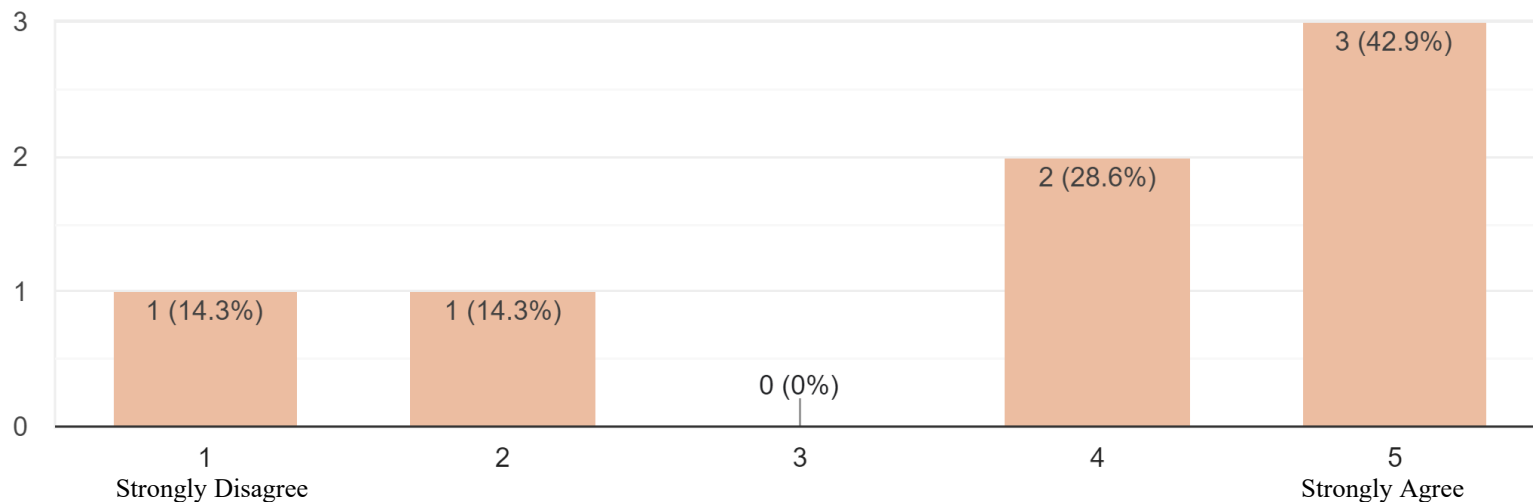
7 responses



BOARD CULTURE AND CLIMATE

Board devotes more time to putting out fires than it devotes to preparing for the future.

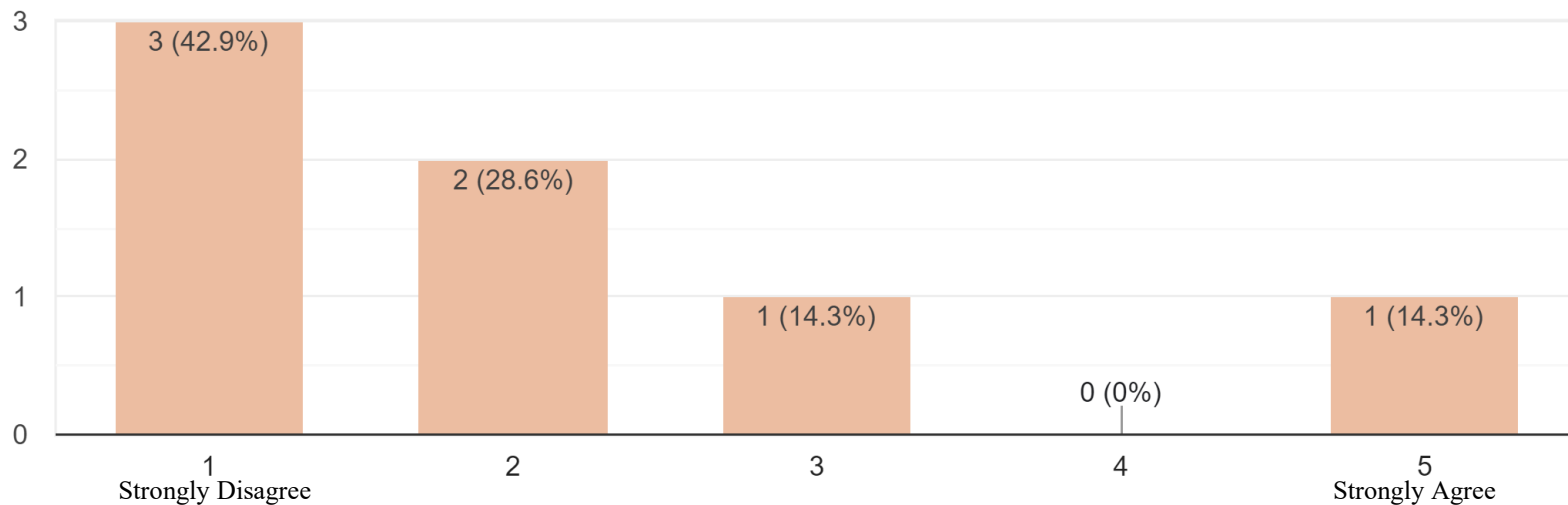
7 responses



BOARD CULTURE AND CLIMATE

Board sets clear organizational priorities for the year ahead.

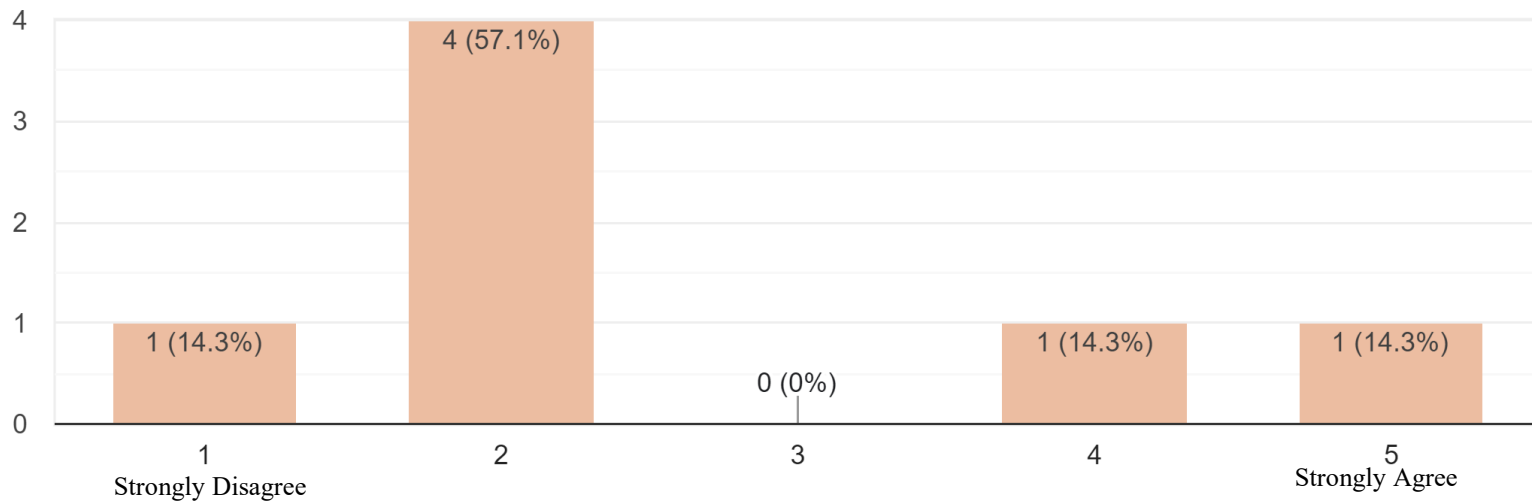
7 responses



BOARD CULTURE AND CLIMATE

I have been at board meetings where discussion focused on identifying or overcoming school district weaknesses.

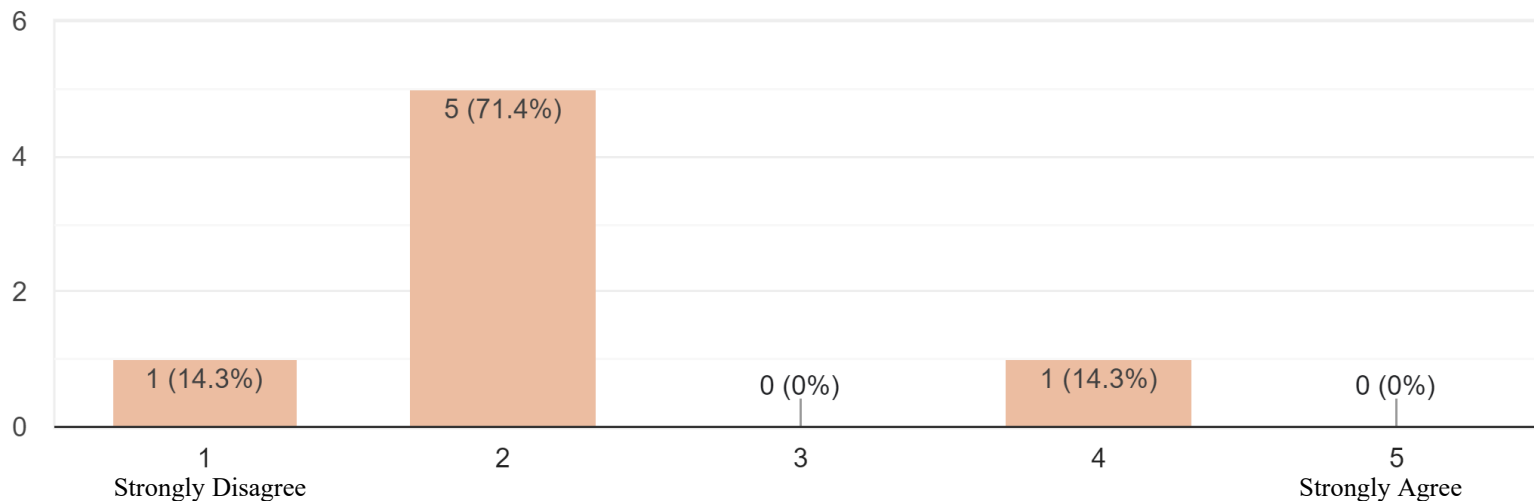
7 responses



BOARD CULTURE AND CLIMATE

Board makes explicit use of long-term priorities of the school district in dealing with current issues.

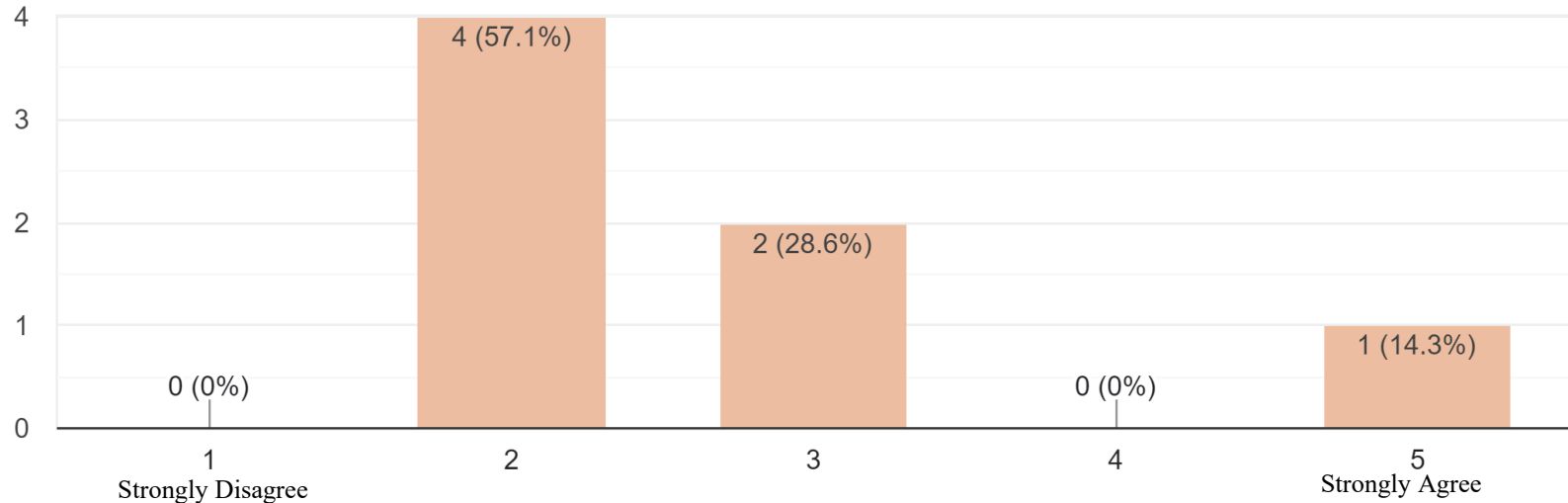
7 responses



FOCUS ON STUDENT ACHIEVEMENT

Keep the district focused on learning and achievement for all students.

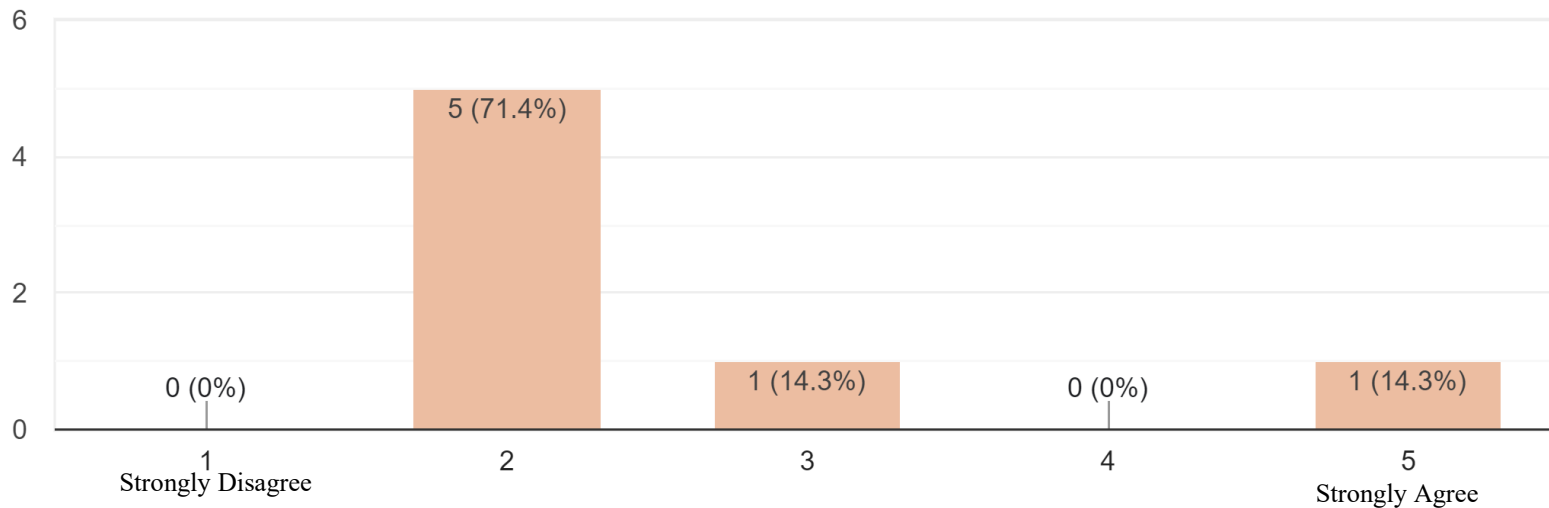
7 responses



FOCUS ON STUDENT ACHIEVEMENT

Keeps learning and achievement for all students as the primary focus.

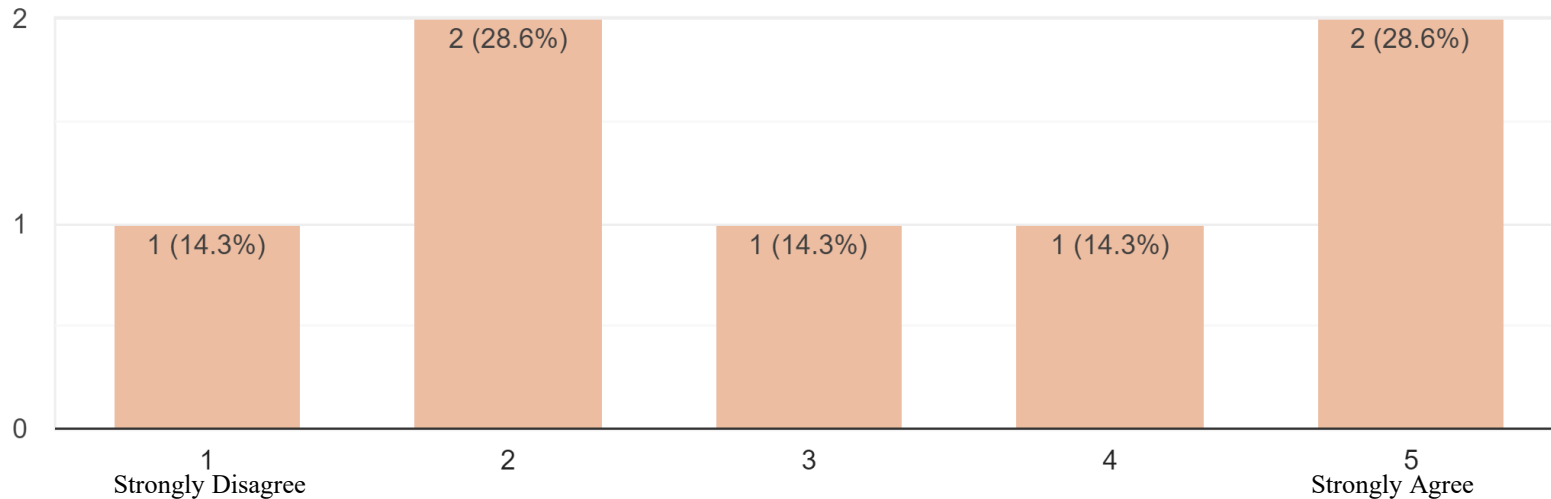
7 responses



FOCUS ON STUDENT ACHIEVEMENT

Values, supports, and advocates for public education.

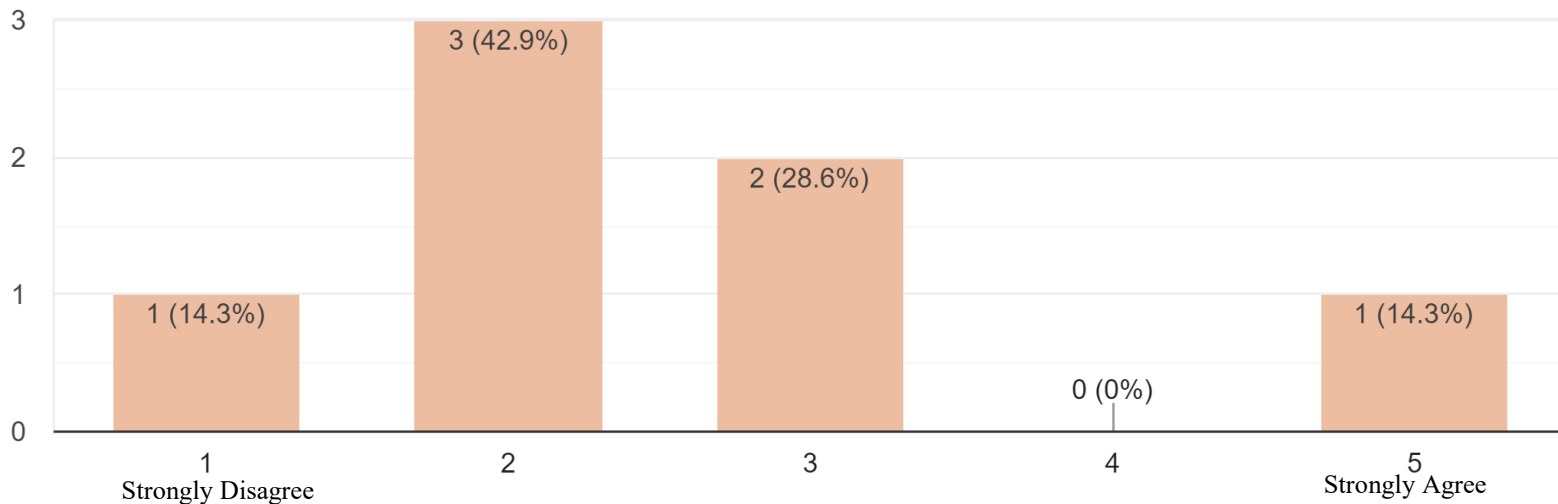
7 responses



FOCUS ON STUDENT ACHIEVEMENT

Board shows an awareness of the impact its decisions will have on student achievement.

7 responses



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

Topic	Board Meetings as a Strategic Leadership Tool
Principles	<ul style="list-style-type: none"> 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. b. Board meetings are opportunities to strategically move the District forward and to make progress on District goals. 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. 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.” 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.
Protocol / Agreement	<ul style="list-style-type: none"> 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. b. The Board meeting agenda will focus on strategic initiatives and goals, and the Board will review progress at regular intervals. c. The Board President and Superintendent, with concurrence of the entire Board, will establish the topics and schedule for Board study sessions. 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.

**Pasadena Unified School District
Board Protocol No. 3**

<i>Topic</i>	Board Member Interaction with the Public at Board Meetings
<i>Principle</i>	<ul style="list-style-type: none"> 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. 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. c. Meetings will be conducted in a civil, orderly, and respectful manner, under the administration and discretion of the board president. d. Board members want to ensure that all and multiple voices of the community are heard at the designated times during the meeting. e. The main purpose of public participation at board meetings is to inform board deliberations.
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> a. Time will be provided at all board meetings for public comment on agenda and non-agenda items. b. The board will establish guidelines for public comment that balance efficient board meeting management and full participation of the public. 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"> • In the event that speaker cards exceed the allotted time, the chair will call the non-agendized items as priority. • Any remaining speakers on non-agendized items will be recognized at the end of the meeting. • Each speaker will be allotted a maximum of three minutes. At the Board’s discretion, if the time to accommodate all speakers exceeds 30 minutes, the time may be reduced to two (2) minutes per speaker in order to facilitate the efficient working of the Board. Under virtual meeting conditions,

	<p>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 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.</p> <ul style="list-style-type: none"> • 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 will be distributed to all board members, with a copy where email addresses are redacted placed in the agenda archives as part of the district official records. <p>d. Should large groups attend board meetings to speak on a single subject, board president is encouraged to ask the group to summarize its comments within a 10-minute time segment, when possible.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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	<ul style="list-style-type: none"> 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 stands by its decision. m. To avoid unintentionally agendizing 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: <ul style="list-style-type: none"> 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 agendized 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.
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**Pasadena Unified School District
Board Protocol No. 4**

<i>Topic</i>	Board Deliberation
<i>Principle</i>	<ul style="list-style-type: none">a. The Board has strong interest in ensuring the efficient, thorough, and fair consideration of all discussion/action items on the Board's agenda.b. The Board wants to ensure that public input and Board discussion occur in a manner that truly informs Board deliberation and decision making.c. Board members agree to come fully prepared to engage in the discussion and deliberation on every Board agenda item.d. Board discussion and deliberation should be focused on the issue at hand and should not become "muddled" by extraneous issues and perspectives.e. The Board wants to promote a decision-making process that will encourage each Board member to freely state her or his perspectives, and that will help each member feel she or he has been heard and understood by all Board colleagues prior to decision making.
<i>Protocol / Agreement</i>	<ul style="list-style-type: none">a. The process for Board action agenda items will be as follows:<ul style="list-style-type: none">i. Introduction of the agenda item.ii. Staff explanation and expression of a recommendation, if appropriate.iii. Public comment.iv. Following public comment, Board members will be recognized by the Board President for the purpose of asking questions and discussing agenda items.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."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 "rehash old information."

	<ul style="list-style-type: none"> vii. Board members should be mindful of not asking more than three questions so that all Board 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 her or his perspective and voting intentions. This is the advocacy portion. x. Voting. <ul style="list-style-type: none"> 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.
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**Pasadena Unified School District
Board Protocol No. 5**

<i>Topic</i>	Board Member Response to Complaints
<i>Principle</i>	<ul style="list-style-type: none"> a. Board members should be responsive to the community and staff and be good listeners. b. It is important for Board members to be consistent in their responses to staff and the community. 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. 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.
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> a. The Board will consider its judicial review responsibility, staff and student confidentiality rights, and due process issues. 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"> ● 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. ● 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. ● 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. ● 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

	verify or clarify the situation and follow through as necessary and/or appropriate.
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**Pasadena Unified School District
Board Protocol No. 8**

<i>Topic</i>	Board Role in Public
<i>Principle</i>	<ul style="list-style-type: none"> a. Board members understand the importance and value of being visible and accessible to the community. 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. c. Board members represent the Board in what they say and do and will set an example of professionalism. d. Published opinion pieces by Board members about the Board and PUSD and authored by Board Members are public acts.
<i>Protocol / Agreement</i>	<ul style="list-style-type: none"> 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. 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. 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. d. Confidentiality will be maintained in communication with members of the public regarding matters prescribed as confidential by state law and Board by-laws. e. Board members wishing to publish opinion pieces should do so with the explicit byline "X is a member of the PUSD Board of Education, but is speaking solely as an individual member of the Board." f. While not required, a best practice for board members who want to publish an opinion piece would be to vet any factual information with staff in order to allow for suggested edits or clarifications. This practice helps

	<p>ensure that information which the public may perceive as coming from the board or the district is correct. Board members are encouraged but not required to make the suggested changes.</p> <p>g. While not required, a best practice for board members publishing an opinion piece would be to notify fellow board members about the topic and expected publication date. This practice would ensure that there are no surprises and help maintain positive board member relationships.</p>
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