

6.

Essay: submit an essay on the following topic: *Dealing with Planning.*

CREATING MULTIPLE PATHWAYS TO ADDRESS MULTIPLE EDUCATIONAL NEEDS

“Planning is a key leadership responsibility of the board of education. If the board does not plan, it will miss its greatest opportunity to have an impact on the school system. The planning process results in directions and goals for the school district”.

Dr. Tammy Grissom

The Clarksville Montgomery County School Board governs by emphasizing organizational vision, encouraging diversity in viewpoints, focusing on strategic leadership, and governing proactively rather than reactively. All these actions are incorporated into planning procedures to mitigate the school system problems with diversity, equity, and teacher shortage. Through its leadership, the Board promotes and supports several successful and innovative approaches. One of the most innovative and successful projects is the *Grow Your Own Elementary Teacher Residency Pathway*.

After CMCSS began the 2018 school year in August with 30 classrooms and 600 students without a qualified teacher; this urgent necessity ignited creative minds to seek solutions. A team of Central Office administrators under the leadership of the Chief Academic Officer developed a partnership with Educator Preparation Providers willing to provide students with accelerated evening classes needed to receive teaching certification within a three-year pathway. The partnership was initiated with Austin Peay State University but has expanded to include Nashville State – Clarksville Campus and Lipscomb University. The emphasis of the partnership is to attract and support first generation and ethnically diverse candidates. These students will receive a dual enrollment in Elementary Education and Special Education and will be placed in five of CMCSS lower socioeconomic schools in a lower elementary grade.

The CMCSS Residency Pathway provides an opportunity for community members, CMCSS classified employees, and graduating high school seniors to become teachers in the local school district. CMCSS has a one-year program for classified employees and community members who already have a degree but are seeking to add a teaching credential. A three-year accelerated program is provided for classified employees, community members, and graduating seniors who do not have a degree. This program provides each student resident with a fulltime job as an educational assistant and is embedded with a master teacher who serves to develop the resident into a teacher through a gradual release method. Each resident is provided with free college tuition and wrap around tutoring support. Upon successful completion of the program, the resident is guaranteed a full-time teaching position in the CMCSS district.

CMCSS is committed to using “*Grow Your Own*” pathways as a strategy to promote a more diverse workforce reflective of students in its classrooms and to combat teaching shortages due to the rapid growth of the Clarksville-Montgomery County Community. Future plans include expanding the pipeline and refining program growth guidelines. Currently 120 residents are participating in the pathway with plans, upon full program implementation, to graduate 80 residents yearly, fully licensed as a K-5 teacher

with a special education endorsement and ready to step into a CMCSS classroom. This program has already drawn the attention of several leading foundations, including the Gates foundation.

This ambitious program required a substantial initial investment from the District and has a continuous large impact on the General Purpose fund. To sustain the program and budget for future growth, innovative avenues of funding must be constantly sought through partnerships, scholarship utilization and potential waiver requests. The Board holds the District accountable for their strategic work of building multiple pathways to the teaching profession with the District updating the Board multiple times throughout the academic year on program progress. Meticulous planning is imperative to obtain and sustain the desired goals.

“If you fail to plan, you plan to fail”
Benjamin Franklin