

**Issaquah School District  
Executive Limitations Monitoring Report**

**EL-7 EMERGENCY SUPERINTENDENT SUCCESSION  
Annual Internal Report - September 14, 2023**

*The Board believes that continuity of district leadership is vital to ongoing operations.*

***The Superintendent certifies that the District is in compliance with EL-7 without exceptions.***

*In order to protect the Board from sudden loss of Superintendent services, the Superintendent shall have no fewer than two other executives sufficiently familiar with Board and Superintendent issues and processes to enable either to take over with reasonable proficiency as an interim successor.*

**Interpretation**

I interpret this policy to require the identification and preparation of at least two current executives to manage essential school district functions and urgent matters on a temporary basis in the loss of or gap in Superintendent services. Two or more executive-level administrators will be prepared to temporarily fulfill the duties and responsibilities of the Superintendent including the support of the Cabinet and the Board.

This interpretation excludes long-term planning, decision-making about the organizational structure, expectations of the Superintendent's office currently in effect, and the Superintendent's professional roles outside the District, including relationships with government agencies and elected officials, community partners, Puget Sound Educational Service District (PSESD), Office of Superintendent of Public Instruction (OSPI) and Washington Association of School Administrators (WASA).

I further interpret this to mean there are systems and structures in place, and appropriate documentation and clear roles, support functions and responsibilities for Board processes and Cabinet protocols to transition duties on a temporary basis.

**Evidence of Compliance**

The organizational structure divided the work of the District across the following groups for the 2022 – 2023 school year:

- Academic and Student Success (inclusive of Special Services, Student Interventions, and Teaching and Learning Services)
- Business, Finance and Operations (inclusive of Capital Projects, Facilities, Nutrition Services, Safety and Security, and Technology)
- Communications and Digital Media
- Equity and Family Partnership
- Human Resources
- Schools (inclusive of Elementary, Middle and High School Education)

The Chief Financial Officer/Chief Operating Officer, Chief Academic and Student Success Officer

and the Assistant Superintendent of Human Resources are sufficiently familiar and experienced with Board and Superintendent relations and processes, including managing Board meetings in accordance with the Open Public Meetings Act (OPMA) of the State of Washington.

I met weekly with this group to stay informed about Board and Superintendent issues. In addition to this group, the Senior Advisor and Strategy Lead joins this meeting. During any nonwork or sick days, I communicated the assignment and rotation of who is responsible on-site and in-person during my absence.

Cabinet team members served as the District's first team and engaged in weekly meetings, school visits and retreats for the purpose of providing leadership and supervision to all administrators and staff. In addition, Cabinet ensured collaboration, communication and overall cohesion around District priorities. Cabinet team members have knowledge of essential matters across the District and are supported by the Superintendent's Executive Assistant and Administrative Assistant team for calendar coordination, preparation for agenda items for upcoming Board meetings, archival of information and document retrieval related to past Board meetings. This team receives the semi-weekly Friday updates from the Superintendent to the Board. Cabinet team members work directly with and contribute to the following essential functions of the Superintendent:

- Support to the Board of Directors, including the preparation of materials for Board meetings, retreats and work studies. Attendance at every Board meeting is expected, unless excused by the Superintendent.
- Follow-up from Board meetings.
- Monitoring and implementation planning for Ends and Executive Limitations and related requirements of Policy Governance.

*Accepted by Board: September 14, 2023*