



OE-7 Emergency Superintendent Succession

Policy Type: Operational Expectation

Annual Monitoring Report for School Year 2024-2025 - September 11, 2025

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

The Superintendent certifies that the District is in compliance with OE-7 with no exceptions.

In order to protect the Board from the sudden loss of Superintendent services, the Superintendent shall have no fewer than two other executives sufficiently familiar with the Board's governance process and District/Superintendent issues and processes to enable either to assume Superintendent responsibilities on an emergency basis.

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 temporarily 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 temporarily.

Evidence of Compliance

The functional areas below reported directly to the Superintendent and the organizational structure divided the work of the district across the following groups for the 2024-25 school year:

- Academic and Student Success (inclusive of Special Services, Teaching and Learning Services, and Schools)
- Business, Finance and Operations (also inclusive of Capital Projects, Facilities, Nutrition Services, Safety and Security, and Technology)
- Communications and Digital Media

- Equity, Belonging and Family Partnership (inclusive of Counseling and VOICE Mentor Program)
- Human Resources
- Strategy and Innovation

The Chief Financial Officer/Chief Operating Officer, Chief Academic and Student Success Officer, Assistant Superintendent of Human Resources, Executive Director of Communications, and Senior Advisor and Strategy Lead 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.

The Superintendent met weekly with this group to coordinate on Board and Superintendent meeting preparation and upcoming important topics. The roles / titles for team members who can step in as a delegate to the Superintendent included: Chief Financial Officer/Chief Operating Officer, Chief Academic and Student Success Officer, and Assistant Superintendent of Human Resources. The rotation of who is responsible on-site and in-person during the Superintendent's absence is dependent on work schedules. During any nonwork or sick days, the assignment of who is the responsible on-site and in-person delegate is communicated to the Board and Cabinet.

Cabinet team members served as the district's executive leadership 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, the Cabinet ensured collaboration, communication and overall cohesion around District priorities and the strategic plan. 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, and 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 Results and Operational Expectations and related requirements of Coherent Governance.

For the 2025-26 school year, the systems and structures will adjust with leadership transition. In this case, the work to transition current priorities, future goals/priorities and historical context of the Board was intentionally supported by a strong transition plan between the Chief Academic and Student Success Officer and Assistant Superintendent. This work will continue, and support will be provided to new leaders who are named explicitly as delegates on behalf of the Superintendent.

Board acceptance: September 11, 2025