DRAFT FOR CONSIDERATION

Educational Oversight Board for Memphis-Shelby County Schools

Personnel and Leadership Committee Meeting Materials

Thursday, November 12, 2026

Agenda

Educational Oversight Board for Memphis-Shelby County Schools · Personnel and Leadership Committee · Draft for Consideration

1 The committee meeting shall be called to order by the committee chair

2 Pledge of Allegiance

3 Roll call

4 Minutes of previous meeting approval

5 Agenda approval by committee members

6 Discussion of committee business

- 6.1 Executive Director Selection Materials and Process

7 Public comments

8 Announcements

9 Adjournment

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

EDUCATIONAL OVERSIGHT BOARD
FOR MEMPHIS-SHELBY COUNTY SCHOOLS
Personnel and Leadership Committee Meeting Minutes

July 1, 2026

The Personnel and Leadership Committee of the Educational Oversight Board for Memphis-Shelby County Schools (the Committee) held a meeting on **July 1, 2026, 8:00 a.m. CT**, by virtual meeting. Committee Chair Karen Vogelsang presided.

Committee Members Present

- Tyrone Burroughs
- David Mansouri
- Karen Vogelsang, Committee Chair

Committee Members Absent

None.

Others Present

- Nisha Powers, Board Member
- Shanea McKinney, Board Member
- James P. Urban, Office of the Attorney General

Call to Order

Committee Chair Vogelsang called the meeting to order at 8:00 a.m. on Wednesday, July 1, 2026.

Roll Call

Committee Chair Vogelsang called the roll. **All three Committee members were present and a quorum was established.**

- David Mansouri: Present
- Tyrone Burroughs: Present
- Karen Vogelsang: Present

Executive Director Job Description

Committee Chair Vogelsang noted that Committee members had reviewed the Executive Director job description individually and that the committee would review, update, and approve a version for recommendation to the full Board. Mr. Urban displayed the job description, and Committee members shared their recommendations. Mr. Urban made edits to the document live during the meeting.

Position summary. Committee Chair Vogelsang asked that the position summary be expanded. Mr. Mansouri noted that the summary does not explicitly say the position serves the Oversight Board for MSCS, and asked whether it should; Mr. Urban added this language.

Strategic planning and vision. Mr. Mansouri commended Committee Chair Vogelsang's addition of strategic planning and vision to the job description and suggested it move to the competencies section. Mr. Burroughs said he had no preference on its location. Committee Chair Vogelsang stated moving it to Core Competencies would work. The Committee agreed, and the language was moved to the Core Competencies section.

Nature of the role. Mr. Burroughs commented that the role does not just need to be an administrator for the Board; instead, the Executive Director needs to serve in a true leadership role. He also suggested changing "setting measurable goals" to "assisting in setting measurable goals," noting that the Executive Director supports the Board and does not make decisions independently. Mr. Urban made the edit.

Experience. Mr. Mansouri shared suggestions on the requirements and credentials, encouraging the Committee not to narrow its scope or require specific credentials. He further stated that, while the credentials are important, they may not all be required for this role. Committee Chair Vogelsang and Mr. Burroughs agreed. The Committee:

- Noted that the role does not require an instructional license
- Removed the expectation of a doctorate
- Added higher education experience as a possible credential
- Kept experience related to open records training

Core competencies. The Committee underscored the ethical leadership competency. Committee Chair Vogelsang requested additional detail on the role's ability to adapt quickly to change, and Mr. Mansouri agreed. Committee Chair Vogelsang asked whether the role should specifically note district-level turnarounds; the Committee removed this language.

Key responsibilities. Mr. Burroughs recommended adding executive leadership responsibilities, and the Committee agreed. Mr. Burroughs also added performance management and accountability to the responsibilities. On performance management, at Mr. Mansouri's suggestion, the Committee changed the language from developing a dashboard to identifying the data needed. The Committee also removed the responsibility of recommending corrective action.

Stakeholder and community engagement. Mr. Mansouri suggested that the role focus more on stakeholder engagement than on coalition building. Committee Chair Vogelsang noted that engagement opportunities for parents are important.

Final review. The Committee reviewed the updates. Mr. Mansouri suggested removing the master's degree requirement and replacing it with "postsecondary degree or credential." Mr. Burroughs stated that the role should require some advanced degree. Mr. Mansouri also suggested certified project manager as a potential credential. The above updates were integrated into the document.

Motion. Committee Chair Vogelsang moved to recommend the Executive Director job description to the full Board. Mr. Mansouri seconded. **The motion carried by roll call vote, 3-0.**

Motion #1 vote (roll call vote, 3-0):

- David Mansouri: Affirmative
- Tyrone Burroughs: Affirmative
- Karen Vogelsang: Affirmative

Posting process. Mr. Mansouri noted that the Board needs to fill the position urgently and recommended that the full Board discuss the posting process. Committee Chair Vogelsang asked whether the recommendation could be discussed at the full Board meeting that afternoon. Mr. Urban

said it was possible and that he would discuss adding it with the Chair. Mr. Urban noted that the position would be posted on the Oversight Board's website once it is running, that the screening process is still to be decided, and that interviews may be held in open or closed session. In response to Mr. Mansouri, Mr. Urban said he would send the Committee a summary of the state's process requirements.

Public Comment

Committee Chair Vogelsang opened the floor for public comment. She stated that members of the public may offer comments on items related to the agenda, and asked speakers to click the "raise hand" button or otherwise clearly announce themselves and to state their name and address. The comment period is limited to 30 minutes, with 2 minutes per speaker.

The following speaker addressed the Committee:

- Sarah Carpenter

Adjournment

Committee Chair Vogelsang asked whether there were additional items for discussion; there were none. Mr. Mansouri moved to adjourn; Mr. Burroughs seconded. **The motion carried by roll call vote, 3-0,** and the meeting adjourned at approximately 8:48 a.m.

Motion #2 vote (roll call vote, 3-0):

- David Mansouri: Affirmative
- Tyrone Burroughs: Affirmative
- Karen Vogelsang: Affirmative



A Transformative Executive Director for MSCS

Leadership Profile

November 2026

Why the Executive Director Matters

Effective governance is the foundation for a durable MSCS transformation. **The Executive Director ensures the Oversight Board can act with clarity, discipline, transparency, and urgency.**

Governance Operations	Operationalize the Board: agendas, committees, records, public access, decision support, and coordinated follow-through.
Meaningful Transparency	Make performance, risk, and district progress visible through reliable data and reporting to build and keep trust with the community.
Public Engagement	Provide trusted communication, stakeholder engagement, and coordination across the Board, district, and government partners.
Strategic Board Advisement	Identify emerging risks, evaluate options, and recommend actions that advance district transformation and student outcomes.

Distinct Roles, Shared Goal

Student outcomes improve through **disciplined oversight and accountable district execution**

OVERSIGHT BOARD

Governs and directs

Sets priorities, issues approvals and directives, evaluates progress, makes authorized decisions.

EXECUTIVE DIRECTOR

Enables and advises

Runs Board operations, coordinates oversight, tracks actions, briefs members, communicates.

SUPERINTENDENT / MSCS

Designs and executes transformation

Leads schools and district staff, designs and implements strategy, manages resources and results.

Pillars of a Transformative Executive Director

The ED must pair **strategic judgment and operational discipline with adaptability, compelling communication, and the ability to align diverse stakeholders around improved outcomes for Memphis children.**

01	02	03	04
Strategic governance & student outcomes	**Oversight & organizational excellence**	**Ethical, decisive executive leadership**	**Stakeholder engagement**

Underpinning all four: a strong Oversight Board office with a transparent operating cadence

Pillar 1 | Strategic Governance & Student Outcomes

The ED translates the Board's vision into a **focused, data-informed oversight agenda while maintaining a clear focus on improving outcomes for Memphis children.**

Student-centered focus	Maintains an unwavering focus on improving outcomes for Memphis children, ensuring Board priorities and decisions align with this north star.
Strategic planning	Translates Board priorities into actionable plans, clear responsibilities, measurable goals, and near-term milestones.
Board advisement	Analyzes complex performance data, identifies risks and opportunities, and provides evidence-based recommendations to inform Board decisions.
Role clarity	Understands the distinction between Board oversight and district execution, ensuring accountability while respecting the Superintendent's operational authority.

Pillar 2 | Oversight & Organizational Excellence

The ED establishes **effective Board systems and processes, leveraging financial and analytical expertise to drive accountability and measurable progress.**

Governance operations	Establishes effective Board processes, including meeting preparation, committee coordination, decision-making support, and follow-through on Board directives.
Performance management	Demonstrates strong financial acumen and analytical expertise to assess district financial and operational performance, identify risks, and provide data-driven recommendations to the Board.
Assessment & follow-through	Coordinates Board members, district staff, and other stakeholders around key milestones, clear responsibilities, and timely completion of oversight activities.
Compliance & execution	Establishes systems to track progress, manage multiple work streams, and maintain accountability while ensuring compliance with Tennessee requirements.

Pillar 3 | Ethical & Decisive Leadership

The ED demonstrates **sound judgment, adaptability, and decisive leadership in a dynamic, politically complex environment while maintaining trust and accountability.**

Executive judgment	Makes sound, timely decisions and recommendations amid uncertainty, competing priorities, and incomplete information.
Integrity & independence	Demonstrates integrity, transparency, and the willingness to surface difficult issues while maintaining public trust.
People leadership	Builds effective teams, establishes clear responsibilities, and aligns stakeholders to advance shared goals, even when perspectives differ.
Adaptive leadership	Navigates evolving priorities, multiple workstreams, and shifting circumstances while maintaining focus on long-term goals and outcomes.

Pillar 4 | Stakeholder Engagement

The ED serves as the **Board's chief storyteller and advocate, communicating a compelling vision, building trust, and aligning diverse stakeholders around improved outcomes for Memphis children.**

Government relations	Serves as an effective advocate for the Board's priorities at the local and state levels, building relationships with government leaders, agencies, and other key partners.
MSCS and Board relationships	Builds alignment among the Oversight Board, MSCS leadership, and other stakeholders, navigating differing perspectives while advancing shared priorities.
Public communication	Serves as the Board's chief storyteller and public-facing voice, translating complex information into clear, compelling messages across written, verbal, interpersonal, and public settings.
Inclusive engagement	Demonstrates empathy, active listening, and cultural awareness, ensuring community perspectives meaningfully inform Board discussions and decisions.

Potential Candidate Backgrounds

Seek demonstrated capabilities and outcomes—not a single prescribed career pathway. Validate every candidate against the posted ED qualifications.

Education system executive	Senior district or state education leader experienced in governance, performance, and complex public operations.
Public-sector transformation leader	State/local government administrator with education exposure, executive advising, and accountability experience.
Education oversight / regulatory leader	Executive from an educational agency, regulatory body, or accountability organization.
Cross-sector public leader	Experienced leader in policy or public administration with strong school-system knowledge and government relationships.
Project management expert	Experienced leader in project management, with relevant and demonstrated abilities to effectively monitor fast-moving workstreams

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 and Oversight Board spokesperson to the broader Memphis community. The Executive Director translates Board priorities into actionable initiatives, maintains alignment among key stakeholders, and ensures the Board's work remains focused on improving outcomes for Memphis children.

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, Storytelling & Media Relations: Exceptional written, verbal, interpersonal, and public-facing communication skills. Ability to serve as the Board's chief storyteller, translating complex policy and operational information into clear, compelling messages that communicate the Board's vision, priorities, decisions, and progress to diverse audiences.
- ~~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.~~
- 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.

- Financial Acumen & Analytical Expertise: Strong analytical capabilities and financial literacy, including the ability to interpret complex financial, operational, and performance data; assess audit findings; identify risks and trends; and develop evidence-based recommendations to inform Board oversight and decision-making.
- 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 and Adaptive Leadership: Demonstrated ability to navigate uncertainty, manage competing priorities and multiple workstreams, and exercise sound judgment in dynamic, high-pressure environments while maintaining progress toward long-term goals. ~~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, Advocacy and Stakeholder Engagement: Demonstrated ability to build productive relationships, listen with empathy, and align stakeholders with differing perspectives around shared goals. Skilled at advocating for Board priorities across state and local government, MSCS leadership, and community partners while maintaining trust and constructive relationships. ~~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.

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.

Compensation & Work Location

- Salary Range: The targeted annual salary range for this position is $190,000-$220,000, commensurate with qualifications and experience.
- Work Location: This is a hybrid position, with significant in-person requirements. The successful candidate is encouraged to spend 50% of their time or more, in-person, in Memphis, Tennessee, to support Board operations, stakeholder engagement, and other in-person responsibilities.

Educational Oversight Board for Memphis-Shelby County Schools

Executive Director Hiring Timeline

No Later Than	Activity
November 17, 2026 Tuesday *OB Meeting*	• OB approves JD, Salary, Selection Process
November 18, 2026 Wednesday	• Post JD • Begin screening
December 16, 2026 Wednesday	• Close JD posting
December 18, 2026 Friday	• Personnel and Leadership Committee interviews candidates
January 15, 2027 Friday	• Personnel and Leadership Committee selects top 2 candidates for OB interview
January 25, 2027 Monday	• OB interviews and selects ED (pending ability to hire)
February 1, 2027 Monday	• ED begins work