

Metropolitan Nashville Public Schools  
Board of Education  
Minutes  
Special Meeting  
February 9, 2008

TOPIC	DISCUSSION/MOTION	FOLLOW-UP/OUTCOME
<ul style="list-style-type: none"> <li>• Roll Call</li> </ul>	<p>Members Present: Marsha Hagan Warden, Chair; Ed Kindall, Vice-Chair; Dr. Jo Ann Brannon; David A. Fox; Steve Glover; Karen Y. Johnson; Mark North; Gracie Porter; George H. Thompson, III</p> <p>Ms. Warden called the meeting to order at 12:02 p.m.</p>	
<ul style="list-style-type: none"> <li>• Pledge of Allegiance</li> </ul>	<p>Led by Benjamin Wright, Chief Administrative Officer.</p>	
<ul style="list-style-type: none"> <li>• Process Moving Forward</li> </ul>	<p>Ms. Warden made the following comments concerning the criteria and necessary skills for selection of an Interim Director of Metro Schools:</p> <ol style="list-style-type: none"> <li>1. Experience in leading a large system. With 10,000 employees and a \$600 million budget, we need someone with advanced executive skills.</li> <li>2. An understanding of the education arena, with extensive knowledge of the K-16 issues. This will let us accept applications from outside the traditional educational world while making sure we don't get someone who isn't familiar with education.</li> <li>3. A desire to serve only in the interim, without possibility of applying for the permanent position. In my mind, this is critical. Otherwise, we would be inadvertently giving someone an unfair, backdoor advantage when we search for out new Director.</li> <li>4. The ability to successfully guide the major initiatives already underway for our district. For example, I believe the creation of Small Learning Communities in our high schools and the push to improve the performance of our low-income and minority subgroups must continue as top priorities.</li> <li>5. The ability to work collaboratively with our local and state government officials, all of our invested stakeholders. We need someone who will cooperate with our Mayor, our Council members and our State legislators as they discuss the needs of Metro Schools.</li> <li>6. A desire to increase communications at all levels. This will boost the morale of our dedicated employees and reassure our parents, stakeholders, and community that excellence in our Metro Schools will continue.</li> </ol> <p>After the Board adopts a set of criteria for Interim Director, I would suggest we open a 10-day period for applications beginning on Monday, March 3. That will give us time to adopt a scoring rubric – which I believe Dr. Keel could help us develop – for deciding which applications to consider in depth. I suggest we limit our in-depth review to no more than three or less. Then, we could complete the evaluation process and select an Interim Director by our first meeting in April.</p>	

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<ul style="list-style-type: none"> <li>Process Moving Forward - continued</li> </ul>	<p>Ms. Johnson asked if we could agree to adopt a scoring rubric before February 26. Mr. Kindall stated that he was concerned that the rubric would not give a true picture of the applicant. This is the first time we have gone through an interview process for an Interim Director. Ms. Porter stated that this process is just as crucial as the Director's process. If we are going to use the rubric, I also hope we have the opportunity to interview the applicants. Ms. Warden stated that we must look at a clearinghouse for applications. I suggest that the applications go directly to Ms. Hawkins, and Ms. Hawkins will send the applications to Board members and the Mayor's Office. Mr. Thompson stated that he has a manual from TSBA that shows the process of selecting a Director. I would like copies made of the manual and given to each Board member. Ms. Johnson stated that she believes the rubric is a good tool; it makes the process unambiguous and takes the subjectivity out of the process. Mr. Glover stated that Dr. Keel will merely assist us in developing the rubric. I believe this will help the process remain objective. Mr. Kindall suggested that we keep Mr. Henson as Interim Director. Many parts of the budget process have been completed, and Mr. Henson has the authority, responsibility and the fiscal and strategic knowledge needed. Why not add a co-director position to help assist Mr. Henson; someone who is keenly aware of what we are trying to accomplish. I also suggest that we begin discussion around the permanent Director and begin the Director search process in April. Mr. Fox said the Board needs to decide what goals it would like to accomplish during this interim time before deciding whether to assign an Interim or start the Director search. Dr. Brannon suggested contacting Dr. Grissom for feedback concerning the rubric. Ms. Porter said I believe our immediate goal is to address our Corrective Action status. There are things that need to be in place before the school year ends. Mr. Henson is familiar with the process; bringing someone new in at this point, that person will have to get accustomed to our district. Mr. Thompson said I recommend that we poll the Board on its feelings of Mr. Henson as Interim Director and the focus of moving forward. Mr. Fox said I would find it helpful if others expressed what they would like to see happen in the next months. Mr. Glover said that we may want to let another set of eyes come in and look at our status. After we receive the audit, which will point out our strengths/weaknesses, we must immediately go to work strengthening the pros and repairing the cons. Mr. Kindall said it is important to come to a consensus of what we want to accomplish. Our Corrective Action status is probably the most pressing issue. I suggest that Mr. Henson meet with the State in deciding what person he wants to use as co-director, because the state must feel good about the person also. Mr. North stated I am looking for the Interim to act like the Director, and the Board must give</p>	

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<ul style="list-style-type: none"> <li>• Process Moving Forward - continued</li> </ul>	<p>them that authority. We need to begin the Director Search immediately and assign an Interim Director. Ms. Johnson said I like the ideas of someone coming in and taking over the role with fresh eyes. The reality is that people in the city are on edge with public education, and we must show the community the Board can make a tough decision. We need someone who can bridge and bring about changes. Mr. Thompson stated the fresh eyes are going to have to be developed, coached, told, etc. Mr. Henson has been a member of Cabinet, he knows the budget, etc. Everything we are talking about in terms of accountability, stability, etc. is reflected in Mr. Henson.</p> <p>Ms. Porter said the Interim, is Interim, not permanent. Think about the short window, the clock is ticking on Corrective Action status, graduation, TCAP. We must look at those issues very seriously. Ms. Warden stated I agree that Mr. Henson is capable, but he is doing two jobs which stretch him thin. Ms. Porter stated Mr. Henson is capable, and this district has always run lean; we have many people doing multiple jobs. The average search takes over a year, we must determine what we want to accomplish.</p> <p><b>Mr. Glover motioned to begin the process of looking for an Interim Director Tuesday, February 12, 2008 for a ten-day period of accepting applications giving us time to develop a scoring rubric with the assistance of Dr. Grissom and Dr. Keel. The criteria and necessary skills for selection of an Interim Director of MNPS Schools include:</b></p> <ol style="list-style-type: none"> <li><b>1. Experience in leading a large system and has advanced executive skills.</b></li> <li><b>2. An understanding of the education arena, with extensive knowledge of the K-16 issues. This will allow the Board to accept applications from outside the traditional education world, while ensuring we do not hire someone unfamiliar with education.</b></li> <li><b>3. A desire to serve only in the interim position, without possibility of applying for the permanent position. Otherwise, the Board would be inadvertently giving someone an unfair, backdoor advantage in the Director Search process.</b></li> </ol> <p><b>Ms. Johnson seconded.</b></p> <p><b>Mr. North called the question</b></p>	<p style="text-align: center;"><b>VOTE: For: 9-0 Unanimous</b></p>

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<ul style="list-style-type: none"> <li>• Process Moving Forward - continued</li> </ul>	<p>Mr. North said two factors that this district must have is stability and continuity. Mr. Kindall stated that stability is the key; we need to have a new, more focused direction.</p> <p><b>Mr. Kindall amended Mr. Glover’s motion to retain Mr. Henson as Interim Director and authorize him to contract an outside person to serve as Co-Director, if there is not a candidate in the Administration. After which we would immediately, by April, begin the Director Search process based on the principles in Ms. Warden’s document. Ms. Porter seconded.</b></p> <p><b>Mr. Kindall withdrew his motion. Ms. Porter withdrew her second.</b></p> <p>Ms. Warden said Mr. Henson currently has full authority as Interim Director. Mr. Henson stated I am not pushing my name or promoting myself. This is a Board decision. I believe the Board should weigh the pros and cons of what they feel the district needs. I want the Board to be in unison no matter the decision. Ms. Warden asked do we need to contact the persons who have already applied and alert them of the criteria changes? Dr. Keel stated that generally we contact them by letter to make them aware of the criteria changes and asking if they would still like for their application to be considered. Mr. Fox said under criteria number one, does the individual have to be from an education system. Ms. Warden stated we are talking about more than just long term educators, such as a person who started in education and are now in the business world. This is only a template, what we desire from a Director of Schools is much larger. Mr. Kindall asked if a timeline could be put in place concerning the Interim Director process? Ms. Warden stated we need to vote to adopt the grading rubric at the February 26, 2008 Board meeting and name the Interim at the March 11, 2008 meeting. Mr. Thompson asked if the Board would be privileged to all of the applications. Ms. Johnson suggested that a separate email address be set up to receive Interim Director applications. Ms. Warden stated this is the first step to get us moving. Once we determine the need for an Interim, we can then begin selecting a search firm. Dr. Keel asked the Board to state the exact process they would like her to follow concerning the Interim Director position. Ms. Warden stated that the Interim Director position will be posted on February 12, for a ten-day period. All applications will be sent to Alvesia Hawkins, in a separate email account for Interim Director applications. Ms. Hawkins will then forward all applications to the Board and the Mayor’s Office. The Board would also like Dr. Keel and Dr. Grissom to develop a scoring rubric to de used to evaluate all applicants.</p>	

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<b>ADJOURNMENT</b>		
<ul style="list-style-type: none"> <li>• Debriefing/Adjournment</li> <li>• Signatures</li> </ul>	<p><b>Mr. Kindall moved to adjourn at 1:42 p.m. Mr. Glover seconded.</b></p>  <p>_____                                  _____ Chris M. Henson                                  Marsha Hagan Warden      Date Board Secretary                                  Board Chair</p>	