



Internal Monitoring Report

September 26, 2023

Policy Title: **Dealings with Members of the Community of Poudre School District**

Policy Type: Executive Limitation

Policy No.: EL 2.9

Period Monitored: July 2022 – August 2023

This report monitors the Board of Education's Executive Limitations Policy.

The Superintendent shall not fail to actively engage with the community members of Poudre School District, and the Superintendent's relationship with community members of the District will neither violate the highest standards of transparency nor impede the Board's role as representatives of the community.

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

Brian Kingsley

September 26, 2023

Superintendent of Schools

Executive Summary

This report monitors Executive Limitation 2.9, Dealings with community members of



Poudre School District, policy language as it deals with how the Superintendent's relationship with community members of Poudre School District meets the highest standards of transparency and supports the Board's role as representatives of members of the community. Please note that the Board of Education voted at its Aug. 29 meeting to revise the policy title and language to replace the term "citizens" with community or members of the community.

The evidence included in this monitoring report suggests that the Superintendent engaged with the community members of PSD, maintaining transparency through two-way communication with key stakeholders while supporting the role of the Board as a representative of members of the community.

The evidence included in this monitoring report indicates that the Superintendent complied with the policy by adequately communicating with numerous stakeholders, including but not limited to:

- Students, parents, staff and the broader community
- Classified, licensed and administrative employees
- PSD Board of Education
- Business, nonprofit and educational partners, and
- Members of the media

Policy Wording:

The Superintendent shall not fail to actively engage with the community members of Poudre School District, and the Superintendent's relationship with community members of the District will neither violate the highest standards of transparency nor impede the Board's role as representatives of the community.

Interpretation:

The district interprets the *superintendent's relationship with community members of Poudre School District* to mean the Superintendent's interactions with his stakeholders through direct conversations, professional meetings, community engagement sessions, direct correspondence (e.g. in person, social media, phone, email, etc.), and publication in PSD and external platforms or outlets (e.g. written and video messages).



This is reasonable since these are the means by which the Superintendent engages in community relationships.

The district interprets *impede the Board's role as representatives of the community* as prohibiting or limiting community members of PSD from contacting Board members. Withholding information so that Board members cannot have answers to questions or information that may assist them when discussing the district with other community members.

These two standards of permitting community members of PSD to contact Board members and providing information to Board members are reasonable because to function as a representative of members of the community, Board members need to hear and read information to make well-informed decisions as representatives. The Superintendent facilitates the Board's interactions with community members through weekly updates to the Board, responses to community comment at Board of Education meetings, email, board meetings, invitations to district events, and community engagement sessions.

Evidence:

During the 2022-23 school year, Brian Kingsley served in his second year as PSD Superintendent. This monitoring report captures his work during the reporting timeframe.

Community and Staff Communication. The Superintendent met with hundreds of PSD staff, students, and family members, as well as community leaders, members of the public, and business/nonprofit partners. He also attended numerous PSD school/department, community, networking, and educational events, some of which included but weren't limited to:

- Visited all PSD schools during the 2022-23 school year,
- Meetings with PSD departments,
- Meetings with Larimer County and Denver-area superintendents,
- Regional Colorado Association of School Boards meetings,
- Meetings with City of Fort Collins, Town of Wellington, Town of Timnath and Larimer County administrators, managers and elected officials,



- Meetings with representatives from PSD's three employee associations: Association of Classified Employees, Poudre Education Association, and the Poudre Association of School Executives,
- Inaugural 2023 PSD Celebrates all-staff awards event and all 2023 PSD commencement ceremonies,
- Meetings of the PSD District Advisory Board; the District Accountability Committee; the PSD Foundation Board; the Audit Committee; the Equity and Diversity Advisory Council; the Budget Development Team; the Principal Advisory Group; regular principal and district administrator meetings; meetings of the Student Advisory Council; meetings of school parent teacher organizations (PTOs), and meetings related to PSD's annual employee negotiations,
- School-based events, including but not limited to plays, musical performances, athletic competitions, art shows, and more,
- Individual meetings with community partners, including but not limited to those from United Way; Boys & Girls Clubs of Larimer County; Matthews House; Woodward; Bohemian Foundation and the Connect First workgroup; Rotary Clubs; Fort Collins Chamber of Commerce; Otterbox; and more,
- Spoke at various staff and community meetings,
- Attended conferences, including but not limited to the annual Colorado Association of School Boards conference, Colorado Association of School Executives conference, and the 2023 Colorado Capital Conference in Washington, D.C.

Additional 2022-23 school year Superintendent communications, intended for PSD staff, families and the greater community, included but were not limited to:

- Multiple written and video messages sent via email and published on the PSD website, via PSD's social media platforms, and in the PSD Now newsletter.
- Shared district news through the district's website and in the bi-weekly PSD Now email newsletter.
- Updates shared via the [Superintendent's Twitter account](#), including photos and videos from school visits, and district and community events.
- Starting in August 2022, the Superintendent also invited staff to meet and talk with him in a casual, smaller group setting at their school. After visiting multiple schools during a day, the Superintendent is available at the last school he visits to talk with any staff about any topic; there is no set agenda. The intention is for staff to build their relationship with and have a direct line of communication to the Superintendent.



The following summaries are intended to highlight specific efforts by the Superintendent and District to seek community input and engage in conversations with the students, staff, and community members they serve.

In general, the District's engagement process includes:

- Forming committees with representatives from stakeholder groups (parents, district and school staff, community, and students, when appropriate) to gather input through a variety of means, research options, and make recommendations to the Superintendent's Cabinet and/or Board of Education.
- Information and updates are shared about the process (platforms may include but aren't limited to the PSD website, social media, traditional media, school and district newsletters, staff and parent email and e-newsletters, and virtual/in-person meetings with principals, administrators, community members and staff).
- Public input opportunities are created and promoted to gather feedback to inform decision-making.
- Decisions are shared with stakeholders, utilizing a variety of the communication platforms named above.

Empowering student voice through Student Advisory Council

Established by the Board of Education, in partnership with the Superintendent, during the 2021-22 school year, the Student Advisory Council serves to create opportunities for PSD students to communicate directly with the Board of Education about their experiences in school and their ideas for how to improve those. During the 2022-23 school year, the Student Advisory Council provided the Board, Superintendent and District staff with feedback about their access to PSD mental health and wellness resources and the development of class syllabi, among other topics. This group will continue meeting in the 2023-24 school year and is led by directors from the Board of Education.

State of Our Youth event and ongoing partnerships



In January 2023, the Superintendent and his staff convened the State of Our Youth event at the Fort Collins Museum of Discovery. Attendees, representing dozens of local and state community partners, businesses and organizations, engaged in thoughtful conversations about how we can come together to support our students to provide what they are asking for related to mental health and belonging. Between winter and summer 2023, the State of Our Youth planning team, the Superintendent and his staff continued to meet and to further the work that began at the convening around increasing access to mental health providers and destigmatizing accessing these services, improving awareness of the mental health resources available in our community, providing training in self-regulation and coping skills, and providing more spaces of belonging for our youth. This work remains a district priority and will continue in the 2023-24 school year.

2022-23 Board-Community Engagement Sessions

During the summer of 2022, PSD hosted two community engagement sessions on June 13, 2022, and Aug. 4, 2022, at which attendees were asked to reflect upon what transparency looks like and share ideas about how PSD could improve in this space. Based on thoughts shared by attendees, the district made such changes as but not limited to making information publicly available about School Clubs and Organizations on the PSD website (<https://www.psdschools.org/programs-services/school-clubs>) and re-organizing information and resources on the website to make it easier for users to find.

On Feb. 1, March 2 and April 13, 2023, the Poudre School District Board of Education and Superintendent Brian Kingsley hosted community engagement events. Each event focused on a specific topic (Graduation with Options, Mental Health and Belonging, and School Safety). Participants had an opportunity to ask questions and share thoughts, following presentations on each topic by PSD staff.

Staff continue to evaluate how best to host these types of engagement sessions and may adjust the format in the 2023-24 school year.

Development of PSD's Strategic Plan

As part of the development of PSD's Strategic Plan, the district hosted more than 30 engagement sessions for staff, students, and members of the community to provide input. Sessions took place at schools and facilities across the district, as well as at a couple of community locations, at various times and days during the week to make it as convenient as possible for people to attend. Some sessions were also hosted in Spanish and Arabic (that is to say, the content and conversations were in Spanish and Arabic versus hosted in English with interpretation services available).



In each session, attendees learned about the “why” behind the district’s priorities of Literacy, Mental Health and Belonging, and Graduation with Options, and had an opportunity to give feedback on the draft strategic plan framework. Input was synthesized and shared with PSD staff working to develop the plan.

A draft version of the Strategic Plan framework was also sent to staff, secondary students and parents/guardians with a request to provide input; there were 2,279 respondents on the survey sent to staff, community members and parents/guardians and 7,612 responses on the survey sent to secondary students. Staff also continue to evaluate past surveys (i.e. Healthy Kids Colorado and the PSD Connections surveys) and use those data sets to inform development of the Strategic Plan.

Principals and Administrators

The Superintendent and Assistant Superintendents met with principals and administrators throughout the 2022-2023 school year to discuss emerging issues and long-term plans regarding expectations, leadership, district-level decisions and the direction of the district. The Superintendent also addressed administrators at the two leadership retreats; had dialogue with principals at some of their monthly levels meetings; and held frequent Cabinet meetings throughout the year. The Superintendent also received regular updates from the administrators who reported directly to him.

Schools

The Superintendent visited all PSD schools – some of them multiple times – during the school year to see the learning process first-hand and to talk with students and staff. Starting in August 2022, he hosted multiple opportunities for teachers and staff to talk with him in a more casual setting.

Teachers

The Superintendent worked with assistant superintendents and principals to get input from teachers about emerging issues, as needed, and also met with Poudre Education Association leadership during the 2022-23 school year. Teachers attended the multiple, more casual conversations the Superintendent hosted throughout the year (see section above).



Board of Education

The Superintendent communicated frequently with Board of Education members to support their roles as a representative of members of the community through personal phone calls, email updates, electronic meeting agendas, as well as through work sessions, business meetings, special meetings, and retreats. Weekly updates were sent to the Board to provide information related to district operations and issues of interest so directors could be as prepared as possible for interactions with the community.

The Superintendent encouraged PSD staff to share Board member contact information with members of the public when asked. The Superintendent met with Board leadership several times each month to plan Board business and work session meetings. The Superintendent also met with Board members routinely during the school year.

Education, community, local, state, and national activities

In order to listen to and learn from stakeholders and gain strategic direction and best practices for the district, the Superintendent was a member of and/or participated in a leadership role in local and national organizations such as the Colorado Association of School Boards (CASB), PSD/City of Fort Collins/Larimer County Liaison Committee, the Denver Area School Superintendent's Council (DASSC), and Colorado Association of School Executives, among others.

Broader community and media

The Superintendent and his staff utilized the PSD website, PSD social media platforms, email and phone calls/robocalls, and worked with the news media to convey information to staff, families and the broader community.

Responsiveness to community requests

The Superintendent modeled accessibility and honest, open communication. His staff worked diligently to respond to media requests and met with reporters from local media outlets during the 2022-23 school year. In addition, the Superintendent and his staff responded to and/or appropriately routed emails, phone calls and general correspondence from the public, staff, and students with the intent of providing strong



customer service. Although quality customer service was provided, there are opportunities to continually improve within this space.

Due to the evidence provided, the District meets the expectations described in Executive Limitation 2.9.