

Murfreesboro City Schools

BY THE NUMBER

13 schools on 14 campuses

9,349 students

773 certified instructional staff

1,900 total employees

349 student increase over last year

(significant growth on west side)

smallest school - 349 students

largest school - 1,109 students

23rd largest district

in Tennessee out of 148 districts



DIVERSITY OF STUDENTS

Demographics

- 47% White
- 25% Black or African American
- 12% Hispanic/Latino
- 9% Multi-Racial
- 3.1% Asian
- 4% other/unidentified

Economically Disadvantaged

- 34.2% Direct Certified
- 50.6% Qualify for free/reduced

English Language Learner – 10.7%

14% of our students have a home language other than English.



DISTRICT PRIORITIES

2021-22



INCREASE ACADEMIC ACHIEVEMENT & GROWTH IN READING/LANGUAGE ARTS

Early Literacy
Intentional interventions
Professional development
Time in complex text

INCREASE ACADEMIC ACHIEVEMENT AND GROWTH IN MATH

Instructional focus documents
Intentional interventions
Professional development
Fluency and application



ADDRESS AND SUPPORT THE NEEDS OF THE WHOLE CHILD TO DECREASE THE ACHIEVEMENT GAP

Social-Emotional and mental health supports
RTI Behavior
Attendance
STEAM and 21st Century Skills
Diversity and equity
Supporting students with disabilities

RECRUIT, RETAIN AND TRAIN HIGHLY EFFECTIVE AND CULTURALLY COMPETENT EDUCATORS AND EMPLOYEES TO MAXIMIZE STUDENT OUTCOMES

High-quality professional development
Educator and employee voice
Diverse and culturally competent workforce
Opportunities for growth

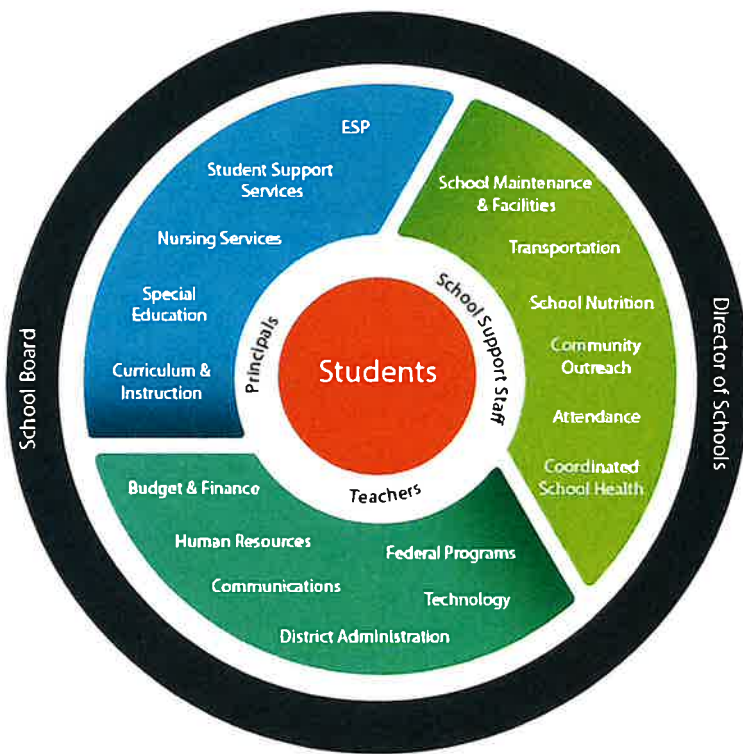


INCREASE ACADEMIC ACHIEVEMENT AND GROWTH IN SCIENCE

3-Dimensional Science Standards
STEAM
Performance Task
Professional Development

EMPOWERING MCS

A five year strategic plan.
2022-2027



Murfreesboro
City Schools

KNOWN

Every student will be known through whole-child programs and support.

MCS will support the whole child by ensuring access to mental health staff, engaging in partnerships with high-quality providers, providing relevant classroom extension opportunities, supporting family involvement, and focusing on positive behavior supports.

Objectives

1. Maintain a 1:500 ratio for school counselors in all buildings and decrease our ratio for school social workers district wide to 1:1,600
2. Increase school coverage for mental health providers from 60% to 100% daily for coverage in all schools.
3. Decrease the percentage of students who are chronically absent from 14.2 % to 9% by meeting yearly chronically absent AMOs.
4. Provide extracurricular opportunities for students in STEAM, agriculture, performing arts, advanced academics and athletics
5. Relaunch and reposition choice school opportunities to meet changing expectations and needs of students and community.
6. Increase the percentage of parents who indicate they are encouraged to be involved in school activities from 80% to 90%.
7. Increase the percentage of parents who indicate they receive information from the school about how to help their child to from 85% to 90%
8. Expand Book Bus route by 20% (including Mobile Family Resource Center routes)
9. Decrease the percentage of students experiencing Out of School Suspension (OSS) annually based on 2021-2022 baseline year data using the state's AMO reduction target formula

Strategies

- Ensure annual budget includes funding for growth of mental health supports
- Provide resources, materials, activities, and training to promote healthy lifestyles for students and families in response to our health screening data
- Maintain and increase partnerships with third-party mental health providers for in school counseling
- Identify, implement, and support a variety of extracurricular programs to ensure all students have opportunities for engagement based on their interest
- Create formal partnership agreements to identify and connect students and families with resources in our community
- Create a Mobile Family Resource Center to offer monthly trainings to families in a variety of settings across our community
- Maintain TN-MTSS implementation to ensure all schools maintain school level distinctions
- Implement annual bullying awareness programs to appropriately define the behavior and prevent incidents

SAFE

Every student will be safe through equitable access to buildings, facilities, and infrastructure that meet their needs.

MCS will ensure operational excellence and prioritize safety, technology, resources, allocation, and facilities to meet the needs of our growing community.

Objectives

1. Ensure school facilities remain between 80% and 100% capacity. No buildings will operate at over 110% for multiple years.
2. Fully implement the district's five-year capital improvement plan to maintain facilities with annual updates to reprioritize needs
3. Maintain 1:1 devices in 2nd – 6th grades and 2:1 devices in Kindergarten - 1st grades through budget planning and/or grants
4. Update cabling and switches in 10 schools over a 4-year period beginning 2022-23
5. Maintain security software agreement which allows for 20% growth over the next five years to ensure complete coverage
6. Secure a new transportation facility to meet the needs of our growing population and ensure we maintain an adequate number of buses and equipment (radios, routing system, etc.) to meet our daily rider averages
7. Ensure TDOE district security assessment reports 100% of all schools meet security domains
8. Maintain MOU with MPD regarding full time SROs in all buildings
9. Maintain labor costs so that they do not exceed 88% of the total general purpose budget
10. Maintain a minimum of 7% unassigned fund balance per financial audit

Strategies

- Create a rezoning plan that will account for expected growth over the next three years
- Work with city planning to project areas of growth and impact on schools
- Develop a timeline for projects on the capital improvement plan for each year detailing a start date and projected completion date
- Implement the 3-5 year device replacement plan resulting in the replacement of approximately 3000 student devices per year beginning 2023-24
- Maximize and plan for eRate funds
- Work with the city government to identify land or an existing structure that will accommodate the bus fleet and employee work space with room for projected growth
- Coordinate yearly safety assessments in collaboration District Safety Coordinator and school administration.
- Utilize safe schools grant to address needs identified in the safety assessments
- Coordinate with Human Resources and finance to create position control/staffing criteria to monitor labor costs
- Obtain approved budgets for legal authorization to spend
- Maintain budget integrity with ongoing fiscal monitoring
- Create and provide public-facing budget documents
- Ensure compliance with yearly audit requirements
- Ensure fund balances and reserves are accurately stated
- Safeguard district assets by implementing sound internal controls

CHALLENGED

EMPOWERED

Every student will be challenged by learning from highly effective educators and employees.

MCS will recruit, retain, and train highly-qualified and culturally competent educators and employees to ensure MCS is the place where talented individuals choose to work.

Objectives

1. Partner with at least four educator preparation providers, one of which will be an HBCU, to place teaching candidates/interns in MCS classrooms
2. Attend at least three university job fairs annually with at least one being at an HBCU
3. Increase the percentage of minority certified staff annually to ensure our faculty demographics more closely match our student population
4. Retain 93% of highly effective educators as measured by LOE scores of 4 or 5
5. Ensure 80% of employee exit surveys indicate that employees would work for MCS again if the opportunity presented itself
6. Adjust and maintain salary scale for certified and classified positions to ensure MCS offers competitive pay at all pay steps
7. Ensure 90% of educator responses to the Tennessee Educator Survey indicate that the professional learning they have received has led to improvements in their teaching
8. Ensure 90% of educator responses to the Tennessee Educator Survey indicate favorable ratings in perceptions of school leadership
9. Provide a minimum of one leadership training program annually (Teacher Advisory Council, Administrator Academy, Teacher Leadership Academy)
10. Ensure all department supervisors update

Strategies

- Maintain and create new formal partnerships with universities for student teaching placement
- Extend job-embedded programs to fill hard-to-staff positions
- Host annual on-site job fairs for certified and classified employees
- Annually evaluate and plan for incentives for hard-to-staff positions, including retention incentives
- Offer multiple leadership development and feedback programs (School-based meetings, Teacher Advisory Council, feedback sessions, etc.)
- Annually evaluate salary comparisons with neighboring districts
- Ensure all new teachers (years 1-3) receive ongoing mentorship
- Maintain and support the work of the Diversity Task Force
- Include topics of cultural competency and appreciation of diversity in our required annual trainings
- Seek out and provide ongoing professional development opportunities for educators and employees



Every student will be empowered through academic success.

MCS will ensure all students, especially those who have been historically under served, grow and achieve at high levels in all content areas.

Objectives

1. Meet or exceed the AMOs for all students and in each subgroup on state-assessed subjects annually
2. Maintain TVAAS scores of a minimum of 3 (at expectations) or higher in ELA and math
3. Reduce the percentage of students scoring below the 25th percentile on the 1st grade universal reading screener by 50%, from 50.6% in 2021 to 25.3%
4. Increase the percentage of students scoring on-track or mastered on the TNReady ELA assessment from 34% in 2021 to 66%
5. Increase the percentage of students scoring on-track or mastered on the TNReady math assessment from 40% in 2021 to 75%
6. Increase the percentage of students scoring on-track or mastered on the TNReady science assessment from 39.4% in 2021 to 65%
7. Decrease the percentage of all students and students in each subgroup scoring at the below level on state-assessed subjects annually
8. Increase the identification of minority gifted students from 34.5% in 2021 to 42% of our total gifted population so that it more closely mirrors our demographics (1.5% per year)
9. Increase the percentage of MCS schools recognized as TN STEM designated schools to 100%
10. 80% of students scoring in the early on or below grade level range will improve their placement from the fall to spring i-Ready benchmark annually in both math and ELA

Strategies

- Ensure all students have access to high quality instructional materials in each subject area. Implement and use our adopted instructional materials with integrity and as intended.
- Offer ongoing, effective professional development that is coherent, curriculum-based, and responsive to data-based instructional needs
- Ensure every pre-K - 2nd grade teacher and interventionist completes the early literacy Sounds First training and implements the sounds first approach during skills instruction
- Ensure every interventionist implements and uses the intervention curriculum with fidelity
- Provide tools that support curricular ease-of-use, such as curriculum maps and scope-and-sequence documents
- Support teachers in implementing the NCTM Mathematics Teaching Practices in classroom instruction
- Support STEM designated schools with leadership network meetings
- Implement a district-wide science benchmark to inform instruction
- Partner with higher education institutions to engage in research for improvement in student outcomes



Known

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Safe

Every student will be safe through equitable access to buildings, facilities and infrastructure that meet their needs.



Challenged

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Empowered

Every student will be empowered through academic success.

