



OE-8 Communication and Support to the Board

Policy Type: Operational Expectation

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

The Board believes that District Administration should be fully transparent with the School Board and keep the Board informed of all significant issues relating to the District. We value an open and effective relationship between the Superintendent and the Board as a whole.

The Superintendent certifies that the district is in compliance with OE-8 without exception.

The Superintendent shall assure that the Board is fully supported and adequately informed about matters relating to Board work and significant district concerns.

General Interpretation:

I interpret this to mean that I will provide information for Board discussion, action and monitoring of the Operational Expectations and Results conducted at public Board meetings, work studies and retreats.

Evidence of Compliance

- I ensure all information and support of Board meetings, the fulfillment of Board legal requirements, Board decision-making information and documentation, Board committee work and materials, Board official documentation and records, Board webpage on the district website and communications, calendars, workflow, and meeting logistics have been prepared and submitted in accordance with Open Public Meetings Act (OPMA) and all Washington state codes and laws.
- The district ensures the Board and Superintendent attend (OPMA) and Public Records Act (PRA) training. Previously, this was provided and attended by all Directors and the Superintendent on 8/23/2022. With new Board members and support staff to the Board, this training occurred at the WSSDA Annual Conference in Bellevue, WA on 11/16/2023. The next year the full Board needs to complete OPMA and PRA training is in the fall of 2026.
- The Superintendent and Superintendent’s Cabinet work together to make sure the Board is informed and updated regularly through email, phone calls and meetings.
- The Board was provided with frequent budget updates in preparation for Board meetings.
- In 2024-25, significant information was jointly developed with the two bond initiatives in November 2024 and February 2025.
- Executive sessions were utilized to update the Board on pending litigation and personnel matters. Union negotiations were discussed in closed sessions.

The Superintendent will:

8.1 Submit required monitoring data (BSR-5 Monitoring Superintendent Performance) in a timely, accurate, understandable, non-defensive and unbiased fashion, directly addressing provisions of Board policies being monitored and justifying his/her interpretation.

Interpretation

I interpret this to mean that I will submit all monitoring reports and data with reasonable allowance for emergencies, available data and capacity, and unforeseen circumstances. Further, all data, information, and Board materials will be presented clearly and concisely in support of and include relevant context or reference to the feedback provided in the prior year.

Evidence of Compliance

- All monitoring reports were submitted for the 2024-25 school year.
- Work studies were held on all Results and several Operational Expectations during the 2024-25 school year. Monitoring reports are available and archived on the [district's website](#).

8.2 Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.

Interpretation

I interpret this to mean that any actual or anticipated noncompliance with a Board policy will be disclosed to the Board when it happens or in anticipation of when it may happen. Any noncompliance will be noted in the relevant monitoring report with a proposed plan to address such noncompliance.

Evidence of Compliance

- The Superintendent notified the Board of updates through emails, meetings and phone calls.
- All 2024-25 monitoring reports submitted to the Board were accepted by the Board.

8.3 Submit decision information required periodically by the Board and inform the Board of relevant trends.

Interpretation

I interpret this to mean that I will provide information and data required for Board decision and action. In addition, I interpret this to mean that I will provide updates to the Board about trends in public education on a local and national level, innovative ideas for district operations, trends within and across District schools, and evidence-based practices in support of student learning and well-being.

Evidence of Compliance

- Regular meeting agenda items included capital projects updates, bond updates, secondary innovation and budget updates.
- Enrollment data was provided monthly via emailed P223 data by location, grade level, and elementary class size.

- District and school level data was provided to the school board, including SBA results, School Improvement Plan data dashboards, and during Results and Operational Expectations monitoring, specifically Results 2.
- The Superintendent provided an opportunity for the Board in April 2025 to attend the ASU+GSV Summit to engage in learning about education technology and Artificial Intelligence (AI) in education. The conference registration was fully sponsored by the organizers.

8.4 Advise the Board of any incidental information it requires, including anticipated media coverage, threatened or pending claims or lawsuits and material internal changes.

Interpretation

Whenever possible, I interpret this to mean that I will keep the Board informed of essential and relevant information related to media coverage, pending and/or current litigation and organizational responsibilities. The Superintendent may provide incidental information as agreed upon by the Board and Superintendent in written form. The Board will clarify in advance what information the entire Board requires.

Evidence of Compliance

- Routine communications (Superintendent Friday Updates, emails, texts, phone calls, etc.) to the Board were designed to meet the “no surprises” standard as it relates to litigation, personnel matters of a sensitive nature, significant personnel changes, matters likely to result in significant media coverage, student safety and welfare, changes to regulations and procedures, and calendar of events and commitments, to name a few.
- Examples of major media topics and coverage last year included student walkouts in October 2024, Burien News blogposts from Highline school district community, the bond in November 2024 and February 2025, the Bomb Cyclone, academic recovery post-COVID, efforts with Artificial Intelligence, Issaquah Middle School, secondary innovation and a First Amendment Auditor visit.
- Personnel who support this effort to keep the Board informed include the Executive Assistant, Executive Director of Communications, members of the Cabinet, and occasionally other members of the administration. Regular updates and emails document this information flow.
- Changes to the Superintendent’s Cabinet and administrative positions were shared.
- The Board met in executive session several times during the 2024-25 school year related to personnel matters, pending claims or lawsuits.

8.5 Advise the Board if, in the Superintendent’s opinion, the Board or any of its members are not in compliance with its own policies on Governance Culture or Board Superintendent Relationship, particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the Superintendent.

Interpretation

I interpret this to mean that I will communicate directly about any noncompliance by the Board or individual Board members directly to the full Board or to individual Board members, as needed.

Evidence of Compliance

- There were regular conversations that included feedback and an evaluation conversation to sustain a positive working relationship between the Board and the Superintendent.
- Ongoing feedback about individual communication preferences was provided.

8.6 Provide a workable mechanism for official Board, Board officer, or Board committee communications.

Interpretation

I interpret this to mean that there are effective systems and structures established to support the Board, the Board President and any committee communications.

Evidence of Compliance

- The Superintendent and Board President held regular communication by phone, email and in-person. The Board President and Immediate Past President held agenda planning meetings to ensure board meetings, retreats and work studies were well planned and productive, and to discuss any feedback.
- The Board has procedures to receive all emails sent to the Board and to their individual District accounts. The Board publicly reports out on these emails during Announcements and Correspondence at board meetings and correspondence is recorded in the minutes.
- The Superintendent and team provided numerous opportunities for the board to engage via work studies, board meetings, and retreats.
- Zoom options were provided for work study sessions, executive sessions and regular Board meetings when individuals could not be present at meetings in person or needed to attend portions of the meeting.
- A system for follow up to Board requests was implemented to track requests and share follow up actions and/or timelines.
- The Board receives numerous informal updates about district operations and highlights via email.

8.7 Deal with the Board as a whole, even when fulfilling individual requests for information.

Interpretation

Five individual elected board members comprise “the Board.” I interpret this to mean that if one Board member requests information, it shall be provided to all Board members as appropriate. I further interpret this to mean requests or inquiries from one Board member shall not be treated as a directive from the Board but redirected to the Board for consideration. However, when “the Board” has decided to direct the Superintendent, it shall become the work of the Superintendent to comply and accomplish the directive.

Evidence

Upon direction from the Board as a whole, information and materials are provided and distributed electronically in the same way, at the same time, to all members. Most of these are provided with Friday Updates and supported by email as requests are made or responses are provided.

8.8 Supply for the Board’s consent agenda, along with applicable monitoring information, all decisions delegated to the Superintendent yet required by law, regulation, or contract to be Board approved.**Interpretation**

I interpret this to mean that the district will include consent agenda items that fulfill the Board’s legal, contractual and regulatory responsibilities. I also interpret this to mean that if the Superintendent complies with all Board policies, they are free to lead the district as stated in [Board-Superintendent Relationship - BSR 4](#).

Evidence of Compliance

When Board approval is required on items, such as administrative policies, personnel actions, and contracts, those items are put on the consent agenda for board approval. Background information on those items was provided to the Board in advance of board meetings.

8.9 Advise the Board of significant transfers of money within funds or other changes substantially affecting the district’s financial condition.**Interpretation**

I interpret this to mean that the district will notify or advise the Board of significant transfers of money. The district will also provide the Board with a monthly financial status report and other financial documents as appropriate. The monthly budget status reports will be regularly included on the Consent Agenda.

Evidence of Compliance

Budget status reports were provided monthly in an expanded format from the previous year. This provided additional financial information by fund and specifically by Capital Projects.

8.10 Establish a procedure for informing the Board in a timely manner of the administrative disposition of complaints presented to the Superintendent by the Board.**Interpretation**

I interpret this to mean that the district informs the Board of the handling of community concerns and complaints.

Evidence of Compliance

Concerns and complaints come in several forms and through a variety of forms. Formally, anyone may submit a complaint utilizing District Regulation 4220 and the 4220P submission template. Three complaints were submitted based on data collected by the Executive Directors of schools during the 2024-25 school year. Below is an approximate distribution of these complaints over three years:

District Regulation 4220 Complaints Received (July 1-June 30)		
2024-25	2023-24	2022-23
3	6	4

For overall questions and concerns at a school level, families can see a flow chart for how to resolve issues, questions and concerns through the following website pathway “About Us --> Contact Us --> Issues, Questions or Concerns” and this [hyperlink](#). This is also easily available by each school website pathway “XX School Website --> Families & Community --> Issues, Questions or Concerns”. Please see the [Apollo website](#) as an example.

The School Board receives a copy of the responses from 4220 appeals. Informally, complaints or concerns are also raised by email and phone calls. The School Board receives these emails, which receive an auto-response from the board secretary. The School Board also receives the district’s email response or resolution, if applicable, and the collection of correspondence for board meetings.

Evidence for how to report school safety or student behavior concerns is included in “Operational Expectation - 11 Discipline” and evidence related to concerns about staff is included in “Operational Expectation - 3 Personnel Administration”.

8.11 Inform the Board in advance of any deletions of, additions to or significant modifications to any instructional programs.

Interpretation

I interpret this to mean that the district informs the Board of significant instructional and curriculum changes in the district.

Evidence of Compliance

- Work studies, retreats, works in progress and Friday Updates keep the Board apprised of decisions regarding educational programming such as resumption of curriculum adoptions and additions of intervention programs.
- All district course adoptions followed the adoption procedure including submission for Board approval.

8.12 Inform the Board of any significant changes in District Regulations, either deletions, additions or amendments.

Interpretation

I interpret this to mean that the district informs the Board of changes to District Regulations.

Evidence of Compliance

- Updates for regulations are emailed or included in Friday Updates to the Board. This practice started in September 2023.
- Below is a chart with the regulations revised or implemented during the 2024-25 school year:

Date	Regulation #	Regulation Name
9.10.2024	4260	Use of District Facilities
9.12.2024	2255/2255P	Alternative Learning Experience Programs
9.17.2024	4312/4312P	School Safety and Security Services Program
9.20.2024	2150	Extra Curricular Program - Non-Elementary
9.20.2024	2152	Co-Curricular Program - Elementary
9.20.2024	2153	Non-Curriculum Related Elementary School Student Groups
9.27.2024	2140	Comprehensive School Counseling Program
1.13.2025	5010/5010P	Non-Discrimination and Affirmative Action
1.13.2025	4300	Limiting Immigration Enforcement in Schools
1.22.2025	3246F	ISD Restraint Report
1.22.2025	3421P (F1 & F2)	Child Abuse, Neglect, & Exploitation Prevention
1.22.2025	3210/3210P	Non-Discrimination
2.7.2025	2410P	High School Graduation Requirements
3.31.2025	4218/4218P	Language Access Plan
4.8.2025	5406/5406P	Leave Sharing
4.9.2025	6970P2	Naming of School Facilities
6.27.2025	3245	Students and Telecommunications Devices *NEW*

8.13 Provide support and/or information necessary for the Board to perform its advocacy and community engagement role.

Interpretation

I interpret this to mean that the relevant district team members provide information, respond to requests for information, attend events with the Board, and support logistics for Board members to advocate and engage with the community.

Evidence of Compliance

This language was added and approved in July 2024, and the evidence below is new for this monitoring report. In addition to the Superintendent, the Board is supported by Cabinet team members, the Executive Assistant, and members of the communications and technology teams.

Starting in August 2024 and concluding in February 2025, district leadership partnered with and supported the Board on efforts to raise awareness and advocate for the two bond initiatives. Examples include attending and presenting at city council meetings, PTSA/PTA meetings, chambers of commerce and other business or community-based organizations.

Several linkage meetings were held with King County Council, City of Issaquah Leadership, PTSA/PTA Executive Leadership, and the Issaquah Schools Foundation (ISF) Board. The Board held several listening sessions and town halls, supported by the Superintendent and a technology support team member. One Town Hall was in coalition with several other east King County school boards, districts and PTSA/PTAs across the region about the school funding crisis. Director A.J. Taylor represented the Board and district in this planning.

The Board supported student board representatives for an “Issaquah School District’s Day on the Hill” in March 2025. Cabinet members attended to provide support as well.

President Marnie Maraldo and Director Sydne Mullings launched a videocast series about how the district works in January 2025.

The Board President partnered with the Superintendent to attend PTSA/PTA Council General Membership Meetings and ISF Board meetings.

The Superintendent will not:

8.14 Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.

Interpretation

I interpret this to mean that all presentations will be relevant, concise, clear and coherent, and differentiated for three types of information.

Evidence of Compliance

- The Superintendent supported Administrators in providing presentations at Board meetings and focused on keeping works in progress updates concise and under fifteen minutes.
- The Superintendent was provided with feedback after meetings, work studies and retreats on presentations and prepared materials by Board members and adjusted accordingly.
- Results and Operational Expectations monitoring reports continue to be modified to be more concise and framed with big picture evidence, supported by fewer but more meaningful data points and details, and with hyperlinks to data sources.
- Each year the Board receives a copy of the school year’s Guide to Understanding the Budget.

Board acceptance: September 11, 2025