DRAFT FOR CONSIDERATION

Educational Oversight Board for Memphis-Shelby County Schools

Oversight Board Meeting Materials

November 17, 2026

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Educational Oversight Board for Memphis-Shelby County Schools

Proposed Agenda for November 17, 2026

Tuesday, November 17, 2026 · 8:30 a.m. · In person · Southwest Tennessee Community College - Macon Cove Campus, Bert Bornblum Library, 5983 Macon Cove, Memphis, TN 38134

Action items ask the Board to vote. Discussion items are for deliberation only. Information items are presented for the record. Each item's summary precedes its attachments.

	Agenda item	Type	Page
1	**The regular meeting shall be called to order by the Chair**		
2	**Pledge of Allegiance**		
3	**Roll Call**		
4	**Agenda approval by board members**	Action	1
5	**Minutes of previous meetings approval**	Action	2
	Attachment: Minutes of June 18, 2026 meeting		3
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9	**Public Comment**		
10	**Announcements**		
11	**Adjournment**		

Agenda Item 4 · Agenda Item Summary

Agenda Approval

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Action (vote requested)
Presented by	Billy Orgel, Board Chair
Attachments	None

> **Recommended action:** That the Oversight Board approve the agenda for the November 17, 2026 meeting as presented.

Background

The Board approves its agenda at the start of each meeting to confirm the items it will consider. Members may propose changes to the order of items before the vote.

Summary

- **Action items:** 5 (minutes), 6.2 (committee charters), 6.3 (meeting calendar), 8.2 (communications protocol), and 8.4 (Executive Director hiring).
- **Information items:** 6.1 (committee membership) and 8.1 (Legal Committee update).
- **Discussion items:** 7.1 (vision, priorities, and timeline) and 8.3 (Stakeholder Engagement Plan).

Next Steps

The Board proceeds through the agenda as approved.

Fiscal Impact

None.

Agenda Item 5 · Agenda Item Summary

Minutes of Previous Meetings

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Action (vote requested)
Presented by	Nisha Powers, Board Secretary
Attachments	Minutes of the June 18, 2026 meeting Minutes of the October 8, 2026 meeting

> **Recommended action:** That the Oversight Board approve the minutes of its June 18, 2026 and October 8, 2026 meetings as presented.

Background

Approval of the previous meeting's minutes is a standing item on each regular meeting agenda. Once approved, the minutes become part of the Board's official public record.

Summary

Minutes of the Board's two previous meetings, held June 18, 2026 and October 8, 2026, are attached for review. Members may offer corrections before the vote.

Next Steps

The Board Secretary retains the approved minutes as part of the Board's official records.

Fiscal Impact

None.

EDUCATIONAL OVERSIGHT BOARD
FOR MEMPHIS-SHELBY COUNTY SCHOOLS

Meeting Minutes

June 18, 2026

The Educational Oversight Board for Memphis-Shelby County Schools (the Board) held its first meeting on **June 18, 2026, 8:45 a.m. CT**, in Nashville, Tennessee, at the Tennessee State Capitol Executive Conference Room, Ground Floor (600 Dr. Martin Luther King, Jr. Blvd., Nashville, TN 37243). Governor Bill Lee opened the meeting, and Chair Billy Orgel presided following his election.

Members Present

- Dedrick Brittenum Jr.
- Tyrone Burroughs
- Dorsey Hopson
- David Mansouri
- Shanea McKinney, Vice Chair
- Billy Orgel, Chair
- Nisha Powers, Secretary
- Beverly Robertson
- Karen Vogelsang

Members Absent

None.

Others Present and Addressing the Board

- The Honorable Bill Lee, Governor of Tennessee
- The Honorable Jason Mumpower, Comptroller of the Treasury
- Toni Chadwick, Open Records Counsel, Office of the Comptroller
- Elizabeth McCabe, Assistant General Counsel, Office of the Comptroller
- The Honorable Mark White, State Representative (during public comment)

Call to Order

Governor Bill Lee called the meeting to order. He noted that the General Assembly enacted Public Chapter 1057, which called for creation of the Board, and that this first meeting was procedural: introductions, election of officers, and training to prepare for the Board's work.

The Governor thanked members for their service and charged the Board to make hard decisions and break through the systemic and bureaucratic barriers that have held back Memphis-Shelby County Schools (MSCS) students. He then turned the meeting over to Ms. Powers to conduct a roll call.

Roll Call and Member Introductions

Ms. Powers called the roll. Each member indicated they were present and gave a brief introduction of their current role and background. Ms. Powers stated for the record that **nine members were present and a quorum was established**.

Ms. Powers noted that individuals wishing to give public comment should sign the sheet at the back table, and that public comment would be taken prior to adjournment in the order speakers signed up.

Pledge of Allegiance

Mr. Brittenum led the Pledge of Allegiance.

Election of Officers

Ms. Powers facilitated the election of the Chair. Hearing no objection, members agreed that officers would be elected by simple majority.

Term of the Chair. A motion was by Mr. Brittenum to make that the term of the Chair be one year and should terminate June 30, 2027. It was seconded. Members agreed by acclamation that the term ends on June 30. The motion carried by voice vote.

Motion #1 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Chair. Mr. Hopson nominated Billy Orgel for Chair, citing his leadership as board chair during the 2013 merger of the Memphis and Shelby County school systems. The nomination was seconded by Tyrone Burroughs. Hearing no other nominations, nominations were closed. The motion to elect Mr. Orgel as Chair carried by voice vote. Ms. Powers passed the gavel to Chair Orgel.

Motion #2 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Vice Chair. Ms. Powers nominated Shanea McKinney for Vice Chair; seconded by Mr. Hopson. Hearing no other nominations, the motion carried by voice vote.

Motion #3 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Secretary. Mr. Hopson nominated Nisha Powers for Secretary; seconded by Ms. McKinney. Hearing no other nominations, the motion carried by voice vote.

Motion #4 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Chair's Remarks

Chair Orgel thanked Governor Lee and proposed that the Board hold **one goal: improving educational outcomes for MSCS students**. He noted the Board is not an elected body and can tell the community the truth about district performance. Citing public state report card data, he referenced kindergarten readiness, chronic absenteeism, English language arts and math proficiency, and the graduation rate as areas needing urgent improvement.

In response to a member question, the Chair confirmed the data came from the state report card and is public. Members discussed the need for a secure Board communication channel and a public website so the community can follow and give feedback on the Board's work.

The Chair noted that, per his reading of the statute, the Board has a 90-day window to develop a plan and may hire staff, including an executive director.

Executive and Governance Committee

The Chair proposed an Executive and Governance Committee to:

- Develop meeting agendas
- Recommend bylaws and governance policies
- Review ethics and conflict of interest matters
- Ensure compliance with open meetings and public records requirements
- Oversee board orientation and training
- Oversee executive director recruitment and evaluation
- Exercise authority delegated by the full Board when necessary

Proposed members: Billy Orgel, Shanea McKinney, Nisha Powers, Dorsey Hopson, and Karen Vogelsang. A motion to approve the committee by Shanea McKinney and its membership was made and seconded by David Mansouri. **The motion carried by voice vote.**

Motion #5 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Standing Committees

Members discussed additional committees. Points raised included:

- Whether staff hiring would sit with the executive committee or a personnel committee, with the full Board approving key hires
- Whether school closures fall under facilities (the Chair indicated yes)
- A technology committee, given the number of district data systems that do not connect
- Where attendance and chronic absenteeism belong, given that the issue cuts across committees
- Separating finance from operations, and pairing operations with facilities instead
- Naming the finance committee "Finance and Audit"
- Reviewing how comparable oversight boards (for example, Houston) organize their committees, and drawing on community and business experts

Mr. Hopson moved to establish the following committees, subject to review of committee structures used by other oversight boards: Executive and Governance; Community Support and Engagement; Personnel; Operations and Facilities; Finance; Academics; Leadership; and Technology. The motion was seconded. **The motion carried by voice vote.**

Motion #6 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative

- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Legal Counsel

Members agreed the Board needs its own legal counsel, separate from MSCS counsel. The Chair asked Mr. Brittenum, Mr. Hopson, and Vice Chair McKinney to serve as an ad hoc group to recommend an approach. Discussion continued under New Business.

Remarks from the Comptroller of the Treasury

Comptroller Jason Mumpower addressed the Board. Key points:

- MSCS serves about 1 in 10 Tennessee public school students and receives about 1 in 7 state public education dollars.
- The General Assembly ordered a forensic audit of MSCS operations. CliftonLarsonAllen (CLA) delivered an interim report in March 2026; a final report of more than 700 pages is expected within weeks.
- The audit is intended as a roadmap for improvement, not only a list of shortcomings.
- Members' email and other communications about Board business are public records, and all deliberation must occur in open meetings.
- His office is available to support the Board.

Open Meetings and Open Records Training

Toni Chadwick, Open Records Counsel, presented an overview of the Tennessee Public Records Act and the Tennessee Open Meetings Act (TOMA). Key points:

- Public records are open unless state law makes them confidential. A confidentiality clause alone does not make a record confidential.
- TOMA applies to any governing body of two or more members, including subcommittees.
- All deliberation must occur in open meetings. Members should not deliberate on Board business by email or text.
- Minutes must record members present, motions, and the results of all votes. Votes must be public.
- Agendas must be publicly available 48 hours in advance. Adequate public notice is more than 48 hours.
- The Board must provide a public comment period and may set reasonable limits, while ensuring a range of viewpoints is heard.
- The Board's enabling statute permits electronic meetings; Ms. Chadwick offered to send the requirements by email.
- Actions taken in violation of TOMA may be voided by a court.

Members raised several questions to be answered by follow-up or by Board counsel: whether the Board is a state or local governing body; conflict of interest forms; whether the Board must adopt an ethics policy; and rulemaking authority. Comptroller Mumpower advised the Board to adopt a public comment policy by vote before taking public comment.

Board funding. In response to a member question, Comptroller Mumpower stated that, to his recollection, the statute provides **$500,000 to $1 million per year** in state funding, paid through the Department of Finance and Administration (F&A), and that the Board may also access local funding. Members noted that a district budget amendment may be needed.

The Board took a brief recess and reconvened.

Public Comment Policy

Chair Orgel made the motion to limit public comment to 30 minutes total and two minutes per speaker. A friendly amendment was offered so that speakers may sign up in advance by email or by comment card before the meeting begins, with the speaker list closing when the meeting starts. The amended motion was seconded. **The motion carried by voice vote.**

Motion #7 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Public Comment

Chair Orgel recognized nine speakers in the order they signed up. Common themes were transparency, accountability, stable leadership, measurable academic progress, and stronger partnership with families and the business community.

- Mark Sturgis
- Rep. Mark White
- Breonna Scott
- Anthony Spinch
- Sarah Carpenter
- Tamita Abram
- Dianisha Fields
- Latasha Greer
- Bobby White

The Chair thanked speakers for traveling from Memphis to attend.

New Business

Legal counsel. Mr. Brittenum noted the Board may need two types of counsel: litigation counsel for any challenge to the Board's formation, and general counsel to the Board. Members discussed whether a formal solicitation is required for professional services. Ms. Powers urged a qualifications-based selection process, such as a request for qualifications (RFQ), to reflect the transparency and accountability the public requested. Mr. Mansouri suggested follow-up with F&A on accessing funds and asked whether the Attorney General's Office could provide interim counsel. **Chair Orgel agreed to contact the Attorney General's Office that day and report back to the Board.**

Board communications. Members noted they are not expected to receive state email addresses and do not want Board business on personal or work email. Members agreed the Board needs a secure, dedicated system for email and document review, to be explored and reported back.

Meeting schedule and location. Members discussed aligning the Board's calendar with the MSCS board calendar, given the Board's 15-day window to review certain district actions. Members noted special called meetings remain an option, and that future meetings should be held at times the public can attend, such as late afternoon or evening.

Members discussed the University of Memphis as a neutral, central venue and raised concerns about public parking and about meeting at a district facility. The Chair agreed to contact the University of Memphis.

Mr. Hopson moved to hold the next meeting on **July 7, 2026, at 9:00 a.m.**, location to be determined, with the University of Memphis preferred. The motion was seconded. **The motion carried by voice vote.**

Motion #8 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Representative White, recognized again, stated his view that the Board holds the authority of the local board of education, to be verified by legal counsel, and offered to schedule the forensic auditors to brief the Board as soon as possible.

Adjournment

Chair Orgel thanked members, Governor Lee, the Speaker of the House, the Lieutenant Governor, Representative White, and Senator Brent Taylor. A motion to adjourn was made and seconded. The motion carried by voice vote, and the meeting adjourned at approximately 11:15am.

Motion #9 vote (voice vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative

- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

EDUCATIONAL OVERSIGHT BOARD
FOR MEMPHIS-SHELBY COUNTY SCHOOLS
Meeting Minutes
October 8, 2026

The Educational Oversight Board for Memphis-Shelby County Schools (the Board) held a meeting on **October 8, 2026, 2:00 p.m. CT**, by virtual meeting. Chair Billy Orgel presided.

Members Present

- Dedrick Brittenum Jr.
- Tyrone Burroughs (departed before adjournment)
- Dorsey Hopson
- David Mansouri
- Shanea McKinney, Vice Chair
- Billy Orgel, Chair
- Nisha Powers, Secretary
- Beverly Robertson (departed before Motion #6)
- Karen Vogelsang

Members Absent

None.

Others Present and Addressing the Board

- James (J.P) Urban, Legal Counsel to the Board, Office of the Attorney General
- Rajeev Bajaj, Senior Advisor, MGT
- Alex Tringali, MGT
- Rebecca Dray Ballentine, MGT
- Folashade "Shade" Abiola-Banjac, Forensic Practice Lead, CliftonLarsonAllen (CLA)
- Mrudul Sharma Managing Principal, Tennessee Office, CliftonLarsonAllen (CLA)

Call to Order

Chair Orgel called the meeting to order at 2:00 p.m. on Thursday, October 8, 2026.

Roll Call

At the Chair's request, Mr. Urban called the roll. **Nine members were present and a quorum was established.** The Chair asked attendees to keep their microphones muted.

Chair's Remarks

Chair Orgel explained that the meeting was held virtually because, the previous Friday, Judge Crenshaw indicated the Board could proceed with preparing to carry out its duties and should notify the court

once it was ready to act. Mr. Urban and Ms. Powers prepared the agenda and notice on short notice. The Chair noted that state law no longer requires the Board to state a reason for meeting virtually.

The Chair stated that the purposes of the meeting were to put in place the infrastructure the court would look for: email, a website, and points of contact; staff support; and the statutory timelines and processes. He noted that Karen Vogelsang is also a member of the Executive Committee.

The Chair described the stakes for the community, including slow population growth in Shelby County compared with other Tennessee counties, competition from charter schools and seven municipal districts, and the reputational risk to the city and county. He reminded members that the Board is appointed, not elected, and that its job is to improve outcomes for students.

Statutory Requirements and Legal Status

Mr. Urban summarized the Board's duties under the statute. The Board must adopt timelines and processes for:

- Approval of the school system's budget
- Approval of large contracts and expenditures
- Reporting of smaller contracts
- Underutilized and vacant district property
- Review of proposed denials of charter school applications

The statute also requires a comprehensive needs assessment of the school system and a transformation plan based on its findings. Mr. Urban stated that adopting these processes, and showing that the Board has support in place to do its work, would demonstrate to the court that the Board is ready, willing, and able to operate.

Meeting format. Mr. Brittenum stated for the record his position that the Board should meet in person and in public, as it did at its first meeting in Nashville. In response to the Chair, Mr. Urban stated the Board may meet virtually or in person but must meet in person at least once per year.

Status of the court order. Mr. Hopson asked for clarification on how the court order impacts the Board's work. Mr. Urban stated that the district court's July 1 order directs Board members to maintain the status quo. The court clarified in a hearing on Friday and an order on Monday that the Board may take steps to develop its infrastructure and processes, but may not require anything of the school system at this time. Once those steps are taken, the Board will file a statement with the court, and the court indicated that it would dissolve the status quo order.

Mr. Urban confirmed that any document the Board discussed would be displayed on screen and later posted with the meeting notice.

Consultant Support (MGT)

Chair Orgel opened the first agenda item, discussion of consultants, and introduced Rajeev Bajaj of MGT. The Chair asked Mr. Bajaj to introduce himself, describe MGT and the work he and his firm do, and present to the Board, after which members would ask questions.

Mr. Bajaj introduced himself and MGT, a social impact consulting and technology firm working in K-12 education, and noted that MGT has supported the Board since early July. He summarized planning work completed to date in four areas:

- **Project management:** 90-day priorities organized around leadership and talent, achievement, and accountability
- **Administrative capacity:** individual discussions with members, a proposed committee structure, and draft rules of procedure
- **Needs assessment and transformation plan:** a snapshot of district performance from public data, a running list of internal data to request, and initial benchmarking
- **Talent identification:** the Executive Director job description and other key roles

In response to Mr. Hopson's question about whether non-public district data would be needed for a comprehensive plan, Mr. Bajaj stated that MGT maintains a list of internal district data, including achievement, formative assessment, facilities, and financial data, needed for a full transformation plan.

Mr. Mansouri raised the need for Board legal counsel and for a focus on financial oversight given the forensic audit and asked for Mr. Bajaj's thoughts on these issues. Mr. Bajaj is aligned with identifying legal counsel promptly. On financial oversight, Mr. Bajaj explained the integrated nature of financial and strategic planning. This focus on financial oversight would play a prominent role in the forthcoming transformation plan.

Mr. Brittenum asked for information regarding the firm, MGT and how they were connected to support the Oversight Board. In response to Mr. Brittenum, the Chair explained that, while the Board was unable to act under the status quo order, Seeding Success and several foundations arranged for MGT's support after the Board's early discussions.

Mr. Bajaj then reviewed the draft 90-day plan: project management, Board Rules of Procedure and operating processes, onboarding a full-time Executive Director, the needs assessment, the transformation plan, and talent identification.

Discussion. Mr. Mansouri asked what process the Board should follow to accept the support. Mr. Urban advised that a motion to accept MGT's assistance with upfront administrative work, and to direct staff to work with MGT on future documents for the Board's consideration and adoption, would help show the court the Board is ready to act.

Mr. Brittenum asked what state requirements apply to selecting consultants, whether the Board would hear from other consultants, and whether the materials included a compensation proposal. Mr. Urban stated that any arrangement in which the Board pays a contractor must go through state procurement. Under the proposed arrangement, MGT is not under contract with the Board; the Board would review MGT's work product and decide whether to adopt it as its own.

Mr. Brittenum noted that the materials included a memorandum of understanding totaling $1 million and stated he was not prepared to vote on documents received that day. He asked whether the forensic audit had criticized similar sole-source arrangements, and suggested the Board first hire an Executive Director and Legal Counsel.

Mr. Mansouri asked if the Board would be responsible for paying the quoted amount. Mr. Bajaj stated that MGT's work has been supported by a mix of pro bono work and targeted local philanthropy, with no financial arrangement with the Board, and that MGT understands any direct contract with the Board would require an RFP. The memorandum was displayed on screen at Mr. Brittenum's request.

Vice Chair McKinney stated her understanding that the support is temporary, intended to cover immediate needs for roughly 90 days to six months before the Board begins state procurement. The Chair noted the proposal runs through March.

Mr. Hopson asked Mr. Urban to confirm that philanthropy may fund outside work that the Board considers and adopts, and that this does not violate state procurement rules. Mr. Urban confirmed that it does not, and that the Board must follow state procurement to contract directly. Mr. Urban noted a separate allocation through the Department of Education that the Board may apply for.

Ms. Powers stated that the Board must deliver a transformation plan, that Executive Director selection will take time and should be thorough and transparent, and that the Board will monitor all consultants closely.

Motion. Mr. Hopson moved that the Board accept the work of MGT offered to the Board at no cost until such time as the Board is operating and can issue an RFP to contract directly. Ms. Vogelsang seconded. **The motion carried by roll call vote, 8-1.**

Motion #1 vote (roll call vote, 8-1):

- Dedrick Brittenum Jr.: No
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Communication with MGT. The chair asked how the Board should engage with MGT. Mr. Urban advised that members should not discuss MGT's work with MGT as a group. Communications should go through Mr. Urban or an eventual Executive Director, or members may contact MGT individually, to avoid Open Meetings Act violations. The Board may also designate an individual member as a point of contact. Mr. Urban confirmed that the action would help show the court the Board has infrastructure in place.

Legal Counsel

Vice Chair McKinney, who chairs the ad hoc Legal Committee, reported that the Committee had requested proposals before the court's order. After the forensic audit was released, the Committee asked respondents whether any of their clients were affected by the audit. Several firms remain interested without conflicts. The Committee (Vice Chair McKinney, Mr. Hopson, and Mr. Brittenum) will meet publicly in short order and bring a recommendation to the full Board.

Forensic Audit Presentation (CliftonLarsonAllen)

Ms. Abiola-Banjac presented an overview of CLA's internal controls assessment, digital (IT) risk assessment, and forensic audit of MSCS. The forensic audit covered 2021 through 2024; the internal controls assessment covered the current year. Key points:

- **Internal controls:** an internal audit function lacking structure for a district of this size; lack of formal, documented policies and procedures, compounded by high turnover; non-compliance or partial compliance with state law, regulations, and district policy; and limited visibility into third-party and vendor risk.
- **IT risk assessment:** multiple issues that CLA will share only in closed session to protect students and employees.

- **Forensic audit:** approximately $120 million in potential fraud, waste, and abuse, including approximately $250,000 in potential fraud, $763,000 in potential waste, and $53.1 million in potential abuse; approximately $65 million in potential non-compliance with district policy; approximately $291,000 in potential non-compliance with federal (ESSER) grant requirements; and 86 of 250 sampled I-9 forms the district could not locate.
- **Whitehaven STEM building:** no formal agreement with the district, which contributed to a reduced building size; approximately $9.9 million in combined public (58%) and private (42%) funding; and a reported balance of $880,000 that CLA was unable to verify with bank statements.
- **TennCare billing:** a 45.6% error rate in sampled claims, related to missing documentation and incorrect billing.

In response to questions, Ms. Abiola-Banjac stated that CLA has developed a corrective action plan, typically a three-year engagement (rehabilitation, rebuilding, and stabilization) with reports to the board every 90 days, and that no remediation agreement is currently in place with the district. She noted that delays in remediation could affect the district's financial statement audit, due December 31, and that the district's last audit was disclaimed. CLA offered a two-to-three-hour in-depth review with the Board, including a closed session on the digital assessment, within the next two to three weeks.

Mr. Mansouri, Vice Chair McKinney, Ms. Robertson, and Mr. Hopson asked about the Board's engagement with CLA, district capacity to carry out remediation, and the district's published remediation plan. The Chair asked Ms. Powers and Mr. Urban to schedule an executive session on sensitive findings and a public session on the remainder, and asked CLA to provide Mr. Urban a quote for remediation support.

Executive Director Position Description

Ms. Vogelsang reported that the Personnel and Leadership Committee (Ms. Vogelsang, Mr. Mansouri, and Mr. Burroughs) met on July 1, revised the Executive Director job description, and recommended the draft to the full Board. Mr. Brittenum asked about the origin of the document. Vice Chair McKinney stated that she prepared the initial draft with guidance from the state before the Committee's review.

In response to questions from Vice Chair McKinney and Mr. Hopson, Mr. Urban stated that, if approved, he would post the position as soon as possible, and would confirm with the Department of Human Resources the hiring requirements, whether the position is on a state salary schedule, and whether a salary range should be posted.

Motion. Mr. Burroughs moved to adopt the Executive Director position description as recommended by the Committee. Mr. Hopson seconded. **The motion carried by roll call vote, 9-0.**

Motion #2 vote (roll call vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

The Chair asked Vice Chair McKinney to work with Mr. Urban on the posting and search process.

Additional staff. At Ms. Vogelsang's suggestion, members agreed to defer planning for additional staff until an Executive Director is in place.

Standing Committees

Mr. Urban displayed the committee structure proposed in MGT's ready-to-operate document. Points raised included:

- The Chair noted that Legal should be an ad hoc committee rather than a standing committee.
- Ms. Robertson noted that Technology should be a standalone committee.
- Ms. Robertson noted that the Board should adopt policies and procedures early.
- Ms. McKinney noted the Board will need oversight of its own staff, so Personnel and Leadership should remain.
- Mr. Hopson noted the Board should consider a Teacher Advisory Committee in the future.
- Mr. Mansouri noted the committee structure should stay lean and should give the budget and contract approval processes a clear home.
- Mr. Brittenum noted that Audit should be a standalone committee, separate from Budget and Finance.

Motion. Ms. Powers moved to approve the committee structure as proposed, with Legal moved to ad hoc status, Technology added, and Audit separated from Budget and Finance. Mr. Burroughs seconded. At Mr. Mansouri's request, and with no objection from the mover or seconder, the Executive Committee, which the statute requires the Chair to appoint, was added to the list. **The motion carried by roll call vote, 9-0.**

Motion #3 vote (roll call vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

The Chair asked members to tell Mr. Urban which committees they are interested in serving on.

Rules of Procedure

Mr. Urban displayed the draft Rules of Procedure. Points raised during review:

- Ms. Powers asked that the Chair's one-year term, adopted June 18, be reflected. Mr. Urban noted the document provides one-year terms for all officers, and that terms would expire no earlier than June 18, 2027, subject to a statutory provision that may extend Board service for periods under injunction.
- Members discussed continuity on the Executive Committee, which the Chair appoints.

- The Rules require written charters for each committee and those charters would be drafted for Board Review.
- At the Chair's request, Mr. Urban will provide state conflict of interest and code of conduct requirements.

Motion. Mr. Mansouri moved to adopt the Rules of Procedure. Vice Chair McKinney seconded.

Mr. Brittenum stated that his review of the rules with MGT had not been completed; that the document was sent to members the night before and was not posted before the meeting; and that documents should be posted with the agenda so the public can review them. He asked whether members had reviewed the rules he drafted earlier; Mr. Hopson and Vice Chair McKinney stated that they had. **Mr. Brittenum moved to table the motion. The motion to table died for lack of a second.**

The Chair and Ms. Powers noted that the Rules may be amended at any time by the Board. **The motion carried by roll call vote, 8-0, with one member passing.**

Motion #4 vote (roll call vote, 8-0, one pass):

- Dedrick Brittenum Jr.: Pass
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

The Chair asked Ms. Powers, as Secretary, to work with Mr. Urban on immediate items required by the Rules, including committee charters.

Contract Approval Process

Rebecca Dray Ballentine of MGT presented the proposed process for the Board's statutory review of contracts approved by the local MSCS board, displaying the visual flowchart and the narrative process with submission templates. Under the proposed cycle, after the local MSCS board's meetings in weeks three and four of the month, the district submits contract requests to the Board within one business day using the contract submission template. Board staff log each contract and package it for the Executive Committee and the full Board. After the Board decides, staff transmit notice of the decision. Ms. Ballentine noted that the templates are intended to be simple and to keep normal operations moving, and that the process would be revised to state explicitly that items are packaged and redistributed to the Board for review. Mr. Hopson asked about emergency approvals. Ms. Ballentine shared that the language could be amended to include that.

Motion. Mr. Hopson moved to adopt the Board's process for its statutory duty to review board-approved contracts, as presented. Mr. Mansouri seconded. **The motion carried by roll call vote, 9-0.**

Motion #5 vote (roll call vote, 9-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative

- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Affirmative
- Karen Vogelsang: Affirmative

Remaining processes. Ms. Ballentine noted that a draft budget approval process exists separately. Mr. Urban advised that the contract approval process was the most urgent, and that the budget approval and small-contract reporting processes could be considered later. Hearing no objection, the Chair deferred both to a future meeting.

Infrastructure

The Chair reviewed the meeting's goals: statutory timelines and processes, staff support, and infrastructure. Mr. Urban serves as the Board's point of contact, and MGT will designate a point of contact for its in-kind support. Mr. Urban stated that he is working with the executive branch to set up Board email and a website and needs no further Board direction to do so.

Board Operating Funds

Mr. Hopson asked Mr. Urban to clarify the operating funds available to support Board business. Mr. Urban read the statutory provision establishing a special account in the state treasury, administered by the Department of Education, of no less than $500,000 and no more than $1 million (he believed $1 million for this fiscal year). The Board may apply, and for good cause shown, the Department may disburse funds for any purpose necessary for the Board's operation. Mr. Urban stated that Executive Director salary, legal counsel, and administrative costs such as email and a website would likely qualify, subject to the Department's agreement. Mr. Hopson noted that security and space for in-person public meetings may also be needed.

Motion. Mr. Hopson moved to authorize the Chair, or the appropriate entity, to work with Mr. Urban to pursue the statutorily approved funds to support the Board's work. Ms. Robertson seconded.

Mr. Brittenum suggested requesting the Tennessee Highway Patrol to provide security at public meetings, as it did at the Board's first meeting. The Chair noted that the Shelby County Sheriff and the MSCS security team had also offered support.

The motion carried by roll call vote, 8-0. Ms. Robertson had departed the meeting before the vote.

Motion #6 vote (roll call vote, 8-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Affirmative
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative
- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Not present
- Karen Vogelsang: Affirmative

Meeting Schedule

Mr. Burroughs asked that the Board set standing meeting dates. Members discussed meeting after the elected board's third- and fourth-Tuesday meetings so the Board can act on items the elected board approves. Ms. Vogelsang suggested meeting no later than the Thursday after the elected board meets. Ms. Powers noted the court's upcoming filing deadlines; Mr. Urban stated those deadlines relate to the amended complaint and should not affect the status quo order.

Mr. Brittenum moved that Board meetings be coordinated with the published Shelby County Board of Education 2026-2027 meeting schedule, on Thursday afternoons so the public can attend. Before a second was called, Ms. Powers offered to work with Mr. Urban on a schedule of Thursday meetings following elected board meetings, accounting for holidays, and report back to members. With Mr. Brittenum's agreement, the motion was withdrawn and the Board proceeded on Ms. Powers' suggestion. The Chair noted special called meetings remain available.

Public Comment

The Chair stated that public comment would be limited to 30 minutes, and asked speakers to state their name, address, and subject and to refrain from defamatory or accusatory remarks about individuals. Mr. Urban noted that the Rules of Procedure adopted at this meeting allow three minutes per speaker, superseding the two minutes stated in the meeting notice. The Chair suggested the Board later consider language reducing time per speaker when many people sign up.

The following speakers addressed the Board:

- Sarah Carpenter
- Lisha Party
- Mark Williams
- Notoria Carpenter
- Britney Thornton

Mr. Urban noted that the Board is not required to respond to questions during public comment. The Chair clarified that the Executive Director serves the Board, as provided in the statute, and that the school system will continue to have a superintendent.

New Business

In response to Mr. Hopson, Mr. Urban stated that the Board's actions at this meeting are sufficient to support the Chair's filing with the court.

Adjournment

Chair Orgel thanked members, MGT, and Mr. Urban. Mr. Brittenum moved to adjourn; Mr. Hopson seconded. **The motion carried by roll call vote, 7-0,** and the meeting adjourned at approximately 5:00 p.m.

Motion #7 vote (roll call vote, 7-0):

- Dedrick Brittenum Jr.: Affirmative
- Tyrone Burroughs: Not present
- Dorsey Hopson: Affirmative
- David Mansouri: Affirmative
- Shanea McKinney: Affirmative

- Billy Orgel: Affirmative
- Nisha Powers: Affirmative
- Beverly Robertson: Not present
- Karen Vogelsang: Affirmative

Committee Membership

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Information (no vote)
Presented by	Billy Orgel
Attachments	Committee Visual

Background

Committees will carry much of the Board's detailed review before items reach the full Board, including contracts and expenditures, audit findings, academics, facilities, technology, personnel, and legal matters. The Board Chair appoints members of the Board to various committees and appoints the chairs of those committees.

Summary

- **Current structure.** Eight committees: Executive, Academics, Audit, Budget and Finance, Facilities and Operations, Technology, Personnel and Leadership, and Legal.
- **Committee assignments.** Committee assignments are below.

Committee	Members
Executive	Billy Orgel (Board Chair), Dorsey Hopson, Shanea McKinney, Nisha Powers, Karen Vogelsang
Academics	David Mansouri, Beverly Robertson, Karen Vogelsang
Audit	Dedrick Brittenum Jr., Tyrone Burroughs, Shanea McKinney
Budget and Finance	David Mansouri, Nisha Powers, Beverly Robertson
Facilities and Operations	Tyrone Burroughs, Dorsey Hopson, Nisha Powers, Billy Orgel, Shanea McKinney
Technology	Dedrick Brittenum Jr., Tyrone Burroughs, Beverly Robertson
Personnel and Leadership	Shanea McKinney, David Mansouri, Karen Vogelsang
Legal	Dedrick Brittenum Jr., Dorsey Hopson, Shanea McKinney

Next Steps

Committees begin meeting on Tuesday, December 1, ahead of the December 3 Board meeting.

Fiscal Impact

None.

Oversight Board Committee Structure

Oversight Board

All nine members share responsibility for academic progress monitoring

Members also serve on specialized committees

Specialized Committees	*Months 1-6*	*Months 7-12*
Committee 1: Executive	✓	✓
Committee 2: Academics	✓	✓
Committee 3: Audit	✓	✓
Committee 4: Budget and Finance	✓	✓
Committee 5: Facilities and Operations	✓	✓
Committee 6: Technology	✓	✓
Committee 7: Personnel and Leadership	✓	✓
Committee 8: Legal	*Concludes once legal counsel is secured*	

Agenda Item 6.2 · Agenda Item Summary

Committee Charters

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Action (vote requested)
Presented by	Nisha Powers, Board Secretary
Attachments	Standing Committee Charters

> **Recommended action:** That the Oversight Board adopt the standing committee charters to be reviewed and amended annually.

Background

Each committee charter sets the committee's purpose, responsibilities, membership, meeting frequency, and reporting.

Summary

- **Seven charters:** Academics, Audit, Budget and Finance, Facilities and Operations, Technology, Personnel and Leadership, and Legal.
- **Composition.** Committees have three Board members appointed by the Board Chair, except the Executive and Facilities and Operations Committees, which have five.
- **Authority.** Except for the Executive Committee, committees review and recommend. Their recommendations are subject to full Board approval.
- **Meetings.** Budget and Finance and Facilities and Operations meet at least monthly. Personnel and Leadership meets at least monthly until key leadership positions are selected, hired, and onboarded, then quarterly. The other committees meet quarterly. Legal is an ad-hoc committee and will disband after key committee responsibilities conclude. Meetings are open to the public unless a closed session is authorized by law.
- **Reporting.** Each committee reports regularly to the full Board.

Next Steps

Committees begin operating under their charters at their first meetings on December 1. Charters are reviewed and amended annually by Board action as the committee needs change.

Fiscal Impact

None.

Education Oversight Board (EOB)

Draft Charters for Standing Committees

1. Academics Committee Charter

Purpose

The Academics Committee shall provide oversight, guidance, and recommendations to the EOB regarding curriculum, instruction, student achievement, assessment and academic programs to ensure continuous improvement in student learning outcomes.

Composition

- Consists of three or five Board members appointed by the Board Chair.
- One member shall serve as Committee Chair.

Authority & Responsibilities

- Leads the development of the Needs Assessment and Transformation Plan, as statutorily required
- Review and recommend policies related to curriculum, instructional materials, graduation requirements, and academic standards.
- Oversee progress monitoring of Transformation Plan Goals: Monitor student performance data, including state assessments, graduation rates, college/career readiness metrics, and equity gaps.
- Review and advise the Superintendent on strategic plan development and ensure alignment to the Transformation Plan.
- The Committee has no final decision-making authority; all recommendations are subject to full Board approval.

Meetings

- Meets at least quarterly during the school year, or more frequently as needed.
- Meetings are open to the public in accordance with open-meetings laws unless a closed session is authorized by law.
- A quorum consists of a majority of voting members.

Reporting

- Provides regular reports and recommendations to the full Board.
- Submits an annual summary of academic priorities and outcomes.

2. Audit Committee Charter

Purpose

The Audit Committee shall provide independent oversight of the District's internal controls, external and internal audit processes, financial compliance, risk management, and accountability practices to safeguard public resources and promote transparency.

Composition

- Consists of three or five Board members appointed by the Board Chair.
- One member shall serve as Committee Chair (preferably with financial or audit experience when possible).
- External auditors or independent advisors may be invited as needed.

Authority & Responsibilities

- Review and make recommendations to fully remediate all findings from the CLA's forensic audit (FY2022–2024) submitted to the State of TN within the first 90 days, with status reports on corrective actions being taken and/or completed, including the hiring of external contractors to execute on corrective action.
- Review and make recommendations for possible expansion of CLA's audit as needed.
- Oversee the independent external audit process, including selection of the auditor (subject to Board approval), scope of work, and review of audit findings and management responses.
- Monitor the internal audit function, risk assessments, and internal control systems.
- Review compliance with state and federal financial regulations, grant requirements, and accounting standards.
- Evaluate the effectiveness of corrective action plans arising from audit findings.
- Receive and review reports of fraud, waste, or abuse and ensure appropriate investigation and resolution.
- Recommend improvements to financial policies, controls, and accountability frameworks.
- The Committee has no final decision-making authority; all recommendations are subject to full Board approval.

Meetings

- Meets at least quarterly, with additional meetings during the external audit cycle or as needed.
- Meetings are open to the public unless a closed session is authorized by law.
- A quorum consists of a majority of voting members.

Reporting

- Provides regular updates and recommendations to the full Board.
- Presents the annual external audit results and related recommendations to the Board.

3. Budget and Finance Committee Charter

Purpose

The Budget and Finance Committee shall provide oversight of the District's contract and expenditure approvals, budgeting processes, financial management, resource allocation, and long-term fiscal planning to ensure the effective, transparent, and sustainable use of public funds in support of student success.

Composition

- Consists of three or five Board members appointed by the Board Chair (preferably with one member who also serves on the Audit Committee to ensure coherence).
- One member shall serve as Committee Chair (preferably with financial expertise when possible).
- Administrators or external advisors may be invited as needed.

Authority & Responsibilities

- Determine the annual budgeting process
- Review and recommend the annual operating budget, capital budget, and any mid-year amendments.
- Monitor monthly and quarterly financial reports, cash flow, fund balances, revenue projections, and expenditure variances.
- Review contract and expenditure submissions monthly and determine approval recommendation.
- Evaluate major contracts, procurement practices, and long-term financial obligations, including debt service.
- Review and recommend policies related to fiscal management, reserves, investments, and fund balance targets.
- Assess the alignment of budget priorities with the District's strategic plan and educational goals.
- Provide guidance on multi-year financial forecasting and sustainability planning.
- Coordinate with the elected Board on budget and financial matters to support information sharing, alignment, and clear delineation of responsibilities.
- The Committee has no final decision-making authority; all recommendations are subject to full Board approval.

Meetings

- Meets at least monthly, with additional meetings during the annual budget development cycle.
- Meetings are open to the public unless a closed session is authorized by law.
- A quorum consists of a majority of voting members.

Reporting

- Provides regular financial updates and recommendations to the full Board.
- Present monthly contract/expenditure recommendations to the full Board.
- Presents the annual budget recommendation to the Board for consideration and adoption.

4. Facilities and Operations Committee Charter

Purpose

The Facilities and Operations Committee shall provide oversight of the District's facilities, capital projects, transportation, maintenance, safety, and operational systems to ensure safe, efficient, and well-maintained learning environments.

Composition

- Consists of three or five Board members appointed by the Board Chair (preferably with one member who serves on the Budget and Finance Committee to ensure coherence).
- One member shall serve as Committee Chair.
- Technical experts or consultants may be invited as needed.

Authority & Responsibilities

- Review and make recommendations regarding right-sizing of facilities while ensuring alignment of priorities with educational needs and fiscal responsibility.
- Review and recommend the capital improvement plan, major construction and renovation projects, and facility master plan.
- Review policies and practices related to school safety, security, emergency preparedness, and environmental health.
- Evaluate major operational contracts (e.g., facilities management, food service, transportation).
- The Committee has no final decision-making authority; all recommendations are subject to full Board approval.

Meetings

- Meets at least monthly, or more frequently during major capital project cycles.
- Meetings are open to the public unless a closed session is authorized by law.
- A quorum consists of a majority of voting members.

Reporting

- Provides regular updates and recommendations to the full Board.
- Submits an annual facilities and operations status report.

5. Technology Committee Charter

Purpose

The Technology Committee shall provide oversight of the District's technology strategy, infrastructure, digital learning tools, data systems, cybersecurity, and innovation initiatives to ensure technology effectively supports teaching, learning, operations, and student success.

Composition

- Consists of three or five Board members appointed by the Board Chair.
- One member shall serve as Committee Chair.
- External technology advisors or vendors may be invited as needed.

Authority & Responsibilities

- Review and recommend the District's technology plan, digital learning strategy, and major technology investments.
- Review and advise on the District's cybersecurity policies, data privacy practices, and compliance with student data protection requirements.
- Review major technology contracts, software licensing, and total cost of ownership.
- Ensure technology initiatives align with academic goals, equity priorities, and the District's strategic plan.
- The Committee has no final decision-making authority; all recommendations are subject to full Board approval.

Meetings

- Meets at least quarterly, or more frequently as major technology initiatives require.
- Meetings are open to the public unless a closed session is legally authorized (e.g., for security-sensitive discussions).
- A quorum consists of a majority of voting members.

Reporting

- Provides regular updates and recommendations to the full Board.
- Submits an annual technology status and priorities report.

6. Personnel and Leadership Committee Charter

Purpose

The Personnel and Leadership Committee shall provide oversight of human-resources policies, leadership evaluation, compensation, and workforce matters to support a high-quality, accountable, and equitable professional environment.

Composition

- Consists of three or five Board members appointed by the Board Chair.
- One member shall serve as Committee Chair.

Authority & Responsibilities

- Review and recommend policies related to employment, compensation, benefits, evaluation, and professional standards.
- Oversee the selection and evaluation process of key leadership positions (e.g. Board Executive Director) and recommend performance goals and compensation to the full Board.
- Monitor key workforce metrics (recruitment, retention, diversity, vacancies, and professional development).
- Review major personnel-related contracts, collective-bargaining parameters (if applicable), and succession-planning frameworks.
- Provide guidance on leadership development and organizational culture initiatives.
- Ensure compliance with employment laws and equitable practices.
- The Committee has no final decision-making authority over individual personnel actions except as delegated by the full Board; all policy and high-level recommendations are subject to Board approval. Closed sessions may be used when legally authorized for individual personnel matters.

Meetings

- Meets at least monthly, or more frequently until key leadership positions are selected, hired, and onboarded. Then, the committee meets quarterly.
- Portions of meetings may be closed when permitted by law for personnel discussions.
- A quorum consists of a majority of voting members.

Reporting

- Provides regular recommendations and updates to the full Board.

7. Legal Committee Charter

Purpose

The Legal Committee shall provide temporary oversight and coordination of legal matters affecting the Oversight Board, with a primary focus on securing independent legal counsel and supporting the Board's legal readiness during its transition.

Composition

- Consists of three Board members appointed by the Board Chair.
- One member shall serve as Committee Chair.
- External legal advisors may be consulted as needed, subject to applicable authorization requirements.

Authority & Responsibilities

- Lead the process of identifying, evaluating, and recommending independent legal counsel for full Board approval.
- Coordinate preliminary legal questions and priorities requiring counsel's review, including Board authority, governance, and compliance obligations.
- Support the development of a process for requesting and receiving legal guidance once counsel is retained.
- Coordinate with the elected Board, as appropriate, on legal matters involving shared responsibilities or transition activities.
- The Committee has no final decision-making authority over individual legal actions except as delegated by the full Board; all legal counsel recommendations are subject to Board approval.

Meetings

- Meets at least monthly, until independent legal counsel is secured.
- A quorum consists of a majority of voting members.

Reporting

- Provides regular recommendations and updates to the full Board.

Agenda Item 6.3 · Agenda Item Summary

Board Meeting Calendar

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Action (vote requested)
Presented by	Nisha Powers, Board Secretary
Attachments	Meeting Calendar, November 2026 - July 2027 Meeting Schedule

> **Recommended action:** That the Oversight Board adopt its meeting calendar for November 2026 through July 2027.

Background

An adopted, published meeting calendar lets the public plan to attend and ties Board meetings to the MSCS local Board's business meetings, so that items needing Oversight Board approval can be reviewed promptly.

Summary

- **Board meetings:** Meeting time is 9am, beginning December 3, 2026. In person is preferred. After November, Board meetings fall on a Thursday, generally about seven business days after the MSCS local Board business meeting.
  - November 17, 2026
  - December 3, 2026
  - January 7, 2027
  - February 4, 2027
  - March 4, 2027
  - April 8, 2027
  - May 6, 2027
  - June 3, 2027
  - July 8, 2027
- **Committee meetings:** Standing committees meet on the Tuesday of the same week as each Board meeting. Times vary and are outlined on the Meeting Schedule Attachment. Committees are virtual preferred, but committee chair may determine format.
- **Executive Committee:** meets mid-month, between Board meetings at 9am. The meeting format is virtual, but the committee chair may determine format.

Fiscal Impact

None.

DRAFT Oversight Board of Memphis–Shelby County Schools · Meeting Schedule

Oversight Board · Executive Committee · Standing Committees (see schedule) · MSCS local Board Work Session · MSCS local Board Business Meeting · Two types same day

Committee key: ACAD Academics · AUD Audit · B&F Budget and Finance · F&O Facilities and Operations · TECH Technology · P&L Personnel and Leadership · LEGAL Legal

NOVEMBER 2026

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

- 10 MSCS Work Session
- 17 Oversight Board · 8:30am, in person*
- 17 MSCS Business Meeting

DECEMBER 2026

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- 1 ACAD · AUD · B&F · F&O · TECH · P&L · LEGAL (see schedule)
- 3 Oversight Board · 9am

No MSCS local Board meeting in December

JANUARY 2027

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- 5 ACAD · AUD · B&F · F&O · TECH · P&L · Executive Committee (see schedule)
- 7 Oversight Board · 9am
- 19 MSCS Work Session
- 21 Executive Committee · 9am
- 26 MSCS Business Meeting

FEBRUARY 2027

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

- 2 B&F · F&O · P&L (see schedule)
- 4 Oversight Board · 9am
- 9 MSCS Work Session
- 11 Executive Committee · 9am
- 23 MSCS Business Meeting

MARCH 2027

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

- 2 ACAD · AUD · B&F · F&O · TECH · P&L (see schedule)
- 4 Oversight Board · 9am
- 23 MSCS Work Session
- 25 Executive Committee · 9am
- 30 MSCS Business Meeting

APRIL 2027

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

- 6 B&F · F&O (see schedule)
- 8 Oversight Board · 9am
- 20 MSCS Work Session
- 22 Executive Committee · 9am
- 27 MSCS Business Meeting

MAY 2027

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

- 4 B&F · F&O (see schedule)
- 6 Oversight Board · 9am
- 18 MSCS Work Session
- 20 Executive Committee · 9am
- 25 MSCS Business Meeting

JUNE 2027

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

- 1 ACAD · AUD · B&F · F&O · TECH · P&L (see schedule)
- 3 Oversight Board · 9am
- 22 MSCS Work Session
- 24 Executive Committee · 9am
- 29 MSCS Business Meeting

Oversight Board: 9am; in person preferred, virtual if necessary. **Committees:** virtual preferred; committee chair may determine. Committee meeting times are listed in the Meeting Schedule.

* November 17 Oversight Board location: Southwest Tennessee Community College, Bert Bornblum Library, 5983 Macon Cove, Memphis TN 38134

Oversight Board of Memphis–Shelby County Schools · Meeting Schedule

Oversight Board · Executive Committee · Standing Committees (see schedule) · MSCS local Board Work Session · MSCS local Board Business Meeting · Two types same day

Committee key: ACAD Academics · AUD Audit · B&F Budget and Finance · F&O Facilities and Operations · TECH Technology · P&L Personnel and Leadership · LEGAL Legal

JULY 2027

S	M	T	W	T	F	S
				1	2	3
4	5	**6**	7	**8**	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

6 B&F · F&O (see schedule)
8 Oversight Board · 9am

Oversight Board: 9am; in person preferred, virtual if necessary. **Committees:** virtual preferred; committee chair may determine. Committee meeting times are listed in the Meeting Schedule.

Draft Oversight Board of Memphis–Shelby County Schools Meeting Schedule

Oversight Board meetings begin at 9:00 a.m. In person is preferred; virtual if necessary.

Committee meetings: Virtual is preferred, but the committee chair may determine the format.

November 2026

Tuesday, November 10: *MSCS local Board Work Session*

Tuesday, November 17: 8:30 am, in person

- Oversight Board

Southwest Tennessee Community College
Bert Bornblum Library
5983 Macon Cove Memphis TN 38134

Tuesday, November 17: *MSCS local Board Business Meeting*

December 2026

Tuesday, December 1

- Academics Committee: 8:30–9:30 a.m.
- Legal Committee: 10:00–11:00 a.m.
- Budget and Finance Committee: 10:00–11:00 a.m.
- Audit Committee: 11:30 a.m.–12:30 p.m.
- Personnel and Leadership Committee: 1:00–2:00 p.m.
- Facilities and Operations Committee: 2:30–3:30 p.m.
- Technology Committee: 4:00–5:00 p.m.

Thursday, December 3 (12 business days post MSCS Business Meeting)

- Oversight Board: 9:00 a.m.

No MSCS local Board Meeting in December

January 2027

Tuesday, January 5

- Executive Committee: 8:00–9:30 a.m.
- Budget and Finance Committee: 10:00–11:00 a.m.
- Audit Committee: 11:30 a.m.–12:30 p.m.
- Personnel and Leadership Committee: 1:00–2:00 p.m.
- Technology Committee: 1:00-2:00 pm
- Academics Committee: 2:30–3:30 p.m.
- Facilities and Operations Committee: 4:00–5:00 p.m.

Thursday, January 7

- Oversight Board: 9:00 a.m.

Tuesday, January 19: *MSCS local Board Work Session*

Thursday, January 21:

- Executive Committee: 9:00 am

Tuesday, January 26: *MSCS local Board Business Meeting*

February 2027

Tuesday, February 2

- Budget and Finance Committee: 10:00–11:00 a.m.
- Personnel and Leadership Committee: 12:30–1:30 p.m.
- Facilities and Operations Committee: 3:00–4:00 p.m.

Thursday, February 4 (7 business days post MSCS Business Meeting)

- Oversight Board: 9:00 a.m.

Tuesday, February 9: *MSCS local Board Work Session*

Thursday, February 11:

- Executive Committee: 9:00am

Tuesday, February 23: *MSCS local Board Business Meeting*

March 2027

Tuesday, March 2

- Academics Committee: 8:30–9:30 a.m.
- Budget and Finance Committee: 10:00–11:00 a.m.
- Audit Committee: 11:30 a.m.–12:30 p.m.
- Personnel and Leadership Committee: 1:00–2:00 p.m.
- Facilities and Operations Committee: 2:30–3:30 p.m.
- Technology Committee: 4:00–5:00 p.m.

Thursday, March 4 (7 business days post MSCS Business Meeting)

- Oversight Board: 9:00 a.m.

Tuesday, March 23: *MSCS local Board Work Session*

Thursday, March 25:

- Executive Committee: 9:00am

Tuesday, March 30: *MSCS local Board Business Meeting*

April 2027

Tuesday, April 6

- Budget and Finance Committee: 10:00–11:00 a.m.
- Facilities and Operations Committee: 3:00–4:00 p.m.

Thursday, April 8 (7 business days post MSCS Business Meeting)

- Oversight Board: 9:00 a.m.

Tuesday, April 20: *MSCS local Board Work Session*

Thursday, April 22:

- Executive Committee: 9:00am

Tuesday, April 27: *MSCS local Board Business Meeting*

May 2027

Tuesday, May 4
- Budget and Finance Committee: 10:00–11:00 a.m.
- Facilities and Operations Committee: 3:00–4:00 p.m.

Thursday, May 6 (7 business days post MSCS Business Meeting)
- Oversight Board: 9:00 a.m.

Tuesday, May 18: *MSCS local Board Work Session*

Thursday, May 20:
- Executive Committee: 9:00am

Tuesday, May 25: *MSCS local Board Business Meeting*

June 2027

Tuesday, June 1
- Academics Committee: 8:30–9:30 a.m.
- Budget and Finance Committee: 10:00–11:00 a.m.
- Audit Committee: 11:30 a.m.–12:30 p.m.
- Personnel and Leadership Committee: 1:00–2:00 p.m.
- Facilities and Operations Committee: 2:30–3:30 p.m.
- Technology Committee: 4:00–5:00 p.m.

Thursday, June 3 (7 business days post MSCS Board Business Meeting)
- Oversight Board: 9:00 a.m.

Tuesday, June 22: *MSCS local Board Work Session*

Thursday, June 24:
- Executive Committee: 9:00am

Tuesday, June 29: *MSCS local Board Business Meeting*

July 2027

Tuesday, July 6

- Budget and Finance Committee: 10:00–11:00 a.m.
- Facilities and Operations Committee: 3:00–4:00 p.m.

Thursday, July 8 (7 business days post MSCS Board Business Meeting)

- Oversight Board: 9:00 a.m.

Agenda Item 7.1 · Agenda Item Summary

Open Discussion of Vision, Priorities, and Timeline

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Discussion (no vote)
Presented by	Shanea McKinney, Vice Chair
Attachments	Vision, Priorities and Timeline Feedback (to be provided)

> **For discussion:** No action is requested. Member input will shape a draft vision, priorities, and timeline for a future meeting.

Background

The Board's vision and priorities will guide its oversight agenda, committee work, and the statutorily required Needs Assessment and Transformation Plan. A timeline sequences the Board's first-year work so that members, MSCS, and the public understand the sequence of activities.

Next Steps

Staff synthesize member input into a draft vision, goals, and priority areas, and refine the timeline, for Board consideration at a future meeting. Community input gathered through the Stakeholder Engagement Plan will inform the final priorities that will be integrated into the legislatively mandated transformation plan.

Fiscal Impact

None.

Legal Committee Update

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Information (no vote)
Presented by	Shanea McKinney, Vice Chair
Attachments	None

> **For information:** The Board will receive an update from the Legal Committee on securing independent legal counsel. No action is requested at this meeting.

Background

The Legal Committee charter charges the committee with identifying, evaluating, and recommending independent legal counsel for full Board approval. All legal counsel recommendations are subject to Board approval, and the Legal Committee concludes once counsel is secured.

Summary

The Legal Committee will provide a general update on its work, including progress toward securing independent legal counsel and the legal questions and priorities it is coordinating for counsel's review.

Next Steps

The Legal Committee will meet at 10:00 a.m. on Tuesday, December 1, 2026. The Legal Committee will bring a recommendation for independent legal counsel to the full Board for approval at the December 3, 2026 meeting.

Fiscal Impact

None for this update. The cost of engaging counsel will come to the Board with the Legal Committee's recommendation.

Communications Protocol

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Action (vote requested)
Presented by	Nisha Powers, Secretary
Attachments	None

> **Recommended action:** That the Oversight Board approve the communications protocol and designate Vice Chair Shanea McKinney as the lead responder to incoming stakeholder communications until the Executive Director is hired and onboarded.

Background

The protocol, summarized in the bullets below, shares information about the Board's approach to responding to inquiries.

Summary

- **Short term**, until the Executive Director is hired and onboarded: the Board designates one member to manage incoming email; that member reviews and replies to stakeholders and updates the Board as needed.
- **Long term:** the Executive Director takes over end-to-end ownership, monitoring the inbox, responding to stakeholders, and coordinating responses with the Board as needed.

Next Steps

If approved, Vice Chair McKinney begins reviewing and responding to incoming communications.

Fiscal Impact

None.

Stakeholder Engagement Plan

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Discussion (no vote)
Presented by	Beverly Robertson
Attachments	None

> **Recommended action:** No action is requested. Member input will shape the engagement plan for approval at a future meeting.

Background

The Stakeholder Engagement Plan is designed to help the Oversight Board and community to go beyond the data and understand the state of achievement in depth: what is helping students learn, what is blocking student achievement, and what students, teachers, principals, and families believe needs to be addressed. Stakeholder engagement is intended to help the Board build a transformation plan to dramatically improve student outcomes in MSCS.

The Stakeholder Engagement Plan sets out how the Board will:

1. Share the facts about MSCS performance, using publicly available data
2. Explain what the Board is, what it does, and what it intends to accomplish for Memphis Shelby County Schools, students, and families
3. Hear from students, teachers, principals, and parents about their experience
4. Use that feedback to inform the legislatively mandated needs assessment and transformation plan

Plan Summary

Component	Audience
Community town hall	Public
School visits	Oversight Board
Community survey	Families, students, staff, community members
Focus groups	Students, teachers, principals, families

Next Steps

Staff will make edits to this plan based on member discussion and the item will be placed on a future meeting agenda.

Fiscal Impact (estimated)

Event	Attendees	Est. cost per person	Est. total
Community town hall snacks and refreshments	200	$15	$3,000
Focus group snacks and refreshments (4 groups of 20)	80	$15	$1,200
Focus group stipends	80	$50-$75	$4,000-$6,000
Total			**$8,200-$10,200**

Executive Director Hiring

Meeting	Oversight Board Meeting, Tuesday, November 17, 2026, 8:30 a.m.
Item type	Action (vote requested)
Presented by	Shanea McKinney, Vice Chair
Attachments	8.4.1 Executive Director Job Description 8.4.2 Executive Director Leadership Profile 8.4.3 Executive Director Selection Timeline

> **Recommended action:** That the Oversight Board approve the Executive Director job description, leadership profile, and selection timeline, as set out in items 8.4.1 through 8.4.3.

Background

The Executive Director will serve as the Board's chief officer: stewarding oversight, managing day-to-day operations, and serving as the primary liaison with MSCS and the Board's spokesperson to the Memphis community. These materials were prepared for the Personnel and Leadership Committee's November 12 meeting.

Summary

- **8.4.1 Job description.** Covers the position summary, qualifications, core competencies, and key responsibilities. The targeted salary range is $190,000-$220,000.
- **8.4.2 Leadership profile.** Four pillars: strategic governance and student outcomes; oversight and organizational excellence; ethical, decisive executive leadership; and stakeholder engagement. Also outlines potential candidate backgrounds.
- **8.4.3 Selection timeline.** Post the job description November 18 (pending ability to post); close the posting December 16; Personnel and Leadership Committee interviews December 18 and selects two finalists by January 15; Board interviews and selects by January 25 (pending ability to hire); Executive Director begins February 1, 2027.

Next Steps

If approved, the job description is posted and screening begins on Wednesday, November 18.

Fiscal Impact

Pending the ability to hire, annual salary will be $190,000-$220,000 commensurate with qualifications and experience.

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.
- 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.
- 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.
- 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 expected to spend 50% of their time or more, in-person, in Memphis, Tennessee, to support Board operations, stakeholder engagement, and other in-person responsibilities.

A Transformative Executive Director for the MSCS Oversight Board

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

Educational Oversight Board for Memphis-Shelby County Schools

Executive Director Hiring Timeline

No Later Than	Activity
November 17, 2026 Tuesday *OB Meeting*	• OB votes on JD, Leadership Profile, and Selection Timeline
November 18, 2026 Wednesday	• Post JD (pending ability to post) • Begin screening
December 16, 2026 Wednesday	• Close JD posting
December 18, 2026 Friday	• Personnel and Leadership Committee begins interviewing 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