Palisades Charter High School

Board of Trustees Annual Goal Setting Retreat

Date and Time

Saturday September 13, 2025 at 10:00 AM PDT

Location

Pali South (2nd Floor Atrium)
302 Colorado Avenue
Santa Monica, CA 90401

REASONABLE ACCOMMODATION WILL BE PROVIDED FOR ANY INDIVIDUAL WITH A DISABILITY:
Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in this meeting of the Governing Board of Palisades Charter High School may request assistance by contacting the Main Office at (310) 230-6623 at least 24 hours in advance.

SUPPORTING DOCUMENTATION:
Supporting documentation is available at the Main Office of the School, located at 15777 Bowdoin Street, Pacific Palisades, CA 90272, (Tel: 310- 230-6623) and may also be accessible on the PCHS website at http://palihigh.org/boardrecords.aspx.

ALL TIMES ARE APPROXIMATE AND ARE PROVIDED FOR CONVENIENCE ONLY:
Notice is hereby given that the order of consideration of matters on this agenda may be changed without prior notice. All items may be heard in a different order than listed on the agenda.

DIAL-IN NUMBER: (605) 475-5900. ACCESS CODE: 660-0134
Please note that the conference dial-in number above is only active when a Board Trustee has indicated they will calling from an off-site location to participate.

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**10:00 AM**
	Opening Items			
A.	Call the Meeting to Order		Maggie Nance	
B.	Record Attendance and Guests			2 m
C.	Public Comment			20 m

"Public Comment" is available to all audience members who wish to speak on any agenda item or under the general category of "Public Comment." "Public Comment" is set aside for members of the audience to raise issues that are not specifically on the agenda. However, due to public meeting laws, the Board can only listen to your issue, not respond or take action. These presentations are limited to two (2) minutes, per person. A member of the public who requires the use of a translator, in order to receive the same opportunity as others to directly address the Board, shall have twice the allotted time to speak, and the total allocated time shall be appropriately increased as well. Govern Code § 54954.3(b)(2).

Google Form Public Comment Procedure:
A Google form is available 24 hours prior *to the meeting for Public Comment.* Please refer to the Dewey Dolphin email or copy/paste this link https://forms.gle/kSsxkvL6T9GgXpdEA. Your comment will be read aloud by the Board Chair. General public comments not read after 30 minutes will be included in the meeting minutes. Due to public meeting laws, the Board can only listen to your comment, not respond or take action. Comments are limited to two (2) minutes, per person and one cannot cede their time to another. A member of the public who requires the use of a translator, in order to receive the same opportunity as others to directly address the Board, shall have twice the allotted time to speak, and the total allocated time shall be appropriately increased as well. Govern Code § 54954.3(b)(2).

D.	Welcome and Introductions (Ice Breaker)		Student Leadership	5 m
II.	**Review 2024-2025 Schoolwide Goals**			**10:27 AM**
A.	Breakout Group(s) Session	FYI	Dr. Pam Magee	20 m
III.	**Update Long Term Schoolwide Goals (through 2028)**			**10:47 AM**

		Purpose	Presenter	Time
A.	Breakout Group(s) Session	Discuss	Maggie Nance	20 m
IV.	**Additional Goal Setting Plan(s)**			**11:07 AM**
A.	Develop Short Term Goals for the 2025-2026 School Year	Discuss	Maggie Nance	20 m
B.	Develop Board of Trustees Goals for the 2025-2026 School Year	Discuss	Board of Trustees	20 m

• Discuss Board Committees and Commitments

V.	**New Business / Announcements**			**11:47 AM**
A.	Announcements / New Business	FYI	Maggie Nance	1 m

• Annual Governance Training: Monday, September 15, 2025 at 5pm
• Date of the next Board Meeting: Tuesday, September 16, 2025 at 5pm

B.	Announce items for closed session, if any.	FYI	Maggie Nance	1 m
VI.	**Closed Session**			**11:49 AM**
A.	Conference with Legal Counsel - Anticipated Litigation	Vote		5 m

• Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Government Code Section 54956.9: (one potential case)

B.	Employee Complaint/Assignment/Discipline/Dismissal/Release	Vote	Martha Monahan	5 m

• (Govt. Code section 54957) (Education Code section 44929.21)

C.	Potential Litigation	5 m

		Purpose	Presenter	Time
	• Significant exposure to litigation pursuant to paragraph (2) or (3) of subdivision (d) of Government Code section 54956.9			
VII.	**Open Session**			**12:04 PM**
A.	Return to Open Session	FYI	Maggie Nance	1 m
B.	Report Out on Action Taken In Closed Session, If Any.	FYI	Maggie Nance	1 m
VIII.	**Closing Items**			**12:06 PM**
A.	Adjourn Meeting	FYI	Maggie Nance	1 m

Coversheet

Breakout Group(s) Session

Section: II. Review 2024-2025 Schoolwide Goals
Item: A. Breakout Group(s) Session
Purpose: FYI
Submitted by:
Related Material: 2024-2025 SMART Goals.pdf

PALISADES CHARTER HIGH SCHOOL

Empowering Educational Excellence.

2024- 2025 SMART Goals

PCHS will continue to focus on its educational program by re-evaluating and updating existing courses and instructional practices to include innovative and relative content.
PCHS will endeavor to improve outcomes through providing relevant professional development in the best practices and latest research of instructional methodology.
PCHS will utilize data from CAASP, NWEA, and performance matters common assessments to measure student growth and inform instruction, with the goal of improvements across all subgroups.

Student Socioemotional Well-Being

During the 2024-2025 school year, PCHS will:

- Limit social media usage at school.
- Phase 1: Creating a mental health/wellness center (a part of WASC 6-year plan).
- Publicizing and advertising the mental health team.
- Hiring retired psychologists.
- Make the mental health team more accessible for students (signage, posting, etc.).

Communications

- During the 2024-2025 school year, PCHS will research appropriate resources to increase student access to pertinent information through consistent use of a single platform for student communication, which utilizes brief, colorful, easy to read information.
- Goal for parent communication has been met through parent square.

Budget

- Prioritize modernization.
- Increase enrollment and evaluate the expansion of facilities (long term).
- Purchasing alignment and revising purchase approval process.
- Economies to scale.

Diversity and Culture

- Information accessibility.
- Push of resources (leadership show, Schoology updates, classroom visits, etc.).
- Bullying campaigns (social media, videos).
- S – students will be able to reach out and KNOW how to!
- M – surveys (pre-survey, mid-sem., end of sem.)
- A – yes, through teacher buy -in.
- R – mental health, stigma, well-being.
- T – semester based.

Coversheet

Breakout Group(s) Session

Section:	III. Update Long Term Schoolwide Goals (through 2028)
Item:	A. Breakout Group(s) Session
Purpose:	Discuss
Submitted by:	
Related Material:	PCHS Guiding Documents and Goals.pdf

PALISADES CHARTER HIGH SCHOOL

Empowering Educational Excellence.

The following links provide information about the PCHS guiding documents and goals that are considered in the review and development of the PCHS Annual Schoolwide Goals.

- Academic Achievement
- Communications
- Fiscal Budget & Operations
- Student Social Emotional Well-Being
- Diversity & Culture

Coversheet

Develop Board of Trustees Goals for the 2025-2026 School Year

Section: IV. Additional Goal Setting Plan(s)
Item: B. Develop Board of Trustees Goals for the 2025-2026 School Year
Purpose: Discuss
Submitted by:
Related Material: Governance Structure.pdf

ELEMENT 4 - GOVERNANCE

"The governance structure of the charter school, including, but not limited to, the process to be followed by the charter school to ensure parental involvement." (Ed. Code § 47605(b)(5)(D).)

GENERAL PROVISIONS

As an independent charter school, Charter School, operated as or by its nonprofit public benefit corporation, is a separate legal entity and shall be solely responsible for the debts and obligations of Charter School.

Charter School shall ensure that, at all times throughout the term of the Charter, the bylaws of its governing board and/or nonprofit corporation are and remain consistent with the provisions of this Charter. In the event that the governing board and/or nonprofit corporation operating Charter School amends the bylaws, Charter School shall provide a copy of the amended bylaws to CSD within 30 days of adoption.

Charter School shall send to the CSD copies of all governing board meeting agendas at the same time that they are posted in accordance with the Brown Act. Charter School shall also send to the CSD copies of all board meeting minutes within one week of governing board approval of the minutes. Timely posting of agendas and minutes on Charter School's website will satisfy this requirement.

The District reserves the right to appoint a single representative to the Charter School governing board pursuant to Education Code section 47604(b).

LEGAL AND POLICY COMPLIANCE

Charter School shall comply with all applicable federal, state, and local laws and regulations, and District policies as it relates to charter schools adopted through Board action.[1]

Charter School shall comply with all applicable federal and state reporting requirements, including but not limited to the requirements of CBEDS, CALPADS, the Public Schools Accountability Act of 1999, and Education Code section 47604.33.

Charter School shall comply with the Brown Act and the Public Records Act.

Charter School and all employees and representatives of Charter School, including members of Charter School's governing board, members of Charter School or governing board committees and councils, Charter School administrators, and managers, shall comply with federal and state laws, nonprofit integrity standards, and LAUSD charter school policy, regarding ethics and conflicts of interest. Charter School shall enter into all transactions and conduct business with all persons and entities at arm's length or, in the case of otherwise permissible related party transactions, in a manner equivalent to arm's length.

1The District is in the process of compiling a list of LAUSD policies that apply to its authorized charter schools. The list will be finalized by April 1, 2018. Charter Schools Division staff will annually review District policies and make recommendations to the LAUSD Board of Education on continued application to charter schools.

Charter School shall notify parents, guardians, and teachers in writing within 72 hours of the issuance of a Notice of Violation, Notice of Intent to Revoke, Final Decision to Revoke, Notice of Non-Renewal, or equivalent notice, by the LAUSD Board of Education.

TITLE IX, SECTION 504, AND UNIFORM COMPLAINT PROCEDURES

Charter School shall designate at least one employee to coordinate its efforts to comply with and carry out its responsibilities under Title IX of the Education Amendments of 1972 (Title IX) and section 504 of the Rehabilitation Act of 1973 ("Section 504"), including any investigation of any complaint filed with Charter School alleging its noncompliance with these laws or alleging any actions which would be prohibited by these laws. Charter School shall notify all of its students and employees of the name, office address, and telephone number of the designated employee or employees.

Charter School shall adopt and publish complaint procedures providing for prompt and equitable resolution of student and employee complaints alleging any action that would be prohibited by Title IX or Section 504.

Charter School shall adopt and implement specific and continuing procedures for notifying applicants for admission and employment, students and parents of elementary and secondary school students, employees, sources of referral of applicants for admission and employment, and all unions or professional organizations holding collective bargaining or professional agreements with Charter School, that Charter School does not discriminate on the basis of sex or mental or physical disability in the educational programs or activities which it operates, and that it is required by Title IX and Section 504 not to discriminate on any such basis.

Charter School shall establish and provide a uniform complaint procedure in accordance with applicable federal and state laws and regulations, including but not limited to all applicable requirements of California Code of Regulations, title 5, section 4600 et seq.

Charter School shall adhere to all applicable federal and state laws and regulations regarding pupil fees, including Education Code sections 49010 - 49013, and extend its uniform complaint procedure to complaints filed pursuant to Education Code section 49013.

Charter School shall extend its uniform complaint procedure to complaints filed pursuant to the Local Control Funding Formula legislation provisions set forth in Education Code section 52075.

RESPONDING TO INQUIRIES

Charter School, including its nonprofit corporation shall promptly respond to all reasonable inquiries, including but not limited to inquiries regarding financial records from the District, and shall cooperate with the District regarding any inquiries. Charter School acknowledges that Charter School, including but not limited to its nonprofit corporation, is subject to audit by LAUSD, including, without limitation, audit by the District Office of the Inspector General. Charter School shall provide the District with current, complete, and accurate contact information for Charter School, Charter School administrators, and Board members.

If an allegation or other evidence of waste, fraud, abuse, or other material violation of law related to Charter School's operations, or breach of the Charter, is received or discovered by the District, Charter

School, including but not limited to its nonprofit corporation, employees, and representatives, shall cooperate with any resulting inquiry and/or investigation undertaken by the District and/or the Office of the Inspector General Investigations Unit.

Charter School acknowledges and agrees that persons and entities that directly exercise control over the expenditure of Charter School's public funds shall be subject to all necessary and appropriate District charter school oversight.

NOTIFICATION OF THE DISTRICT

Charter School shall notify the Charter Schools Division (CSD) in writing of any citations or notices of workplace hazards, investigations by outside governmental regulatory or investigative agencies, lawsuits, changes in corporate or legal status (e.g., loss of IRS 501(c)(3) status), or other formal complaints or notices, within one week of receipt of such notices by Charter School. Unless prohibited by law, Charter School shall notify the CSD in writing of any internal investigations within one week of commencing investigation. Charter School shall notify the CSD within 24 hours of any dire emergency or serious threat to the health and safety of students or staff.

STUDENT RECORDS

Upon receipt of a student records request from a receiving school/school district, Charter School shall transfer a copy of the student's complete cumulative record within ten (10) school days in accordance with Education Code section 49068. Charter School shall comply with the requirements of California Code of Regulations, title 5, section 3024, regarding the transfer of student special education records. In the event Charter School closes, Charter School shall comply with the student records transfer provisions in Element 15. Charter School shall comply with the requirements of Education Code section 49060 et seq., which include provisions regarding rights to access student records and transfer of records for youth in foster care.

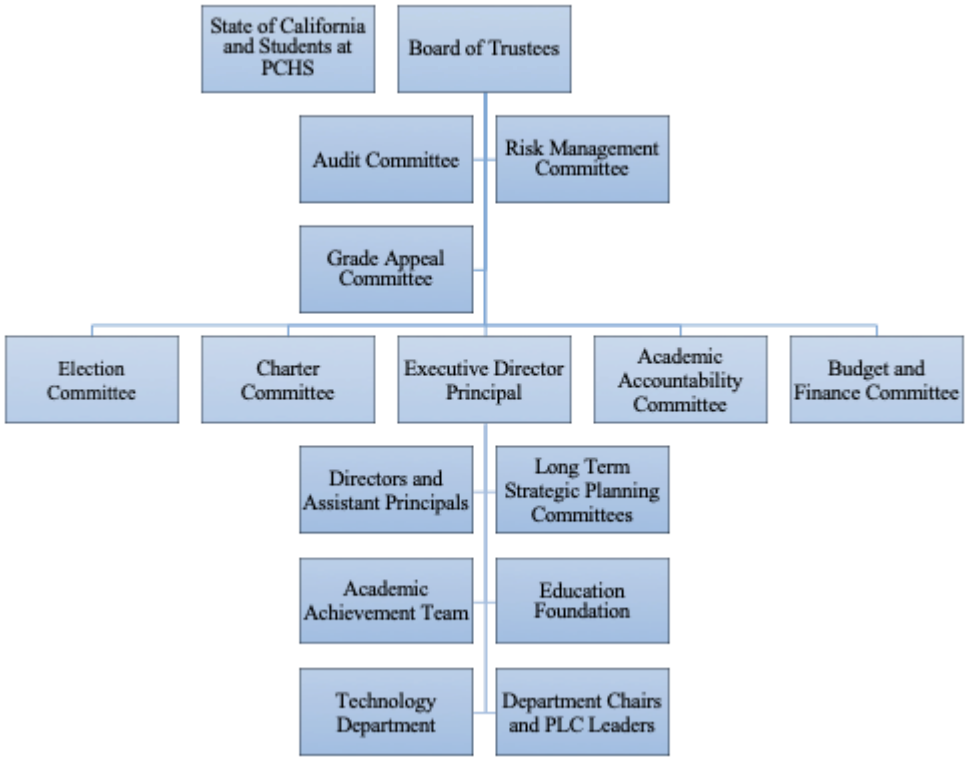
PARENT ENGAGEMENT

Charter School shall not require a parent or legal guardian of a prospective or enrolled student to perform volunteer service hours, or make payment of fees or other monies, goods, or services in lieu of performing volunteer service, as a condition of his/her child's admission, continued enrollment, attendance, or participation in the school's educational activities, or otherwise discriminate against a student in any manner because his/her parent cannot, has not, or will not provide volunteer service to Charter School.

FEDERAL PROGRAM COMPLIANCE

As a recipient of federal funds, Charter School has agreed to meet all applicable programmatic, fiscal and other regulatory requirements of the Elementary and Secondary Education Act (ESEA, also known as Every Student Succeeds Act (ESSA)) and other applicable federal programs. Charter School understands that it is a local educational agency (LEA) for purposes of federal compliance and reporting purposes. Charter School agrees that it will keep and make available to the District any

documentation necessary to demonstrate compliance with the requirements of ESEA and other applicable federal programs. Charter School also acknowledges that, as part of its oversight of Charter School, the District may conduct program review for federal as well as state compliance.



Board Roles, Responsibilities, and Purpose

The goal of PCHS Governance is to give voice and effect to the notion of local control of PCHS by the stakeholders directly affected by PCHS. This includes the students, faculty, parents, classified staff, and administration. In addition, PCHS Governance is designed to ensure that all voices are heard; that decisions by the governing Board are made in a transparent way, visible to the public; that consensus is achieved when possible; and that there is strong accountability for the decisions that are made. More particularly, the Board of Trustees is charged with ensuring that PCHS achieves appropriate results, in an appropriate manner, for its students in accordance with its Charter. Finally, it is important for pupils to witness, engage with, and participate in a democratic, transparent system of governance and shared decision-making.

To this end, the PCHS Board of Trustees is elected by the different stakeholder groups, with various different groups having the ability to elect certain members of the Board of Trustees. By allowing Trustees to be directly elected by stakeholder groups, the ability of those groups to be heard in a meaningful way is enhanced. At the same time, however, the Board of Trustees, and each of its members, must always be cognizant of the fact that in their capacity as a Trustee, he or she does not "represent" the stakeholder group that elected him or her. Rather, each Trustee is obligated to

"represent" the stakeholders as a whole. Accordingly, each Trustee must decide each question put to the Board based on what is best for PCHS overall, not simply what is best for the stakeholder group that elected that particular Trustee.

To best fulfill its Mission, PCHS has adopted the Carver/Carpenter model of governance. It is a combination of two models Brian Carpenter is a recognized expert in charter governance. Accordingly, while all governance power ultimately resides in the Board of Trustees, it is anticipated that this power will be delegated to the Executive Director and Principal (EDP) as to the day-to-day operations of PCHS. This is so for a number of reasons. First, the EDP is a full-time employee whose job is to implement the Board's policies and goals, and to determine the best method to do so. Because the EDP is a full time employee, and because he or she has direct control over the administration, he or she is in a better position to run the school on a day-to-day basis than would be a part-time Board of Trustees. Accordingly, good governance demands that, except under exceptional circumstances, the Board of Trustees not micro-manage the EDP's operational administration of PCHS and further that (again, absent exceptional circumstances) the EDP have the latitude to hire and fire senior managerial personnel. Second, it is critical that the EDP be accountable for PCHS's operations. This cannot be accomplished if the EDP does not have the discretion to choose the best methods by which to implement the policies and goals set by the Board of Trustees. Third, because of the manner in which the Board of Trustees is elected, it is critical that the EDP be given wide latitude in PCHS's operations.

While it is anticipated that operations and day-to-day governance will be delegated, the Board of Trustees remains directly responsible for setting PCHS's overall goals, priorities, and major policies. It is also directly responsible for ensuring that PCHS operates in a fiscally responsible manner. The Board is also responsible for directly overseeing and evaluating the EDP, and for being informed concerning the performance of PCHS's senior staff. Finally, the Board is directly responsible for ensuring that PCHS obey all applicable laws and regulations and operate in the highest ethical manner possible. Those responsibilities cannot be delegated to others, although all members of the PCHS community have a responsibility to work toward these ends as well.

To implement this governance philosophy, the Board of Trustees has adopted Governance Policies. Under those policies, the Board's role is to specify outcomes and ensure that those outcomes are achieved, but it is the EDP's duty to determine and, where appropriate, execute the means necessary to achieve those outcomes. Thus, the Board of Trustees' actions emphasize goals rather than means, encourage diversity in viewpoints, focus on governance rather than administrative detail, draw a clear distinction between the Board's role and the EDP's role, rely on collective rather than individual decision-making, and strive to be proactive rather than reactive.

Because PCHS cannot fulfill its responsibilities without the aid of other stakeholders, the Board will have the benefit of the advice of certain Board-level committees comprised of stakeholders. It is anticipated that these committees can and will focus on particular aspects of PCHS with the aid of appropriate stakeholder members in order to advise the Board on Board-level issues.

In short, all governing authority at PCHS shall reside in the Board of Trustees, and nothing herein shall be construed as limiting the Board of Trustees' power except as may be required by law or as may occur by virtue of properly approved collective bargaining agreements or other lawful contracts. Notwithstanding the foregoing, the Board of Trustees may, through governance policies or otherwise, delegate the day-to-day operations at PCHS to the EDP. It is anticipated that such

delegation will occur as a matter of routine. The Board of Trustees adopted a Recusal Policy on May15, 2018 to ensure legally appropriate Board member disclosure and recusal when the Board is discussing or acting on any matter in which a member has a personal financial interest.

Stakeholder Board Level Committees

Stakeholder Board Level Committees (SBLC's) are committees that report directly to the Board of Trustees and are made up of at least one Board member and additional members who need not be on the Board of Trustees. SBLC's are limited to topics in which the Board of Trustees has principal responsibility, rather than topics in which the EDP has principal responsibility. On the latter group of topics, stakeholder input will be through the Long-Term Strategic Planning (LTSP) committees or their functional equivalent.

SBLC's may be set up by the Board of Trustees and disbanded by the Board of Trustees at the Board's discretion, subject to the limitations below. No Board power or authority may be delegated to an SBLC.

Except as set forth below, SBLC's shall be made up of representatives from all stakeholder groups (except community members, who may or may not be on an SBLC at the Board of Trustees' discretion), provided, however, that the faculty shall have the right, but not the obligation, to constitute a majority of each SBLC except as set forth below. SBLC members shall be appointed by the Board of Trustees in consultation with stakeholder groups. Absent exceptional circumstances, however, the Board of Trustees should give great deference to nominees presented by the stakeholder group at issue. (In other words, faculty nominations for faculty positions on a committee should be given deference by the Board of Trustees.) Nothing in the foregoing, however, shall limit the Board of Trustees' ability, in its discretion, to make appointments. Moreover, the Board of Trustees may remove a member of any SBLC with or without cause in its discretion, but the removal of a committee member shall not be used to undermine the faculty's right to constitute a majority on each SBLC. Nothing herein shall in any way relieve the Board of Trustees of its fiduciary duties or limit its power to fulfill those duties. Accordingly, the Board of Trustees may accept, modify, or reject any recommendation made to it by any SBLC.

Except where otherwise provided by law, all SBLCs shall be subject to the Brown Act. It shall be the responsibility of each committee's chairperson to ensure compliance with the Brown Act, and the Board shall have the power and obligation to take whatever actions are necessary to ensure that SBLC's are in compliance.

Budget and Finance Committee

The purpose of the Palisades Charter High School Budget and Finance Committee is to ensure non-employee stakeholder participation (i.e., parents, students, and community members) in decisions relating to revenues, expenditures, and fund balances of the Charter School. The primary consideration of the Budget and Finance Committee in its decision-making shall be to ensure fiscal solvency while fostering development of a quality educational program and improved student achievement at PCHS.

The Budget and Finance Committee shall be an SBLC, and the Board of Trustees shall not have the discretion to disband this SBLC. The Budget and Finance Committee is so important that the community wishes to ensure that it will not be disbanded by Board action.

The Budget and Finance Committee shall, with the advice of the Executive Director and Principal and Chief Business Officer, propose a budget to the Board of Trustees in a timely fashion by a date set by the Board of Trustees. The Budget and Finance Committee shall also consider any other significant budgetary matters that may be referred to it by the Board of Trustees or its own members. Generally, any decision that will have a significant fiscal impact on the school shall be presented to the Budget and Finance Committee before being voted upon by the Board of Trustees.

Nothing herein shall in any way relieve the Board of Trustees of its fiduciary duty to ensure that PCHS is run in a fiscally responsible manner, or in any way limit the Board's discretion as to the adoption and contents of a budget, giving due regard for the expertise and recommendations of the Budget and Finance Committee.

The Budget and Finance Committee shall be open to all non-employee stakeholders of PCHS. The committee shall be limited to a maximum of 9 non-employee stakeholder members unless that number is increased by the Board of Trustees. Those desiring membership may make such request to the Secretary of the committee. Should an excess number from any stakeholder group apply, a vote on the relevant stakeholder group(s) shall be held by the Budget and Finance Committee. The PCHS Board of Directors shall then appoint committee members in accordance with the provisions of this Charter as well as its bylaws and in consultation with the Budget and Finance Committee. The Committee will consist of the following composition:

- parents
- students
- community members
- a member representing the Booster Club and a member representing the PCHS Fund and Development Committee – these may be either parent or community members.

To ensure meaningful employee input on the PCHS budget, the Chief business Officer (CBO) will submit the draft budget to academic department chairs and each bargaining unit representative for feedback. Each academic department is encouraged to have a representative from the department attend the meetings of the Budget & Finance Committee to represent and discuss the academic department's budgetary needs and interests The academic department representative cannot be a current board member of the PCHS Board. Following this review and discussion process, the CBO will revise the budget in consideration of the feedback, and will then present the budget to the Budget and Finance Committee. The Committee's feedback, approval, and recommendation will be considered by the Board, which has ultimate approval authority over the budget.

Academic Accountability

The Academic Accountability Committee shall be an SBLC. It will focus on student achievement and will examine quantitative and qualitative academic data in order to ensure that PCHS is complying with state and charter accountability measures and fulfilling PCHS's mission, as well as any other issues referred to it by the Board of Trustees. It will provide a detailed, written report to the Board at least once a semester regarding its findings, and its Chairperson shall be present at the Board meeting to explain the report and answer any questions that the Board might have. This report may also include recommendations for Board-level policies, priorities, and goals to be considered by the Board of Trustees.

Elections

120

The Elections Committee shall be made up of one PESPU representative, two United Teachers of Los Angeles (UTLA) representatives, and no fewer than three Board members (at least one of whom shall be a parent representative and two of whom shall be non-interested, parties that do not have a financial interest.), none of whom are running for election to the Board of Trustees in the next coming election. The Elections Committee is responsible for drafting specific voting guidelines, which must be approved by the Board of Trustees before becoming effective, for facilitating Board of Trustee elections, enhancing voter turnout, counting the votes, and presenting the certified results to the Board of Trustees. The Board of Trustees shall accept the Elections Committee's certified results absent objective evidence that the election procedures as described in the publicized election materials were not followed or that some other impropriety existed calling the election into question. Election improprieties are investigated by the committee with a recommended resolution made to the Board of Trustees. The Board of Trustees is briefed on the issues and may direct the committee on the agreed upon resolution.

Charter

The Charter Committee shall consider and recommend to the Board of Trustees changes to PCHS's Charter. The Charter Committee shall include at least one parent Board member and a total of at least three parent members. Notwithstanding the foregoing, however, the faculty shall have the right, but not the obligation, to constitute a majority of the Charter Committee. No recommendation shall be made unless it is supported by a majority of faculty members to the committee, a majority of parent members to the committee, and a majority of the committee overall. Each group needs a majority. Any recommendation of the Charter Committee shall be transmitted to the Board during the Organizational Report portion of the Board's next regular meeting. The Board may adopt, modify, or reject the committee's recommendation. The Board may adopt changes to the Charter without the Charter Committee's input, but it is anticipated that this will not be done absent unusual circumstances.

Other Committees

The Board of Trustees may appoint additional SBLC's in its discretion and may disband any SBLC so appointed other than the Budget and Finance Committee, due to the significance in the community as previously stated in the Charter. The faculty shall have the right, but not the obligation, to constitute a majority of the committee's membership unless the SBLC's purpose does not deal with educational priorities or teaching. When the Board of Trustees appoints an SBLC, the Board shall state in writing the scope of the SBLC's authority and whether the committee is to exist for a limited time, and, if so, when the committee will terminate.

Board Member Committees

The following committees are Board Member Committees. The Board of Trustees may appoint committees of the Board from time to time as it sees fit, and it may disband such committees in its discretion except as set forth below. Board Member Committees shall be solely comprised of Board members. The Board of Trustees may delegate its power to any Board Member Committee, but, if it does so, it shall do so by written resolution. Unless otherwise set forth herein, a Board Member Committee shall have no more than five (5) voting members. The Brown Act shall apply to such committees to the extent required by law. Each Board Member Committee shall elect its own chairperson, unless the chairperson is designated by the Board of Trustees, and may, but need not, adopt operating policies. In the event that no specific policies are adopted, then Robert's Rules of Order shall be deemed the operating policies.

Audit

The Audit Committee shall be made up of a majority of non-interested Board members. The ASB Treasurer shall serve as a non-voting *ex officio* member of the committee. The Executive Director and Principal (EDP), the Chief Budget Officer, and the ASB Treasurer shall be staff to the Audit Committee. It shall work with the outside audit firm to ensure that PCHS's financial books and records are properly kept and maintained. It shall also recommend to the Board of Trustees the retention of an audit firm to the Board of Trustees. The Audit Committee shall oversee the implementation of any recommendations made by PCHS's auditors unless the Board of Trustees rejects such recommendations, provided, however that the rejection of any auditor recommendation shall be done in writing and in public session unless otherwise required by law.

Grade Appeal

The Grade Appeal Committee shall consist of one faculty member, one classified or administrative member, and one community member. It is anticipated, but not required, that the Grade Appeal Committee shall have delegated to it the Board of Trustees' power to alter or change a grade given to a student at PCHS. If this is the case, the committee's decision is not appealable to the Board of Trustees. In exercising its authority, the Grade Appeal Committee shall be bound by Ed code 49066 with regard to when it is appropriate to change a grade. The Grade Appeal Committee shall report to the full Board of Trustees the result of any grade appeal, but in doing so it generally shall not identify the student or teacher involved. The Grade Appeal Committee shall bring any trends or concerns it might have to the full Board of Trustees. To the extent such trends or concerns involve confidential information, such a report may be made in closed session. If the Board of Trustees has delegated its authority to the Grade Appeal Committee, then the Grade Appeal Committee's decision on any grade appeal shall constitute the final decision of the Board of Trustees and of PCHS and is not appealable.

Risk Management

The Risk Management Committee shall consist of no fewer than three members, and a majority of members shall be non-interested trustees or those who do not have a financial interest. The Risk Management Committee shall meet regularly with the Executive Director and Principal (EDP) to stay informed as to any risk of pending or threatened litigation, including significant grievances or potential grievances, of which the EDP may be aware. In addition, the Risk Management Committee shall be kept informed of any potential reputational or financial risk to PCHS by the EDP. The Risk Management Committee may advise the EDP, and may, in its discretion, bring any matter to the full Board of Trustees. The Risk Management Committee may not, however, dictate to or instruct the EDP with regard to any risk management topic unless specifically authorized to do so by the Board of Trustees. (Per the PCHS Charter governance policies.)

Evaluation

The Evaluation Committee shall be made up solely of non-interested trustees or those who do not have a financial interest. It shall typically have six members. The Evaluation Committee shall be delegated with the Board of Trustees' power to evaluate the Executive Director and Principal (EDP) and to receive the detailed evaluations of senior administrators from the EDP. The evaluation shall take place at least annually pursuant to the Governing Policies. The evaluative tool shall be aligned with the school-wide goals adopted by the Board of Trustees.

Bargaining Committee

The Bargaining Committee shall be made up of all non-interested trustees or those who do not have a financial interest members of the Board of Trustees. The Executive Director and Principal (EDP) shall attend all meetings of the Bargaining Committee unless the Bargaining Committee otherwise requires. The Board of Trustees may, but need not, invite the Administrative representative (not the EDP) to sit as a non-voting member of the Bargaining Committee or to attend Bargaining Committee meetings. The Bargaining Committee shall have delegated to it the Board of Trustees' power to negotiate all collective bargaining agreements and approve all collective bargaining agreements. Any agreement approved by the Bargaining Committee shall be reported in public session of the Bargaining Committee and reported to the Board of Trustees at the Board of Trustees' next meeting. The Board votes on the approval of the Collective Bargaining Agreement. The Bargaining Committee shall have the right to retain counsel to assist it.

Survey Committee

The Survey Committee shall be comprised of Board members, at least one of whom shall be a member of the faculty and at least one of whom shall be a parent. The Survey Committee will conduct an annual survey of all stakeholders to gather staff, parent, and student opinions on PCHS's overall performance. It may also gather information from the surrounding community. The survey will seek information about overall and specific areas of satisfaction with the academic program, the working and learning environment, the school culture, and the school's administration. The Survey Committee shall seek input from the Board of Trustees and all stakeholder groups as to topics that should be included in the survey. The Survey Committee may also recommend that the Board conduct other surveys, and that if such surveys are authorized, the Survey Committee shall oversee the conduct of the survey. The Survey Committee shall report the results of all surveys taken to the Board of Trustees, and shall make all statistical results public unless doing so would be prohibited by law. Narrative responses may be made public unless doing so would, in the opinion of the Survey Committee as approved by the Board of Trustees, be improper, detrimental, or slanderous.

Other Committees

The Board of Trustees may appoint such other Board Member Committees as it deems necessary and appropriate. Any such committee that is anticipated to last beyond the end of the fiscal year in which it is appointed must have its duties and responsibilities set forth by written resolution of the Board of Trustees. Such committees shall not be subject to the Brown Act if they are *ad hoc* committees as defined therein, but shall be subject to the Brown Act in all other cases and circumstances to the extent required by law. Such other committees shall not have delegated to it any powers of the Board of Trustees except upon written resolution by the Board of Trustees, and, in such case, the committee shall be subject to the Brown Act to the extent required by law even if it is *ad hoc* in nature. All actions of any committee with delegated powers shall be reported to the extent required by law in open session of that committee, and shall be reported to the Board of Trustees at the Board's next meeting.

Administrative Roles and Responsibilities

PCHS administrative roles are related directly to the daily operations of the charter school. PCHS Administration provides stewardship of the Charter School's and procedures as well as pertinent school action plans. The Administration team includes the following positions under the direction of the EDP: Director/Assistant Principals of Academic Achievement, Academic Planning and Guidance Services, Admissions and Attendance, Student Support Services, Athletics/Activities and Discipline, as well as the Chief Business Officer, Director of Operations and Facilities, and Director of Human

Resources. The Administration must ensure compliance with both federal and state mandates. The Administration provides guidance and proper resources in order to achieve the school-wide goals. Additionally, the administration manages, develops, and evaluates school employees.

The Administration will manage lawfully, observing the principles of good school leadership, with an emphasis on (a) the means necessary to achieve school outcomes; (b) encouragement of diversity in viewpoints; (c) a clear distinction between administrators' purview and Board governance roles; and (d) proactivity rather than reactivity.

The Executive Director and Principal (EDP) will cultivate a sense of group responsibility among the administrative team. The Administration and the administrative team refer to the Executive Director Principal; the Director of Operations, The Chief Business Officer, the Director of Academic Planning and Guidance; The Director of Admission and Attendance; Director of Academic Achievement; Director of Student Support Services; Director of Student Activities, Athletics, Discipline & Security and the Director of Human Resources. The EDP will communicate with the administration to enact management initiatives. The EDP will provide the administrative team with timely feedback and will evaluate administrators on a yearly cycle. For the specific duties and responsibilities of each administrator, please refer to Element 5 of this document.

The EDP shall determine the best way to implement the priorities and goals adopted by the Board of Trustees. The scope of the EDP's discretion in this regard shall be determined by the Board of Trustees; absent a limitation, however, the EDP shall have the discretion to make all such decisions necessary to implement the priorities and goals adopted by the Board and in his or her discretion so long as the decision is permitted by law. The EDP shall report directly to, and be responsible directly to, the Board of Trustees, and it shall be the Board of Trustees' duty and responsibility to hold the EDP accountable for his or her decisions in this regard. It is anticipated that, absent exceptional circumstances, the Board of Trustees will delegate oversight over every other member of the management team at PCHS, and will not give direct instructions to other senior managers except in the form of requests for information made at a Board meeting or in the direct performance of its non-delegated duties and responsibilities (for example, such as might be required in the context of the Audit Committee).

The EDP shall oversee PCHS's management, and shall give such guidance and direction to them as he or she deems prudent. The EDP is strictly and directly responsible for the successes and failures of his or her senior management, whether or not their actions were directed by, approved by, or known to the EDP. Accordingly, the EDP shall generally have wide latitude over senior, non-union administrative staff.

Hiring and Firing Senior Managerial Staff

The power to hire and fire senior non-union managerial administrative staff resides with the Board of Trustees. Consistent with the Carver/Carpenter Managerial Model, however, it is anticipated that the Board of Trustees will, absent extraordinary circumstances, delegate its authority in this regard as to any or all such employees (other than the Executive Director Principal) to the EDP. In the event that such power is not delegated, any Trustee who has a conflict of interest or the appearance of a conflict of interest shall take no part in the discussion or determination as to any hiring or firing decision. A Trustee believing himself or herself to have a conflict or the appearance of a conflict and therefore recusing himself or herself from the decision-making process shall not have that decision questioned by the Board. The Board of Trustees may determine that a member has a conflict of interest or the

appearance of a conflict of interest by affirmative vote, and in doing so may be guided by the opinion of counsel. Such a determination shall be made in closed session to the extent allowed by law.

Whether or not the power to hire and fire senior management is delegated, the EDP shall evaluate each such employee at least annually. The EDP shall report in detail each such evaluation to the Evaluation Committee of the Board of Trustees. Such evaluations shall be candid and forthright. The Evaluation Committee of the Board of Trustees shall have the written evaluations presented to it as part of the EDP's report, but no Trustee shall retain that written evaluation. The EDP is evaluated annually based on progress toward the school wide goals.

Notwithstanding any delegation of authority, any contract of employment must be approved by the Board of Trustees pursuant to, and to the extent required by, its governance policies. Similarly, to the extent that the termination of a senior manager would give rise to a financial obligation that, pursuant to the Charter or other policies and procedures adopted by the Board of Trustees, must be approved by the Board of Trustees, such a termination must be so approved before it becomes effective. Any hiring or termination decision made by the EDP that does not require approval of the Board of Trustees shall be reported to the Board of Trustees at its next meeting, although the report may be in closed session if permitted by the Brown Act, and, in appropriate circumstances, members of the Board of Trustees may be excluded from such a meeting if they have a conflict of interest or their participation would, in the opinion of the majority of the Board of Trustees and, when appropriate, on advice of counsel, present the appearance of a conflict.

Long-Term Strategic Planning Committees

In order for PCHS to continually address the needs of its pupils and stakeholders—student achievement and well-being, fiscal solvency and allocation of resources, data-driven instruction, collaboration and collegiality, transparency, innovation, continuous improvement, and "bottom-up," grass-roots stakeholder input—PCHS will regularly convene meetings of its Long-Term Strategic Planning Committees (LTSPC's), which report to the EDP. The purposes of the LTSPC's are:

- to continually monitor and update the Local Control Accountability Plan and WASC Action Plan for Equity;
- to help the EDP and the Budget Committee prioritize the needs of the pupils and School in order to inform and support PCHS's annual budget process;
- to identify the need for, to research, to vet and analyze using available data, and to recommend proposals for new and innovative educational ideas and programs, especially school-wide ones, to better address the needs of the School's pupils;
- to promote and foster communication, collaboration, respect, collegiality, professionalism, and shared decision-making among all stakeholders by engaging in purposeful, vigorous discussion regarding continuous improvement of the School's academic program, both within and across departments, and
- to act as a repository of institutional memory for the School through robust discussion, research, data analysis, agenda-setting, and minutes-keeping.

LTSPC's shall be formed in the following areas: Academic Achievement; Facilities and Operations; Technology; Family and Community Outreach; Financial Development and Fundraising, each with a focus on innovation. Other LTSPC's may be formed by the EDP at his or her discretion. The faculty

shall have the right, but not the obligation, to appoint a majority of the members of each LTSPC, but each such LTSPC shall have representatives from the classified, administrative, parent, and student stakeholder groups unless the group in question declines to appoint a member or members. Additional LTSPC's may be established by the EDP on his or her own initiative or at the request of the Board of Trustees or the faculty. As a whole, the LTSPC will remain a "committee of the all" to which all stakeholders are welcome, but certain stakeholders are automatic members: administrators; department chairs; PLC and SLC leaders; and major program coordinators. Members of each LTSPC shall serve during the fiscal year in which they are appointed. They may be removed as determined by the EDP, but with due regard for the advice of the stakeholder group appointing the member in question.

Although LTSPC's are not subject to the Brown Act because they are not local government entities, each LTSPC shall appoint a chair or co-chairs and a secretary. Minutes shall be kept at each meeting. Minutes will be posted for all stakeholders in a timely manner. LTSPC's will post agendas for each meeting, although items may be added to the agenda during a meeting. New issues and ideas can be discussed at LTSPC's. Each LTSPC may, but is not required to, adopt operating guidelines.

Each LTSPC shall present to the EDP a Long-Term Strategic Plan incorporating the LCAP for the topics within that committee's purview, recognizing that some topics are within the purview of more than one LTSPC. If a Long-Term Strategic Plan already exists for a topic, the LTSPC shall recommend any changes or modifications it deems to be appropriate.

The EDP is not bound by the recommendations of any LTSPC, and the EDP may, in his or her discretion, change or modify any Long-Term Strategic Plan recommendation even in a manner inconsistent with the recommendation of the relevant LTSPC, although the EDP shall, in exercising his or her discretion, give due regard to the LTSPC's recommendation. The EDP may bring the recommendations of the LTSPC to the Board. Nothing in the foregoing sentence, however, is intended to limit the EDP's discretion in adopting policies at PCHS, and the failure of the EDP to adopt an LTSPC proposal shall not be subject to review by any person or entity, other than the Board of Trustees.

The EDP may, in his or her discretion, choose to appoint other committees to advise him or her on any subject or topic that may arise. Such advisory committees may be made up of members appointed by the EDP in his or her discretion, and need not be made up of a majority of faculty.

GOVERNING BOARD COMPOSITION and MEMBER SELECTION

The Board of Trustees will be made up of 11 voting members and one non-voting member as follows: three faculty members, one administrative member, one classified member, three parent members, three community members, and one non-voting student member. As set forth above in more detail, this structure is designed to contribute to effective school governance. Employee Board members will recuse themselves from matters that uniquely affect their employment.

The faculty will elect two members to the Board of Trustees, each of whom shall serve a staggered two-year term. The students will elect one faculty member. The student-elected faculty member shall serve a one-year term. The administrative staff shall elect the administrative member, who shall serve a two-year term. The classified staff shall elect the classified member, who shall serve a two-year term. Employee Board members will recuse themselves from matters that uniquely affect their
126

employment. The election of the classified staff member is to be staggered with the administrative member. The parents shall elect the parent members, one of whom shall be designated as not living in PCHS's traditional geographic catchment area. Parent members will serve two-year terms. The parent member designated as not living in PCHS's traditional geographic catch area shall be elected at the same time as one other parent member. The other parent member's term shall be staggered such that all members are not elected in the same year. Two of the three community members will be elected by PCHS personnel, the parent stakeholder group, and the student body. All PCHS personnel will elect the third community member. The community members will serve two-year terms. The terms shall be staggered so that the PCHS-elected community representative and one of the other community representatives are elected in one year, and the third community representative will be elected in the other year. The year that one parent member is elected shall be the year in which two community members are elected.

The ASB Student Body President shall serve as a non-voting member of the Board of Trustees. He or she shall have the same rights as a voting member of the Board of Trustees except the right to vote, to move or second a proposal, or to hold a Board office. The Student member of the Board of Trustees shall not be counted when considering whether a quorum is present.

The EDP shall serve as an advisor to the Board of Trustees. He or she is not a member of the Board of Trustees, however. He or she shall work with the Board directly, and shall have full participatory rights in all Board of Trustees meetings and agenda-setting, except where otherwise directed by the Board of Trustees.

The Board's specific manner of operations will be set forth in Bylaws and Policies. A copy of the current Bylaws are appended hereto. The Bylaws may be modified by the Board of Trustees as set forth therein. Board Policies may be modified or repealed by the Board of Trustees.

Should there be a vacancy on the Board of Trustees, the vacancy shall be filled in accordance with the Bylaws. However, nothing in the Bylaws shall in any way conflict with the concept that the stakeholder group or groups that elected the member whose vacancy is being filled shall be empowered to fill the vacancy, although the vacancy need not be filled by holding a new election of all stakeholders in the affected group.

Should there be a change in the law, through either statute or applicable case law, or in the event the District requires a change necessitating a change in Board composition to only non-interested members or those who do not have a financial interest, Board member selection shall follow the Ad Hoc Screening Committee process outlined below, with the existing sitting Board members ratifying or rejecting the recommendation made by the Ad Hoc Board Screening Committee. Such a change in Board composition will not require District approval. The District will be promptly notified of any such change.

In the event an Ad Hoc Screening Committee is necessary to select a Board comprised of only non-interested members, that committee will be composed of a minimum of 6 stakeholder members and a maximum of 11 stakeholder members. Membership may include employee stakeholders of the Charter School. All members of the Ad Hoc Screening Committee will be voting members. This committee shall be formed within 30 days of a change law or District directive and will make recommendations within 90 days of the change in law or District directive. Such recommendations shall be placed on the Board agenda for the next regularly scheduled Board meeting or within 15

days of the Ad Hoc Committee's recommendations, whichever is the earlier in time. The Ad Hoc Committee is charged with the following:

· Solicit nominations of qualified candidates, instruct interested nominees to submit a resume consisting of experience, qualifications, and an interest and understanding of PCHS and its history and goals.
· Within 75 days of the change in law or District directive the committee will meet to review candidate resumes and interview candidates.
· Within 90 days of the change in law or District directive the committee will make a recommendation to the Board.

Board Qualifications and Development

Board development shall include the following: orientation and training of new Board members in the PCHS Charter, the Board's Bylaws, the Board's Governance Policies and the Carver/Carpenter Governance Philosophy. The Board shall continue to discuss process policy improvements. Qualifications for Board members that should be considered include special skills that the community member may possess that would assist the Board of Trustees, as well as ties to PCHS.

GOVERNANCE PROCEDURES and OPERATIONS

The Board of Trustees is governed by, and adheres to, the Brown Act. Generally, the Board holds regular meetings on campus on the third Tuesday of each month at 5 p.m. at PCHS, as per a schedule approved by the Board. In addition, the Board may hold special or emergency meetings as needed, provided that such meetings are consistent with the Brown Act. The public is invited to—and is welcome to attend—all Board meetings, and members of the public are invited to speak as provided in the Brown Act. Notices for meetings are posted in the Main Office of the school, outside of the school library, and on the school website.The charter school complies with the requirements of Education Code Section 47604.1 which specifies the governing body of the charter school meets within the physical boundaries of the county in which the charter school is located; a two-way teleconference location shall be established at each schoolsite; charter schools shall audio record, video record, or both all the governing board meetings and post the recordings on each charter school's internet website.

The Board's decision-making procedures are specified in its Bylaws and comply in all respects with the Brown Act. The current Bylaws state that a quorum consists of six voting members of the Board, and further specifies the minimum number of affirmative votes to pass a Board resolution. Board members may participate in meetings via teleconference as provided in the Bylaws and in a manner consistent with the Brown Act. Board members may abstain in their discretion. Board members must abstain if they have a conflict of interest with regard to any matter under discussion.

Board committees typically meet on campus on a monthly basis or as needed, and to the extent they are subject to the Brown Act, comply therewith in all respects, including notice. Long-Term Strategic Planning Committees typically meet monthly on the third Wednesday of each month at 3:30 p.m. at PCHS during the school year, but the LTSPC's may also meet more or less often as needed. The public is invited to those meetings, and is generally allowed to participate fully in each meeting.

Pursuant to the Brown Act, public postings of the agenda will be 72 hours before regular meeting and 24 hours before special meetings. The Board posts agendas inside the A Building in the main office, outside of the library and electronically through email and website. The materials and minutes are available to the public on the website, by e-mail, and physically at the meetings.

Board meetings are held in public. The Board complies with the Public Records Act. Draft minutes and approved minutes are accessible to the public and maintained on the school's website.

STAKEHOLDER INVOLVEMENT

Stakeholder involvement takes place at both a formal and informal level. The PCHS governance structure and organizational chart describes stakeholder involvement. For example, the PCHS Board of Trustees has representatives from all stakeholder groups, including the faculty, classified staff, administration, parents, and students. In addition, the Board Level Stakeholder Committees and the Long-Term Strategic Planning Committees also include faculty, classified staff, administrators, parents, and students.

Stakeholders are informed of PCHS's educational programs in a variety of ways. For example, at Back to School Night, parents have an opportunity to hear about their students' individual classes. In addition, throughout the school year, there are targeted educational discussions for all parents led by the Administration and sponsored by the Education Foundation and PTSA.

In addition, the Board of Trustees commissions an annual survey to inform itself concerning the views of all stakeholders. Moreover, the results of that survey are discussed at a Board of Trustees meeting and are made available to the public. Further, there are a number of parent organizations at PCHS, including, but not limited to, the Booster Club, the PTSA, and the Education Foundation. The Administration typically attends meetings of these organizations.

The charter school consults with all stakeholders (parents, teachers, staff, administrators, and students) to develop its annual LCAP and annual update. LTSPC meetings and parent/student education groups including PTSA, The Village Nation, Fuerza Unida, and FACTOR are included in the feedback gathering process for LCAP priorities as well as providing information on educational priorities. Schoolwide stakeholder surveys for parents, staff, and student are posted on the charter school website are also implemented to determine priorities. The website, email notifications, automated phone calls, and student information system updates are all means other charter school uses to communicate opportunities for stakeholder involvement.

Parent organizations, such as the Booster Club (an independent 501.c.3 organization), PTSA, and the PCHS Fund, are open to any stakeholder who wishes to join. The Mission of the Booster Club is to raise monies to support a non-profit organization dedicated to raising funds to enhance the learning environment for all students at PCHS by supporting academics, arts, athletics, drama, music, and technology. The PTSA's critical role on campus is achieved through a collaboration of parents, teachers, administrators, staff and students—partners in the PTSA mission: "*every* child; *one* voice." The Education Foundation is the Long-Term Strategic Planning Committee's fundraising arm, which was created to fulfill the operational and strategic needs as identified by the current EDP, her administrative team, and the Board of Trustees. In addition, the Education Foundation will consult

with and educate parents regarding PCHS's Long-Term Strategic Plan and the educational program. The specific rules regarding those organizations may be found in their governing documents.

The Village Nation (TVN) is a high-profile group on campus created to celebrate, support and promote the self-esteem and academic success of PCHS's African American students. Currently, The Village Nation has a peer mentoring program in which successful upper classmen are paired with 9th and 10th graders who are struggling academically. TVN educates parents on PCHS's educational programs and how to build the capacity of students to succeed in school and progress to college.

Fuerza Unida, or "United Strength," is a social, cultural, academic, and community support program for PCHS Latino students and families. Using The Village Nation (TVN) model, a team of elders made up of teachers, counselors, an administrator, and a parent organizes impact assemblies, parent meetings, and Latino Student Union (LSU) activities that educate, organize, and connect Latino students and families to resources and support. By strengthening the relationship with Latino parents and building a network of Latino families, *Fuerza Unida* builds the capacity of students to succeed in school and progress to college.