

## Special Called Meeting

February 3, 2025 6:00 PM

MCBOE

1. Agenda

2. Public Comment

3. Post and search for the Marshall County Director of Schools with a proposed timeline Julie Keny Cathey

4. Proposed Job Description for Director of Schools

5. Postpone the 5 Year Strategic Plan Meeting until future date when the new Director of Schools can attend and provide his/her input.

# Marshall County Board of Education

Monitoring: <b>Review: Annually, in March</b>	Descriptor Term:  <b>Director of Schools Recruitment and Selection</b>	Descriptor Code: <b>5.801</b>	Issued Date: <b>03/14/16</b>
		Rescinds: <b>5.801</b>	Issued: <b>11/13/08</b>

1 When a vacancy occurs, the appointment of a director of schools is a function of the Board.<sup>1</sup> The Board  
2 is responsible for finding the person it believes can most effectively translate into action the policies of  
3 the Board and the goals of the community and the professional staff. The Board will determine the  
4 process it chooses to implement in the appointment of the Director of Schools.

5 The Board may employ a consultant to advise and assist the Board in the search and selection process.  
6 However, final selection shall rest with the Board after a thorough consideration of qualified applicants.  
7 An interim director of schools appointed during the time of a search shall not become a candidate unless  
8 the Board expressly permits such inclusion in the selection procedures. A board member may not apply  
9 for or in any other way be considered for the position of director of schools.<sup>2</sup>

10 If the Board determines a search is necessary, prior to conducting a search to fill the position, the Board  
11 shall initially develop the following:

- 12 • A job description
- 13 • A timeline
- 14 • A process for accepting and reviewing applications
- 15 • Selection procedures which may include, but not be limited to, the following:<sup>3</sup>

16 1. The Board may invite the community, including board employees, to participate in the process of  
17 selecting a director of schools. Resumes of persons interviewed by the Board shall be available in  
18 the central office for public inspection.

19 2. The interview process for each finalist may include meetings with various staff and community  
20 groups and an interview with the entire board.

21 3. Candidates may be interviewed by the Board in an open session. Only board members will be  
22 allowed to ask questions during the interview.

23 4. The Board will attempt to select a director by unanimous vote, but a majority of the membership of  
24 the Board shall be required for the appointment of a director of schools.

#### Legal References:

1. TCA 49-2-203(a)(14)
  2. TCA 49-2-203(a)(1)(D)
  3. TCA 49-2-203(a)(14)(B)
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**TSBA**  
TENNESSEE SCHOOL BOARDS ASSOCIATION

TENNESSEE SCHOOL BOARDS ASSOCIATION  
**NATIONAL SUPERINTENDENT  
SEARCH SERVICE**

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[www.tsba.net](http://www.tsba.net)

The National Superintendent Search Service offers maximum flexibility to the Board and assures the Board has total control of the decision-making process. The search consultant performs the legwork associated with the search, allowing the Board to concentrate on the most critical steps in the search--setting the criteria, interviewing the most qualified candidates and selecting the next Superintendent.

School districts need highly skilled chief executives with a passion to lead! Finding a Superintendent often requires an executive search, which can be a time-consuming challenging, and complex endeavor. TSBA, through its membership in the National Affiliation of Superintendent Searchers (NASS), offers Tennessee school districts the most experienced network of search professionals in the country.

Unlike any other search firm, NASS members have extensive knowledge of effective governance, understand best practices in school district leadership and use proven strategies to develop productive board/superintendent relations.

NASS connects more than 100 consultants in 39 states who serve as superintendent searchers in state school boards associations. These searchers have proven track records of placements that bring sustained and quality leadership to school districts.

NASS provides an opportunity to collaborate nationally on the search process including nationwide job postings, the ability to recruit highly qualified candidates and to share vital background and reference information on candidates in other states.

The search process must be planned step-by-step to meet the needs and expectations of the Board of Education. Generally, the Search Service consists of the following elements:

#### **1. GENERAL CONSULTATION**

A TSBA consultant makes an initial trip to the district, at no charge or obligation, to discuss options with the Board and to explain the Search Service in detail. Specific items to be covered at that time include planning a tentative timeline; defining the scope of the search; and discussing qualifications, contractual details, community/staff involvement, media relations and confidentiality.

## 2. ADOPTION OF TIMELINE AND PROCEDURES

When the Board decides to utilize the National Superintendent Search Service, they must adopt a timeline. Normally, a full search from announcement to employment takes three to five months. The search consultant will propose a tentative timeline. The timeline is planned so the search can be thorough yet progress steadily. Every item on the timeline that is listed under “Board Decision” requires public notice.

The Board should determine the most ideal time for the new Superintendent to begin employment, and direct its efforts toward that date. Most important, the Board must be willing to commit time to the interview and selection process. At the onset of the search, the Board should adopt the procedures that will guide it throughout the process. The consultant will present recommended procedures for the Board’s consideration.

Throughout the search process, the consultant will update the Board regularly about the search and meet at scheduled intervals with the Board to assist it with its responsibilities.

## 3. COMMUNITY MEETINGS

In the timeline, the Board approves a date(s) to conduct community meetings. The purpose of these meetings is to allow the consultant to gather information from the community on what it believes to be the strengths of the system, the challenges a new Superintendent will face coming into that system and the qualifications and characteristics the community expects in a new Superintendent. After the consultant gathers this information, he/she presents it to the Board for its review.

The search consultant will set meetings with students, teachers, principals, central office staff, parents, teacher assistants, secretaries, business officials, community leaders, city council or county commission, mayor and aldermen, bus drivers, cafeteria workers, maintenance workers and other groups identified by the Board. In addition, the consultant may schedule an evening community forum to accommodate those individuals who cannot attend one of the day meetings. During these meetings, the consultant will ask attendees to complete a survey form regarding the most essential characteristics and qualifications of a Superintendent. The survey may be completed at the meeting or online. Participants will have the opportunity to suggest names of persons to be invited to submit credentials for consideration. The consultant does not conduct community meetings in the Plan 1 and 2 search services, but the consultant will advise the Board on how to conduct the meetings if it wishes to do so.

## 4. INTERIM REPORT AND ADOPTION OF CRITERIA

After the community meetings, TSBA will tabulate the survey results and develop a set of proposed criteria to present to the board. The final report of the proposed criteria will include comments made at each of the group meetings, and the Board may modify the proposed criteria. Once the Board adopts the criteria, TSBA will advertise the position and recruit candidates.

## 5. VACANCY NOTIFICATIONS

TSBA will distribute vacancy notifications to the following agencies:

### For All Plans

- All Tennessee Superintendent
- TN Organization of School Superintendents
- TN Commissioner of Education
- Association of Independent and Municipal Schools
- TN Supervisors Association
- TN Association for Supervision and Curriculum Development
- TN Principals Association
- TN Association of Secondary School Principals
- Tennessee Colleges/Universities
- Southern Region state school boards associations
- National Affiliation of Superintendent Searchers (NASS)
- American Association of School Administrators (AASA)

TSBA also will post the vacancy on its website.

TSBA will develop and a brochure, with the Board-adopted criteria, to advertise the position and to outline the search procedures. TSBA will send copies of the brochure to all or some of the aforementioned organizations, to all persons requesting information about the job, to persons recommended for the position, to board members and to the Central Office. The brochure will be available in hard or electronic copy.

Individuals interested in the position should submit the following information through our online application portal:

- A letter of interest
- An up-to-date resume, including accomplishments by position
- A copy of any relevant licenses or certifications
- University transcripts
- Names, addresses and telephone numbers of five professional references

To insure that his or her credentials will be reviewed by the Board, an individual must submit the information by a specified deadline. The consultant may recruit other individuals who have not responded to the vacancy notice and request submission of credentials from those individuals even after the established deadline. TSBA will ask candidates who submit credentials to complete the online application.

## **6. CREDENTIALS PROCESSING**

When interested persons inquire, TSBA will direct them to a brochure outlining system specifics and search procedures. TSBA checks all individuals' submissions, and creates candidate files. Any candidate who does not submit all required information is notified of deficiencies and asked to supply the needed details.

## **7. SELECTING CANDIDATES**

The screening process has been developed carefully to assure effectiveness, fairness and confidentiality. Referring to the Board-adopted criteria, TSBA will assess how well the candidates' credentials match the Board's expectations.

## **8. FINAL REPORT AND RECOMMENDATION**

The search consultant will present the Board with a written report that includes the comments from the community, criteria, interviewing procedures, applicant files, and supporting materials. The search consultant will provide a list of candidates that best meet the qualifications and criteria adopted by the board and recommend the board interview these individuals before other applicants. The Board reserves the right to interview any or all of the recommended candidates.

Applicant files and documentation provided to the board are subject to Tennessee's "Open Records Act."

At the board's request, the search consultant will assist in scheduling interviews for the candidates in accordance with the actions and timeline established by the Board.

## 9. INTERVIEWING CANDIDATES

Consultants do not participate in the interview process. The search consultant will present interviewing and reference-checking techniques to the Board, as well as a list of sample questions to be asked of candidates. Throughout the interviewing period, the search consultant is available to research and respond to questions about salary and fringe benefits, contract details, legal concerns, etc.

The consultant also may upon request conduct post-interview debriefings to determine if candidates are still interested, hear their concerns and refer this information back to the Board before it makes subsequent decisions.

## 10. REFERENCE CHECKING

After the Board has conducted initial interviews, it may want one or more of the candidates to return for a second interview. If the Board is interested in pursuing a candidate further, it should conduct independent reference checks of current and former employers, colleagues, staff, community residents, etc. Up to this point, screening has primarily involved references solicited by the consultant, not necessarily the references submitted by the candidate. It is the responsibility of the Board to take an active role in this process.

## 11. SELECTING THE CANDIDATE

One of the most important duties of the Board is the selection of the Superintendent. This duty cannot be delegated. The search consultant's role is to advise the Board as to how to proceed with the offer as well as to explain features of an employment contract.

## 12. ANNOUNCING THE SELECTION

The Board should consider a news conference or at least prepare a press release about the new Superintendent once it announces its selection. A public reception for the new Superintendent, hosted by the Board, provides the community an opportunity to meet the individual. Once the Board has made its selection, it will send a letter to each candidate interviewed but not selected as Superintendent.

## Costs

The cost of a national superintendent search varies according to the level of service desired by the Board.

### PLAN 1 \$3,000

- Publish a descriptive brochure based upon criteria approved by the Board
- Distribute brochure to the following:
  - All Tennessee Superintendents
  - TN Organization of School Superintendents
  - TN Commissioner of Education
  - Association of Independent and Municipal Schools
  - TN Supervisors Association
  - TN Association for Supervision and Curriculum Development
  - TN Principals Association
  - TN Association of Secondary School Principals
  - Tennessee Colleges/Universities
  - Southern Region state school boards associations
  - National Affiliation of Superintendent Searchers (NASS)
  - American Association of School Administrators (AASA)
- Advertise the vacancy via website
- Receive credentials from candidates
- Provide all applicant materials to the Board

### PLAN 2 \$7,500

- Provide all services listed in Plan 1
- Provide an online survey and report results to the Board
- Recruit candidates who meet the Board's criteria
- Respond to inquires regarding the vacancy
- Conduct checks of credentials and references
- Provide candidate recommendations for the Board to interview
- Schedule interview dates with candidates selected by the board
- Notify candidates of search firm recommendations
- Provide interview guide
- Assist the Board with the development of an employment contract

### PLAN 3 \$15,000

- Provide all services listed in Plans 1 and 2
- Conduct in person employee and community meetings
- Consult with each board member on search criteria and process
- Report results of in person meetings and online survey to the Board
- Recommend criteria to be adopted by the Board

#### GUARANTEE

If a vacancy occurs during the two-year period following the employment of the candidate recommended, the search consultant will advertise, recruit, screen and refer to the Board additional candidates who meet the established criteria. This service will be provided without charge.

## Additional Costs

**SUPERINTENDENT EVALUATION    \$1,500**

The search consultant will assist the Board in conducting the new Superintendent' first year performance evaluation, including the development of a performance agreement with measurable objectives. The consultant will guide the Board through the entire evaluation process with the new Superintendent during his/her first year of service with the Board. This service is \$2,000 when not included as a part of a Superintendent search.

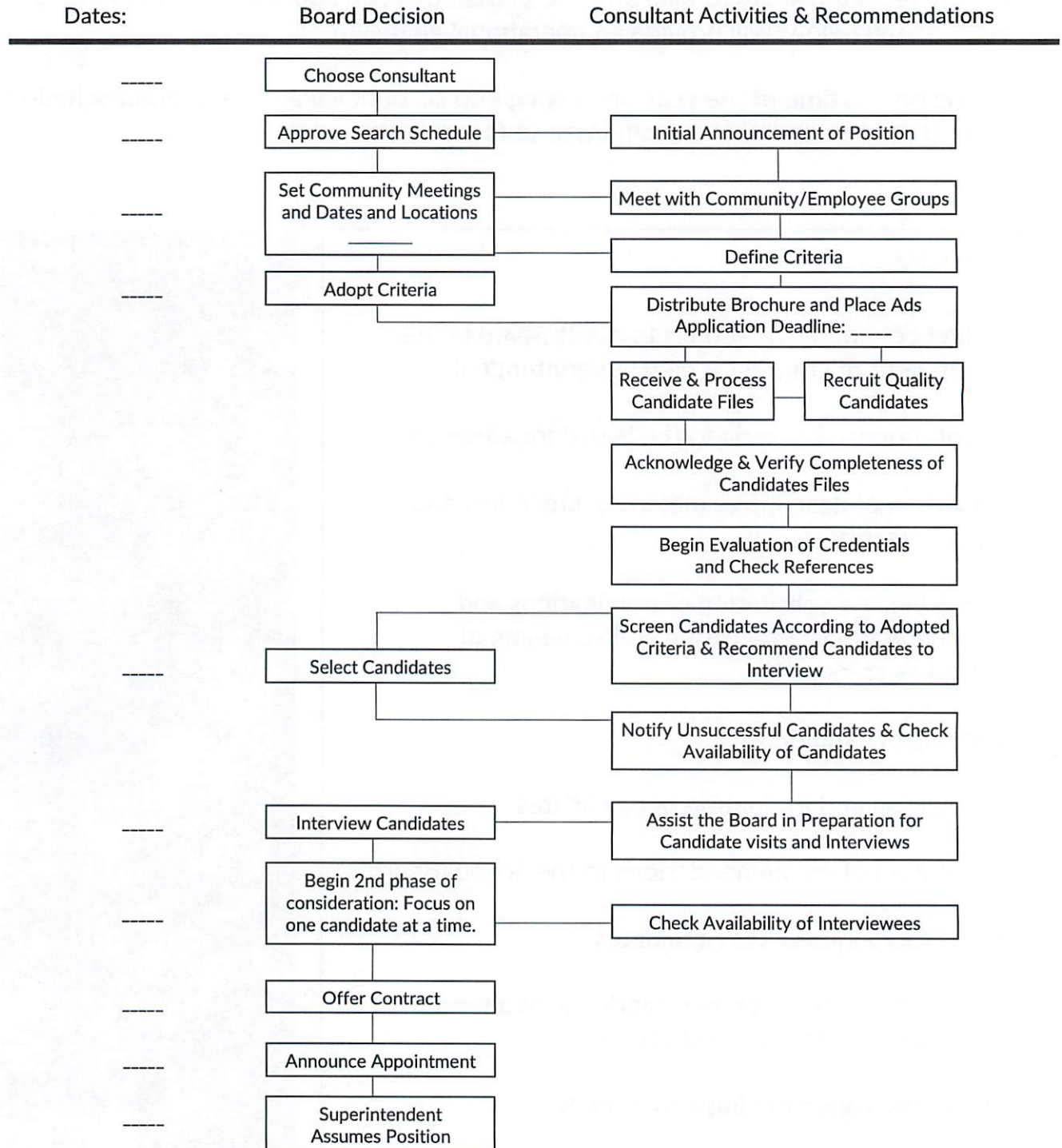
## Sample Timetable For Searches

While searches often seem to take on a life of their own, an appropriate timetable, such as the one outlined below, will provide an operational guideline.

Depending on the time of the year, and taking into account vacation and other schedules, plans 2 or 3 will “normally” take from three to four months.

ACTIVITY	WEEK OF SEARCH
Conduct community meetings to assist Board in the development of criteria for new Superintendent	1
Present proposed criteria to the Board for adoption	2-3
Preparation of descriptive materials, brochures and announcements	4
Advertising and solicitation of nominations and recommendations; Processing and screening of candidate’s credentials	5-8
Screening of candidates	9
Investigation and evaluation of candidates	10
Presentation of recommendations to the School Board	11
School Board interviews candidates	12-13
School Board focuses on one candidate at a time, conducts in- depth reference check	14-15
School Board appoints Superintendent	16

## Sample Timeline and Critical Decision Sequence



## Sample Community Meeting Schedule

Noon	Mayor, County Commission, City Council, Community and Business Leaders and School Board
2:00 p.m.	Classified Employees
3:00 p.m.	Central Office Staff, Supervisors and Principals
4:00 p.m.	Teachers
6:00 p.m.	Community Forum

## List of Recent Superintendent Searches Conducted By TSBA

SYSTEM	YEAR	CONTACT
Milan Special	2024	Will Ownby, Chairman ownbyw@milanssd.org
Houston County	2024	Jeffrey Mathis, Chairman jamathis68@yahoo.com
Dickson County	2023	Sonya Brogdon, Chairman sh.brogdon@yahoo.com
Collierville	2023	Wright Cox, Chairman wcox@colliervilleschools.org
Franklin County	2023	CleiJo Walker, Chairman walker5578@bellsouth.net
Kingsport City Schools	2023	Melissa Woods, Chairman mwoods@k12k.com
Sumner County	2023	Tim Brewer, Chairman tim.brewer@sumnerschools.org
Union County	2022	Marty Gibbs marty.gibbs@ucps.org
Haywood County	2022	Allen Currie allen.currie@Nutrien.com
Sullivan County	2022	Randall Jones 423-677-2133
Blount County	2022	Robbie Kirkland, Chairman robbie.kirkland@blountk12.org
Rutherford County	2022	Tiffany R. Johnson, Chairman johnsonti@rcschools.net
Clarksville-Montgomery County	2022	Herbert Nelson, Chairman herbert.nelson@cmcss.net
Knox County	2022	Kristi Kristy, Chairman kristi.kristy@knoxschools.org
Humboldt City Schools	2021	Valeria Smith-Wedley, Chairman vswedley@icloud.com

## List Of Recent Superintendent Searches Conducted By TSBA, cont.

Washington County	2021	Jason Day, Chairman jasondayconstruction@gmail.com
Fentress County	2021	Gary Peters, Chairman garypeters@twlakes.net
Bedford County	2021	Diane Neeley, Chairman diane.neeley@gmail.com
Murfreesboro City Schools	2020	Butch Campbell, Chairman bcampbe3@bellsouth.net
Bledsoe County	2020	Vincent Boring, Chairman vincentboring@bledsoecountyschools.org
Maury County	2020	Bettye Kinser, Chairman bkinser@mauryk12.org
Arlington Community Schools	2020	Scott Benjamin scott.benjamin@acsk-12.org 901-305-4654
Tullahoma	2020	Pat Welsh, Chairman pat.welsh@tcsedu.net
Jackson-Madison County	2020	James Johnson, Chairman james.johnson@corecivic.com 731-693-3191
Metro-Nashville Public Schools	2020	Anna Shepherd, Chairman anna.shepherd@mnps.org 615-210-3768

**MARSHALL COUNTY SCHOOL SYSTEM  
JOB DESCRIPTION**

<b>Job Title:</b>	Director of Schools	<b>Review Date:</b>	7/1/2019
<b>Reports To:</b>	Board of Education	<b>Reviewed By:</b>	Board of Education, Director of Schools
<b>Supervises:</b>	All administrative and supervisory personnel in the district.	<b>Work Calendar:</b>	260 Days
<b>Minimum Qualifications:</b>	TN Professional Educator’s License, with proper endorsement(s). Master’s Degree (minimum) in Education. Three (3) years successful school administration experience. Valid Tennessee Driver's license		
<b>Purpose of Job:</b>	To provide leadership in the development and maintenance of the best possible educational programs and services. Management responsibilities extend to all activities of the district, all phases of the educational program, and to all parts of the physical plant. Director may delegate these duties together with appropriate authority, but may not delegate nor relinquish ultimate responsibility for results or any portion of the accountability.		

**Essential Job Functions**

The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

**General Administrative**

- Provides leadership in identification of priorities and assures that all activities reflect those board established priorities.
- Prepares and recommends short- and long-range plans for board approval and implements those plans when approved.
- Prepares, in conjunction with the board chairman, agenda recommendations relative to matters requiring board action, including all facts, information, options, and reports needed to assure informed decisions.
- Provides advice and counsel to the Board and matters before it.
- Attends all regular and special meetings of the Board and keeps a complete and accurate record of the proceedings of all meetings of the Board and of its official acts.
- Recommends changes to present policies and drafts of new policies to the Board; the recommendations may be due to changes in state law or regulation, or needed at the local level to address a specific issue.
- Develops administrative procedures to implement board policy and disseminates these procedures to the appropriate staff.
- Keeps the Board informed regarding development in other districts or at state and national levels that would be helpful to the district.
- Ensures that all local, state/federal standards for the health and safety of the students and staff are maintained and that required reports are maintained.
- Fulfills all statutory obligations and implements the education law of the State of Tennessee and the rules and regulations of the State Board.

**Financial Management**

- Provides direction to and supervisions of school business functions. Encourages development and implementation of sound business practices. Continually assesses business practices to achieve efficiency.
- Prepares annually a budget and submits it to the Board for approval. Presents approved budget to the appropriate local funding body for adoption.
- Makes appropriate written reports for the Board detailing all receipts and expenditures of public school’s funds and submits them to the local funding body.
- Ensures that funds are spent prudently by providing adequate control and accounting of the district’s financial and physical resources and complies promptly with findings of state audits.

**Personnel Administration**

- Employs such personnel as may be necessary within the limits of budgetary provisions and recommends to the Board teachers who are eligible for tenure.
- Develops recruitment procedures to assure well-qualified applicants for professional and support positions.
- Recognizes the importance of qualified personnel in key leadership positions in administration and supervision and employs them according to state rules and regulations.

**MARSHALL COUNTY SCHOOL SYSTEM  
JOB DESCRIPTION**

- Submits to the Board annually, in the budget process, the proposed salary schedules for both certified and classified employees.
- Provides high caliber leadership through well qualified and dedicated personnel for the administration and supervision of the various departments within the central office and each individual school within the system.
- Assigns and transfers principals as well as all other employees (certified and support) in compliance with state law as the best interest of the district dictates and reports such action to the Board.
- Holds meetings of teachers and other employees as necessary for the discussion of matters concerning the welfare and improvement of the schools.
- Facilitates effective communication between the staff and the community.

***Instructional Leadership***

- Administers as chief school executive the development and maintenance of a positive educational program designed to meet the needs of the community and to carry out the policies of the Board. Ensures that a system of thorough and efficient education, as defined by state law, is available to all students.
- Keeps the Board informed concerning courses of study, curriculum guides, and major changes in tests and time schedules to be used.
- Oversees the timely revisions of all curriculum guides and courses of study.
- Develops guidelines and direction for monitoring the effectiveness of existing and new programs.
- Conducts a periodic review of the total school program and advises the Board of recommendations for the educational advancement of the schools.
- Seeks out available sources for grant funding to support programs and projects.
- Ensures that the goals of the school system are adequately reflected in its educational program and operations.
- Abides by the Tennessee Teacher Code of Ethics.

***Community/Public Relations***

- Maintains contact and good relations with the media. Acts as the Board’s spokesperson.
- Ensures that the district’s interests will be represented in meetings and activities of municipal and other governmental agencies.
- Represents the school system and its interests in community organizations, activities, and projects.

<b>Demonstrated Knowledge, Skills &amp; Abilities:</b>	<ul style="list-style-type: none"> <li>• Strong written, verbal, presentation, and interpersonal skills, in order to supervise and manage a diverse set of employees and communicate effectively with all stakeholders.</li> <li>• Ability to address and resolve conflicts in a timely and professional manner.</li> <li>• High level of confidentiality concerning school business and students.</li> </ul>		
<b>Work Conditions:</b>	<p>The usual and customary methods of performing the job’s functions require the following physical demands: stationary and standing position for extended periods; move about building; operate a computer and other office machinery; regularly communicate and exchange information; assess and interpret written material; move and lift up to 10 lbs. occasionally. District-wide travel regularly.</p>		
<b>Required Testing/Certificates/Licenses:</b>	TN Professional Teacher’s License with proper endorsement(s)	<b>Clearances:</b>	Criminal Justice Fingerprint/Background Check
<b>Classification:</b>	Certified	<b>FLSA Status:</b>	Exempt
<b>Disclaimer:</b>	Nothing in this job description restricts the Board of Education’s right to assign or reassign duties and responsibilities to this job at any time.		

# Marshall County Board of Education

Monitoring: Review: Annually, in March	Descriptor Term: <b>Qualifications and Duties of the Director of Schools</b>	Descriptor Code: <b>5.802</b>	Issued Date: <b>08/12/24</b>
		Rescinds: <b>5.802</b>	Issued: <b>06/14/21</b>

## 1 QUALIFICATIONS

- 2 1. A professional educator's license
- 3 2. A master's degree in education with a preference for a doctorate degree
- 4 3. Three years of successful experience in school administration
- 5 4. Such other qualifications as the Board deems desirable

6 **REPORTS TO:** The Board of Education

7 **SUPERVISES:** All administrative and supervisory personnel in the district

8 **JOB GOAL:** To provide leadership in developing and maintaining the best possible educational  
9 programs and services in a safe learning environment.

10 **SCOPE OF RESPONSIBILITY:** The management responsibilities of the director of schools shall  
11 extend to all activities of the district, to all phases of the educational program, to all aspects of the  
12 financial operation, to all parts of the physical plant, and to the conduct of such other duties as may be  
13 assigned by the Board. The director of schools may delegate these duties together with appropriate  
14 authority, but may not delegate nor relinquish ultimate responsibility for results or any portion of  
15 accountability.

## 16 ESSENTIAL FUNCTIONS:

### 17 General Administrative

- 18 1. Provides leadership in identification of priorities and assures that all activities reflect those board-  
19 established priorities.
  - 20 2. Prepares and recommends short- and long-range plans for board approval and implements those  
21 plans when approved.
  - 22 3. Prepares, in conjunction with the board chair, agenda recommendations relative to all matters  
23 requiring board action, including all facts, information, options and reports needed to assure  
24 informed decisions. Provides advice and counsel to the Board on matters before it.
  - 25 4. Attends all regular and special meetings of the Board and keeps a complete and accurate record  
26 of the proceedings of all meetings of the Board and of its official acts.
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- 1 5. Recommends drafts of new policies or changes to the Board. Anticipates potential problems.  
2 Recommends policies or courses of staff action.
- 3 6. Develops administrative procedures to implement board policy and disseminates these  
4 procedures to appropriate staff.
- 5 7. Keeps the Board informed regarding development in other districts or at state and national levels  
6 that would be helpful to the district.
- 7 8. Ensures that all local, state/federal standards for the health and safety of the students and staff  
8 are maintained and that required reports are maintained.
- 9 9. Fulfills all statutory obligations and implements the education law of the State of Tennessee and  
10 the rules and regulations of the State Board.<sup>1</sup>

### 11 **Financial Management**

- 12 1. Provides direction to and supervisions of school business functions. Encourages development  
13 and implementation of sound business practices. Continually assesses business practices to  
14 achieve efficiency.
- 15 2. Prepares annually, a budget and submits it to the Board for approval. Presents approved budget  
16 to the appropriate local funding body for adoption.
- 17 3. Makes appropriate written reports for the Board detailing all receipts and expenditures of the  
18 public school funds and submit them to the local funding body.
- 19 4. Ensures that funds are spent prudently by providing adequate control and accounting of the  
20 district's financial and physical resources.

### 21 **Personnel Administration**

- 22 1. Establishes lines of authority which shall be approved by the board and shown on the system  
23 organization chart. Lines of authority shall not restrict the practical working relationships of all  
24 staff members at all levels.
- 25 2. Employs such personnel as may be necessary within the limits of budgetary provisions and  
26 recommend to the Board teachers who are eligible for tenure.
- 27 3. Develops recruitment procedures to assure well-qualified applicants for professional and  
28 nonprofessional positions.
- 29 4. Assigns and transfers employees as the interest of the district may dictate and reports such action  
30 to the Board for information and record.
- 31 5. Holds meetings of teachers and other employees as necessary for the discussion of matters  
32 concerning the welfare and improvement of the schools.

- 1 6. Communicates directly or through delegation all actions of the Board relating to personnel  
2 matters to all and receives from employees communications to be made to the Board.
- 3 7. Maintains an open line of communication with all stakeholders.
- 4 8. Evaluates principals annually.
- 5 9. Informs the Office of Educator Licensing of licensed educators or educators who have a  
6 temporary teaching permit who have been suspended, dismissed, or who have resigned following  
7 allegations of conduct, including sexual misconduct, which, if substantiated, would warrant  
8 consideration for license suspension, revocation, or formal reprimand or who have been  
9 convicted of a felony. This report shall also be made if the licensed educator has pleaded guilty  
10 or nolo contendere to, or has been convicted or otherwise found guilty of such an offense or  
11 equivalent offense in another jurisdiction. The report shall be submitted within thirty (30) days.<sup>2</sup>

## 12 **Instructional Leadership**

- 13 1. Administers as chief school executive, the development and maintenance of a positive  
14 educational program designed to meet the needs of the community and to carry out the policies  
15 of the Board. Ensures that a system of thorough and efficient education, as defined by state law,  
16 is available to all students.
- 17 2. Recommends to the board for its adoption all courses of study, curriculum guides, and major  
18 changes in tests and time schedules to be used in the schools.
- 19 3. Oversees the timely revisions of all curriculum guides and courses of study.
- 20 4. Develops guidelines and direction for monitoring the effectiveness of existing and new programs.
- 21 5. Conducts a periodic audit of the total school program and advises the Board of recommendations  
22 for the educational advancement of the schools.
- 23 6. Seeks out available sources for grant funding to support programs and projects.
- 24 7. Ensures that the goals of the school system are adequately reflected in its educational program  
25 and operations.

## 26 **Community/Public Relations**

- 27 1. Promotes community support of the schools. Interprets district programs and services, reports  
28 plans, events and activities of interest and solicits community opinions regarding school and  
29 educational issues.
- 30 2. Identifies available community resources and links to social service agencies that support  
31 education and healthy child development.
- 32 3. Develops strategies to promote parental involvement in their children's education and provides  
33 opportunities for parent-teacher interaction.

- 1 4. Maintains contact and good relations with local media. Acts as the Board's spokesperson.
- 2 5. Ensures that the district interests will be represented in meetings and activities of municipal and
- 3 other governmental agencies.
- 4 6. Represents the school system and its interests in community organizations, activities and
- 5 projects.

6 **TERMS OF EMPLOYMENT:** Twelve (12) months a year. Serves in accordance with the terms of the

7 contract between the board and the director of schools. Salary to be determined by the Board.

8 **EVALUATION:** Performance of this job will be evaluated in accordance with provisions of state law

9 and the board's policy on evaluation of the director of schools.

10 **GENERAL REQUIREMENTS:** The above statements are intended to describe the general nature and

11 level of work being performed by the person assigned to this position. They are not intended to be a

12 complete list of responsibilities, duties and skills required of a personnel so assigned.

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Legal References

1. [TCA 49-2-301](#)
2. [TRR/MS 0520-02-03-.09\(2\); TCA 49-5-417\(c\);](#)  
[TCA 49-5-106\(f\); Public Acts of 2024, Chapter No.](#)  
[577](#)

Cross References

Executive Committee 1.301  
Board-Media Relations 1.502  
Administrative Procedures 1.601  
Administrative Committees 1.602  
Administrative Reports 1.603  
School District Planning 1.701  
Job Descriptions 5.103  
Application and Employment 5.106  
Evaluation of the Director of Schools 5.803