

**Minutes  
Clarksville-Montgomery County  
Board of Education**

**December 12, 2017**

The Clarksville-Montgomery County Board of Education convened Tuesday, December, 2017, in the Board Room, central administration offices, 621 Gracey Avenue, Clarksville, TN. The meeting was called to order at 6:00 p.m. Board members present were: Chair Charlie Patterson, Jimmie Garland, Josh Baggett, Margaret Pace, Anne Murtha, George Giles and Willie Freeman. Also present were: Mr. Millard House, Director of Schools; Katie Olita, General Counsel; James Sumrell, Chief Operations Officer; Elise Shelton, Chief Communications Officer; David Holman, Chief Technology Officer; Danny Grant, Chief Financial Officer; Jeanine Johnson, Chief Human Resources Officer; Dr. Sean Impeartrice, Chief Academic Officer; and Deb Cummings, Secretary, who documented minutes of the meeting. Members of the County Commission School Liaison Committee present were: Robert Gibbs, Arnold Hodges, John Genis, Charlie Keene, and Wallace Redd.

**Point of Pride Awards**

Dr. Jean Luna congratulated Bethany Erb, Montgomery Central High School, who was named Tennessee High School Counselor of the Year. Also present and representing Montgomery Central High School were Steve Roberts (AP) and Judy Springer (Lead Counselor).

Dr. Mason Bellamy announced that Montgomery Central Elementary was selected as one of two Tennessee schools named to the National Title I Distinguished School Program. Representatives accepting this recognition were Loralee Becraft (Principal), Roshae Harrison (AP) and Nancy Grant (retired Principal from Montgomery Central Elementary).

**Public Conversation**

There were no requests to address the Board at this session.

**Approval of Consent Agenda**

On a motion by Mr. Garland and seconded by Mr. Baggett, the Board approved the Consent Agenda 7-0. Items on the Consent Agenda were:

- November 14, 2017 regular session minutes
- Agreement and Declaration of the Clarksville-Montgomery County Insurance Trust Proposed Revision, first reading 12/05/2017
- Approval of 5 Additional Tenure Considerations, Fall 2017, first reading 12/05/2017
- Surplus Property – Technology, first reading 12/05/2017

**Policy Monitoring**

The policy monitoring report for Executive Limitation 1 – Global Executive Constraint was interpreted by Mr. House. The Director of Schools shall not cause or allow any practice, activity, decision, or organizational condition which is either unlawful, unsafe, imprudent, or in violation of Board Policy or commonly accepted business and professional ethics. The motion was made by Mr. Giles to declare full compliance for this reporting period of EL-1 and seconded by Mr. Freeman. Motion passed 7 – 0.

**Reports**

Goal # 6 – Implement school-based financial software to improve efficiency was presented by Danny Grant, Chief Financial Officer. Mr. Grant reported that most school bookkeepers feel comfortable at this point with the implementation update called Technology Resource Associates (TRA). Any concerns will be addressed at the mid-year in-services in November. Benefits of the new program include vendor centralization, consolidated reporting, account

Goal # 6 – Refine recruitment efforts to improve staff retention was presented by the Human Resources department. Jeanine Johnson, Chief HR Officer introduced Shari Sohn, Brad Miller, and Sandy Daly commending them for their work behind scenes with onboarding, working with applications, and hiring. Ms. Johnson also introduced Michael Tharpe, Dr. Phyllis Casebolt, and Melissa Izatt who presented to the Board.

Michael Tharpe, Employment Process Coordinator, and Dr. Casebolt, Director of Educator Quality shared information pertaining to efforts with increasing step retention for certified employees. The 2016-2017 certified employee overall retention rate was 88.2 % (national average is 83.2%). The new employee overall retention rate was 80.5%. Reasons for departure averaged 17% each for retirement and moving followed by 14% spouse relocating. Exit interviews indicated job satisfaction and employee benefits as the significant reasons employees stay and some of their concerns were being overwhelmed and lack of support.

Dr. Casebolt reported that as part of CMCSS recruitment efforts a career fair was conducted in April 2017 and 198 potential applicants attended which resulted in 37 contracts extended that day. The next career fair will be held on April 6, 2018. Tennessee universities and out-of-state universities are communicated with as well and provide valuable networking opportunities. Other avenues for recruiting include utilizing current teachers to tell the CMCSS story, exploring diversity innovation planning grants (i.e., "Grow Your Own", Nashville Teacher Residency, and Pathways2Teaching) and bridging partnerships with multiple universities. In addition, we will be researching black and hispanic serving institutions in order to assist them and eventually mirror our student population to the teaching population. Next steps for the certified team will be to adapt steps based upon DIG Innovation grant approval or denial, utilize the recommendations of the continuous improvement committee to promote retention strategies, and continue to expand recruitment coverage.

Melissa Izatt, Classified Employee Coordinator, shared the 2016 – 2017 classified employee retention rate was at 86% (3.6% increase over 2015-2016; national average 80%). There have been 257 new hires August 2016 – July 2017 in the positions of bus drivers/aides, custodians, educational assistants, child nutrition, administrative assistants, and the on-site clinic. During this same period, there were 256 total separations in those same positions. Top reasons for departure were retirement, moving/spouse relocating, and job advancement. Classified retention next steps included CIC committee, identify trends in voluntary and involuntary separations, review training/preparation programs associated with each position, data disaggregation to school level position retention, and develop more advanced classified exit interview processes.

Ms. Izatt commented with the regard to substitute program retention that there were 435 new hires during 2016 – 2017 and that 485 substitutes have transitioned into CMCSS permanent positions (August 2014 – December 2017).

Classified recruitment efforts in 2016-2017 consisted of career center job fairs, Goodwill job fairs, Ft. Campbell hiring Heroes job fair, Daymar, and weekly bus driver and substitute interest sessions. Next steps will be to continue to initiate school level substitute recruitment campaigns, explore campus/zone specific permanent sub model, weekly application support sessions with HR associates, increase position specific job fair opportunities, implement systematic job fair tracking and applicant follow up, and research supplemental alternatives for recruitment beyond traditional job fair format (i.e., social media platforms).

## **Comments**

### **Board Members**

Mr. Garland commented how blessed and fortunate CMCSS is to have the support of our legislators, our county commissioners making sure we are funded to ensure a good education for all students, the caliber and dedication of employees focused on doing their best for the district, and a state that is appreciative for all CMCSS does to stay in the forefront. Mr. Garland commended Mr. House and staff for the great job they are doing. In addition, Mr. Garland announced that on December 16, a gospel concert will be conducted at Kenwood High and invited everyone to come. Mr. Giles wished everyone happy holidays and for all to enjoy the break. Ms. Murtha conveyed how proud she was at the Christmas parade and how the bands and flag teams got together for a spectacular event. Mr. Freeman thanked the district for all they do.

**Director of Schools Report**

Mr. House echoed many of the same comments already mentioned and expressed his appreciation as well. Mr. House reminded the Board of the quarterly financial and construction reports in the back of their packets.

Mr. House shared that one of the big focuses in Montgomery County is to continuously get better and to move this high level district from good to great by exploring opportunities to improve. Mr. House referenced for example a media article of a few weeks ago regarding child nutrition and “lunch shaming”. He said it was important for us to own it and take a look at some of our policy and practice. As a result, our team came together and came up with strong recommendations in terms of exactly how student debt will be acquired. There will be no more alternative lunches for any student. Mr. House expressed his gratitude for the work the staff has done to resolve this issue and these changes will be executed early January.

Mr. House gave an update on ***The Rise Report*** and commented that he will be sharing throughout the community the finalized report over the next few months. Mr. House thanked the Communications and Rossvie graphic design departments for a fantastic job which allowed for this project to be completed internally.

In closing, Mr. House mentioned the planning of the Teacher of the Year and know that being one of the top 3 school districts in the state, that we should have a strong candidate which will eventually move on to the state level. Plans will include a larger annual event to also consider classified employees which are fundamental part of the organization (bus drivers, educational assistants, custodians).

Started Round #2 of school tours with principals focusing on progress to goals and receiving their feedback. As part of the mid-year review, our Fishbowl session with principals was held recently which allowed me to receive internal feedback from principals as a whole to let us know what we are doing well and what are the challenges and opportunities. At 7:30 a.m. on December 20, we were featured on the Treva and Kevin Show which airs on channel 30 and had a chance to talk about the many things going on within CMCSS.

Items on the agenda having been completed, Board Chair Patterson adjourned the meeting at 6:53 p.m.



Charlie Patterson  
Board Chair



Millard L. House, II  
Director of Schools



Deb Cummings  
Board Secretary