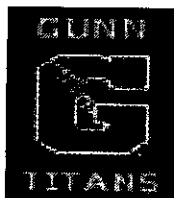


Sent 10/22/15
to parents



Principal's Update Gunn High School Quarter 1, October 2014

Dear Parents:

I intended to write and send this message last week to coincide with the end of the first quarter. However, our response to the tragic death by suicide of a former Gunn High School student took precedent. I am extremely proud of the way our crisis response team used current research and clear protocols to navigate this emotionally charged situation. The crisis response team designed a check in process where counselors contacted individual students (vulnerable and at-risk) to assess their well being daily. The team also coordinated communication with Gunn staff to honor the privacy of the family while sharing as much information as possible, especially with teachers who taught the young man in his/her class. While monitoring and attending to the student and staff need for emotional support is our top priority, we will also be continuing with several other important efforts on campus. Below is a brief update to these areas.

Use of Schoology at Gunn HS

Over the past several weeks, many parents have expressed concern about the amount of homework assigned to students at our school. The parents also expressed concern about the inconsistent use of Schoology by Gunn teachers and shared how this limits students' ability to develop time management skills and inhibits parent collaboration with homework completion.

Although the PAEA contract does not specifically require teachers to use Schoology, it does require teachers to post assignments and grades regularly. At our October staff meeting, I shared my expectation that all teachers post assignments using the calendar feature on Schoology and include an estimate of the time required for a proficient student to complete the task. For example, an assignment that requires students to read an article and write a summary could be posted as "Article Read + Summary (45 min)". The time estimate will also enable us to gather data on how much homework is being assigned per week and if we are aligned with the PAUSD homework policy.

I am appealing to the 'spirit of the law', not the 'letter of the law.' I presented this expectation as a challenge – not a directive. Just as hospitals use a consistent medical electronic record system to improve patient care, I believe schools need to use a consistent learning management system to improve student learning. Electronic medical records allow any medical professional in the hospital (doctors, specialists, nurses, CNAs, etc) to access real-time information about the patient and coordinate care. Electronic learning management systems allow any education professional in the school (teachers, special education teachers, counselors, administrators, etc.) to access real-time

information about the student's assignment to coordinate assignments across departments.

Our technology team will offer many training sessions for staff between now and January. However, some teachers may need assistance entering assignments into the calendar as this process can be a bit 'clunky' and time consuming. If you are interested in volunteering to help teachers in this way, please contact Norma Hesterman, our volunteer coordinator.
Nhesterman@pausd.org

Response to Math Parent Group

At the end of the last school year, a group of parents brought their concerns forward regarding the quality and quantity of feedback provided to students. In early September, our math department discussed action steps for improving the quality and timeliness of feedback provided to students during each unit. Here is a summary of the action steps teacher are taking:

1. All classes do/will post **worked solutions to homework**, except for:
 - Algebra1 and Algebra1A because teachers feel students benefit from in class review.
 - Analysis Honors because many of the problems have multiple solutions. Students collaborate on the course Facebook page to help each other with different approaches to the problems.
 - For the same reason, AP Stat does not post solutions to all questions because there are multiple correct solutions for many of the writing questions.
2. All classes will either **post a recent old exam** or use an old exam as a review sheet. Teachers will communicate that it is not cheating for students to use old exams to study and that it is ok for students to post old exams on course Facebook pages. This will hopefully clarify Academic Honesty expectations.
3. Although the teachers feel the course **lessons, homework, review sheets and tests are aligned**, we acknowledge the common perception of students and parents that a gap exists. To help address this gap we will . . .
 - Communicate with students about which homework/class problems were used as basis for test questions (back map)
 - Teach students to more effectively self-assess their work and use solution guides more effectively
 - Acknowledge the difference between doing homework at home with notes and help vs. answering a similar question in a testing environment
 - Use more formative assessment in a test-like environment. (currently most formative assessment is more collaborative)
4. Update the Math Department **web page** (quarter 2)
5. Complete a **student survey** (November)

Items that have broadened to school wide initiatives and will be addressed through the WASC school improvement process:

- Develop a common policy on grading homework for each course/department
- Continue to develop project-based assignments and assessments

The parent group requested that students have access to mathematics textbooks over the summer, but we are reluctant to do so out of concern of escalating the level of self-teaching or tutor-sponsored learning over the summer. We want to encourage all students to use the summer months to engage in activities and projects that help them relax and explore areas of interest.

Wellness Center Re-Design

The Central Building Project at Gunn HS will include a comprehensive wellness center for students. The original design was limited in scope and did not honor the recommendations of the Guidance Advisory Committee. Therefore, we paused the project to allow for significant re-design of the structure/function of the space. The current design brings the following services together under one roof:

- Nurse (physical health)
- ACS (mental health)
- School Psychologist (academic and mental health)
- Guidance Counselor (social-emotional health)
- Stress-reduction skills (meditation, quiet rooms)
- Nutrition counseling
- Health educator (personal health and decision making)

The new plans will be presented to the school board in November/December.

As you can see there are many student-centered discussions and projects progressing at Gunn. I hope you will consider ways to be involved and share with me your ideas as we see each other over the coming weeks. I invite each of you to our Homecoming Week activities (October 27-31) to see for yourself the fun, healthy ways students are interacting with one another as they build school spirit and display pride in being a Gunn Titan.

Sincerely,

Denise Herrmann

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org

Date: November 10, 2014

To: Dr. Denise Hermann, Gunn High School Principal

From: PAEA Executive Board

Re: Grievance Level 1 – Formal Level

Unit members contend violation of Appendix C, Section 1 and all other applicable sections that may apply.

Dr. Denise Hermann, school site principal of Gunn High School, has violated the collective bargaining agreement between Palo Alto Unified School District (PAUSD) and the Palo Alto Educators Association (PAEA). On October 29, 2014, unit members at Gunn High School were informed at a school site meeting that all teachers at the school site should use Schoology in order to post grades and assignments. Per Appendix C, Section 1, it states that "secondary teachers are expected to electronically post homework assignments, instructional materials, and test and quiz dates in a timely manner."

This directive was issued after an informal meeting occurred between site representatives and the Association's President Teri Baldwin on September 17th regarding the use of Schoology by unit members at Gunn High School. Teri Baldwin, PAEA president, Nicole Menache, Site Representative and Marc Iglar, PAEA Executive Board Member at large then had a meeting with Dr. Hermann on October 17th to remind her that this was in violation of the contract. Dr. Hermann also sent an e-mail to the parent community on October 22nd in which she conveyed to parents her expectation that all teachers use Schoology. On October 29th minutes from the Instructional Council meeting went out to all teachers where it was stated that "Schoology, Gunn's software for conveying classroom information to students and parents, should be used by all teachers to post assignments and grades."

Remedy Sought:

Dr. Hermann will issue in writing a retraction to the parent community and unit members, which shall be previewed prior to sending by Scott Bowers, Assistant Superintendent of Human Resources and Teri Baldwin, President of PAEA. Additionally, she will follow the current collective bargaining agreement, Appendix C, Section 1, as it pertains to the posting of grades and assignments by unit members at Gunn High School.

Signed:



PAEA President

11/10/14

Date

Site Administrator

Date

From: [Max McGee](#)
To: [Denise Herrmann](#)
Subject: nice grammar
Date: Monday, November 10, 2014 5:39:37 PM

... as you and I

From: Max McGee
Sent: Monday, November 10, 2014 5:38 PM
To: Denise Herrmann
Subject: Re: did the copy of the grievance come through?

We got them! Scott is on the same page as you and me on this one. I know he will call you later today or tomorrow.

Warmly,
Max

From: Denise Herrmann <dherrmann@pausd.org>
Date: Monday, November 10, 2014 at 5:37 PM
To: Scott Bowers <sbowers@pausd.org>, Max McGee <mmcgee@pausd.org>
Subject: did the copy of the grievance come through?

From: [REDACTED]
To: [Denise Herrmann](#)
Subject: Re: Schoology
Date: Monday, November 10, 2014 8:15:26 PM

Seriously!!! I'm so sorry. I heard some rumblings after I left for the 504 training. Happy to chat after your day off tomorrow. Let me know if you need anything. I thought we'd clarified the "expected" language a month ago...ugggg

Sent from my iPhone

> On Nov 10, 2014, at 8:13 PM, "Denise Herrmann" <dherrmann@pausd.org> wrote:

>

> Thanks for the positive message about schoology Š it beats the grievance I
> received from the union president.

>

>

> Denise

>

>

> Dr Denise Herrmann
> Principal, Henry M Gunn High School
> Dherrmann@pausd.org
> 650.354.8200

>

>

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>

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>>

>> On 11/10/14, 8:02 PM, [REDACTED] wrote:

>>

>> Hi Denise,

>>

>> I heard the Schoology discussion is moving full steam ahead. I wanted to
>> share this amazingly simple, but cool thing [REDACTED] is doing with

>> [REDACTED]. [REDACTED] posts a question and a basic rubric and is able to

>> grade their responses right in schoology.

>

From: [REDACTED]
To: Denise Herrmann
Subject: RE: Proposal for LFE-Common Core institute
Date: Monday, November 10, 2014 11:59:51 PM

Hi Denise!!

I'm SO sorry to hear that Teri filed a grievance. This absolutely frustrates me! Please know that you have the support of many people on our staff, and I know I'm not alone when I express my utter gratitude for your commitment to us as a staff and school community!! I don't think words can truly express the support and inspiration that I have felt since you have become a Titan!!! :-)

I'm happy to hear that you will rest up, and I hope that maybe your resting tomorrow will lead to another apple cobbler on Wednesday!! :-)

Take care, and I'll catch you on Wednesday to talk about this proposal!

█

From: Denise Herrmann
Sent: Monday, November 10, 2014 8:10 PM
To: [REDACTED]
Subject: FW: Proposal for LFE-Common Core institute

Here is the draft plan from NEP. Take a look and we can touch base on Wednesday.

Right after we hung up, the union president came to my office to hand deliver the grievance. The timing could not be worse ... I lost it right before the Principal's Dinner. Not a big deal in the scheme of things, but it was the straw that broke this camels back.

I will rest us tomorrow and try to come back on Wednesday ready to move forward-

Denise

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org
650.354.8200

From: Tom Malarkey <[REDACTED]>
Date: Monday, November 10, 2014 at 8:24 PM
To: Denise Herrmann <dherrmann@pausd.org>
Subject: Proposal for LFE-Common Core institute

Hello Denise -

Attached is our proposal for the design and facilitation of a customized "Leading for Equity in the Common Core" Institute. It's an exciting piece of work and we hope we can wind up doing it with you!

Let me know when you'd like to talk – after you've had a chance to review the proposal and costs.

All the best, Tom

Tom Malarkey

Senior Associate

The National Equity Project | Deliver on the promise of a quality education.

1720 Broadway, 4th Fl., Oakland CA 94612

www.nationalequityproject.org

[REDACTED]

office: (510) 208-0160 x318

From: [Barbara Harris](#)
To: [Denise Herrmann](#)
Subject: RE: TRIP
Date: Wednesday, November 12, 2014 5:02:55 AM

You will be just fine. This is just showing you the real deal of what you will be facing leading in this district.

Sent on a Sprint Samsung Galaxy Note® 3

----- Original message -----
From: Denise Herrmann
Date: 11/11/2014 8:05 PM (GMT-08:00)
To: Barbara Harris
Subject: Re: TRIP

Hi Barbara,

I decided to stay on campus this week and send a teacher in my place. Steve Ames is a PE teacher and former Gunn grad and is committed to equity issues. Please reach out to him on the trip (and the three ladies from Gunn as well, Tara, Jordan, and Megan. Let's try to chat sometime on Sunday. The union sent me a grievance on Monday afternoon - how is that for timing?

Sent from my iPhone
Denise Herrmann

On Nov 11, 2014, at 7:02 AM, "Barbara Harris" <bharris@pausd.org> wrote:

Hi DH,
What time will you be going to the airport? Are you going to SFO or San Jose? Let me know. I leave Wed at 6:15 am SFO
My best,
Barbara L. Harris
Director of Elementary Education
Palo Alto Unified School District
Palo Alto, CA 94306
[650-329-3773](tel:650-329-3773)/bharris@pausd.org

From: Max McGee
To: Teri Baldwin
Subject: Grievance
Date: Tuesday, November 11, 2014 12:09:00 PM

Hi Teri,

[REDACTED]

Thanks,
Max

From: Teri Baldwin
To: Max McGee
Subject: Re: Grievance
Date: Tuesday, November 11, 2014 4:51:58 PM

I can meet you at your office around 1:30.

See you then,
Teri

On Tue, Nov 11, 2014 at 4:43 PM, Max McGee <mmcgee@pausd.org> wrote:

I'll be interested in hearing what the new teachers have to say. As I recall there was a big group at Jordan. I have a lunch event at Stanford but should be back by 1:30. Do you want to meet in my office or at Jordan or somewhere else?

From: Teri Baldwin -PAEA <[REDACTED]>
Sent: Tuesday, November 11, 2014 12:26 PM
To: Max McGee
Subject: Re: Grievance

Hi Max,

I won't be able to make it to BPRC tomorrow. I never had the date on my calendar and have another meeting. I could meet with you on Friday. I have a lunch at Jordan with the new teachers there at 12:20, but am open most of the rest of the day if you have time.

Teri

On Nov 11, 2014, at 12:08 PM, Max McGee <mmcgee@pausd.org> wrote:

Hi Teri,

[REDACTED]

From: [Denise Herrmann](#)
To: [Martha Elderon](#)
Subject: Re: a question
Date: Wednesday, November 12, 2014 7:34:21 PM

Let's keep that part very simple. Maybe we can edit together first thing in the morning

Sent from my iPhone
Denise Herrmann

On Nov 12, 2014, at 5:17 PM, "Martha Elderon" <melderon@pausd.org> wrote:

hi Denise,

thanks for your eloquent statement about the Schoology situation during the IC meeting; you made very good points.

Should I leave the issue out of the IC minutes, or include info. about the PAEA grievance?

From: Scott Bowers
To: Sarah Levitan Kaatz
Subject: Couple of Items for Discussion
Date: Wednesday, November 12, 2014 11:07:41 AM
Attachments: [Redacted]

Lozano lawyer

Hi Sarah,

[Redacted]

[Redacted]

[Redacted]

I will give you a call this afternoon or in the morning tomorrow.

Cheers,
Scott

From: Sarah Levitan Kaatz
To: Scott Bowers
Cc: Audrey Williamson
Subject: RE: Couple of Items for Discussion
Date: Tuesday, November 18, 2014 1:54:54 PM
Attachments: [REDACTED]

Scott,

[REDACTED]

Sarah

Sarah Levitan Kaatz
Attorney at Law
T: 831.646.1501 | F:
831.646.1801
4 Lower Ragsdale Dr.,
Ste. 200
Monterey, CA 93940
lozanosmith.com



[Email](#) | [Attorney Bio](#) | [Vcard](#)

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From: Scott Bowers [mailto:sbowers@pausd.org]
Sent: Wednesday, November 12, 2014 11:08 AM
To: Sarah Levitan Kaatz
Subject: Couple of Items for Discussion

Hi Sarah,

[REDACTED]

[REDACTED]

[REDACTED]



Cheers,
Scott

From: [Denise Herrmann](#)
To: [REDACTED]
Subject: Re: Reflection on yesterday
Date: Thursday, November 13, 2014 8:45:07 AM

Dear [REDACTED]

Just receiving this email from you (and [REDACTED] is validation that there are staff members who care about me as a person and a principal. In the larger scheme of things, the grievance is just a piece of paper and the district union team was doing what they thought was right. But at the time, I was exhausted from giving 110% to students, staff, and parents last week and allowed myself to take it personally.

Onward-

Denise

From: [REDACTED] >
Date: Thursday, November 13, 2014 at 8:52 AM
To: Denise Herrmann <dherrmann@pausd.org>
Subject: Reflection on yesterday

Hi Denise,

[REDACTED] and I were discussing this via email last night, and he was also shocked about the letter of grievance. He asked if there was a way for staff, who feel that this was not the way to go, to communicate this to you. I don't know if our outrage will accumulate with that others, but please know you have our support.

[REDACTED]

[REDACTED]

From: [REDACTED]
To: [REDACTED]
Cc: [Theresa Baldwin](#)
Subject: RE: Coffee and pastries tomorrow
Date: Thursday, November 13, 2014 3:28:33 PM

Thanks [REDACTED] for sharing this email. I just wanted to share that I wish the same kind of mindfulness of the mental health our principal was used when serving her a grievance on Monday afternoon. We all are very emotionally exhausted, and it seems rather insensitive to serve our new principal with a grievance at this very moment (especially since our entire staff was not in agreement that we wanted this grievance to be filed)! We have lost two students from our community in the last month, and Denise has been extremely supportive of us all! It is very hard to lose a student to suicide, and this past week has been extremely challenging. This action of filing a grievance within a week (!) of hearing the news of [REDACTED] was just insensitive!

Teri, I hope that moving forward that you can encourage our staff to work through our differences with our principal first before filing grievances. I wish you would have encouraged our staff to engage in conversations with Denise before moving to a grievance. I do not agree with this line of action at all, and am rather upset that the union is not listening to my voice!!!

Please feel free to talk with me in person if you would like to discuss further!

[REDACTED]

-----Original Message-----

From: [REDACTED]
Sent: Thursday, November 13, 2014 2:56 PM
To: [REDACTED]
Cc: Theresa Baldwin
Subject: Coffee and pastries tomorrow

PAEA would like to express their condolences and support all of you in your healing process. Please join us in the guidance office tomorrow, Friday, morning, for coffee and pastries. Just a little something to feed the soul.

Sincerely,

[REDACTED]

From: [REDACTED]
To: [Denise Herrmann](#)
Subject: My reflections on a recent issue
Date: Sunday, November 16, 2014 3:57:32 PM

Dear Denise,

I am probably breaking several union rules by writing you but I just want to express how very sorry and frustrated I am that this issue regarding Schoology posting has exploded into an official union grievance. It makes me very upset, and as far as I can tell this official union action was taken with no real sense of the Gunn faculty's wishes, and I know that this turn of events does not represent the feelings of most of the Gunn teachers. I just hate that we seem to be so touchy and protective that any honest disagreements don't seem able to be aired in an atmosphere of collegiality, keeping the larger picture in view.

Clearly there are some faculty members who have strong feelings regarding the Schoology posting issue, but for goodness sakes, can't we have a mature discussion about this as a community? Nearly your first words to us were "assume good intent," and I do. I am extremely disappointed in the way this has evolved and gone beyond Gunn. Perhaps following four years of essentially no leadership, various factions or departments have felt the need to develop higher walls of protection (and sensitivity) out of self defense. There may be a touch of PTSD in the air...

Denise, I so appreciate your leadership style, which, since you have arrived at Gunn, has been a model of caring and competent clarity. I hope this skirmish is but a regrettable bump in the road of a long period of your valuable presence at Gunn. I deeply hope that we can overcome this current difficulty and can devise a way to have a real and (dare I say it) full-throated conversation about this and many other issues certain to arise as a faculty and come to an understanding in which all teachers feel heard, parents' concerns are taken into consideration, and our students are given the very best education we can possibly give them.

Thank you for everything you bring to Gunn. Hang in there in these difficult days...

Sincerely

[REDACTED]

From: [Scott Bowers](#)
To: [Max McGee](#)
Subject: Fwd: Grievance
Date: Thursday, November 20, 2014 12:33:28 PM

Sent from my iPhone

Begin forwarded message:

From: Teri Baldwin <[REDACTED]>
Date: November 20, 2014 at 11:52:57 AM PST
To: Scott Bowers <sbowers@pausd.org>
Cc: "Watts, Christal" <[REDACTED]>
Subject: Re: Grievance

Hi Scott,

[REDACTED]

[REDACTED]

Teri

On Thu, Nov 20, 2014 at 11:37 AM, Scott Bowers <sbowers@pausd.org> wrote:

Hi Christal and Teri,

[REDACTED]

[REDACTED]

Scott

From: Teri Baldwin -PAEA <[REDACTED]>
Date: Wednesday, November 19, 2014 11:29 AM

To: Christal Watts <[REDACTED]>
Cc: Scott Bowers <sbowers@pausd.org>
Subject: Re: Grievance

[REDACTED]

Teri

On Nov 19, 2014, at 10:27 AM, Watts, Christal <[REDACTED]>
wrote:

[REDACTED]

[REDACTED]

Christal

From: Teri Baldwin -PAEA [REDACTED]
Sent: Tuesday, November 18, 2014 6:51 PM
To: Scott Bowers
Cc: Watts, Christal
Subject: Re: Grievance

[REDACTED]

Teri

On Nov 18, 2014, at 4:53 PM, Scott Bowers
<sbowers@pausd.org> wrote:

Hi,

[REDACTED]

[REDACTED]

Cheers,

Scott

From: [REDACTED]
[REDACTED]
Date: Tuesday, November 18, 2014 4:28 PM
To: Christal Watts <[REDACTED]>
Cc: Scott Bowers <sbowers@pausd.org>
Subject: Re: Grievance

I am available next Tuesday as well.

Teri

On Tue, Nov 18, 2014 at 3:22 PM, Watts, Christal <[REDACTED]> wrote:

None of these dates work for me. This week I'm booked and I have two meetings scheduled for next Monday afternoon. I am available next Tuesday and Wednesday or I have some openings the first week of December.

Christal

Sent from my iPhone

On Nov 18, 2014, at 3:14 PM, Teri Baldwin

[REDACTED] wrote:

Hi Scott,

[REDACTED]

Teri

--

Teri Baldwin
PAEA President

t<mailto:[REDACTED]>
[REDACTED]

www.paeacta.org<<http://www.paeacta.org/>>

[http://www.paeacta.macwebsitebuilder.com/i/paea_color.jpg]

--

Teri Baldwin
PAEA President

[REDACTED]

[REDACTED]

[REDACTED]

www.paeacta.org

From: Denise Herrmann
To: Denise Herrmann
Subject: draft letter to PAEA and draft email to staff
Date: Tuesday, November 18, 2014 8:48:10 PM

Dear Scott-

Please feel free to edit/revise as you see fit.

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org
650.354.8200

From: Marilyn Cook
To: Denise Herrmann
Subject: Fwd: rough draft letter to PAEA and draft email to staff
Date: Wednesday, November 19, 2014 11:54:06 AM
Attachments: [REDACTED]

[REDACTED]

Sent from my Verizon Wireless 4G LTE smartphone

----- Original message -----

From: Max McGee <mmcgee@pausd.org>
Date: 11/19/2014 11:07 AM (GMT-08:00)
To: Denise Herrmann <dherrmann@pausd.org>, Scott Bowers <sbowers@pausd.org>, Marilyn Cook <mcook@pausd.org>
Subject: Re: rough draft letter to PAEA and draft email to staff

Here are my edits. Please re-edit as you see fit, [REDACTED]

[REDACTED]

Nice work!

Max

From: Denise Herrmann
Sent: Wednesday, November 19, 2014 8:07 AM
To: Scott Bowers; Max McGee; Marilyn Cook
Subject: FW: rough draft letter to PAEA and draft email to staff

Dear Scott, Max, and Marilyn

Please feel free to edit/revise as you see fit.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

Sincerely,

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org
650.354.8200

From: Denise Herrmann
To: Max McGee; Scott Bowers; Marilyn Cook
Subject: Re: rough draft letter to PAEA and draft email to staff
Date: Wednesday, November 19, 2014 7:50:56 PM

Scott-

Can we please move forward with letter that includes Max's edits? Will contact the PAEA president or shall I? I would like to send the response to her tomorrow and send the letter to Gunn staff on Friday.

I have a two-hour mentor/planning session tomorrow morning (9-11am) with Marilyn if you would like to join us for a portion of the meeting.

Thanks-

Denise

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org
650.354.8200

From: Max McGee <mmcgee@pausd.org>
Date: Wednesday, November 19, 2014 at 12:07 PM
To: Denise Herrmann <dherrmann@pausd.org>, Scott Bowers <sbowers@pausd.org>, Marilyn Cook <mcook@pausd.org>
Subject: Re: rough draft letter to PAEA and draft email to staff

Here are my edits. Please re-edit as you see fit, [REDACTED]
[REDACTED]

Nice work!

Max

From: Denise Herrmann
Sent: Wednesday, November 19, 2014 8:07 AM
To: Scott Bowers; Max McGee; Marilyn Cook
Subject: FW: rough draft letter to PAEA and draft email to staff

From: Marilyn Cook
To: Scott Bowers
Subject: Re: rough draft letter to PAEA and draft email to staff
Date: Wednesday, November 19, 2014 10:08:24 AM

[REDACTED]

Marilyn Cook, Ed.D.
Leadership Coaching and Support

From: Denise Herrmann
Sent: Wednesday, November 19, 2014 8:07 AM
To: Scott Bowers; Max McGee; Marilyn Cook
Subject: FW: rough draft letter to PAEA and draft email to staff

Dear Scott, Max, and Marilyn

Please feel free to edit/revise as you see fit.

[REDACTED]

From: Scott Bowers
To: Denise Herrmann
Subject: Re: rough draft letter to PAEA and draft email to staff
Date: Thursday, November 20, 2014 10:39:16 AM
Attachments: [REDACTED]

Hi Denise,
Here is another draft to look over. [REDACTED]

I am going to try to come by Gunn for your Turkey celebration today. Maybe we can talk then.

Cheers,
Scott

From: Max McGee <mmcgee@pausd.org>
Date: Wednesday, November 19, 2014 12:07 PM
To: Denise Herrmann <dherrmann@pausd.org>, Scott Bowers <showers@pausd.org>, Marilyn Cook <mcook@pausd.org>
Subject: Re: rough draft letter to PAEA and draft email to staff

Here are my edits. Please re-edit as you see fit, [REDACTED]

Nice work!

Max

From: Denise Herrmann
Sent: Wednesday, November 19, 2014 8:07 AM
To: Scott Bowers; Max McGee; Marilyn Cook
Subject: FW: rough draft letter to PAEA and draft email to staff

Dear Scott, Max, and Marilyn

Please feel free to edit/revise as you see fit.

From: [Teri Baldwin](#)
To: [Watts, Christal](#)
Cc: [Scott Bowers](#)
Subject: Re: Grievance
Date: Thursday, November 20, 2014 2:33:19 PM

Me too

Teri

On Thu, Nov 20, 2014 at 2:25 PM, Watts, Christal <[REDACTED]> wrote:

I will put it in my calendar.

Christal

From: Scott Bowers [mailto:sbowers@pausd.org]
Sent: Thursday, November 20, 2014 1:52 PM
To: Teri Baldwin; Watts, Christal
Subject: Re: Grievance

Hi Teri,

[REDACTED]

Let's meet at 11:00 on Tuesday so we can share perspectives in person.

Be careful driving in the rain.

Cheers,

Scott

From: Teri Baldwin [REDACTED]
Date: Thursday, November 20, 2014 12:52 PM
To: Scott Bowers <sbowers@pausd.org>
Cc: Christal Watts [REDACTED]
Subject: Re: Grievance

Hi Scott,

[REDACTED]

[REDACTED]

[REDACTED]

Teri

On Thu, Nov 20, 2014 at 11:37 AM, Scott Bowers <sbowers@pausd.org> wrote:

Hi Christal and Teri,

[REDACTED]

[REDACTED]

Scott

From: Teri Baldwin -PAEA <[REDACTED]@g>
Date: Wednesday, November 19, 2014 11:29 AM

To: Christal Watts <[REDACTED]>
Cc: Scott Bowers <sbowers@pausd.org>
Subject: Re: Grievance

Which do you prefer Scott 11:00 or 1:00?

Teri

On Nov 19, 2014, at 10:27 AM, Watts, Christal <[REDACTED]> wrote:

Right now, my day is open on Tuesday, so any time works for me.

Let me know what time works well for you Teri.

Christal

From: Teri Baldwin -PAEA [REDACTED]
Sent: Tuesday, November 18, 2014 6:51 PM
To: Scott Bowers
Cc: Watts, Christal
Subject: Re: Grievance

[REDACTED]

Teri

On Nov 18, 2014, at 4:53 PM, Scott Bowers <sbowers@pausd.org> wrote:

Hi,

Let's try to make Tuesday (11/25) work. I am free all day except for 10-11.
Pick a time around that and I will make sure it stays free.

[REDACTED]

Cheers,

Scott

From: [REDACTED]
Date: Tuesday, November 18, 2014 4:28 PM
To: Christal Watts <[REDACTED]>
Cc: Scott Bowers <sbowers@pausd.org>
Subject: Re: Grievance

I am available next Tuesday as well.

Teri

On Tue, Nov 18, 2014 at 3:22 PM, Watts, Christal [REDACTED] wrote:

None of these dates work for me. This week I'm booked and I have two

meetings scheduled for next Monday afternoon. I am available next Tuesday and Wednesday or I have some openings the first week of December.

Christal

Sent from my iPhone

On Nov 18, 2014, at 3:14 PM, Teri Baldwin

[REDACTED] wrote:

Hi Scott,

[REDACTED]

Teri

--
Teri Baldwin
PAEA President

[REDACTED]

www.paeacta.org <<http://www.paeacta.org/>>

[http://www.paeacta.macwebsitebuilder.com/i/paea_color.jpg]

--
Teri Baldwin
PAEA President

[REDACTED]

[REDACTED]

[REDACTED]

www.paeacta.org



--
Teri Baldwin
PAEA President

From: [Scott Bowers](#)
To: [Denise Herrmann](#)
Subject: Re: final version of letter - please give a time frame of when I can send this to my staff
Date: Saturday, November 22, 2014 12:19:14 PM

I did send her the draft and said that you would like to be able to share/discuss with your staff asap (Monday if possible). I asked that let me know if she had not issues so you could move forward. If she has issue, I will discuss them with her at our meeting on Monday afternoon.

Cheers,
Scott

From: Denise Herrmann <dherrmann@pausd.org>
Date: Friday, November 21, 2014 5:14 PM
To: Scott Bowers <sbowers@pausd.org>
Subject: Re: final version of letter - please give a time frame of when I can send this to my staff

Can we send her letter over the weekend for initial approval?

From: Scott Bowers <sbowers@pausd.org>
Date: Friday, November 21, 2014 at 3:58 PM
To: Denise Herrmann <dherrmann@pausd.org>
Subject: Re: final version of letter - please give a time frame of when I can send this to my staff

I meant the grievance. :-)

Teri is in the classroom teaching on Mondays. I scheduled my meeting with her right after Addison ends. I will call you after our meeting ends.

Scott

From: Denise Herrmann <dherrmann@pausd.org>
Date: Friday, November 21, 2014 3:44 PM
To: Scott Bowers <sbowers@pausd.org>
Subject: Re: final version of letter - please give a time frame of when I can send this to my staff

I do not want to get it in the rear view mirror ... I want to be able to talk about this openly with my staff on Monday afternoon. Is there any way to meet with Terri first thing Monday morning?

Denise

From: Scott Bowers <sbowers@pausd.org>
Date: Friday, November 21, 2014 at 2:40 PM
To: Denise Herrmann <dherrmann@pausd.org>
Subject: Re: final version of letter - please give a time frame of when I can send this to my staff

Hi Denise,

Unfortunately, no. I know you very much want to move forward and put this in the rearview mirror. I tried to get a meeting with Teri for today in the hope that you would be able to send before the weekend. It just didn't work out. Max agrees that it is important that we honor their request to review our communication before it goes out—we don't want to send something that they feel does not satisfy the issues in their grievance.

Sorry that I couldn't get this done faster.

Cheers,
Scott

From: Denise Herrmann <dherrmann@pausd.org>

Date: Friday, November 21, 2014 3:06 PM

To: Scott Bowers <sbowers@pausd.org>

Subject: Re: final version of letter - please give a time frame of when I can send this to my staff

Can I PLEASE send it to my staff.

From: Scott Bowers <sbowers@pausd.org>

Date: Friday, November 21, 2014 at 1:37 PM

To: Denise Herrmann <dherrmann@pausd.org>

Subject: Re: final version of letter - please give a time frame of when I can send this to my staff

Hi Denise,

Thanks for the copy. I was not able to meet with Teri today—she is in San Jose for a training. Unfortunately, that means you will have to wait until next week (or after the Thanksgiving break) to send it to staff.

I have a meeting set up for 3:30 on Monday afternoon with Teri and another meeting with Teri and the CTA rep on Tuesday. I will give you a call Monday afternoon to let you know what the union's response is to the final version.

I hope you enjoyed your first Gunn Turkey Day—the rain did not dampen any of the spirits that I saw. Have a great weekend and watch the food you eat. :-)

Cheers,
Scott

From: Denise Herrmann <dherrmann@pausd.org>

Date: Thursday, November 20, 2014 6:18 PM

To: Scott Bowers <sbowers@pausd.org>

Subject: final version of letter - please give a time frame of when I can send this to my staff

From: [Scott Bowers](#)
To: [Kathleen Ruegsegger](#)
Cc: [Max McGee](#)
Subject: Confidential weekly
Date: Friday, November 21, 2014 1:05:48 PM
Attachments: [REDACTED]

Here you go. Scott

To board

PALO ALTO UNIFIED SCHOOL DISTRICT - HUMAN RESOURCES

Date: Friday, November 21, 2014
To: Max McGee, Superintendent
From: Scott Bowers
Re: Confidential Weekly

Staffing

[Redacted content]

Grievance

[Redacted content]

Complaint

[Redacted content]

From: Denise Herrmann
To: [REDACTED]
Subject: Happy Turkey Week
Date: Monday, November 24, 2014 10:03:06 AM

Good morning-

A couple of clarifications for the week:

Monday – lunch starts at 12:55; Resiliency starts at 1:45; All-Staff Conversation starts at 2:45 – in BOW GYM

Tuesday – lunch by dept at 12:55; Wellness Activities 1:45

- Part-time teachers are invited to stay for any portion of the wellness activities today and tomorrow, but may leave at their regularly schedule time each day.
- Last week I prepared a written response to the grievance filed by the PAEA Executive Board and delivered it to the President on Friday morning. I was hoping to be able to send a copy of the letter to all of you on Friday afternoon, but Scott Bowers and Terri Baldwin could not schedule a face-to-face meeting until Tuesday at 11:00 am. As soon as I am able, I will share the document with all Gunn HS staff.
- The All-Staff Social will be held at Celia's on El Camino in Palo Alto. The event will start around 3:30 pm and the first round of drinks will be provided by the Gunn Admin Team. Cheers!

Have a great day and a wonderful week with family and friends...

Peace,

Denise

From: Max McGee
To: Kathleen Ruegsegger
Subject: Re: CONFIDENTIAL Re: Confidentiality of grievance item
Date: Tuesday, December 02, 2014 10:10:36 AM

Thanks, please get the latest greatest LS book on Brown Act.

From: Kathleen Ruegsegger <kruegsegger@pausd.org>
Date: Tuesday, December 2, 2014 at 8:21 AM
To: Max McGee <mmcgee@pausd.org>
Subject: RE: CONFIDENTIAL Re: Confidentiality of grievance item

Hi Max, The Brown Act is very specific. There are government codes that drive what is allowed in closed session and also apply to confidential memos and what I am able to redact. Lou Lozano (Lozano Smith) is generally our attorney for the Board. (Chad Graff has been the OCR attorney.) Every agenda indicates those codes; everything I redact indicates which code I am using; and I wrote the code for personnel matters (6254c) on the envelope they received.

Lozano Smith offered to do a training/refresher for the entire board and me (and maybe others) quite a while ago, but we never pulled the trigger. Lozano Smith also has a booklet on the Brown Act that we can get from LS (mine is a couple years old now). This could be an ideal time. If we do the entire Board, we'll have to post it. Kathleen

From: Max McGee
Sent: Tuesday, December 2, 2014 5:00 AM
To: Kathleen Ruegsegger
Cc: Scott Bowers
Subject: FW: CONFIDENTIAL Re: Confidentiality of grievance item

Hi Kathleen,

I don't know who the best attorney is to brief Terry and Ken, but I would like to set up a conference call for the both of them. I'll probably need to schedule Scott to moderate the call.

As for Terry's question, do we have any written guidelines?

Thanks,
Max

From: Terry Godfrey <[REDACTED]>
Date: Monday, December 1, 2014 at 4:46 PM
To: Max McGee <mmcgee@pausd.org>
Cc: Kenneth Dauber <kdauber@pausd.org>, Scott Bowers <showers@pausd.org>
Subject: Re: CONFIDENTIAL Re: Confidentiality of grievance item

I'd be fine without an attorney briefing if you can point me to where we've documented our guidelines on what is and is not part of closed session.

Or Scott can brief me.

Cheers

tg

On Tue, Nov 25, 2014 at 12:20 PM, Max McGee <mmcgee@pausd.org> wrote:

Dear Ken and Terry,

We will be having our own briefing on the Brown Act, and at our "orientation" session at the CSBA Conference on Saturday 12/13 they will be covering basics of Closed Session. Also, we will arrange for our attorney to brief both of you on what and what does not constitute Closed Session as well as how we decide what matters to keep confidential.

Max

From: Kenneth Dauber

Sent: Tuesday, November 25, 2014 12:00 PM

To: Max McGee

Cc: Scott Bowers

Subject: Re: CONFIDENTIAL Re: Confidentiality of grievance item

Hi Max,

Thank you. It would be helpful to me to speak with an attorney to help to clarify for me the basis for the confidentiality of this item, as well as generally how the district determines whether information is confidential.

Best,

Ken

From: Max McGee

Sent: Monday, November 24, 2014 1:24 PM

To: Kenneth Dauber; Terry Godfrey

Cc: Scott Bowers

Subject: CONFIDENTIAL Re: Confidentiality of grievance item

Hi Ken (and Terry),

Thanks for asking. First of all, Kathleen mistakenly sent Scott's message to you before you and Terry Godfrey have officially taken office, but please treat all of the information in at as confidential. Because the grievance regards a personnel matter of a single employee and also because it has potential impact on current negotiations with the PAEA (teachers' union), it is confidential. Scott or attorney can add more detail if necessary; please let me know if you would like to have them contact either or both of you.

Max

From: Kenneth Dauber
Sent: Monday, November 24, 2014 1:09 PM
To: Max McGee
Subject: Confidentiality of grievance item

Dear Max,

I received a copy of Scott Bowers' "Confidential Weekly" of Friday, November 21, and I am not clear about why the second item, entitled "Grievance", is considered to be confidential. Could you explain that to me?

Best,

Ken

From: [REDACTED]
To: [Max McGee](#)
Subject: Re: CONFIDENTIAL Re: Confidentiality of grievance item
Date: Monday, November 24, 2014 1:37:34 PM

Thanks. I did wonder why we were already receiving confidential information. I would prefer not to receive any until the election is certified on December 2. Thank you and I hope you're enjoying your time in Chicago.
Best
Terry

On Nov 24, 2014, at 1:24 PM, Max McGee <mmcgee@pausd.org> wrote:

Hi Ken (and Terry),

Thanks for asking. First of all, Kathleen mistakenly sent Scott's message to you before you and Terry Godfrey have officially taken office, but please treat all of the information in at as confidential. Because the grievance regards a personnel matter of a single employee and also because it has potential impact on current negotiations with the PAEA (teachers' union), it is confidential. Scott or attorney can add more detail if necessary; please let me know if you would like to have them contact either or both of you.

Max

From: Kenneth Dauber
Sent: Monday, November 24, 2014 1:09 PM
To: Max McGee
Subject: Confidentiality of grievance item

Dear Max,

I received a copy of Scott Bowers' "Confidential Weekly" of Friday, November 21, and I am not clear about why the second item, entitled "Grievance", is considered to be confidential. Could you explain that to me?

Best,

From: [Kathleen Ruegsegger](#)
To: [Max McGee](#)
Subject: RE: Confidentiality of grievance item
Date: Tuesday, November 25, 2014 8:17:44 AM

Hi Max, It wasn't a mistake; it's past practice, and they are bound by the laws once they are elected. Think about presidents; they don't wait until January 20. All good though.

I am mentally prepared for the crowd—so much easier when the “guests” are family, but I am certain it will be a success anyway. It's like weddings, no one else notices the little things that drive the bride/hosts crazy! Hope your Thanksgiving is flawless! Kathleen

From: Max McGee
Sent: Tuesday, November 25, 2014 5:17 AM
To: Kathleen Ruegsegger
Subject: Fw: Confidentiality of grievance item

Hi Kathleen,

Terry asked that we not send anything Confidential to her until after 12/5, and the same should go for Ken. I answered the question below in a response to both of them and reminded both that they had to keep the information confidential.

We are gearing up for Thanksgiving here!

Max

From: Kenneth Dauber
Sent: Monday, November 24, 2014 1:09 PM
To: Max McGee
Subject: Confidentiality of grievance item

Dear Max,

I received a copy of Scott Bowers' "Confidential Weekly" of Friday, November 21, and I am not clear about why the second item, entitled "Grievance", is considered to be confidential. Could you explain that to me?

Best,
Ken

From: [REDACTED]
To: [Max McGee](#)
Cc: [Kenneth Dauber](#); [Scott Bowers](#)
Subject: Re: CONFIDENTIAL Re: Confidentiality of grievance item
Date: Monday, December 01, 2014 4:46:34 PM

I'd be fine without an attorney briefing if you can point me to where we've documented our guidelines on what is and is not part of closed session. Or Scott can brief me.
Cheers
tg

On Tue, Nov 25, 2014 at 12:20 PM, Max McGee <mmcgee@pausd.org> wrote:

Dear Ken and Terry,

We will be having our own briefing on the Brown Act, and at our "orientation" session at the CSBA Conference on Saturday 12/13 they will be covering basics of Closed Session. Also, we will arrange for our attorney to brief both of you on what and what does not constitute Closed Session as well as how we decide what matters to keep confidential.

Max

From: Kenneth Dauber
Sent: Tuesday, November 25, 2014 12:00 PM
To: Max McGee
Cc: Scott Bowers
Subject: Re: CONFIDENTIAL Re: Confidentiality of grievance item

Hi Max,

Thank you. It would be helpful to me to speak with an attorney to help to clarify for me the basis for the confidentiality of this item, as well as generally how the district determines whether information is confidential.

Best,

Ken

From: Max McGee
Sent: Monday, November 24, 2014 1:24 PM

From: [Teri Baldwin -PAEA](#)
To: [Scott Bowers](#)
Cc: [Watts, Christal](#)
Subject: Re: Grievance
Date: Thursday, December 04, 2014 6:12:02 PM

Christal and I both have it on our calendars. See you then.

Teri

On Dec 4, 2014, at 5:17 PM, Scott Bowers <sbowers@pausd.org> wrote:

Okay, Let's do 3:00 on Monday 12/15. See you then.
Scott

From: <Watts>, Christal Watts [REDACTED]
Date: Thursday, December 4, 2014 1:38 PM
To: Teri Baldwin <[REDACTED]>
Cc: Scott Bowers <sbowers@pausd.org>
Subject: RE: Grievance

I can do Monday, 12/15 at 3, Tuesday, 12/16 at 2 and Wednesday, 12/17 at 4.

Christal

From: Teri Baldwin [mailto:[REDACTED]]
Sent: Thursday, December 4, 2014 1:32 PM
To: Watts, Christal
Cc: Scott Bowers
Subject: Re: Grievance

I can meet at 3:00 on Monday, Dec 15
I am pretty open on Tuesday, Dec 16 and on Wednesday, Dec 17

Teri

On Thu, Dec 4, 2014 at 1:14 PM, Watts, Christal <[REDACTED]> wrote:

I'm booked solid next week. I have more availability the week of December 15th.

Christal

From: Teri Baldwin [mailto:[REDACTED]]
Sent: Thursday, December 4, 2014 1:07 PM
To: Scott Bowers

Cc: Watts, Christal
Subject: Re: Grievance

Hi Scott and Christal,

I am available tomorrow during the day,
next Tues, Dec 9 from 8am to 10:30 am
Wed, Dec 10 from 9am - 12:30pm
Thursday, Dec 11 from 10am - 1pm
Friday, Dec 12 is wide open

Teri

On Thu, Dec 4, 2014 at 12:41 PM, Scott Bowers <sbowers@pausd.org>
wrote:

Hi Teri,

[REDACTED]

When would be a good time?

Cheers,
Scott

From: Teri Baldwin <[REDACTED]>
Date: Thursday, December 4, 2014 10:33 AM
To: Scott Bowers <sbowers@pausd.org>
Cc: Christal Watts <[REDACTED]>
Subject: Grievance

Hi Scott,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Thank you,
Teri

--
Teri Baldwin
PAEA President

[REDACTED]

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--
Teri Baldwin
PAEA President

[REDACTED]

www.paeacta.org



--
Teri Baldwin
PAEA President

[REDACTED]

www.paeacta.org



From: [Denise Herrmann](#)
To: [Scott Bowers](#)
Subject: I would like to send communication / letter to my staff about grievance - any update?
Date: Sunday, December 07, 2014 3:53:58 PM

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org
650.354.8200

Sent to PAEA (union) but not teachers
in Mid-December, 2014

Dear Gunn High School Staff,

I am writing to clarify and explain my position regarding teacher posting of course assignments and estimated time for completion using Schoology and its relationship to Appendix C, Section 1 of the PAEA contract.

First and foremost, I would like to apologize for the miscommunication on my part surrounding this issue. Although I tried to articulate my understanding that the contract does not require use of Schoology, and that I was requesting and not requiring its use as the building principal, I now see how some staff members interpreted this request as a directive. I apologize again for not being clearer.

Second, I would like to characterize my actions as a bit naïve and bold, but not manipulative or dictatorial. I wrongly assumed that the request to consistently use Schoology school-wide would be readily accepted by the Gunn staff. As a new principal, I saw a student need and a parent need, and I also saw that we had no data about nightly/weekly homework load and thought a small adjustment in our communication as a school could meet that need. However, I stand by my passionate request for teachers to use the Schoology calendar to post assignments, projects, and assessments, with due dates and time estimates in minutes. I believe that doing so would provide a complete view of a student's homework load in one place so that:

- students can more easily plan and manage their time
- staff who provide support to students across disciplines (case managers, counselors, Focus on Success, etc.) can see the student's workload on a single screen in Schoology.

Third, I believed I was acting both in accordance with and as required by the Board approved policy on homework and the accompanying administrative regulations (BP & AR 6154), which require me as the site administrator to do the follow:

- "Be responsible for ensuring compliance with the homework policy, including the use of feedback processes to support its use"
- "Have on-going dialogue with staff regarding effective homework strategies and practices"

- "Coordinate school-wide resources and practices that support homework completion, e.g. use of planners, library facilities and academic support program".

The Board and Superintendent have cited this policy numerous times as an area the schools need to direct their attention.

Fourth, I want to express my sincere appreciation for the time and hard work many of you have put forth to create and update web sites, Google sites, and other dynamic communication tools. My request for consistent use of school-wide communication tools was not intended to diminish the quality of work you have done on behalf of students and parents, but rather to ensure easy access to all assignments by special education staff, school counselors, Focus on Success teachers, Titan 101 coaches, parents, students, and all other people who provide cross-class support for students.

I look forward to ongoing dialogue with Gunn staff members about ways to enhance communication about student progress with all stakeholders.

Sincerely,

Dr Denise Herrmann
Principal, Henry M Gunn High School
Dherrmann@pausd.org

From: Scott Bowers
To: Sarah Levitan Kaatz
Subject: Grievance Confidentiality Question
Date: Friday, December 12, 2014 1:03:30 PM

Hi Sarah,

[REDACTED]

Cheers,
Scott

From: [Max McGee](#)
To: [Teri Baldwin](#)
Subject: Fw: Gunn teachers grievance
Date: Tuesday, December 16, 2014 9:33:11 AM

Hi Teri,

[REDACTED]

Max

From: Max McGee
Sent: Tuesday, December 16, 2014 8:51 AM
To: Elena Kadvany
Cc: Scott Bowers
Subject: Re: Gunn teachers grievance

Hi Elena,

PAEA Executive Board determines whether or not to file grievances. Sorry, but this is a confidential matter.

Max

From: Elena Kadvany <ekadvany@embarcaderopublishing.com>
Sent: Tuesday, December 16, 2014 8:47 AM
To: Max McGee
Subject: Re: Gunn teachers grievance

Max -- PAEA didn't file on behalf of the teachers? Are you able to describe in general terms the nature of the dispute or concern, as opposed to the confidential details?

On Tue, Dec 16, 2014 at 8:43 AM, Max McGee <mmcgee@pausd.org> wrote:

Hi Elena,

Sorry, but your information is wrong. A grievance was not filed by Gunn teachers. PAEA filed a grievance and it is a confidential matter.

Max

From: Elena Kadvany <ekadvany@embarcaderopublishing.com>

Sent: Tuesday, December 16, 2014 8:36 AM

To: Max McGee

Subject: Gunn teachers grievance

Hi Max,

I understand the PA teacher's union recently filed a grievance against Denise Herrmann on behalf of Gunn teachers. I was hoping you could provide me a copy of the grievance and find a time to discuss it -- let me know.

Feel free to give me a call to chat.

Best,

--

Elena Kadvany | Education reporter | Palo Alto Weekly

450 Cambridge Ave., Palo Alto, CA 94306

(650) 223-6519 - office


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From: [Scott Bowers](#)
To: [Denise Herrmann](#)
Subject: Re: Teacher's grievance
Date: Sunday, January 11, 2015 5:28:52 PM

Hi Denise,
Just politely reply that this is a confidential matter that is now in the past. I believe that is also how Teri replied.
Scott

From: Denise Herrmann <dherrmann@pausd.org>
Date: Saturday, January 10, 2015 3:27 PM
To: Scott Bowers <sbowers@pausd.org>, Katherine Baker <kbaker@pausd.org>, Charles Young <cyoung@pausd.org>
Subject: Fw: Teacher's grievance

Dear Scott, Charles, and Katherine,

Please see the email below where Elena from Palo Alto Online requested information from me about the PAEA grievance. Please advise.

Denise

From: Elena Kadvany <ekadvany@embarcaderopublishing.com>
Sent: Friday, January 09, 2015 9:15 AM
To: Denise Herrmann
Subject: Teacher's grievance

Hi Denise,

Thanks very much for making the time to meet with me yesterday. I'm very glad Gunn is focusing on such a critical issue and look forward to following all your efforts.

I was meaning to grab you after our meeting to ask you about an unrelated story, but got caught up talking with Tom. I understand that the teacher's union has filed a grievance against you on behalf of Gunn teachers and am hoping to talk with you about this. Let me know if you're available for a phone call today or in-person meeting, if you'd like/are available.

Best,

--

Elena Kadvany | Education reporter | Palo Alto Weekly
450 Cambridge Ave., Palo Alto, CA 94306

From: Denise Herrmann
To: Elena Kadvanj
Subject: <no subject>
Date: Monday, January 12, 2015 10:11:57 AM

Dear Elena,

The grievance filed by the PAEA is a confidential matter that was resolved and is now in the past. If you have additional questions, you will need to speak with Dr Scott Bowers, Assist Superintendent for Human Resources, who oversees all things union for the district.

Best-

Denise

From: Scott Bowers
To: Scott Bowers
Subject: Write response
Date: Thursday, January 15, 2015 10:45:26 AM

PAEA response to grievance.

Sent from my iPhone

From: Scott Bowers
To: Kathleen Ruegsegger
Subject: Confidential weekly
Date: Friday, January 23, 2015 12:42:07 PM
Attachments: [REDACTED]

Here you go. Scott

To board

PALO ALTO UNIFIED SCHOOL DISTRICT - HUMAN RESOURCES

Date: Friday, January 23, 2015
To: Max McGee, Superintendent
From: Scott Bowers
Re: Confidential Weekly

Benefits

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Grievance

[Redacted]

From: Scott Bowers
To: Sarah Levitan Kaatz
Cc: Eric Goddard
Subject: Confidential Language and PRA check
Date: Friday, January 23, 2015 12:54:25 PM

Hi Sarah,

The items we talked about yesterday were:

1. [REDACTED]

2. [REDACTED]

3. [REDACTED]

[REDACTED]

[REDACTED]


4. [REDACTED]

[REDACTED]

Thanks,
Scott

From: [Scott Bowers](#)
To: [Christal Watts](#)
Subject: PRA
Date: Monday, January 26, 2015 4:16:23 PM
Attachments: [Teacher grievance requestf21.pdf](#)

Hi Christal,
Here is a copy of the PRA. Let me know your thoughts,

Hope you had a great weekend with 

Cheers,
Scott

From: [Watts, Christal](#)
To: [Scott Bowers](#)
Cc: [Max McGee](#); [Teri Baldwin -PAEA](#)
Subject: RE: Public Request for grievance from the media
Date: Wednesday, January 28, 2015 3:30:51 PM
Attachments: [image001.png](#)

I think it's important for Max to be there for a portion of the meeting, if at all possible.

Thanks.
Christal

From: Scott Bowers [mailto:sbowers@pausd.org]
Sent: Wednesday, January 28, 2015 3:29 PM
To: Watts, Christal
Cc: Max McGee; Teri Baldwin -PAEA
Subject: Re: Public Request for grievance from the media

Hi Christal,
Max's schedule is jam packed right now. If the three of us can meet initially that would probably allow us to meet sooner.

If you really need Max too, I will check on times for next week.

Cheers,
Scott

From: <Watts>, Christal Watts [REDACTED] >
Date: Wednesday, January 28, 2015 1:01 PM
To: Scott Bowers <sbowers@pausd.org>
Cc: Max McGee <mmcgee@pausd.org>, Teri Baldwin <[REDACTED]>
Subject: Public Request for grievance from the media

Hi Scott,
I spoke to CTA Legal regarding this matter. When can the four of us meet to discuss?

Christal Watts
Regional Uniserv Staff – San Jose RRC
(408)266-1321 (office) | (408)266-7893 (fax)



The California Teachers Association exists to protect and promote the well-being of its members; to improve the conditions of teaching and learning; to advance the cause of free, universal, and quality public education; to ensure that the human dignity and civil rights of all children and youth are protected; and to secure a more just, equitable, and democratic society.

Find CTA on [Facebook](#) and [Twitter](#)

We gain strength, and courage, and confidence by each experience in

January 30, 2015

Dear Gunn Parents,

As I look back on this week, I am simply amazed. Amazed by the way students, staff, and you, our community, have come together to support each other through this incredibly difficult time. Amazed by the flood of counseling support providers who have been on campus every day this week from our partner entities and who have worked alongside our own Gunn counselors and psychologists to check in with over 400 students (many of them every day), making sure they were coping in healthy ways and taking care of themselves as they processed the sad news of the weekend. Amazed by the teachers and staff members, who devotedly reached out to individual and groups of students, supported them in a wide variety of ways, and faithfully referred them to our Crisis Response Team for support when necessary. Amazed by the outpouring of volunteers and food from our PTA and schools across the district to nourish us and help with important tasks such as confirming with parents on why each student was leaving school during the day. Amazed by our students who have cried and laughed together this week and who did such a superb job at the Board of Education meeting on Tuesday night representing a depth and breadth of hope and understanding far beyond their years. To quote one of our students, "I have never been more proud to be a Titan."

Thank you for all that you have done this week to help us and one another! As we go into the weekend, I think it is important for us all to take time to rest, reflect, and check in again with our children on how they are feeling, what they are thinking, and how they are coping. Grief can come in waves so it might be this weekend that your child wishes to talk with you on this important topic. I encourage you to go to our [Guidance and Wellness page](#) where there are many resources to help you frame conversations, identify local and national resources, and read about how to help your child and family communicate about so difficult a topic. Please let us know if you would like us to follow up with your child when he/she returns to school. We stand ready to assist any child or family that needs support.

Throughout the week there have been many helpful suggestions made at the Senior Parent Night, Tuesday's Board meeting, and directly to me. I want to assure you that we are taking these ideas and our future actions very seriously. Many of the ideas that have been mentioned are already identified in our upcoming WASC report that staff, students, and parents have been creating over the last six months. Although this report has yet been presented to our Board of Education, I wanted to share it with you as a way to see the many good ideas we are dedicated to starting soon that were already identified. I am sure there are more beneficial ideas to add to our list that you and your child will have. Please share them with us – we are all in this together!

- [One-page summary of WASC goals](#)
- [3-year action plan](#)
- [5-year action plan](#)
- [Complete WASC report](#)

I sincerely hope each of you have a peaceful weekend filled with friends and family. I will be attending our student's services on Sunday and am proud to join his friends in representing Gunn, as we honor his life.

In Peace,
Denise Herrmann, Ed.D.
Gunn Principal

From: Tabitha Kappeler Hurley
To: Max McGee; Scott Bowers
Subject: RE: IMPORTANT
Date: Monday, February 02, 2015 8:48:59 PM
Attachments: PAEAContract.pdf

Hi Max,

Here is the piece of the contract that Denise is referring to (page 64):

APPENDIX C

California Standards for the Teaching Profession & California Standards for the School Counseling Profession Clarification Addendum

In 2011, the Palo Alto Unified School District (District), with support from the Palo Alto Educators Association (PAEA), adopted the California Standards for the Teaching Profession (CSTP)

and the California Standards for the School Counseling Profession (CSSCP) as its benchmark "Standards" for teacher and counselor recruitment, development, and performance. In the interest of

establishing and communicating clear and consistent expectations, Appendix C provides more detail to District's expectations around these identified Standards.

1. CSTP Standard 3: Understanding and Organizing Subject Matter for Student Learning
In order to provide readily available and inclusive access to learning expectations, instructional materials and assignments, secondary teachers are expected to electronically-post homework

assignments, instructional materials, and test and quiz dates (with the exception of pop quizzes and regularly scheduled quizzes defined in the posted course syllabus) in a timely manner.

3.5 Using and adapting resources, technologies, and standard-aligned instructional materials/adopted materials to make subject matter accessible to all students.

2. CSTP Standard 5: Assessing Students for Learning

In order to provide timely feedback on student learning, secondary teachers are expected to electronically post updated grades at least once every three weeks.

5.6 Using available technologies to assist in assessment, analysis, and communication of student learning.

5.7 Using assessment information to share timely and comprehensive feedback with students and their families.

Scott – are there any other sections that I missed?

Thanks,

Tabitha

Tabitha Kappeler-Hurley

Communications Coordinator

Palo Alto Unified School District

(408) 396-7952 cell

(650) 329-3746 office

From: Max McGee
Sent: Monday, February 02, 2015 7:28 PM
To: Scott Bowers

Cc: Tabitha Kappeler Hurley
Subject: IMPORTANT

Denise sent me this note. Is this correct:

To clarify posting of HW from the contract: Posting homework assignments electronically is REQUIRED – what is strongly recommended is that all teachers use Schoology.

You sent me language earlier but it did not mention required electronic posting. I really need the precise, exact language tonight.

Thanks,
Max

From: [Elena Kadvany](#)
To: [Scott Bowers](#)
Subject: Re: Public Records Act request: Gunn teachers grievance
Date: Tuesday, February 10, 2015 7:27:32 PM

Scott -- Thanks for the update, appreciate it.

Best,

On Tue, Feb 10, 2015 at 2:54 PM, Scott Bowers <sbowers@pausd.org> wrote:

Hi Elena,

We are working on gathering the materials. I sent a letter to PAEA letting them know that the District received this request and that we are intending to provide you with the materials. Once I have the materials together I will share them with them so they can decide if they wish to challenge the release. If they don't take any action, I will send them over to you.

Cheers,
Scott

From: Elena Kadvany <ekadvany@embarcaderopublishing.com>
Date: Monday, February 9, 2015 8:55 AM
To: Scott Bowers <sbowers@pausd.org>
Subject: Re: Public Records Act request: Gunn teachers grievance

Hi Scott,

Hope all is well. I just wanted to follow up to check the status of this request.

Best,

On Fri, Jan 23, 2015 at 8:44 AM, Scott Bowers <sbowers@pausd.org> wrote:

Hi Elena,

Dr McGee forwarded your PRA request to me. I am in the process of gathering the information you requested. Once the material has been accumulated and reviewed for confidential information, I will send it along to you. I hope to have the information available in a few weeks.

Regards,
Scott

Scott J. Bowers
Assistant Superintendent – HR
Palo Alto Unified School District
25 Churchill Ave, Palo Alto, CA 94306
[650-329-3958](tel:650-329-3958)

From: [Scott Bowers](#)
To: [Teri Baldwin](#); [Christal Watts](#)
Subject: Letter Regarding the PRA
Date: Monday, February 09, 2015 5:25:03 PM
Attachments: [REDACTED]
[Teacher grievance PRA request.pdf](#)

Hi Teri and Christal,

[REDACTED]

[REDACTED]

[REDACTED]

Regards,
Scott

Scott J. Bowers
Assistant Superintendent – HR
Palo Alto Unified School District
25 Churchill Ave, Palo Alto, CA 94306
650-329-3958



PALO ALTO UNIFIED SCHOOL DISTRICT
HUMAN RESOURCE CENTER

25 CHURCHILL AVENUE
PALO ALTO, CALIFORNIA 94306
(650) 329-3958 FAX (650) 323-5162

February 9, 2015

By U.S. Mail and Email

Teri Baldwin
c/o Palo Alto Educators Association
PO Box 60517
Palo Alto, CA 94306

Christal Watts
c/o CTA
4810 Harwood Road, Suite 100
San Jose, CA 95124

Re: Notice of Request for Grievance Records

Dear Teri and Christal,

The District recently received a request from a local reporter under the California Public Records Act (Government Code section 6250, et seq.) seeking "copies of all records, including the grievance, response(s) to the grievance by the district and any emails or other written communications pertaining to the grievance between district or Gunn administrators and the union or teachers, and between administrators and members of the Board of Education." The District will provide you with copies of the documents we intend to produce when they are available.

We take our responsibility as guardians of the public's information seriously, and we are required by law to make the best efforts in responding to such a request within the limits of the law. If you do not wish for these records to be produced, you will need to provide us with a copy of an appropriate court-issued protective order precluding such production. When we send you a copy of the responsive documents, we will also provide a deadline for obtaining a protective order.

If you have any questions about your legal rights, you may wish to seek immediate legal counsel.
If you are represented in this matter, please immediately forward this letter to your attorney as this information is time sensitive. Please feel free to contact me if you have any questions regarding this letter.

Sincerely,



Scott J. Bowers

From: [Scott Bowers](#)
To: [Kathleen Ruegsegger](#)
Subject: Re: CPRA: Grievance
Date: Friday, February 27, 2015 11:05:42 AM

[REDACTED] Scott

From: Kathleen Ruegsegger <kruegsegger@pausd.org>
Date: Friday, February 27, 2015 9:24 AM
To: Scott Bowers <showers@pausd.org>
Subject: RE: CPRA: Grievance

Scott, [REDACTED]
[REDACTED] Kathleen

From: Scott Bowers
Sent: Thursday, February 26, 2015 6:23 PM
To: Kathleen Ruegsegger
Subject: Re: CPRA: Grievance

[REDACTED]
[REDACTED]
Scott

From: Kathleen Ruegsegger <kruegsegger@pausd.org>
Date: Monday, February 23, 2015 9:10 AM
To: Scott Bowers <showers@pausd.org>
Subject: FW: CPRA: Grievance

Hi Scott, [REDACTED] Kathleen

From: Elena Kadvany [<mailto:ekadvany@embarcaderopublishing.com>]
Sent: Tuesday, February 10, 2015 9:26 PM
To: Kathleen Ruegsegger
Subject: Re: CPRA: Grievance

Hi Kathleen,

We would like emails sent to or from the following people that contain the word "grievance":

Max McGee
Denise Herrmann

Scott Bowers
Teri Baldwin
School board members

Thanks,

On Tue, Feb 10, 2015 at 2:18 PM, Kathleen Ruegsegger <kruegsegger@pausd.org> wrote:

Dear Elena, I have been given a copy of your PRA stating "any emails . . . pertaining to the grievance between district or Gunn administrators and the union or teachers, and between administrators and members of the Board of Education."

I am seeking your clarification of "between district or Gunn administrators" and "between administrators and members of the Board of Education." In order to submit the request to the IT department, I would need administrators' names; for example, do you mean Dr. McGee, Dr. Bowers, and Dr. Herrmann?

As an update, we are seeking information about what we can and cannot release regarding a grievance as it is governed by our agreement with PAEA. Kathleen

Kathleen Ruegsegger

Executive Assistant to the Superintendent
Palo Alto Unified School District
25 Churchill Avenue, Palo Alto, CA 94306
[650.329.3737](tel:650.329.3737)
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