Internal Monitoring Report

March 25, 2025

Policy Title: Communication and Support to the Board Policy Type: Executive Limitation

Policy No. : EL 2.8

Period Monitored: April 2024-March 2025

This report monitors the Board of Education's Executive Limitations Policy. *The Superintendent shall not fail to inform and support the Board in its work. Among other things, the Superintendent shall not fail to:*

1. *Submit monitoring data required by the Board (see policy on Monitoring Superintendent Performance) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.*
2. *Promptly report noncompliance with any policy of the Board that is not timely corrected after it is discovered, that involves repeated violations of Board policy, that may have a negative financial impact on the District and/or that may compromise the District's public image or credibility.*
3. *Cause the Board to be aware in a timely manner of developing threats, potential contract violations, relevant trends, anticipated media coverage, threatened or pending lawsuits, or any material change in District practice or condition (including but not limited to program elimination and boundary changes), and changes in the assumptions or laws upon which any Board policy has previously been established.*
4. *Advise the Board if, in the Superintendent's opinion, the Board is not or may not be in compliance with law, contractual agreements, or the Board's own policies on Governance Process and Board-Superintendent Relationship, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Superintendent.*
5. *Marshal for the Board as much information and as many staff and external points of view, issues and options as necessary to allow it to make fully informed choices and decisions.*
6. *Present information in direct, simple, brief and complete form that differentiates among information of three types: monitoring, decision preparation, and other.*
7. *Provide a system for official Board, officer and committee communications.*
8. *Work with the Board as a whole except when:*
    a. *Fulfilling an individual request for information, in which case all other Board members shall be informed of the request and given the opportunity to receive the requested information; or*
    b. *Responding to officers or committees duly charged by the Board.*

9. *Submit to the Board all matters regarding which Board action is required by law, along with the Superintendent's recommendations and required policy compliance assurances*.

10. *Fully and promptly implement any decision made by the Board*.

This report is presented in accordance with the Board's monitoring schedule. I certify that the information is true and complete.

Brian Kingsley
Superintendent of Schools
March 25, 2025

Executive Summary

This report monitors Executive Limitation 2.8, Communication and Support to the Board policy language as it deals with how the Superintendent informs and supports the Board in its work.

The evidence included in this monitoring report indicates that the Superintendent:

- Submitted monitoring data per the schedule outlined in BSR 4.4 using a common format.
- Reported and corrected any actual or anticipated non-compliance that may have a negative financial impact on the district to the Board in a timely manner.
- Made the Board aware of material concerns, especially as they related to issues of safety and politically charged issues.
- Discussed concerns about conduct and activity outlined in the Governance Process policies.
- Provided Board members with information and supported Board work.
- Provided direct, simple, brief, and complete information.
- Supported communication for Board members acting in their official capacity.
- Responded to questions raised by Board members.
- Property notified affected members of the district when Board action is being considered and provided guidance to personnel.

Policy Wording:

The Superintendent shall not fail to inform and support the Board in its work.

Interpretation:

The district interprets this policy to mean the Superintendent is responsible to communicate information that will assist the Board as it conducts its work. Board work is conducted in public meetings. In this regard, the district, coordinated by the Superintendent and support staff, provides the Board with recommendations for actions the Board needs to take to perform its responsibilities to act on behalf of people served by Poudre School District.

Additionally, as Board members work on committees or do other activities in order to support their Board work, the district coordinates communications and other methods to facilitate Board members' work.

Evidence:

See Section 5.

Policy Wording:

Among other things, the Superintendent shall not fail to:

1. *Submit monitoring data required by the Board (see policy on Monitoring Superintendent Performance) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.*

Interpretation:

The district interprets *monitoring data* as writing monitoring reports. In January 2007, the district developed a method for writing monitoring reports. The method includes an interpretation of the policy language, an outline of the evidence that corresponds with the interpretation and a statement as to whether the district has met the expectations or not. If the district has not met the expectations, a timeline for meeting the expectation is provided. The Board has established a timeline in Board Superintendent Relationship (BSR) 4.4 for the monitoring reports to be provided that outlines what it means to provide reports that are *timely*.

The district interprets *accurate* to be what knowledge district staff has about the interpretation of the policy language.

The district interprets *understandable* to *directly address* to mean the format and language used in the reports.

Evidence:

The district has written monitoring reports and submitted the reports to the Board based on the schedule outlined in BSR 4.4.

A common format has been used for all reports except DE 1.0, which is written in a different format to more effectively convey data-driven evidence. The district included an executive summary for

most monitoring reports. In the language used for interpretation the district has explained technical terms and other language in a straight-forward manner. The evidence offered follows the interpretation and includes quantifiable or descriptive analysis as can be provided.

In consultation with the Board, staff reduced the number of items being measured in the annual monitoring report for the 2021-22 school year, with a goal of being clearer around what is important to measure. These are data such as achievement and growth metrics, graduation rates, attendance rates, post-secondary success measures, and more. Staff presented DE 1.0 over the course of two board meetings in winter of 2025, to more clearly communicate a complex, and data-rich report. The goal is to help the Board and community understand how PSD is doing regarding student outcomes.

Since the monitoring reports have been submitted based on the schedule, and the Board has expressed that it is satisfied with the extent to which the reports meet the criteria outlined in the Monitoring Worksheets for Executive Limitations Policies and Ends Policies the district has met the expectations of EL 2.8.1.

Policy Wording:

Among other things, the Superintendent shall not fail to:

2. *Promptly report noncompliance with any policy of the Board that is not timely corrected after it is discovered, that involves repeated violations of Board policy, that may have a negative financial impact on the District and/or that may compromise the District's public image or credibility.*

Interpretation:

The district interprets *noncompliance* as being out of compliance or that a situation presents itself that the district may become out of compliance with Board policy, the Superintendent must inform the Board about the circumstance so that the Board is aware of what has occurred or is taking place and when the district anticipates being in compliance with the Board policy.

The district interprets *in a timely manner* partially based upon the need to know and the conditions available for practicable communication. For example, when an emergency situation occurs, Board members are notified as soon as possible. If notice does not require immediate notification due to the circumstances, electronic written communication like email, may be utilized. Occasionally, there are matters of such importance, political sensitivity, and/or seriousness, that the District should report the instance to the Board in a timely manner even though no policy has yet been or would be violated.

Evidence:

The district has demonstrated compliance with Board policy by monitoring policies that have been submitted and approved by the Board. Additionally, Board members are notified of noncompliance and anticipated noncompliance and any corrective action taken as soon as possible once they are known.

Based on the evidence offered, the district is meeting policy expectations based on the reasonable interpretations offered in the submitted monitoring reports, the district has met the expectations for 2.8.2.

Policy Wording:

Among other things, the Superintendent shall not fail to:

3. *Cause the Board to be aware in a timely manner of developing threats, potential contract violations, relevant trends, anticipated media coverage, threatened or pending lawsuits, or any material change in District practice or condition (including but not limited to program elimination and boundary changes), and changes in the assumptions or laws upon which any Board policy has previously been established*.

Interpretation:

The district interprets *cause the Board to be aware* to mean to communicate with individual Board members directly, or in writing about:

- D*eveloping threats* or those activities or events that can cause disruption to school activities; jeopardize the safety of students or staff; or compromise school property.
- Potential contract violations or when the district may not be able to meet the terms of an existing contract or has concerns about contract provisions it is being asked to enter.
- Relevant trends or those local, state, or national legislation, rules, or key events or circumstances that can affect district policies.
- Anticipated media coverage would be included but is not limited to newspaper articles, radio broadcasts, television coverage, or social media posts that may cast the district in an unfavorable position.
- *Threatened* lawsuits include those circumstances where a notice of claim has been filed under the Colorado Governmental Immunity Act, where an attorney has sent the district a demand letter on behalf of a client, or where past experience and/or the advice of legal counsel indicates that litigation is reasonably likely to result from a particular occurrence or situation; pending lawsuits are those where a complaint has actually been filed against the district.
- Material change in district practice or condition to be district-wide circumstances that impact the operations or the educational programs of the district.
- *Changes in the assumptions or laws* would be the personnel and program changes that affect department level or cabinet positions and those programs that have an impact district wide and laws or court rulings that might impact policy.

Evidence:

The district communicates with Board members about the seven policy areas mentioned above, depending upon the perceived urgency of the need to know using direct communication, including, but not limited to phone calls, text messages, meetings with Board members, email, special meetings, articles, work sessions, retreats, executive sessions, Superintendent updates at Board meetings, and information presented by staff at Board meetings.

Communication to the Board when the district knows or anticipates that a news story related to PSD will be published, usually by email or a weekly update, is an example of compliance with anticipated media coverage. Additionally, providing the Board with information provided to the media in response to a request, is an example of this compliance.

The Superintendent is not aware of an instance when the district failed to inform the Board of a circumstance that does not meet the standards expressed in this interpretation from April 2022 to the present. Based on the evidence, The Superintendent believes the district does meet the expectations of 2.8.3.

Policy Wording:

Among other things, the Superintendent shall not fail to:

4. *Advise the Board if, in the Superintendent's opinion, the Board is not or may not be in compliance with law, contractual agreements, or the Board's own policies on Governance Process and Board-Superintendent Relationship, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the Superintendent.*

Interpretation:

The district interprets *advise the Board* if the superintendent believes it is *not in compliance with law, contractual agreements, or the Board's own policies on Governance Process and Board-Superintendent relationship as* calling on department heads, Legal and Policy Counsel, and consultants from outside the district to assist assuring the district is in compliance. The Board will be advised as appropriate in these circumstances.

The Superintendent interprets *Board behavior that is detrimental to the work relationship between the Board and Superintendent* as instances where actions occur that are in conflict with the Governance Process Policies. In reviewing specific policies that outline Board behavior that may be detrimental to the working relationship between the Board and Superintendent, Governing Style GP 3.1, Board Members' Code of Conduct GP 3.5, and Board Committee or Liaison Principles outline circumstances where the differentiation of the Board and Superintendent responsibilities are defined. Should the Superintendent identify instances where Board actions appear to fall outside of these differentiated responsibilities, they will refer these instances to the Board President.

Evidence:

The district has initiated and sought approval for district policies the Board is legally required to adopt. The adoption of new district policies and revision of existing district policies is an ongoing process as new laws requiring such action are passed each legislative session or situations in the district arise and require such action. An example of this are policies related to the Student Rights and Code of Conduct, the storage and distribution of medication, and more.

The Superintendent has discussed with the Board President any instances of concern about conduct outlined in Governance Process policies.

For these reasons, the district has met the expectations for EL 2.8.4.

Policy Wording:

Among other things, the Superintendent shall not fail to:

5. *Marshal for the Board as much information and as many staff and external points of view, issues and options as necessary to allow it to make fully informed choices and decisions.*

Interpretation:

The district interprets *marshal for the Board* as arranging for the district to supply the needed viewpoints from stakeholders to provide Board members with information as required or directed by the Board. This will be true for all the work the Board is required to do and that which the Board chooses to make.

Evidence:

As is often the case, national and local topics of interest led to hundreds of hours of staff time and extensive collaboration and issues resolution. Staff provided the Board with updates as appropriate and when available.

The district also arranged opportunities for Board members to join the superintendent and staff for visitations to schools the first week of school and created a list of schools for each Board member to visit during the school year. Board members have also periodically accompanied the Superintendent on his regular visits to schools. Staff also worked with the board to offer community engagement sessions from spring 2024 through winter 2025 on a variety of topics including but not limited to long-range planning, finance, and the Debt Free Mill Levy Override. Open sessions on any topic of interest to the community are also being held in spring 2025.

The Superintendent, the Superintendent's Cabinet, and staff supported the Board of Education legislative sub-committee and other committee work Board members were involved in, including the student representatives' group, among others.

Board members regularly ask the Superintendent for information, clarifications, background on issues, and other requests. The Superintendent works with Board leadership to respond efficiently to those requests within the capacity of district staff.

The district provided support to Board members involved in influencing legislation and provided expert opinions on pending legislation and provided expert opinions on a variety of topics when asked by Board members.

Based on these efforts the district has met the expectation of EL 2.8.5.

Policy Wording:

Among other things, the Superintendent shall not fail to:

6. *Present information in direct, simple, brief and complete form that differentiates among information of three types: monitoring, decision preparation, and other.*

Interpretation:

The district interprets *direct, simple, brief, and complete as* district presentations verbally, in writing, PowerPoint and any other media should be clear – meaning that educational jargon be explained or avoided; it needs to be focused; and it should communicate in as short a period of time as possible. The district needs to identify for Board members the purpose of the information communicated by labeling it as being one of three types. The information is labeled as monitoring, decision preparation, and other either by its placement on the meeting agenda or by explanation in an update.

Evidence:

Information the district presents to the Board is reviewed to the extent practicable with the standards of being direct, simple, brief and complete before it is released. When communicating, staff strive to explain their thinking, describing pros/cons, share feedback gathered and/or considered; and discuss conflicting/aligned values and professional opinions. Internal Monitoring Reports have consistently been *complete* as defined by the description above.

The district reports compliance of EL 2.8.6.

Policy Wording:

Among other things, the Superintendent shall not fail to:

7. *Provide a system for official Board, officer and committee communications*.

Interpretation:

The district interprets *provide a system* for communications as the district supporting all communication for Board members when the members are acting in their official capacity as Board members. This means that Board members may utilize the Board secretary and other staff so assigned, such as consultants, to support their correspondence, the organization of meetings, the preparation of agendas; the preparation of Board committee work products; and other types of information required by Board members acting in their official capacity.

Evidence:

In order to facilitate Board communications, the district arranges meetings for Board leadership, and other special committees that Board members determine need communication support. Board meetings, work sessions, sub-committee meetings, community engagement sessions and retreats are planned with Board leadership and carried out with the directions provided by Board members. District staff provides the resources needed for electronic Board meeting agenda packet and the staff needed to support in person Board meetings.

Based on these communications, the district met the expectations for 2.8.7.

Policy Wording:

Among other things, the Superintendent shall not fail to:

8. *Work with the Board as a whole except when:*

a. *Fulfilling an individual request for information, in which case all other Board members shall be informed of the request and given the opportunity to receive the requested information; or*

b. *Responding to officers or committees duly charged by the Board*.

Interpretation:

The district interprets *work with as* working with all the Board members unless the superintendent receives a request from a Board member at a meeting or at another time. In this instance the district will find the answer to a question or will provide information to respond to the Board member from sources within the district or outside the district. This information will be offered to all Board members when it is available. The Board or Superintendent may decide upon and prioritize work assigned to the Superintendent.

Additionally, the Superintendent will work with the President and Vice President to plan for Board meetings. The superintendent may talk with the Board chair about the type of communication and how the communication may get to the Board when questioning the urgency of communication.

Evidence:

Following Board meetings, the district provides responses to members of the community who speak during community comment as soon as possible. The district keeps track of requests for information from the Board to be provided when information becomes available. Likewise, when a Board member requests information, the district researches that question and provides information to the entire Board. The district meets regularly with the Board leadership to plan the agenda for the Board meeting content. The Superintendent has sought advice from the Board President respecting the type of communication Board members may prefer to receive and in what manner.

The district has met the expectations of 2.8.8 since the district has provided information to all Board members and not to Board members individually. Additionally, the district continued to work with Board leadership to provide requests for information and to place them on meeting agendas as appropriate.

Policy Wording:

Among other things, the Superintendent shall not fail to:

9. *Submit to the Board all matters regarding which Board action is required by law, along with the Superintendent's recommendations and required policy compliance assurances*.

Interpretation:

The district interprets *required by law as w*hen a change of law occurs, the district will provide the needed changes in policy to assure district compliance.

Evidence:

The district has provided needed changes in policy to assure district compliance and constantly monitors to assure adjustments that are needed are made. In Appendix A, the list of revised, new, and deleted policies from January 2024 to December 2024 is presented.

Based on this evidence the district has met the expectations for EL 2.8.9

Policy Wording:

Among other things, the Superintendent shall not fail to:

10. *Fully and promptly implement any decision made by the Board*.

Interpretation:

The district interprets *fully and promptly implement as w*hen the Board acts, the district needs to properly notify affected staff and expect that the actions required to enact Board decisions are carried out.

Evidence:

Board adoption of policy requires that policy language be posted on the website and that

staff who need to administer the action are informed and offered guidance. Depending upon the nature of the Board action, individuals or the entire community may need to be notified.

To implement Board action, a timeline for implementation may be needed and additional decisions made.

The district meets this expectation since it has properly notified those affected by the decisions as described above. It is also important to note that the District in 2022 updated the "District Policies" web page (www.psdschools.org/your-district/district-policies) to specifically name the policies that are new and those that are revised. Each policy in those two categories are also accompanied by an explanation of the revision(s) or a statement about the new policy's purpose. This information was added to the long- standing web page in the spirit of transparency, and to enhance the community's awareness and understanding of new and revised District policies.

Appendix A

District Policies and Regulations Status Matrix January 2024-December 2024

Date	Policy #	Policy name	New	Revised	Deleted
3/28/24	AC	Nondiscrimination/Equal Opportunity		X	
4/9/24	IKF-2011	Graduation, Diploma, and Certificate Requirements			X
4/9/24	IKF-2017	Graduation and Diploma Requirements		X	
4/9/24	IKF-2005	Graduation and Diploma Requirements	X		
5/28/24	GBEA	Staff Conduct and Responsibilities		X	
5/28/24	GBEB	Staff Conduct (And Responsibilities)			X
5/28/24	GDQD	Classified Employee Performance Trial Periods, Discipline, and Dismissal		X	
5/28/24	JIH	Searches		X	
6/6/24	JFBA	Choice/Open Enrollment		X	
6/10/24	GE	Choice/Open Enrollment of Children of District Employees	X		
8/22/24	AC	Nondiscrimination/Equal Opportunity		X	
8/22/24	AC-E	Discrimination/Harassment Report and Complaint Form			X
8/22/24	AC-R1	Harassment and Discrimination Investigation Procedures for Students		X	
8/22/24	AC-R2	Sexual Harassment Investigation Procedures			X
8/22/24	AC-R2	Harassment and Discrimination Investigation Procedures for Employees and Applicants	X		
8/22/24	AC-R3	Sex-Based Harassment Investigation Procedures	X		
8/22/24	GBAA	Harassment or Discrimination of Employees		X	
8/22/24	JBB	Harassment or Discrimination of Students		X	