

Audit and Risk Management Advisory Committee  
Jefferson County Public Schools  
VanHoose Education Center  
July 24, 2019 Minutes

**ARMAC Members Present:** Chairperson James Rose (via teleconference), Vice-chairperson Rhonda Mitchell, Dr. Keith Davis, Dr. Sarah Moyer, Dr. Vicki Phillips and Dr. Lois Adams-Rodgers

**Public Present:** none

**JCPS Staff Present:** Dr. Carmen Coleman, Dr. Felicia Smith, Dr. Tara Isaacs, Jodell Renn, Greg Crump, Chalynn Comage and Shari Mattingly

**Board Members Present:** none

Ms. Mitchell called the meeting of the Audit and Risk Management Advisory Committee (ARMAC) to order at 2:00 pm. A quorum was present.

#### **Approval of Minutes**

Ms. Mitchell requested a motion to accept the minutes of the May 15, 2019 meeting, which was made by Dr. Lois Adams-Rogers and seconded by Dr. Keith Davis. The minutes were approved by a unanimous voice vote.

#### **Introductory Comments**

Ms. Mitchell reviewed the meeting agenda with those present.

### **3) Principal Development Update – Dr. Carmen Coleman, Chief of Academics**

JCPS had no leadership strategy when she and Dr. Pollio came on board. On average 12 new principals are hired each year. Previously, there was a belief that to be a principal you must have served as an assistant principal (AP). However, JCPS has come to realize that the activities performed by an AP are not necessarily aligned with the role of a Principal. APs are typically operational and disciplinary and as a result they would, at times, struggle with the transition to Principal. Under the leadership of Dr. Pollio and Dr. Coleman, JCPS created a Principal Pipeline program to help fill the vacancies.

Dr. Devon Horton, Chief of Schools, introduced JCPS to the New Leaders program based on his experience in a previous School District. After learning more about the program, JCPS realized that implementing the New Leaders program would be beneficial to the District. Based on research, the New Leaders program has proven results and offers several levels of programs. JCPS is most interested in Aspiring Leaders, a residency program, but the cost is more than JCPS can afford at this time. Therefore, the district has chosen the Emerging Leaders program to replace the Principal Pipeline. The main difference between the Aspiring Leaders and Emerging Leaders program is the residency component. If JCPS implemented the Aspiring Leaders it was estimated that the cost would be \$1.2 million and includes a year of apprenticeship where participants are in the schools every day and receive support for

two years after completion of the program to help in their development and transition into a Principal position. The cost of the Emerging Leaders program is \$375,000 for a cohort of 25 candidates. This year, JCPS recommended 50 candidates to be considered for the cohort of 25; 24 passed the New Leaders Assessment process to begin the program. The program is focused on instructional leadership, and has a very intensive workload. JCPS staff began the program July 2<sup>nd</sup>. JCPS will evaluate the results and with the goal of requiring participation in the program before being considered to become a JCPS Principal. Although, that decision is yet to be made.

#### **4) Teacher Development – Dr. Felicia Smith, Assistant Superintendent Teaching and Learning and Dr. Tara Isaacs, Director Professional Learning and Development**

Dr. Felicia Smith provided an overview of the Teacher Development program at JCPS. She began by linking the objectives of teacher development to the three pillars (Climate and Culture; Backpack of Skills and Equity) by stating that effective teacher development impacts school culture which affects student achievement and help with teacher retention. She went on to describe the outcomes of the teacher development program (included in the presentation slides) which help in laying out the strategic direction of the activities.

The current initiatives for teacher development include: academic instructional coaches; national board certified teachers; teacher mentoring; classroom teachers enacting positive solutions; emerging leaders; Aspen challenge coaches, education camp; deeper learning symposium and JCPS forward ambassadors.

Dr. Tara Isaacs shared data from JCPS that supports the teacher development activities, such as decrease in suspensions; reaching grade level benchmarks in reading and math, almost 1 million artifacts in the Backpack of Success Skills etc. The outcomes of the teacher development program are monitored through several activities including: District “reality checks”; comprehensive school survey; attrition rate; evaluation data from PD (professional development) Central offerings etc.

Some of the risks that must be mitigated to ensure teacher development achieves its objectives includes lack of funding; insufficient time; unreliable evaluations; inconsistent professional learning opportunities; lack of differentiated and personalized professional learning and emphasis on PD credits versus authentic learning experiences. As detailed in the slides they have development risk management strategies to address each risk. In addition, JCPS partners with several entities to provide approved professional development opportunities for teachers.

Dr. Smith shared that they are working to create the right metrics to measure success, but at this time it is too early to tell if the current activities are producing the desired outcomes. While the Comprehensive School Survey data is helpful, it is recognized that it relies on self-reporting and may not match student outcomes. Her team is working closely with Dr. Dena Dossett’s team within the Accountability, Research and Systems Improvement division to identify the correct data and metrics to allow for meaningful evaluations. There is a big effort to determine how to effectively evaluate teachers, as well as their effectiveness. Ensuring the teacher evaluation data is accurate is important to determine before communicating the expectations. JCPS is committed to ensuring positive student outcomes.

## **New Business**

### **Proposed Agenda items for the next meeting:**

Internal Audit work plan for October 2019 – September 2020. Ms. Renn is scheduled to present the plan to the JCPS Board of Education in September and therefore will bring her proposed plan to the committee at the next meeting.

Information Technology Update - With the recent reorganization of Information Technology, ARMAC may want to bring Dr. Belcher back to provide an update to the committee.

ARMAC Planning Session - The committee to discuss the timing and topics for upcoming committee meetings. James Rose present an ARMAC Committee report to the JCPS Board of Education in October.

### **Status of Corrective Action Plan (CAP)**

KDE meets with JCPS monthly either on sight or in Frankfort where Dr. Pollio and Amy Dennes speak to representatives about the progress being made. KDE will perform a review on or around September 2020 to determine whether the Corrective Action Plan is considered closed.

### **Adjournment**

Ms. Mitchell requested a motion to adjourn the meeting which was made by Dr. Lois Adams- Rodgers and seconded by Dr. Sarah Moyer. The meeting adjourned at 4:03 pm.