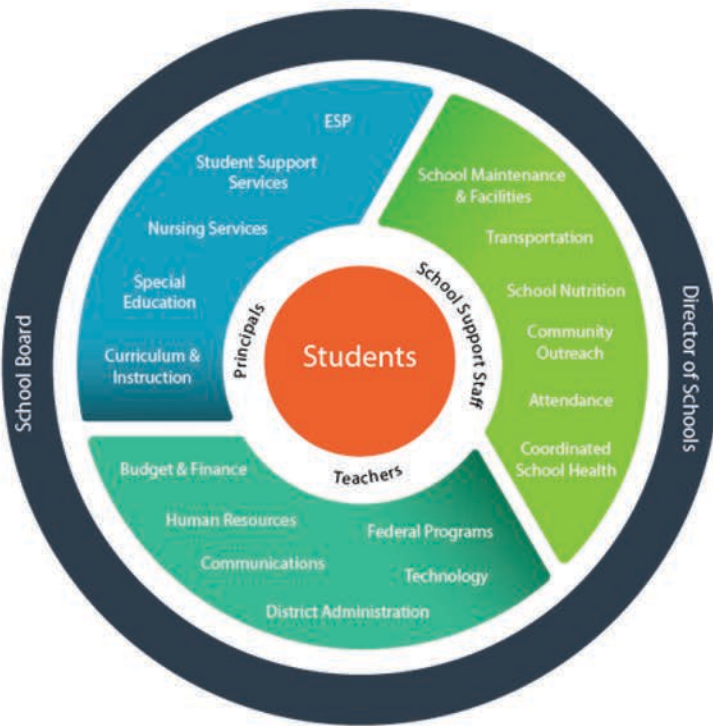


EMPOWERING MCS

A five year strategic plan.
2022-2027
updated 2024



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.

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	Strategies	Objectives	Strategies
<ol style="list-style-type: none"> 1. Maintain a 1:500 ratio for school counselors in all buildings and decrease ratio for school social workers district wide to 1:1,600, and a combined ratio of 1:300 for social emotional support. 2. Increase school coverage for mental health providers from 60% to 100% daily for coverage.. 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. Increase awareness and programming for Bradley Arts Academy and Discovery School to increase choice school applications. 6. Increase the percentage of parents who indicate they are encouraged to be involved in school activities from 80% to 90% on the Tennessee Parent Climate Survey. 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. Increase district-wide family engagement sessions to ensure a variety of learning opportunities for families on a quarterly basis include mobile opportunities. 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. 10. Increase the percentage of MCS schools recognized as TN STEM designated to 100%. 	<ul style="list-style-type: none"> • Ensure annual budget includes funding for growth of mental health supports. • Maintain and increase partnerships with third-party mental health providers for in school counseling. • Provide resources, materials, activities, and training to promote healthy lifestyles for students and families in response to our health screening data. • Maintain a license health care professional at each school to address chronic medical needs. • Identify, implement, and support a variety of extracurricular programs to ensure all students have opportunities for engagement based on their interest. • Create 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. • Implement annual bullying awareness programs to appropriately define the behavior and prevent incidents. 	<ol style="list-style-type: none"> 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 prioritize 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. Utilize TDOE district security assessment reports to enhance all schools' security levels to meet all priority standard recommendations where infrastructure allows. 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 10% unassigned fund balance per financial audit. 	<ul style="list-style-type: none"> • Work with city planning to project areas of growth and impact on schools and develop rezoning plans as needed. • Develop a timeline for projects on the capital improvement plan for each year detailing a start date and projected completion date. • Plan for and maximize 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. • 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.

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	Strategies	Objectives	Strategies
<ol style="list-style-type: none">1. Partner with at least four educator preparation providers, one of which will be an HBCU, to place teaching candidates/interns in MCS classrooms2. Attend at least three university job fairs annually with at least one being at an HBCU3. Increase the percentage of minority certified staff annually to ensure our faculty demographics more closely match our student population4. Retain 93% of highly effective educators as measured by LOE scores of 4 or 55. Ensure 80% of employee exit surveys indicate that employees would work for MCS again if the opportunity presented itself6. Adjust and maintain salary scale for certified and classified positions to ensure MCS offers competitive pay at all pay steps7. Ensure 90% of educator responses to the Tennessee Educator Survey indicate that the professional learning they have received has led to improvements in their teaching8. Ensure 90% of educator responses to the Tennessee Educator Survey indicate favorable ratings in perceptions of school leadership9. Provide a minimum of one leadership training program annually (Teacher Advisory Council, Administrator Academy, Teacher Leadership Academy)10. Ensure all department supervisors update transition plans annually.	<ul style="list-style-type: none">• Maintain and create new formal partnerships with universities for student teaching placement• Extend job-embedded programs to fill hard-to-staff positions and support programs that assist classified staff in obtaining their teaching certificates.• 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	<ol style="list-style-type: none">1. Meet or exceed the school specific achievement targets (based on AMO formula) for all students and in each subgroup on state-assessed subjects annually2. Maintain TVAAS scores of a minimum of 3 (at expectations) or higher in ELA and math3. 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 annually8. 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. Students with Disabilities will remain in Tier 1 or least restrictive environment setting 80% of their school day as measured by the SPR indicators.10. Meet or exceed the federal AMO for ELP assessment each school year.	<ul style="list-style-type: none">• 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• Provide a 3rd-6th grade Literacy Institute annually.• 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



Murfreesboro City Schools



15 campuses, 13 schools

Pre-K-6th grade

9,400 plus students

22nd largest school district in Tennessee

51 home languages

Black Fox Elementary

est 1990

Bradley Academy

est 1955

Cason Lane Academy

est 1994

Cason Lane Pre-K

est 2023

Discovery School

est 1962

Erma Siegel Elementary

est 1998

Hobgood Elementary

est 1954

John Pittard Elementary

est 2007

Mitchell-Neilson School

Elementary est 1952

Primary est 1964

Northfield Elementary

est 1986

Overall Creek Elementary

est 2014

Reeves-Rogers Elementary

est 1958

Salem Elementary

est 2019

Scales Elementary

est 2005

Highlights 2022-current

Middle Grand Division Principal of the Year

Middle Grand Division Teacher of the Year

Milken Educator Award Recipient

3 TN State Finalist for the Presidential Award for
Excellence in Math and Science Teaching

6 Reward Schools - 2023

6 Level Five Schools - 2023

9 Tennessee STEM/STEAM Accredited Schools