

**From:** Ben Kleban on behalf of Ben Kleban <ben@benkleban.com>

**To:** Carrie Olson; MARLENE DE LA ROSA; Scott Esserman; XOCHITL GAYTAN; MICHELLE QUATTLEBAUM; Kimberlee Sia; JOHN YOUNGQUIST; Alex Marrero

**Cc:** Deborah Staten; MARCUS JOHNSON; AARON THOMPSON; MELISSA ROSALES; LORI ATWOOD; Carrie Douglass; Ethan Ashley; sarita\_armendariz@dpsk12.net

**Subject:** Governance Coaching

**Date:** Tuesday, February 20, 2024 2:40:43 PM

Dear Board Members and Dr. Marrero,

We are excited to share that we have secured philanthropic support to begin our monthly coaching program with you! This is a wonderful opportunity for us to ensure the seeds we planted together in January continue to grow and flourish as ongoing habits of good governance.

To recap, the monthly coaching will consist of:

1. Monthly 1:1 with me and each board member and the Superintendent.
2. Up to 2 hours per month of other staff check ins (e.g., Marcus, Aaron, Debbie, etc.), as needed.

To kick things off, I'd like to schedule a recurring monthly time with each board member and Dr. Marrero. These will be scheduled for 1 hour, but we won't always need that much time.

I'd like to have these recurring meetings during the last week of each month due to the typical timing of your board meetings. If possible, I'd like to get these meetings started before the end of this month.

Please schedule a time with me here: [https://calendly.com/benkleban/60\\_min\\_meeting](https://calendly.com/benkleban/60_min_meeting). Even better if this works as a recurring monthly meeting time. If not, we can figure out a plan for that when we meet.

Looking forward to seeing you all again soon,

Ben

**From:** Ben Kleban <ben@benkleban.com>

**Sent:** Monday, January 22, 2024 9:49 AM

**To:** Carrie Olson <colson@dpsk12.net>; MARLENE DE LA ROSA <Marlene\_DeLaRosa@dpsk12.net>; Scott Esserman <scott\_esserman1@dpsk12.net>; XOCHITL GAYTAN <xochitl\_gaytan@dpsk12.net>; MICHELLE QUATTLEBAUM <m\_quattlebaum@dpsk12.net>; Kimberlee Sia <kimberlee\_sia@dpsk12.net>; JOHN YOUNGQUIST <john\_youngquist@dpsk12.net>; Alex Marrero <alex\_marrero@dpsk12.net>

**Cc:** Deborah Staten <deborah\_staten@dpsk12.net>; MARCUS JOHNSON <marcus\_johnson1@dpsk12.net>; AARON THOMPSON <aaron\_thompson2@dpsk12.net>; MELISSA ROSALES <MELISSA\_ROSALES@dpsk12.net>; LORI ATWOOD <lori\_atwood@dpsk12.net>; Carrie Douglass <carrie@schoolboardpartners.org>; Ethan Ashley <ethan@schoolboardpartners.org>; sarita\_armendariz@dpsk12.net

**Subject:** RE: January Retreat (16 & 17)

All,

Thank you again for the privilege to work with your Board and senior administration to support the important work of good governance for DPS!

We wanted to share the materials from the retreat for your future

reference: 1. This [deck](#) is from our time together on Day 1.

2. Attached is the deck from Day 2 with videos removed due to file size restrictions. 3.

Attached is the feedback from the survey. Overall, we were happy to see such positive feedback and hopeful we may continue to be of support to your team moving forward.

I did want to share one thing we neglected to fully address last week. While there were several moments where Black and Brown biases were mentioned and acknowledged as present in your work together, we must admit that we did not fully address or discuss these issues together. I have added this as a potential “next step for support” as we have a fantastic expert facilitator on our team who could assist with this type of work. But to really do that work justice, it requires the proper expertise and time allotment that we were not able to sufficiently offer among the other objectives last week.

Please feel free to reach out with any questions in the meantime, and we look forward to continued conversations on how we may be able to further support your work!

All the best,

Ben

**From:** Ben Kleban <[ben@benkleban.com](mailto:ben@benkleban.com)>

**Sent:** Tuesday, January 9, 2024 3:39 PM

**To:** Carrie Olson <[colson@dpsk12.net](mailto:colson@dpsk12.net)>; MARLENE DE LA ROSA <[Marlene\\_DeLaRosa@dpsk12.net](mailto:Marlene_DeLaRosa@dpsk12.net)>; Scott Esserman <[scott\\_esserman1@dpsk12.net](mailto:scott_esserman1@dpsk12.net)>; XOCHITL GAYTAN <[xochitl\\_gaytan@dpsk12.net](mailto:xochitl_gaytan@dpsk12.net)>; MICHELLE QUATTLEBAUM <[m\\_quattlebaum@dpsk12.net](mailto:m_quattlebaum@dpsk12.net)>; Kimberlee Sia

<[kimberlee\\_sia@dpsk12.net](mailto:kimberlee_sia@dpsk12.net)>; JOHN YOUNGQUIST <[john\\_youngquist@dpsk12.net](mailto:john_youngquist@dpsk12.net)>; Alex Marrero <[alex\\_marrero@dpsk12.net](mailto:alex_marrero@dpsk12.net)>

**Cc:** Deborah Staten <[deborah\\_staten@dpsk12.net](mailto:deborah_staten@dpsk12.net)>; MARCUS JOHNSON <[marcus\\_johnson1@dpsk12.net](mailto:marcus_johnson1@dpsk12.net)>; AARON THOMPSON <[aaron\\_thompson2@dpsk12.net](mailto:aaron_thompson2@dpsk12.net)>; MELISSA ROSALES <[MELISSA\\_ROSALES@dpsk12.net](mailto:MELISSA_ROSALES@dpsk12.net)>; LORI ATWOOD <[lori\\_atwood@dpsk12.net](mailto:lori_atwood@dpsk12.net)>; Carrie Douglass <[carrie@schoolboardpartners.org](mailto:carrie@schoolboardpartners.org)>; Ethan Ashley <[ethan@schoolboardpartners.org](mailto:ethan@schoolboardpartners.org)>; [sarita\\_armendariz@dpsk12.net](mailto:sarita_armendariz@dpsk12.net)

**Subject:** RE: January Retreat (16 & 17)

Thank you to the 3 board members who have completed the [Board Self Assessment](#) so far. I don't know who you are because we kept it completely anonymous

For the other 4 of you, this is just a friendly reminder to please complete it as soon as you can but no later than the end of this week.

Lastly, the question has come up about whether board members should consider the new board or the past board when completing this assessment. My answer is to please consider both time periods, especially when you believe it's possible the new board may face similar challenges / experiences as the past board. You may deemphasize issues that you believe are truly matters of the past and not likely to reoccur in the future for whatever reason. But let's keep in mind that old habits die hard, and the majority of current members are returning from the prior board. You may also clarify the approach / perspective you took in the open comments at the end if that's helpful.

Thanks!

Ben

**From:** Ben Kleban

**Sent:** Friday, January 5, 2024 11:35 AM

**To:** Carrie Olson <[colson@dpsk12.net](mailto:colson@dpsk12.net)>; MARLENE DE LA ROSA <[Marlene\\_DeLaRosa@dpsk12.net](mailto:Marlene_DeLaRosa@dpsk12.net)>; Scott Esserman <[scott\\_esserman1@dpsk12.net](mailto:scott_esserman1@dpsk12.net)>; XOCHITL GAYTAN <[xochitl\\_gaytan@dpsk12.net](mailto:xochitl_gaytan@dpsk12.net)>; MICHELLE QUATTLEBAUM <[m\\_quattlebaum@dpsk12.net](mailto:m_quattlebaum@dpsk12.net)>; Kimberlee Sia <[kimberlee\\_sia@dpsk12.net](mailto:kimberlee_sia@dpsk12.net)>; JOHN YOUNGQUIST <[john\\_youngquist@dpsk12.net](mailto:john_youngquist@dpsk12.net)>; Alex Marrero <[alex\\_marrero@dpsk12.net](mailto:alex_marrero@dpsk12.net)>

**Cc:** Deborah Staten <[deborah\\_staten@dpsk12.net](mailto:deborah_staten@dpsk12.net)>; MARCUS JOHNSON <[marcus\\_johnson1@dpsk12.net](mailto:marcus_johnson1@dpsk12.net)>; AARON THOMPSON <[aaron\\_thompson2@dpsk12.net](mailto:aaron_thompson2@dpsk12.net)>; MELISSA ROSALES <[MELISSA\\_ROSALES@dpsk12.net](mailto:MELISSA_ROSALES@dpsk12.net)>; LORI ATWOOD <[lori\\_atwood@dpsk12.net](mailto:lori_atwood@dpsk12.net)>; Carrie Douglass <[carrie@schoolboardpartners.org](mailto:carrie@schoolboardpartners.org)>; Ethan Ashley <[ethan@schoolboardpartners.org](mailto:ethan@schoolboardpartners.org)>; [sarita\\_armendariz@dpsk12.net](mailto:sarita_armendariz@dpsk12.net)

**Subject:** RE: January Retreat (16 & 17)

Dear Board Members and Dr. Marrero,

We are very excited to work with all of you to strengthen the Board's governance practices in 2024!

As the retreat is fast approaching, I am writing to ask your full participation as soon as possible with the following pre-work activities:

1. Board members: please schedule a 30 min 1:1 meeting with me via [this link](#). Dr. Marrero, please schedule a 45 min 1:1 meeting with me via [this link](#). The purpose of this meeting is to collect insight and feedback about the board's prior work and experiences together, informing the continued refinement of our retreat agenda to be most responsive to your needs. **Feedback shared with me during these meetings will be kept strictly confidential and anonymous.**
2. Board members: please complete this [Board Self Assessment](#), based on the Board's Governance Process Policy GP4-E . This survey is also anonymous and your candor will

further inform our focus and activities in the retreat. I don't expect the survey will take more than 10- 15 minutes of your time.

Please complete these two tasks as soon as possible, **but no later than Friday, January 12**. Lastly,

Marcus and Aaron – please schedule a time with me to connect via [this link](#) and let me know

if there are any other senior staff members that may need to join. The purpose of this meeting is for us to catch up and get in sync with the work you are doing regarding the Carver model. We want to be sure our retreat objectives and deliverables are in concert with those other activities as much as possible.

We look forward to meeting each of you and thank you in advance for your time and

participation! Best regards,

Ben

Policy Consultant, School Board Partners

**From:** Carrie Olson <[colson@dpsk12.net](mailto:colson@dpsk12.net)>

**Sent:** Thursday, January 4, 2024 10:05 AM

**To:** MARLENE DE LA ROSA <[Marlene\\_DeLaRosa@dpsk12.net](mailto:Marlene_DeLaRosa@dpsk12.net)>; Scott Esserman <[scott\\_esserman1@dpsk12.net](mailto:scott_esserman1@dpsk12.net)>; XOCHITL GAYTAN <[xochitl\\_gaytan@dpsk12.net](mailto:xochitl_gaytan@dpsk12.net)>; MICHELLE QUATTLEBAUM <[m\\_quattlebaum@dpsk12.net](mailto:m_quattlebaum@dpsk12.net)>; Kimberlee Sia <[kimberlee\\_sia@dpsk12.net](mailto:kimberlee_sia@dpsk12.net)>; JOHN YOUNGQUIST <[john\\_youngquist@dpsk12.net](mailto:john_youngquist@dpsk12.net)>; Alex Marrero <[alex\\_marrero@dpsk12.net](mailto:alex_marrero@dpsk12.net)>

**Cc:** Deborah Staten <[deborah\\_staten@dpsk12.net](mailto:deborah_staten@dpsk12.net)>; MARCUS JOHNSON <[marcus\\_johnson1@dpsk12.net](mailto:marcus_johnson1@dpsk12.net)>; AARON THOMPSON <[aaron\\_thompson2@dpsk12.net](mailto:aaron_thompson2@dpsk12.net)>; MELISSA ROSALES <[MELISSA\\_ROSALES@dpsk12.net](mailto:MELISSA_ROSALES@dpsk12.net)>; LORI ATWOOD <[lori\\_atwood@dpsk12.net](mailto:lori_atwood@dpsk12.net)>; Ben Kleban <[ben@benkleban.com](mailto:ben@benkleban.com)>; Carrie Douglass <[carrie@schoolboardpartners.org](mailto:carrie@schoolboardpartners.org)>; Ethan Ashley <[ethan@schoolboardpartners.org](mailto:ethan@schoolboardpartners.org)>

**Subject:** Re: January Retreat (16 & 17)

My apologies for leaving Ethan, Carrie, and Ben off of this email! Added them

now. Thanks.

On Jan 3, 2024, at 10:36 AM, Carrie Olson <[colson@dpsk12.net](mailto:colson@dpsk12.net)> wrote:

*I send this email to you for distribution purposes only and not for purposes of initiating email discussion about the contents. So that this email does not lead to what might be considered a public meeting under Colorado law, we ask that you refrain from responding to the group.*

Happy New Year!

I hope that you all have had a wonderful time with family and friends this holiday season. I am looking forward to our work together as we start the new year!

Deborah worked on finding facilitators for us in December and over break. She and I met with School Board Partners last week and they sent us the proposal attached to this email. We are very excited to work with them. Michelle, Scott, and I have been a part of their cohorts through the years. Marlene, Kim, and John will be joining the next cohort so it made sense to have them continue to help us become a strong board to serve our students.

As you can see, they are planning on supporting us as we establish norms for working together and getting to know each other better to create a strong foundation. They also will work with us and the staff on Policy Governance. They are interested in continuing to support us so that this isn't a one and done event. I have cc'd Ethan Ashley, Carrie Douglass, and Ben Kelban on this email as well.

Lori will work on scheduling times for you to talk with them if you'd like and they will send out more information.

I look forward to our shared work during this retreat! Please let me and/or Debbie know if you have any questions.

Thank you!

Carrie

*Carrie A. Olson, PhD, NBCT (MC-GEN)*  
Board of Education, District 3  
**Denver Public Schools**  
1860 Lincoln Street  
Denver, CO 80203

*My pronouns are she, her, hers (ella) and [here's why it matters](#)*

<http://board.dpsk12.org>

*(Please note that I'm sending this message at a time that works for me; I don't expect you to read, reply, or take action on this outside of your regular working hours.)*

<DPS Retreat Proposal Jan 2024 - Final.pdf>