

Issaquah School District  
Executive Limitations Monitoring Report

EL-8 COMMUNICATION AND SUPPORT TO THE BOARD  
Annual Internal Report – September 14, 2023

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 EL-8 without exceptions.

The Superintendent shall not fail to appropriately inform and support the Board in its work.

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### GENERAL INTREPRETATION

I interpret this to mean that I will provide information ~~to support for~~ Board discussion, action and monitoring of the Executive Limitations and Ends conducted at public Board meetings.

### 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 ISD 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 ~~Open Public Meetings Act~~(OPMA) and Public Records Act (PRA) training. This was provided and attended by all current Directors and the Superintendent on August 23, 2022. With new Board members and support staff to the Board, this training will need to occur again this year. 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 ~~Board~~ meetings.
- The Board is provided with frequent budget updates in preparation for Board meetings and are included in the board agenda packets.
- Executive sessions were utilized to update the Board on pending litigation, personnel matters or union negotiations.

Further, without limiting the scope of the above evidence the Superintendent:

1. **Shall not neglect to submit required monitoring data (BSL-4 Delegation to the Superintendent) 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 as agreed upon 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 the interpretation, and include relevant context or reference to the feedback provided in the prior year.

### Evidence of Compliance

- Interpretations for the Ends and Executive Limitations were updated, discussed and further modified to reflect Board discussion and input on interpretations and monitoring evidence.
- All monitoring reports were submitted for the 2022-23 school year with the exception of reports that relied on the audit, which included EL-1 (External) and EL-5 (External). The Ends and Executive Limitations calendar was voted on by the Board, and it listed all monitoring dates scheduled for the entire year for both Board and Cabinet use. These were adjusted as needed in conjunction with agenda planning and any changes were communicated to the full Board.
- EL-13 was emergency monitored in June 2023.
- EL-12 work studies were held in May of 2023.
- Monitoring reports are available and archived on the District’s website.

2. **Shall not fail to 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 ~~plan~~ proposed plan to address such noncompliance.

### Evidence of Compliance

- I notified the Board of updates through written emails, meetings and phone calls.
- EL-1 (Internal) Global Executive Constraint was accepted with exception due to a review of District capital expenditures identified some capital project bond funds from 2016 were used for older capital projects outside the scope of the governing ISD Board Resolutions.
- EL-13 Facilities emergency monitoring was accepted with exception due to the preliminary reconstruction of 2018 critical repairs levy projects indicating there was unfinished work.
- All 2022-23 monitoring reports that were put forward to the Board were approved by the Board.

**3. Shall not neglect to submit decision information required periodically by the Board or fail to 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 ~~relevant updates~~ on evidence-based practices in support of student learning and well-being.

**Evidence of Compliance**

- Strategic planning:
  - The Superintendent and team provided an opportunity for the board to provide feedback on the process and design of the district's strategic plan during two work studies (2/10/2023 and 3/23/2023) and at the board retreat (3/1/2023).
  - The Superintendent and team presented strategic plan and vision statement progress publicly to the board on 3/23/2023, 4/27/2023, and 5/11/2023.
  - The Superintendent and team presented resolution language on 4/27/2023 for board input and again on 5/11/2023 for approval.
- The Superintendent provided an opportunity for the Board in April 2023 to attend ASU+GSV to engage in learning about education technology and Artificial Intelligence (AI) in education. This conference was fully sponsored by the organizers and covered the cost of registration, lodging and meals.
- Enrollment data was provided monthly via emailed P223 data by location, grade level, and elementary class size.
- A demographer preliminary presentation of enrollment trends, observations, and forecast was provided during the 1/26/2023 board meeting.
- Regular budget updates were provided per the critical steps and target date timeline outlined at the 2/9/2023 board meeting.
- The Cabinet team designed and facilitated a Community Listening session for budget and strategy on 3/2/2023.
- District and school level data was provided to the school board, including SBA results, School Improvement Plan data dashboard, and during Ends and EL monitoring, specifically Ends 2.

4. **Shall not fail to 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

- Superintendent’s routine communications (Superintendent 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, and calendar of events and commitments, to name a few. I intend to continue and adjust this process with feedback from the Board.
- Personnel who support this effort to keep the Board informed include 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.
- [The Superintendent’s Cabinet was added to the website with pictures and responsibilities to increase transparency. Changes to Cabinet and administrative positions were shared with the Board.](#)
- Examples from the 2022-23 school year [related to media coverage](#):
  - [June 2023 coverage about fentanyl](#)
  - [May 2023 Seattle Times Student Voices article written by an Issaquah High School student](#)
  - [May 2023 coverage about gender identity.](#)
  - [April 2023 coverage about national school walkout day.](#)
  - [March 2023 coverage about teacher turnover.](#)
  - [March 2023 and May 2023 coverage about Echo Glen.](#)
  - [January 2023 coverage resulting from District media statement.](#)
  - [January 2023 announcement of Seattle Times 2023 Student Voice writers](#)
  - [January 2023 response on Echo Glen libraries.](#)
  - [November 2022 coverage of car crash and student death in Issaquah Highlands.](#)
  - [October 2022 and Pine Lake Middle School in Sammamish evacuation and closure due to bomb threat.](#)

— ~~[Examples from the 2022-23 school year related to threatened or pending claims or lawsuits material were conducted in executive session. More than 10 executive sessions were held.](#)~~

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5. **Shall not fail to 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 process and Board-Superintendent Linkage, 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

- [2022-2023 was the first year forming as a new team. At the August 2022 retreat, the Board and Superintendent reviewed and discussed possible revisions to the Board/Superintendent Linkage, Ends for Students, Executive Limitations, Governance Process and Operational Governance Policies.](#)
  - [In addition, there were regular conversations that included feedback and two ~~formal~~ ~~feedback~~ ~~evaluation~~ conversations to further build a positive working relationship between the Board and the Superintendent.](#)
  - [One-to-one conversations occurred between the Superintendent with each Board member about individual communication preferences.](#)
6. **Shall not 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.](#)
  - [Ends and Executive Limitations monitoring reports were significantly 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.
7. **Shall not fail to 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.](#)

- The Board has procedures to receive all emails sent to the Board as a whole and to their individual District accounts. They publicly report-out during Announcements and Correspondence at board meetings and correspondence is recorded in the minutes.
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- [The Superintendent and team provided 8+numerous opportunities for the board to engage via work studies, board meetings, and retreats for the strategic plan.](#)
- 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.](#)

**8. Shall not fail to 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 inquiry](#) from one Board member shall not be treated as [a](#) directive from the Board, but rather redirected to the Board as a whole 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. [A few examples include:](#)
  - [On February 24, 2023, a board director requested information about grading variances and “grade bump” usage and information were shared with all board members on March 1, 2023 and March 20, 2023.](#)
  - [On May 9, 2023, a request was received from a board director for information about teachers teaching out of endorsement and data was shared to all board members on the same day.](#)
  - [During the June 22, 2023 Board Meeting, a request from the Board was made for more information about Middle School PE/Health and the information was shared with all board members on July 21, 2023.](#)

**9. Shall not fail to 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 Linkage - B/SL 4](#).

#### **Evidence of Compliance**

- When Board approval is required on items including, but not limited to; 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.

#### **10. Shall not fail to 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 project in the Capital Projects Fund.](#)
- [At the 3/9/2023 work study, the District presented a redesigned capital projects report and website format, extended enrollment projections to aid in discussion of the new high school, and financial conditions as they pertain to funding the new high school project.](#)
- [Financial status updates related to the 2016 bond, 2018 critical repairs levy, and 2022 critical repairs levy were provided via the EL-13 monitoring report on 6/8/2023. Additional updates regarding the 2018 critical repairs levy projects were provided 8/24/2023.](#)

#### **11. Fail to 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 4220P and submission template.](#) Four complaints were submitted based on data collected by the Assistant Director of Compliance during the [2022-2023](#) school year. [Below is an approximate distribution of these complaints over the past five years:](#)

<u>District Regulation 4220 Complaints Received (July 1-June 30)</u>				
<u>2022-2023</u>	<u>2021-2022</u>	<u>2020-2021</u>	<u>2019-2020</u>	<u>2018-2019</u>
4	0	0	0	0

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.

Informally, complaints or concerns are also raised by email and phone calls. The School Board receives these emails and these receive an auto-response. The School Board also receives the email response or resolution, if applicable, and the collection of correspondence for board meetings.

Additional evidence is represented in the annual monitoring of Executive Limitations “EL-3 Personnel Administration” and “EL-11 Discipline”.

**12. Fail to 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**

- ~~• Notified the Board of return of concurrent teaching model of grades 4 and 5 in winter/spring of 2021~~
- ~~• Provided frequent Board and community updates related to curriculum adoptions~~
- ~~• Developed communication systems and practices listed elsewhere in this report and EL-14 Instructional program~~
- ~~• Was committed to improving transparency wherever possible in the District. This includes curriculum, assessment and instruction initiatives, evaluation work, calendar updates and activities, sharing of assessment data, etc. This continues to be provided through the use of the District’s website, E-news, social media, frequent updates to PTSA Council, Issaquah Schools Foundation Board and other public meetings.~~
- Used board communications such as ~~Work-work Studiesstudies~~, ~~Works-works~~ in ~~Progress~~ progress and Friday Updates to keep the board apprised of decisions regarding educational programing such resumption of curriculum adoptions and additions of intervention programs.
- All district course adoptions followed the adoption procedure including submission for board approval. -In 2022-23 this included FLASH updates for 5<sup>th</sup> grade, new novels for MS ELA courses, and the new digital citizenship curriculum for middle schools.



- [Work studies were held to discuss with the Board changes to secondary math pathways. In 2022-2023, the new middle school math pathway launched the new 6<sup>th</sup> grade math course, with more new courses to follow for this cohort.](#)
- ~~New core curriculum was submitted for board approval per the ISD Material Selection process (Regulation 2020P)~~

**13. 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 significant changes to District Regulations. I further interpret this to mean that the Board wants to be in the communication loop and that we honor the “no surprise” rule.

**Evidence of Compliance**

- [There have not been any new policies or regulations created since 2021.](#)
- [Changes across all regulations were made to update language to reflect gender neutrality and removal of outdated terms.](#)

*Board approval:*