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EXECUTIVE SUMMARY

The District has requested an independent, third-party investigation into District hiring practices, job responsibilities, District operations, and other personnel and/or operational questions related to MMS teacher/coach, Caleb Elliott's arrest on October 3, 2025. The scope of the investigation includes, but is not limited to, determining if/when claims were made regarding Caleb Elliott before October 3, 2025, the District's response to those claims, identifying individuals involved in decision-making regarding Caleb Elliott's employment, and identifying any systemic issues that may exist at MMS and in Athletics. The District requested that the allegations raised in four lawsuits be incorporated into the Investigation (excluding criminal issues against Caleb Elliott).

Over the course of several weeks, I interviewed 39 witnesses (current and former CISD employees and board members—many of whom are also parents of CISD students). I reviewed hundreds of pages of information collected from witnesses and my own independent fact gathering. All of that information underlies the Findings, Conclusions, and Recommendations in the Investigation Report. In short, the Conclusions of the Investigation are:

- I. Allegations regarding District officials' knowledge of and/or actions related to Caleb Elliott's misconduct are **not sustained**.
- II. Systemic issues and/or failures in Athletics are **sustained**.
  - a. <sup>TGC 552.101 /</sup> **TGC 552.101 / TEC 21.355**
  - b. Familial and other relationships create violations of Board Policy in Athletics.
  - c. **TGC 552.101 / TEC 21.355**
  - d. Other public information diminishes <sup>TGC 552.101 / TEC 21.355</sup> effectiveness.
- III. Systemic issues and/or failures at MMS are **sustained**.
  - a. <sup>TGC 552.101 / TEC 21.355</sup> **TGC 552.101 / TEC 21.355**
  - b. <sup>TGC 552.101 / TEC</sup> **TGC 552.101 / TEC 21.355**
  - c. **TGC 552.101 / TEC 21.355**
  - d. <sup>TGC 552.101 / TEC 21.355</sup> **TGC 552.101 / TEC 21.355**
- IV. Board governance issues are **not sustained**.

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Although the issues and/or failures identified within Athletics and MMS warrant attention and correction by the District, it is important to note that:

1. there is not evidence that Caleb Elliott should not have been hired due to any alleged misconduct at the time he was hired;
2. there is not evidence that there was any reason to suspect that Caleb Elliott might someday go on to commit misconduct at the time he was hired; and
3. none of these failures appear to have caused the situation giving rise to Caleb Elliott's arrests.

The Investigation Report makes Recommendations to the District regarding student safety, personnel generally, specific personnel issues, and Board governance.

[End]