

Audit and Risk Management Advisory Committee  
Jefferson County Public Schools  
VanHoose Education Center  
April 17, 2019 Minutes

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

**Public Present:** none

**JCPS Staff Present:** Dr. Carmen Coleman, Amy Dennes, Dr. Devon Horton (via teleconference), Jodell Renn, Greg Crump, and Shari Mattingly

**Board Members Present:** Diane Porter, Rev. Corrie Shull

Mr. Rose 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**

Pedro Bryant made a motion to accept the minutes of the March 20, 2019 meeting. The motion was seconded by Dr. Lois Adams-Rodgers. The minutes were approved by a unanimous voice vote.

### **Introductory Comments**

Mr. Rose shared a summary of the discussions held with JCBOE Chair Diane Porter and Dr. Pollio since the previous ARMAC meeting. Mr. Rose indicated that both are pleased with the work the committee is doing.

Mr. Rose inquired of Jodi Renn, Director of Internal Audit regarding the status of sharing the results of the IT Risk Assessment with Board Chair Porter. Ms. Renn indicated that she is working with Amy Dennes to schedule time to meet with Ms. Porter and Vice-Chair Kolb to discuss the results. Ms. Renn further shared that IT is currently working on creating an implementation plan, and recommends that further discussion on the creation of a governance structure is needed.

### **Principal Development Presentation**

Dr. Keith Davis introduced the topic of Principal Development by sharing that large school districts all struggle with creating a principal pipeline to fill the demand. He further indicated that principals are an integral component of the school staff and second to teachers, have the biggest impact on a school's culture. He went on to introduce Dr. Carmen Coleman, Chief of Academics, who would lead a discussion on JCPS's process of developing a principal pipeline.

Dr. Coleman shared that the current process consists of a principal pipeline cohort, emerging leaders and local University partnerships with Bellarmine University, Spalding University and University of

Louisville. JCPS has an application process that is facilitated by Human Resources. State law requires that the Site-Based Decision Making (SBDM) Councils at each school makes the final decision on the principal selected. The Superintendent designee (which at JCPS is the Assistant Superintendent) serves as the SBDM Council Chairperson of the interview committee.

Dr. Devon Horton, Chief of Schools, shared that the district hires 10 to 12 principals per year and needs a pipeline of approximately 20 members to fill a vacancy. Amy Dennes, Chief of Staff, shared that each person in the pipeline has different strengths and skills. Decisions to hire a principal are based on the school's needs. JCPS cannot require a principal to change schools, but they have been successful when reaching out to a current principal and requesting them to fill a need at another school. JCPS currently has 24 individuals in the principal pipeline.

Dr. Coleman and Dr. Horton talked about a principal development program through the New Leaders organization that they are looking at implementing at JCPS. Dr. Coleman shared that the data from the program has shown positive outcomes on student achievement when principals have been provided with this intense coaching and support. The cost of the program is \$85,000 per participant. Candidates participate in a one year residency which includes intensive curriculum and coaching as well as follow up in the subsequent year(s) (one year for Elementary and Middle School Principals and two years for High School Principals). Ms. Dennes shared that the job of the assistant principal is so different from that of a principal, a program like this will better prepare a person for the responsibilities of principal. Dr. Vicki Phillips is familiar with the program from her previous role and concurred that their outcomes were excellent and that there is not another program that is implemented nationally, although there could be similar programs with a smaller footprint but as far as she knew, not in Kentucky.

Funding is needed to implement the proposal which has not yet been secured. JCPS is currently in the process of preparing the working budget after receiving guidance from the Board on the priorities.

Mr. Rose suggested that it is important to create the initial goal without consideration of cost, which he agreed is a critical component, but should not get in the way of setting the expectation. Once the expectation is established and priorities set, then how and where the funding comes from would be considered.

### **New Business**

The committee discussed possible topics for upcoming May and June meetings which include teacher / education onboarding and initial coaching, (effectiveness of recruiting to onboarding through year four (4); support of teachers at priority schools, rotational programs, teacher health and wellness and engagement) (facilitated by ARMAC member Dr. Phillips), and ECE/IEP's (exceptional child education; individual education program fidelity and execution) (facilitated by ARMAC member Dr. Adams-Rodgers) and Corrective Action Plan (CAP) update. The committee may also want to review KDE audit issues for resolution or other issues that may arise. Ms. Renn will be going back to the Board in September; Mr. Rose will also go back to the Board but in a different month.

### **Adjournment**

Dr. Keith Davis made a motion to adjourn the meeting seconded by Mr. Pedro Bryant. The meeting adjourned at 3:53 pm.