

Educational Oversight Board of Memphis–Shelby County Schools

Notice is hereby given that the Educational Oversight Board of Memphis–Shelby County Schools will hold a virtual meeting at 2:00pm CDT on Thursday, October 8, 2026. Members of the public who would like to make public comment germane to items on the agenda may do so during the meeting’s public-comment period by clicking the “raise hand” button or otherwise clearly indicating a desire to comment.

Members of the public may access the meeting virtually through Microsoft Teams or by phone. Members of the public may also attend the meeting in person at 312 Rosa Parks Avenue, 3rd Floor – Conference Room O, Nashville, TN 37243.

Microsoft Teams meeting

Join:

<https://teams.microsoft.com/meet/234776286092349?p=YDFPU7T5xJHS7F7ubH>

Meeting ID: 234 776 286 092 349

Passcode: DQ7Bw2yc

[Need help?](#) | [System reference](#)

Dial in by phone

[+1 629-702-9474](#), [194048168](#) United States, Nashville

[Find a local number](#)

Phone conference ID: 194 048 168#

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

Agenda

- A. Call to Order and Introductions
- B. Discussion on consultants
- C. MSCS Audit
- D. Staffing
 - a. Executive Director position description recommendation by Personnel & Leadership Committee
 - b. Planning
- E. Committee Reports and Composition
- F. Comprehensive Needs Assessment
- G. Transformation Plan
- H. Timelines and Processes
 - a. Budget approval process
 - b. Contract and expenditure approval process
 - c. Reporting process for smaller contracts
 - d. Underutilized and vacant property listing process
 - e. Charter school application review process
- I. Public Comment (limited to two minutes per person, for a total comment period of up to 30 minutes)
- J. Announcements / New Business
- K. Adjournment

Consideration of motions and Board votes possible on each agenda item.

Event

October 8, 2026, 2:00pm CDT

Location

Microsoft Teams meeting. The fully virtual meeting will be available to attend at:

William R. Snodgrass Tennessee
Tower 312 Rosa L Parks Ave,
Nashville, TN 37243
3rd Floor, Conference Room O

Executive Director, Educational Oversight Board

Position Summary

The Executive Director serves as the Chief Administrative Officer of the Educational Oversight Board. This high-profile leadership role is responsible for executing Board directives, coordinating comprehensive oversight activities, managing day-to-day board and organizational operations, and serving as the primary liaison between the Board and Memphis-Shelby County Schools.

Required Qualifications & Experience:

Education

- Highly Encouraged: Post-secondary degree from a regionally accredited institution in Educational Leadership, Public Policy, Public Administration, Business Administration (MBA), Law (JD), or a closely related field.

Experience

- Years of Service: A minimum of 10 to 12 years of progressive, upper-level leadership experience, with at least 5 years in an executive or senior administrative capacity within public education or higher education (e.g., District Director of Schools, Assistant Superintendent), state/local Tennessee government, or an educational regulatory body.
- Proven Track Record: Demonstrated experience driving organizational transformation, managing complex public budgets, and leading diverse, cross-functional teams.

Certifications & Credentials

- Preferred:
 - Certified Public Manager, Certified Project Manager, or Prosci Certified Change Manager.
 - Documented advanced training in Tennessee public records law and open meetings acts.

Core Competencies & Expertise

- Strategic Planning and Vision: Lead the development and execution of the Board's strategic plan, measurable goals, and KPIs, and translate Board priorities into actionable initiatives that improve student outcomes.
- Tennessee Government & Legal Relations: Deep expertise in Tennessee state and local government relations, including strong working relationships with the TDOE, state legislators, and local municipal leaders. A legal background or strong foundational knowledge of Tennessee education law (T.C.A. Title 49) is highly appreciated.
- Executive Communication & Media Relations: Exceptional verbal and written communication skills. Proven experience acting as an official spokesperson with extensive, high-stakes media relations experience across Tennessee media markets.
- Strategic Change Management: Strong business acumen with a demonstrated ability to implement educational benchmarking, business development, and agile change management frameworks to improve student outcomes.
- Agile Leadership: Proven ability to operate effectively and adapt quickly to change in high-stress, uncertain, and rapidly shifting environments.

- **Team Building & People Leadership:** A servant-leadership mindset with a track record of building healthy team cultures, establishing accountability, and maintaining a sharp concern for operational detail.
- **Collaboration and Engagement:** Demonstrated success working cross-collaboratively in highly diverse environments with a commitment to inclusive stakeholder engagement.
- **Ethical leadership:** A history of uncompromising personal integrity and professional ethics to navigate sensitive situations and build organizational trust.
- **Government and Legislative Relations:** Serve as the Board's principal liaison with the Governor's Office, Tennessee General Assembly, Tennessee Department of Education, local governments, and other public agencies while monitoring legislation and advising the Board on policy implications.

Key Responsibilities

1. Board Administration & Governance

- Assist the Executive & Governance Committee in coordinating board meeting notices, agenda creation, and ensuring the absolute accessibility of recording availability in strict compliance with the Tennessee Open Meetings Act (TOMA, T.C.A. § 8-44-101 et seq.).
- Maintain official, legally compliant organizational records and ensure public availability in accordance with the Tennessee Public Records Act.
- Guarantee total compliance with all Tennessee statutory requirements, State Board of Education rules, and federal regulations.
- Provide robust operational support to all standing and ad-hoc board committees.
- **Executive Leadership and Board Advisement:** Serve as the Board's chief strategic advisor by providing independent recommendations, anticipating emerging issues, coordinating cross-functional initiatives, and supporting the Board Chair and committee chairs in advancing the Board's mission.

2. Oversight, Accountability & Data Analysis

- Monitor, implement, and transparently communicate all Board directives to internal and external partners.
- Track, measure, and report progress toward short- and long-term district transformation plan goals (including 90-day sprints and future planning regarding academic growth, facilities management, and the stabilization of District leadership).
- Coordinate the aggregation of TDOE, district, and other relevant empirical data—including Tennessee Value-Added Assessment System (TVAAS) and state assessment metrics—to inform organizational benchmarks and future policy priorities.
- Manage and oversee annual district comprehensive needs assessment activities.
- **Performance Management and Accountability:** Identify and maintain a comprehensive performance dashboard to monitor academic achievement, financial performance, operational efficiency, facilities, and leadership effectiveness.

3. Stakeholder Relations & Community Engagement

- Serve as the primary public voice of the Oversight Board, championing the vision and long-term strategy of the Board.

- Act as the Chief Communications Officer, synthesizing complex policy and operational details into accessible messaging for varied Tennessee community stakeholders.
- Ensure opportunities for meaningful stakeholder engagement by connecting local community advocates, parent organizations, faith-based organizations, and local/state leaders to ensure diverse voices are considered in all planning phases.

Monthly Meeting Cycle / \$50K+ Contract Review Overview:

Week 3 and 4 — Meetings of the elected board

1. Elected board submits contract requests to Oversight Board Executive Director within 1 business day of elected board decision using this [contract submission template](#).
2. Oversight Board staff logs contract submissions and confirms completeness in writing to elected board within 1 business day. OB Staff summarizes decisions made during the elected board meeting and submits to the Executive Committee using this [log](#).

Week 1 - Oversight Board Meeting Exec. Committee

1. The Executive Committee meets and reviews submitted contracts. Prepares recommendation for full oversight board vote.
2. Other Oversight Board committees meet and prepare recommendations for full Oversight Board

Week 2 - Oversight Board Meeting

3. Oversight Board reviews and votes on contract approval decisions. Communicates any approval/denial decisions to the elected board using these [templates](#).

Contract Submission Cover Form

Section 1 — Identification

FIELD	RESPONSE
Log Number (assigned by OB staff)	
Date Submitted	
Submitted By / Title	
Item Type	Contract / Renewal / Amendment / Purchase / Expenditure

Section 2 — Terms

FIELD	RESPONSE
Board Vote Date and Outcome:	
Description of goods or services	
Intended impact on student outcomes	
Total value over entire term, including all renewal options	
Term — start and end dates	
Renewal options	
Counterparty legal name	
Counterparty parent and affiliated entities	
Funding source and budget line	
Is the item currently within budget?	Yes / No
Competitively procured?	Yes / No — if no, state the basis for the exception:

Section 3 — Threshold and exposure

QUESTION	RESPONSE
Does the counterparty hold any other current contract with the district? If yes, list each and state the aggregate value.	Yes / No
Aggregate value of all current contracts with this counterparty	

Section 4 — Local board action

QUESTION	RESPONSE
Action taken or intended	
Date of that action	

For oversight board staff use only

RECEIVED	COMPLETE?	ACKNOWLEDGED	REVIEW PERIOD EXPIRES	DISPOSITION
	Yes / No			

MEMPHIS-SHELBY COUNTY SCHOOLS — Educational Oversight Board

Sheet	What it records
	Every submission under § 4. Log number, receipt, completeness, review-period expiry, action taken, and deemed approvals. Reviewed by the board at each regular meeting.
1. Contract Log	
2. Directives Log	Every directive under tracked to closure. Status reported at each regular meeting.
3. Community Outreach Log	Every public submission under § 16. Routing, both deadlines, and disposition. Reported to the executive committee.
4. Budget Review	Budget and amendment submissions.
6. Information Requests	Requests under § 11.3. NOTE: the only clock counted in CALENDAR days (§ 1.6.4).
7. Charter Review	Applications and petitions the local board intends to deny (§ 7).
Business Days	Holiday list driving every date calculation. Must be adopted by the board (§ 1.5).
How to use	
Cream cells	Type here.
Shaded cells	Calculated — do not type in them.
Clock runs from	Original receipt
Red	Deadline within 3 business days, expired, or non-compliant.

Contract Review and Approval Log

[illegible]

Oversight Board Decision Templates

D-1 Notice of Approval

To the Memphis-Shelby County Board of Education:

The Educational Oversight Board has approved the item identified below.

FIELD	ENTRY
Log number	
Item	
Counterparty	
Total value	
Date submitted	
Date of approval	
Acting body	Full board / Executive committee

The local board may proceed in accordance with all applicable procurement laws, rules, and policies.

Signature — Chair, Educational Oversight Board

Date _____

D-2 Notice of Further Review

To the Memphis-Shelby County Board of Education:

The Educational Oversight Board requires further review of the item identified below. It is not a denial and does not condition or modify the item.

FIELD	ENTRY
Log number	
Item	
Additional information requested	
Date submitted	
Date of issuance	
Acting body	Full board / Executive committee / Oversight Board Chair

Signature — Chair, Educational Oversight Board

Date _____

D-3 Notice of Denial

To the Memphis-Shelby County Board of Education:

The Educational Oversight Board has denied approval of the item identified below.

FIELD	ENTRY
Log number	
Item	
Counterparty	
Total value	
Date submitted	
Date of denial	
Acting body	Full board / Executive committee
Denial is	In whole / In part — identify the part:

Grounds

[State each ground separately and specifically. The grounds are entered in the minutes and are the record of the decision.]

1. _____
2. _____
3. _____

Signature — Chair, Educational Oversight Board

Date _____

D-4 Notice of Veto

To the Memphis-Shelby County Board of Education:

The Educational Oversight Board vetoes the proposed budget or budget amendment identified below.

FIELD	ENTRY
Item	Proposed budget / Budget amendment
Fiscal year	

FIELD	ENTRY
Date submitted	
Date of veto	
Veto is	Whole / Line-item

Line items vetoed

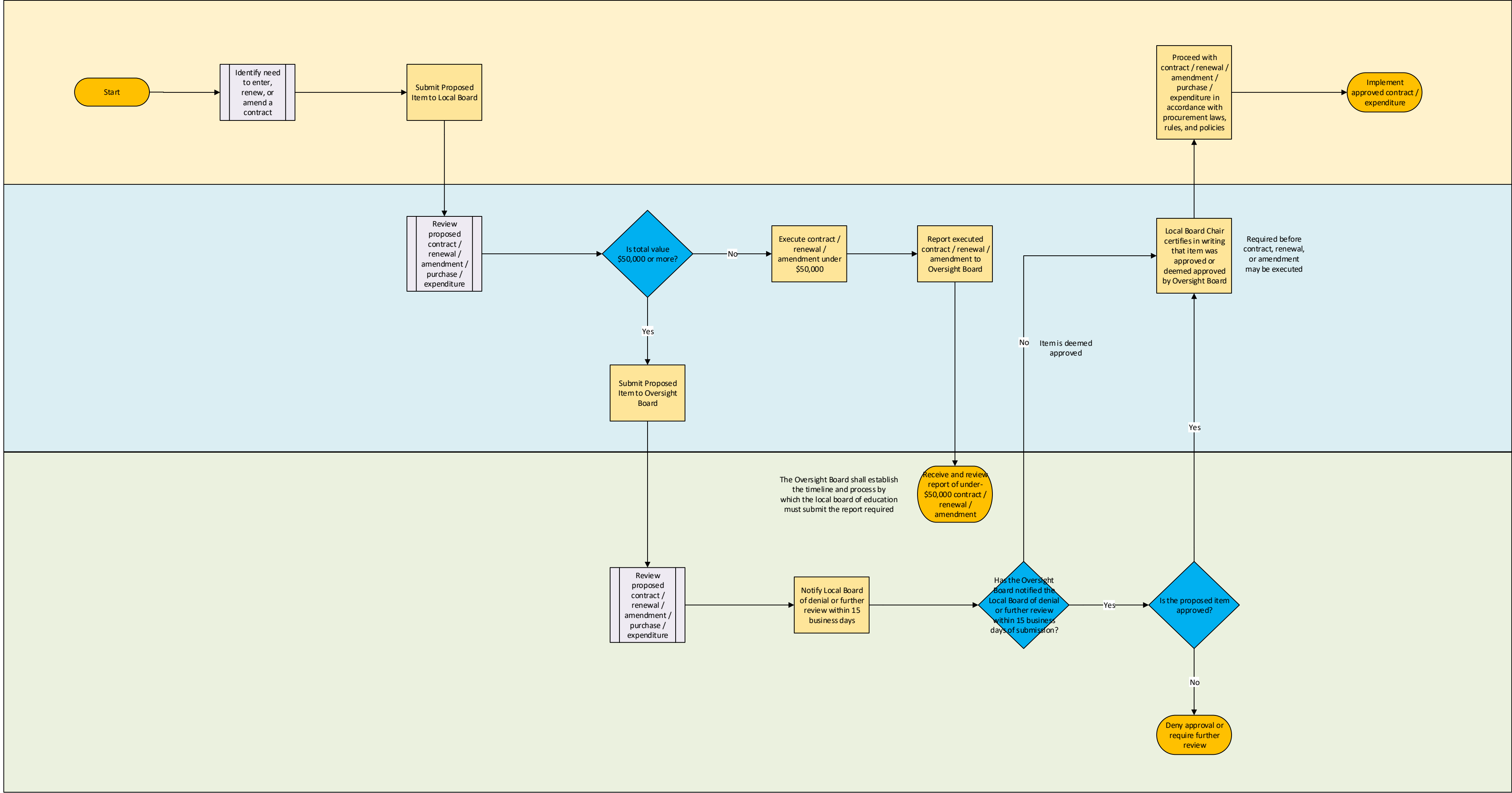
ACCOUNT / LINE	AMOUNT	REVISION DIRECTED

The local board revises the budget or amendment as directed and resubmits it to the oversight board for approval. A resubmission is a new submission.

Signature — Chair, Educational Oversight Board

Date _____

Contract, Contract Amendment, Purchase, and Expenditure Approval Process



Executive Summary: Day 1 Ready-to-Operate Plan

The transformation of Memphis-Shelby County Schools (MSCS) represents a consequential opportunity to improve outcomes for more than 100,000 students and build a stronger, more sustainable public education system for Memphis. Tennessee Code Annotated § 49-1-616 assigns the newly appointed Oversight Board (OB) responsibility for improving student outcomes districtwide.

To date, the OB has made progress developing governance and administrative structures, aligning on a high-level plan for its first 90 days, assembling documentation and deliverables to enable effective governance and leadership of MSCS, and identifying MGT as a proposed external support partner providing administrative capacity and project management support.

Building on this foundation, the Oversight Board is ready to activate in earnest on key near-term workstreams and objectives including:

- 1) **System Leadership and Oversight:** Ensuring ongoing day to day district operations continue with a focus on teaching and learning, operations, finance and other critical functions
- 2) **Governance Systems and Structures:** Establishment of governance routines and administrative systems required for an outcomes-focused, high-performing Oversight Board
- 3) **Needs-Based Assessment and Transformation Plan:** Production of the legislatively required Needs-Based Assessment and Transformation Plan to guide systemic improvement
- 4) **Talent Identification:** Identification of key leadership roles to lead the transformation including Superintendent, senior cabinet, and Executive Director to the OB

This document outlines the 90 day activities, governance approach, and suite of systems and resources the OB will activate upon assuming MSCS system leadership and governance. These linked resources are working drafts and are intended for refinement.

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1. System Leadership and District Oversight

- a. Project Management and Staffing
- b. 90-Day Milestones
- c. Superintendent Project Management Structures
- d. Oversight Board Member Contact Information

2. Oversight Board Governance

- a. Rules of Procedure
- b. Proposed Committee Structures
- c. Process Flowcharts
- d. Submission Log and Templates
- e. 90-Day Meeting Agenda Priorities
- f. Oversight Board Executive Director Job Description

3. Needs-Based Assessment and Transformation Plan

- a. Memphis Fact Pack

b. Initial Data Request

c. Transformation Plan Framework

4. Talent Identification

a. Superintendent Job Description

b. Superintendent Talent Profile

c. Interview Materials

Appendix A: Project Management Support Overview

1. System Leadership and District Oversight

A key priority for the Oversight Board will be sustaining critical functions including teaching and learning, operations, and finances with a high degree of effectiveness and fidelity, upon assuming authority over these functions.

In alignment with this objective, governing the transformation of MSCS requires significant strategic coordination. This section outlines the Oversight Board's 90-day milestones and project management structures.

a. Project Management and Staffing

MGT proposes to partner with and support the Oversight Board through project management and administrative capacity. This support will ensure Day 1 impact and build sustainable systems for effective oversight, spanning all 4 key workstreams for the first 90 days – system leadership, OB governance, needs-based assessment and transformation plan, and talent identification. Please see Appendix A for more detail on this support.

b. 90-Day Milestones

	October	November	December
Governance Systems and Structures	Establish and formalize governance routines, meeting cadences, and administrative systems Identify Board legal counsel	OB committees and business processes in place and operating effectively Audit remediation function structured and underway	Regular, ongoing Board meeting cadence on rails
Needs-Based Assessment and Transformation Plan	Conduct data collection Produce first draft of Needs-based Assessment and Transformation Plan	Refine first draft of Needs-based Assessment and Transformation Plan	Finalize and submit plans to the State

MSCS Educational Oversight Board: Day 1 Ready-to-Operate Plan

Talent Identification	Confirm talent profiles and launch formal leadership selection processes for key candidates e.g., Superintendent and Executive Director Refine Superintendent candidate list and initial vetting	Candidate sourcing, interviews, and diligence (e.g., for Superintendent, senior leadership, and Executive Director)	Superintendent selection Ongoing support for hiring process for additional key roles
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c. Superintendent Project Management Structures

Superintendent Report

The Superintendent will provide a weekly report to the Oversight Board that includes regular updates on, e.g., district progress, student achievement, implementation of key initiatives, and current state of operations and finances.

Board Chair and Superintendent Check-In Cadence

The Superintendent will also meet regularly with the Board Chair to discuss these updates on clearly identified priorities and workstreams.

d. Oversight Board Member Contact Information

Board Member names and contact information are below:

Name	Email	Role
Dedrick Brittenum		
Tyrone Burroughs		
Dorsey Hopson		Executive Committee Member
David Mansouri		
Shanea McKinney		Vice Chair
Billy Orgel		Chair
Nisha Powers		Secretary
Beverly Robertson		
Karen Vogelsang		Executive Committee Member

2. Oversight Board Governance

a. Rules of Procedure

This document outlines the Board's approach to internal governance.

b. Proposed Committee Structures

The Board will delegate members to committees to support elements of the transformation. Each committee will be governed by a committee charter and will report on recommendations during monthly Oversight Board Meetings. Committees may include the following:

1. Executive
2. Academics
3. Audit
4. Budget and Finance
5. Facilities and Operations
6. Legal (ad hoc)
7. Personnel and Leadership
8. Technology

c. Process Flowcharts

This document and process narrative outline the timebound, multistep submission and review processes for Contracts above \$50,000.

Additional processes will be shared within a comprehensive governance framework to ensure productive collaboration between the local elected board and the Oversight Board on all priorities, in alignment with statute and student-outcome goals.

d. Submission Log and Templates

The Submission Log and Templates will serve as the running record of all contract and document submissions from the elected board and Oversight Board decisions and all communications between the Oversight Board and the Elected Board or Superintendent.

e. 90-Day Meeting Agenda Priorities

The following meeting items are recommended for Board decision in the first 90 days, in addition to monthly contract reviews:

1. Selection of Legal Counsel
2. Creation of Board Committees
3. Superintendent and Senior Leader job descriptions and selection processes
4. Adoption of Oversight Board Rules of Procedure
5. Adoption of Needs-Based Assessment and Transformation Plan
6. Adoption of annual meeting calendar and budget calendar
7. Adoption of Oversight Board metrics and goals

f. Oversight Board Executive Director Job Description

This document outlines the profile, qualifications, and responsibilities of the Oversight Board Executive Director.

3. Needs-Based Assessment and Transformation Plan

The Needs-Based Assessment, as outlined in statute, will ground the transformation in current state data to inform the transformation plan and corresponding improvement goals.

a. Fact Pack

This slideshow compiles publicly available data to build knowledge and understanding of the current state of MSCS student performance.

b. Initial Data Request

This document includes an informal data request list for statutorily required information for the Needs Assessment as well as information of interest.

c. Transformation Plan Framework

This draft framework presents the priorities that the OB will use to direct and govern the district. Informed by publicly available data, the framework will be refined based on Needs Assessment findings.

4. Talent Identification

Identifying a transformational leadership team is necessary to improve student outcomes.

a. Superintendent Job Description

This document outlines the profile, qualifications, and responsibilities of the Superintendent.

b. Superintendent Talent Profile

This slideshow outlines the mindsets and qualifications of a transformational Superintendent.

c. Interview Materials

This document outlines the interview questions to steward rigorous selection of district leadership.

Appendix A: Memorandum of Understanding: MGT Oversight Board Support

This Memorandum of Understanding outlines a proposed engagement between MGT and the Memphis-Shelby County Schools Oversight Board to provide dedicated administrative, project management, research, and implementation support during the Board's initial period of operation.

MGT proposes to serve as partner to the Oversight Board, bringing together the project management capacity, research, expertise, and resources needed to help the Board stand up its work quickly and effectively and advance its responsibilities related to the transformation of Memphis-Shelby County Schools.

Under this agreement, MGT would provide six months of support to the Oversight Board, from October through March, for a total cost of \$1,000,000.

Specifically, MGT will support the Oversight Board through its initial ramp-up and launch; conduct data analysis and research; coordinate stakeholder engagement; provide capacity to develop the needs-based assessment and transformation plan; support efforts to secure key talent; and provide ongoing administrative and project management support. This capacity is intended to support the Oversight Board in its execution of leadership and governance responsibilities and establishment of ongoing structures to steward MSCS.

The parties therefore propose that the Oversight Board authorize \$1,000,000 for six months of MGT-led support, including the following activities:

Workstream	Key Activities	6-Month Cost
Overall project management and implementation	• Coordinate workstreams and track milestones against an integrated project plan encompassing all priorities • Support coherence between stakeholders and shepherd cross-functional collaboration • Structure project and progress management for key strategic initiatives (e.g., academic vision)	\$300,000
Needs Based Assessment & Transformation Plan development	• Conduct comprehensive data collection aligned to legislative requirements • Conduct national benchmarking • Develop summary of key findings and recommendations • Socialize transformation plan with key leaders and stakeholders	\$300,000
Talent identification, onboarding, and alignment	• Refine prospective candidate list and confirm overall talent identification process • Launch and manage formal vetting process • Create additional job descriptions aligned to priority talent needs and support hiring protocol • Onboard and align key leaders around priorities, providing guidance and support	\$200,000

MSCS Educational Oversight Board: Day 1 Ready-to-Operate Plan

OB administrative capacity, logistics, and planning	• Build board capacity for efficient and impactful governance • Define and launch board operating processes • Support hiring and onboarding of Oversight Board Executive Director • Support agenda creation, task management, and engagement calendaring alongside additional administrative functions	\$200,000
Total		\$1,000,000 incl. expenses

About MGT

MGT is a global social impact and technology consulting firm with significant experience in K-12 transformation efforts focused on dramatically accelerating outcomes and well-being for all students. A national leader in educational transformation and improvement, the MGT team has supported large school districts across the country with a focus on strategic planning and execution, rigorous analysis, and evidence-based practices.

Over the past several years, MGT has supported transition efforts amidst various successful state interventions including Houston ISD, Camden, Newark, and others – providing strategic advising and implementation support in close collaboration with district leadership. These transformations have delivered significant gains, a testament to what is possible through wholesale system transformation. In Houston, for instance, the number of D and F rated schools went from 121 to 14 in only 4 years; in Camden, the district saw rapid academic growth and improved graduation rates as part of an expansion of high-quality school models.

West's Tennessee Code Annotated
Title 49. Education
Chapter 1. State Administration
Part 6. Performance Goals and Assessment

T. C. A. § 49-1-616

§ 49-1-616. Educational oversight boards for underperforming school districts

Effective: May 22, 2026

Currentness

(a) An educational oversight board, hereinafter referred to as an oversight board, must be created for an LEA that meets four (4) or more of the following six (6) criteria:

(1) The LEA's proficiency rate:

(A) In mathematics on the most recently administered Tennessee comprehensive assessment program tests, including end-of-course examinations, reflects that fifty percent (50%) or more of the students enrolled in the LEA are not proficient; and

(B) In English language arts on the most recently administered Tennessee comprehensive assessment program tests, including end-of-course examinations, reflects that fifty percent (50%) or more of the students enrolled in the LEA are not proficient;

(2) Twenty-five percent (25%) or more of the schools managed and controlled by the LEA's local board of education were assigned a "D" or "F" letter grade for the most recent school year for which letter grades were assigned by the department of education pursuant to § 49-1-228;

(3) Twenty-five percent (25%) or more of the students enrolled in the LEA were chronically absent in the most recent school year. As used in this subdivision (a)(3), "chronically absent" means that a student has been absent from school for ten percent (10%) or more of the school year;

(4) At least one (1) school managed and controlled by the LEA's local board of education was identified as a priority school or maintained a priority school designation for each of the immediately preceding five (5) years;

(5) The commissioner of education determines that the findings of an audit conducted, initiated, or directed by the comptroller of the treasury for the LEA show deficiencies in the management, accounting, or internal controls of the LEA, or instances of fraud, waste, abuse, or financial mismanagement, including, but not limited to, the mismanagement of financial records; and

(6) The commissioner of education determines that the local board of education for the LEA has employed more than two (2) directors of schools on an interim basis in the immediately preceding four (4) years, resulting in inconsistent district leadership and operational instability for the LEA.

(b) If an LEA meets four (4) or more of the six (6) criteria in subsection (a), then the commissioner of education shall notify, in writing, the LEA's local board of education, the governor, the speaker of the senate, and the speaker of the house of representatives that an oversight board must be appointed for the LEA. An oversight board must be established for the LEA pursuant to this section no later than July 1 following the date of the commissioner's written notice.

(c)(1) An oversight board consists of the following nine (9) members:

(A) Five (5) members appointed by the governor, each of whom must reside in the county in which the LEA is located;

(B) Two (2) members appointed by the speaker of the house of representatives, one (1) of whom must reside in the county in which the LEA is located and one (1) of whom must be a resident of this state who may or may not reside in the county in which the LEA is located; and

(C) Two (2) members appointed by the speaker of the senate, each of whom must reside in the county in which the LEA is located.

(2) A vacancy created on an oversight board must be filled by the respective appointing authority, and the member appointed to fill the vacancy serves until the oversight board terminates.

(3) Members of an oversight board:

(A) May be removed from the oversight board by the member's appointing authority at any time for any reason; and

(B) Must be compensated in the same manner as members of the LEA's local board of education are compensated.

(4) The governor shall call the first meeting of the oversight board, at which time the members of the oversight board shall elect from its membership a chair, vice chair, and any other officers deemed necessary.

(d)(1)(A)(i) An oversight board shall operate in the LEA for four (4) years beginning on July 1 following the date of the commissioner's written notice for the LEA pursuant to subsection (b). It is the intent of the general assembly that an oversight board operate in the respective LEA for four (4) consecutive years.

(ii) If, for any reason, an oversight board is enjoined, stayed, or otherwise barred from operating in the LEA by a court of competent jurisdiction, then, upon the expiration or lifting of any injunction or order barring the operation of the oversight board in the LEA, the oversight board shall operate in the LEA for the full four-year period described in subdivision (d)(1)(A)(i).

(B) If the LEA continues to meet four (4) or more of the six (6) criteria in subsection (a) at the end of the four-year period described in subdivision (d)(1)(A), then the oversight board must be vacated, and the appointing authorities shall appoint

nine (9) new members to serve as the oversight board for the LEA for the two (2) consecutive years immediately following the four-year period described in subdivision (d)(1)(A).

(2) An oversight board:

(A) Shall comply with the open meetings law, compiled in title 8, chapter 44, and the public records law, compiled in title 10, chapter 7;

(B) May hold meetings in facilities owned or operated by the LEA;

(C) May conduct meetings, including executive committee or subcommittee meetings, electronically or allow one (1) or more members to participate in meetings electronically.

(3) The chair of the oversight board may appoint from among the members of the oversight board an executive committee or subcommittee that has the power to act on behalf of the oversight board.

(4) A majority of the members of the oversight board constitutes a quorum. A majority of the members appointed to serve on any executive committee or subcommittee appointed by the chair of the oversight board pursuant to subdivision (d)(3) constitutes a quorum thereof.

(5) An oversight board may hire up to three (3) staff members to assist the oversight board or may reassign one (1) or more employees of the LEA's central office to assist the oversight board, or both. The oversight board shall determine the amount of the salary or compensation paid to each staff member employed or reassigned to assist the oversight board. Staff members employed or reassigned to assist the oversight board must be compensated in the same manner as other LEA employees are compensated.

(6) An oversight board shall annually conduct a comprehensive needs assessment of the LEA to determine the factors that may be contributing to the LEA meeting four (4) or more of the six (6) criteria in subsection (a). In conducting each comprehensive needs assessment, the oversight board shall:

(A) Identify the number of teachers employed by the LEA who:

(i) Teach a course or grade level for which the teacher holds the required educator license or endorsement;

(ii) Hold an emergency teaching credential issued by the department of education or state board of education; and

(iii) Have three (3) or more years of teaching experience;

(B) Calculate, from the total number of teachers and principals employed by the LEA, the number who earned a level of overall effectiveness score on their most recent annual evaluation conducted pursuant to § 49-1-302 in each of the following categories:

(i) Significantly below expectations;

(ii) Below expectations;

(iii) At expectations;

(iv) Above expectations; and

(v) Significantly above expectations;

(C) Determine the teacher retention rate for the LEA;

(D) Ascertain whether the LEA is complying with the maximum class size and average class size requirements in § 49-1-104, including the number of any maximum class size or average class size waivers approved for the LEA by the commissioner;

(E) Evaluate the quality, quantity, format, availability, and appropriateness of the textbooks, instructional materials, supplemental instructional materials, and curricula selected for, and used in, the public schools managed and controlled by the LEA's local board of education;

(F) Identify the parental involvement strategies, if any, utilized by the LEA and the effectiveness of any such strategies;

(G) Evaluate the capacity, quality, and effectiveness of the mentoring program provided by the LEA for:

(i) Newly licensed teachers; and

(ii) Experienced teachers who have less than two (2) years of experience teaching the subject area or grade level for which the teacher is assigned;

(H) Examine the professional development opportunities made available for, and those provided to, teachers employed by the LEA;

(I) Conduct a demographic analysis of the student population served by the LEA, including all at-risk and special education populations;

- (J) Review all available information related to student and teacher disciplinary incidents, issues, reports, and complaints, as well as all school-safety-related issues, incidents, and threats;
 - (K) Review all financial statements and accounting practices;
 - (L) Examine the needs, costs, and usage of all buildings and facilities owned or operated by the LEA, including all maintenance needs;
 - (M) Review all employment contracts to which the LEA or the local board of education is a party;
 - (N) Identify any grant opportunities available to the LEA that may serve to improve areas of insufficient performance; and
 - (O) Review any other information, records, statistics, policies, and practices that the oversight board deems relevant to identifying areas of insufficient performance or mismanagement for the LEA. The LEA's local board of education and each school managed and controlled by the LEA's local board of education shall provide the oversight board with any and all information requested by the oversight board within sixty (60) days of the request.
- (7) Based on the findings of a comprehensive needs assessment, the oversight board shall develop a transformation plan that identifies performance and operational goals for the LEA, benchmarks for assessing the LEA's progress toward meeting such goals, and that is designed, at a minimum, to:
- (A) Optimize the education funding available to the LEA, including TISA funding, federal and state grant funding, and local funding;
 - (B) Provide greater opportunities for students to complete workforce credentials and career and technical education programs;
 - (C) Lower the chronic absenteeism rate for the LEA;
 - (D) Improve or expand early childhood literacy opportunities;
 - (E) Identify student supports to improve academic outcomes; and
 - (F) Remediate any deficiencies in the management, accounting, information technology, or internal controls of the LEA and to remediate any fraud, waste, abuse, or financial mismanagement in the LEA, including, but not limited to, any mismanagement of financial records.
- (8) The oversight board shall annually review and update the transformation plan for the LEA developed pursuant to subdivision (d)(7).

(9) The oversight board may contract with a third party for the third party to conduct a comprehensive needs assessment required in subdivision (d)(6) or to develop or update a transformation plan for the LEA.

(10) An oversight board may perform a duty or take an action directed or authorized in this section before the oversight board conducts or completes a comprehensive needs assessment or develops a transformation plan.

(11) If one (1) or more members of the oversight board suspect that a member of the LEA's local board of education, the director of schools, or any other administrator, employee, contractor, or agent of the LEA has committed an act or omission in the performance of the duties of their office or position of employment with the LEA that, if substantiated, constitutes a state or federal offense, then the act or omission must be reported to the appropriate federal, state, or local law enforcement agency; the district attorney general; the United States attorney, if applicable; and the comptroller of the treasury, if the act or omission involves the use or misuse of public funds.

(12) An oversight board shall submit an annual progress report to the governor; the speaker of the senate; the speaker of the house of representatives; the commissioner of education; the local legislative body for the city or county that serves as the local funding body for the LEA, if applicable; the senate education committee; and the committee of the house of representatives having jurisdiction over kindergarten through grade twelve (K-12) education regarding the progress made by the LEA toward improving the academic performance of its student population; implementing one (1) or more of the performance or operational goals identified in its transformation plan; and addressing one (1) or more of the findings of the most recent comprehensive needs assessment that the oversight board has determined to be a contributing factor to the LEA meeting four (4) or more of the six (6) criteria in subsection (a).

(e) Notwithstanding another law to the contrary:

(1)(A) The local board of education for an LEA for which an oversight board is operating shall submit the proposed budget for the LEA, including any proposed budget amendments, to the oversight board for approval before the item may be submitted to the local legislative body for adoption or, for a special school district, to its local board of education for adoption. The oversight board shall establish the timeline and process by which the proposed budget and any proposed budget amendments must be submitted to the oversight board for approval;

(B) The oversight board shall review the proposed budget or budget amendment and may veto the proposed budget or budget amendment as a whole or may veto one (1) or more line items in the proposed budget or budget amendment;

(C) If the oversight board vetoes the proposed budget or budget amendment, then the local board of education shall revise the proposed budget or budget amendment as directed by the oversight board and shall resubmit the item to the oversight board for approval;

(D) If the local board of education fails to submit the proposed budget or budget amendment to the oversight board for approval in accordance with the timeline and process established by the oversight board, or fails to revise the proposed budget or budget amendment as directed by the oversight board, then the oversight board shall submit the budget or budget amendment to the local legislative body for adoption or, for a special school district, to the local board of education for adoption. The local board of education for a special school district must adopt the budget or budget amendment adopted for the special school district by the oversight board;

(E) If the oversight board does not veto the proposed budget or budget amendment in whole or in part or notify, in writing, the local board of education that the proposed budget or budget amendment requires further review within fifteen (15) business days from the date on which the proposed budget or budget amendment is submitted to the oversight board for approval, then the proposed budget or budget amendment is deemed to be approved by the oversight board and may be submitted to the local legislative body for adoption or, for a special school district, adopted by the local board of education;

(F) A local legislative body shall not adopt a budget or budget amendment for an LEA for which an oversight board is operating unless:

(i) The chair of the local board of education certifies, in writing, to the local legislative body that:

(a) The budget or budget amendment was submitted to the oversight board and has been approved for submission to the local legislative body in accordance with this subdivision (e)(1); or

(b) The budget or budget amendment was submitted to the oversight board for approval, that the budget or budget amendment was not vetoed by the oversight board in whole or in part within fifteen (15) business days from the date on which it was submitted to the oversight board for approval, and that the oversight board did not notify the local board of education during that same fifteen-day period that the budget or budget amendment required further review by the oversight board; or

(ii) The oversight board certifies to the local legislative body that the local board of education failed to submit the proposed budget or budget amendment to the oversight board for approval in accordance with the timeline and process established by the oversight board and that the proposed budget or budget amendment submitted to the local legislative body was adopted by the oversight board pursuant to subdivision (e)(1)(D); and

(G) If the local legislative body rejects the proposed budget or a proposed budget amendment submitted for adoption by the local board of education or the oversight board pursuant to this subdivision (e)(1), then the rejected budget or budget amendment must be returned to the oversight board, and the oversight board shall revise the budget or budget amendment as necessary and resubmit the budget or budget amendment for the LEA to the local legislative body for adoption;

(2)(A) The local board of education for an LEA for which an oversight board is operating shall not:

(i) Enter into, renew, or amend any contract with a total value of fifty thousand dollars (\$50,000) or more unless the contract is approved by the oversight board; or

(ii) Authorize any purchase or make any expenditure that is not being made pursuant to the terms of a contract with the LEA that was entered into, renewed, or amended prior to the effective date of this act, or pursuant to the terms of a contract approved by the oversight board pursuant to this subdivision (e)(2), with a value of fifty thousand dollars (\$50,000) or more unless the purchase or expenditure is approved by the oversight board;

(B) The oversight board shall establish the timeline and process by which a proposed contract, contract renewal, contract amendment, purchase, or expenditure described in subdivision (e)(2)(A) must be submitted to the oversight board for approval;

(C) If the local board of education submits a proposed contract, contract renewal, contract amendment, purchase, or expenditure to the oversight board for approval and the oversight board does not notify the local board of education within fifteen (15) business days from the date on which the item was submitted to the oversight board for approval that the contract, contract renewal, contract amendment, purchase, or expenditure requires further review or that its approval has been denied by the oversight board, then the item is deemed to be approved by the oversight board;

(D)(i) The chair of the local board of education shall certify, in writing, to any individual or entity with which the local board of education enters into, renews, or amends a contract for which approval of the oversight board is required pursuant to this subdivision (e)(2) that:

(a) The contract, contract renewal, or contract amendment was submitted to the oversight board and has been approved by the oversight board; or

(b) The contract, contract renewal, or contract amendment was submitted to the oversight board for approval; that the contract, contract renewal, or contract amendment was not denied approval by the oversight board, in whole or in part, within fifteen (15) business days from the date on which it was submitted to the oversight board for approval; and that the oversight board did not notify the local board of education during that same fifteen-day period that the contract, contract renewal, or contract amendment required further review by the oversight board;

(ii) A contract, contract renewal, or contract amendment executed on or after the effective date of this act by and between an individual or entity and the local board of education for an LEA for which an oversight board is operating is not legally enforceable in this state if the chair of the local board of education did not issue the certification required in subdivision (e)(2)(D)(i) before the contract, contract renewal, or contract amendment was executed, or if the chair issued a fraudulent or misleading certification; and

(iii) If the oversight board approves, or is deemed to have approved, a contract, contract renewal, contract amendment, purchase, or expenditure, then the local board of education may proceed with the contract, contract renewal, contract amendment, purchase, or expenditure in accordance with all applicable procurement laws, rules, and policies;

(E) The local board of education for an LEA for which an oversight board is operating shall report to the oversight board each contract, contract renewal, or contract amendment executed by and between any individual or entity and the local board of education with a total value of less than fifty thousand dollars (\$50,000) that was not submitted to the oversight board for approval pursuant to this subdivision (e)(2). The oversight board shall establish the timeline and process by which the local board of education must submit the report required in this subdivision (e)(2)(E); and

(F) For purposes of this subdivision (e)(2):

(i) "Contract" does not include an employment contract for a teacher or school principal, but does include an employment contract for a director of schools and for all other current or prospective employees of the LEA, including, but not limited to, current or prospective employees of the LEA's central office; and

(ii) "Expenditure" does not include the salaries or benefits paid to a teacher or school principal, but does include the salary, benefits, and any other contract or employment-related expenses for a director of schools and for all other employees of the LEA, including, but not limited to, employees of the LEA's central office;

(3)(A) The local board of education for an LEA for which an oversight board is operating shall, if applicable, submit the comprehensive listing of all underutilized property or vacant property required in § 49-13-136(c)(2) to the oversight board for approval. The oversight board shall establish the timeline and process by which the local board of education must submit its comprehensive listing of all underutilized property or vacant property to the oversight board for approval;

(B) The oversight board shall review the proposed list and may revise the list as the oversight board deems necessary to accurately reflect the underutilized property or vacant property in the LEA that is available for use by a public charter school operating in the LEA;

(C) The local board of education shall submit to the department of education and comptroller of the treasury the comprehensive listing of all underutilized property or vacant property approved by the oversight board, including any underutilized property or vacant property that may have been added to the list by the oversight board;

(D) If the local board of education fails to submit the comprehensive listing of all underutilized property or vacant property to the oversight board for approval in accordance with the timeline and process established by the oversight board, or fails to include on the list any underutilized property or vacant property added to the list by the oversight board, then the oversight board shall submit the comprehensive listing of all underutilized property or vacant property for the LEA to the department of education and the comptroller of the treasury; and

(E) The department of education and the comptroller of the treasury shall not accept a comprehensive listing of all underutilized property or vacant property required pursuant to § 49-13-136(c)(2) for an LEA for which an oversight board is operating unless:

(i) The chair of the local board of education certifies, in writing, to the department and comptroller that the list was submitted to the oversight board for approval, that the list includes any underutilized property or vacant property that was added to the list by the oversight board, and that the comprehensive listing of all underutilized property or vacant property submitted to the department and comptroller has been approved by the oversight board for submission to the department and comptroller in accordance with this subdivision (e)(3); or

(ii) The oversight board certifies, in writing, to the department and comptroller that the local board of education failed to submit the list to the oversight board for approval in accordance with the timeline and process established by the oversight board, or failed to include in the comprehensive listing all underutilized property or vacant property added to the list by the oversight board, and that the comprehensive listing of all underutilized property or vacant property was adopted by the oversight board for the LEA pursuant to subdivision (e)(3)(D);

(4)(A) The local board of education for an LEA for which an oversight board is operating shall not deny an amended application to open a new public charter school, an application to convert an existing public school to a public charter school, an application to renew the charter agreement of a public charter school, or a petition to amend the charter agreement of a public charter school submitted to the local board of education unless the oversight board has approved the local board of education's decision to deny the application or petition;

(B) The local board of education shall submit an application or petition described in subdivision (e)(4)(A) that the local board of education seeks to deny to the oversight board for review along with the grounds upon which the local board of education is basing its decision to deny the application or petition. The oversight board shall establish the timeline and process by which an application or petition that the local board of education seeks to deny must be submitted to the oversight board for review; provided, that the timeline and process established by the oversight board must, at a minimum, require the local board of education to submit such an application or petition to the oversight board for review no later than fifteen (15) business days before the local board of education is required to issue a final decision to deny the application or petition pursuant to chapter 13 of this title;

(C)(i) If the oversight board approves the local board of education's decision to deny an application or petition described in subdivision (e)(4)(A), then the local board of education may issue a final decision, ruling, or resolution denying the application or petition; and

(ii) This subdivision (e)(4)(C) does not prevent a sponsor or governing body, as those terms are defined in § 49-13-104, from appealing the denial to the Tennessee public charter school commission in accordance with chapter 13 of this title; and

(D) If the oversight board disagrees with the local board of education's decision to deny an application or petition described in subdivision (e)(4)(A), then the local board of education shall issue a final decision, ruling, or resolution approving the application or petition; and

(5)(A)(i) An oversight board may require the LEA's local board of education to take a discretionary action within the local board of education's authority, or prohibit the local board of education from taking a discretionary action within the local board of education's authority, if the oversight board determines that the action or inaction is necessary to improve the LEA's performance, operation, or management;

(ii) The local board of education shall take any discretionary action required by the oversight board pursuant to this subdivision (e)(5)(A). If the local board of education fails or refuses to take a discretionary action required by the oversight board, then the oversight board may take the action on behalf of the local board of education. The local board of education shall not take any action prohibited by the oversight board pursuant to this subdivision (e)(5)(A); and

(iii) For purposes of this subdivision (e)(5)(A):

(a) "Authority" includes all powers and duties of a local board of education authorized and established in state law and in any applicable private act or charter; and

(b) "Discretionary action" includes any formal or informal decision or action that may be taken by a local board of education pursuant to its authority for which the local board of education may exercise its judgment, including, but not limited to, the scope and content of policies adopted by the local board of education, as well as any formal or informal decision or action to open, close, or consolidate one (1) or more schools under the jurisdiction of the local board of education;

(B)(i) An oversight board may require the LEA's director of schools to take a discretionary action within the director's authority, or prohibit the director from taking a discretionary action within the director's authority, if the oversight board determines that the action or inaction is necessary to improve the LEA's performance, operation, or management;

(ii) The director of schools shall take any discretionary action required by the oversight board pursuant to this subdivision (e)(5)(B). The director shall not take any discretionary action prohibited by the oversight board pursuant to this subdivision (e)(5)(B). If the director fails or refuses to take an action required by the oversight board, or takes an action prohibited by the oversight board, then the director's employment with the LEA may be terminated by the oversight board and the termination is deemed to be a termination for cause; and

(iii) For purposes of this subdivision (e)(5)(B):

(a) "Authority" includes all powers and duties of a director of schools authorized and established in state law and in any applicable private act or charter; and

(b) "Discretionary action" includes any formal or informal decision or action that may be taken by the director of schools pursuant to the director's authority for which the director may exercise the director's judgment; and

(C)(i)(a) Subject to subdivision (e)(5)(C)(i)(b), an oversight board may terminate, with or without cause, the employment of any LEA employee, including the director of schools, on behalf of the LEA or local board of education, regardless of whether the employee is employed at will or under a contract of employment; and

(b) An oversight board shall not:

(1) Terminate the employment of an LEA employee who is employed under a contract of employment in a manner that violates the express terms of the contract. The oversight board may exercise, on behalf of the LEA or local board of education, the rights of the LEA or local board of education under the terms of the contract to terminate the employment of the LEA employee, with or without cause; or

(2) Terminate the employment of a tenured teacher or tenured principal without first providing the teacher or principal with due process in accordance with chapter 5, part 5 of this title. The oversight board may initiate, on behalf of the LEA or local board of education, the process required to terminate a tenured teacher or principal if grounds for their termination exist under § 49-5-511;

(ii) An oversight board may terminate an LEA employee, including the director of schools, for cause, including, but not limited to, one (1) or more of the causes for termination described in this subdivision (e)(5)(C)(ii). A termination is deemed to be a termination for cause if the oversight board terminates the LEA employee, including the director of schools, for:

(a) Failing or refusing to comply with a directive of the oversight board issued in accordance with this section, including a directive issued by the oversight board pursuant to subdivision (e)(5)(B), if applicable;

(b) Causing or contributing to one (1) or more deficiencies in the management, accounting, or internal controls of the LEA, or for causing or contributing to any fraud, waste, abuse, or financial mismanagement, including any mismanagement of financial records; or

(c) Having been negligent or derelict in the performance of their duties such that the oversight board may reasonably conclude that the negligence or dereliction of duty caused or contributed to the LEA meeting four (4) or more of the six (6) criteria in subsection (a);

(iii)(a) Subject to subdivision (e)(5)(C)(iii)(b), an LEA employee, including the director of schools, who is employed by the LEA or local board of education under a contract of employment and whose employment is terminated by the oversight board for cause pursuant to this subdivision (e)(5)(C), forfeits all compensation due under the terms of the contract of employment with the LEA or local board of education beginning on the date of their termination, including any compensation payable only on their separation from employment. The terminated LEA employee may be compensated for any actual services performed before the date of their termination; and

(b) An oversight board shall not deny payment of compensation due to a terminated LEA employee, including the director of schools, under the terms of their contract of employment, if denying the compensation would violate the express terms of the contract. The oversight board may exercise, on behalf of the LEA or local board of education, the rights of the LEA or local board of education under the terms of the contract to deny payment of compensation due to the terminated LEA employee beginning on the date of their termination, including any compensation payable only on their separation from employment; and

(iv)(a) The oversight board shall select and employ, on behalf of the LEA or local board of education, a qualified individual to fill a position vacated by an LEA employee whose employment was terminated by the oversight board pursuant to this subdivision (e)(5)(C), and may enter into a contract of employment with the individual on behalf of the LEA or local board of education to do so;

(b) Except as provided in subdivision (e)(5)(C)(iv)(c), subdivision (e)(5)(C)(iv)(a) does not require an oversight board to fill a vacated position if the oversight board determines that the position is redundant or unnecessary for the efficient operation of the LEA; and

(c) If the oversight board terminates the employment of the director of schools, then the oversight board shall select and employ a director of schools on behalf of the LEA or local board of education under a written contract of up to four (4) years' duration, which may be renewed in the same manner as if the local board of education selected and employed the director of schools. A director of schools employed by an oversight board has the same powers and duties as a director of schools employed by a local board pursuant to § 49-2-203.

(f)(1) There is created a special account in the state treasury to be administered by the department of education and to be known as the educational oversight board reserve fund, hereinafter referred to as the fund. It is the intent of the general assembly that a nonrecurring appropriation in an amount of no less than five hundred thousand dollars (\$500,000) and no more than one million dollars (\$1,000,000) be appropriated for the fund for the 2026-2027 fiscal year.

(2) Upon application by an oversight board created pursuant to this section, and for good cause shown, the department may disburse moneys in the fund to the oversight board to be used for any purpose necessary or attendant to the operation of the oversight board in furtherance of this section.

(3) Any amounts remaining in the fund at the end of a fiscal year must not revert to the general fund, but must be carried forward into the subsequent fiscal year and remain available for use by an oversight board.

(g) The local board of education for an LEA for which an oversight board is operating pursuant to this section is not authorized to assert a cause of action, intervene in any cause of action, or provide funding for any cause of action challenging any action taken by an oversight board pursuant to, and in accordance with, this section.

Credits

2026 Pub.Acts, c. 1057, § 1, eff. May 22, 2026.

T. C. A. § 49-1-616, TN ST § 49-1-616

Current with effective legislation through Chapter 1073 of the 2026 Second Regular Session of the 114th Tennessee General Assembly and through the 2026 Second Extraordinary Session of the 114th Tennessee General Assembly. Some sections may be more current; see credits for details. Pursuant to §§ 1-1-110, 1-1-111, and 1-2-114, the Tennessee Code Commission certifies the final, official version of the Tennessee Code and, until then, may make editorial changes to the statutes. References to the updates made by the most recent legislative session should be to the Public Chapter and not to the T.C.A. until final revisions have been made to the text, numbering, and hierarchical headings on Westlaw to conform to the official text. Unless legislatively provided, section name lines are prepared by the publisher.

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