



COMMUNITY HOLIDAY HUDDLE WITH MSCS SENIOR LEADERS



DECEMBER 5, 2024 | THE PINK PALACE MUSEUM | 5:30 PM

AGENDA

Welcome | Dr. Marie N. Feagins, Superintendent

Presentations

- Dr. Angela Whitelaw, Deputy Superintendent of Education Services
- Tito Langston, Assistant Superintendent of Business Operations
- Dr. Janice Tankson, Assistant Superintendent of Schools
- Dr. Roderick Richmond, Transformation Officer
- Michelle Stuart, Facilities Services Officer
- Dr. Jared Myracle, Executive Director of Literacy

Questions & Answers | Dr. Marie N. Feagins, Superintendent

Closing | Dr. Marie N. Feagins, Superintendent

Office of Education Services

100-Day Plan Progress Update

DR. ANGELA WHITELOW
Deputy Superintendent of
Education Services



OFFICE OF EDUCATION OVERVIEW

Student Experience:

- Fosters a positive environment by supporting bullying intervention, Title IX compliance, and organizing enriching field trips.
- Empowers student leadership through student council and clubs, while offering tutoring and summer learning opportunities.

Student Wellness:

- Provides vital support that includes counseling, crisis intervention, and educational programs aimed at fostering emotional resilience and a positive mental health culture.
- Ensures that students have access to essential health screenings, immunizations, and health education.

Student Services:

- Delivers tailored educational services and resources for students with diverse learning needs and works collaboratively with educators and families to create personalized learning plans.
- Provides every student with the individualized support they need to succeed academically and personally. Offers specialized support that recognizes and celebrates linguistic and cultural diversity and assists students and families in overcoming language barriers.

OFFICE OF EDUCATION SERVICES:

KEY ACCOMPLISHMENTS

STUDENT EXPERIENCE:

- **56,000+ students involved** in Student Clubs and Organizations
- **100+ middle and high** school students in the Student Congress
- 223 students across 26 high schools **participate in Project STAND**
- 10,793 students are **enrolled in Extended Learning and Tutoring programs**
- **6,727 students received Before and After Care** services

STUDENT WELLNESS:

- **4,662 mobile health physicals** partnered with Well Child, Inc. and served 128 schools
- 56 schools and 10,803 students served with **free health screenings**
- **2,011 documented student visits** to the nurse
- 1,897 documented student visits to the nurse that resulted in the student returning to the classroom or staying at school
- **1,846 health procedures** being performed by the nurse
- 3,141 visits through Employee Health Clinics
- 552 students received eyeglasses
- 1,083 students **served through Christ Community Health Services** (School-Based Health Clinics) providing 1,200 immunizations to 495 students.

OFFICE OF EDUCATION SERVICES:

KEY ACCOMPLISHMENTS

STUDENT SERVICES

EXCEPTIONAL EDUCATION

- Conducted Department of Exceptional Education Transition Programs Overview Nights
- **39 preschools** through 12th grade self-contained classes participated in the Special Olympics
- **Avon Lenox School**, one of Exceptional Education's specialty schools, provided 72 opportunities in 11 local businesses for **Work Based Learning and Community-Based Instruction** for students with exceptionalities.
- Hosted an Alternate Assessment Training provided for over **250 Exceptional Education Teachers**
- **Trained 209 Exceptional Education teachers** to provide Community-Based Instruction
- Launched Community of Practice "**Listen Out Loud - LOL**" sessions: a virtual platform for special education teachers and providers to ask technical and instructional questions and receive real-time feedback
- Hosted **Annual Parent Summit and Transition Fair**

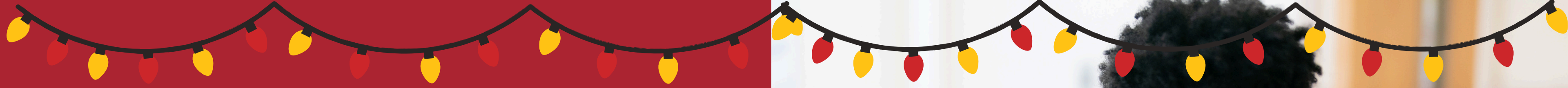
OFFICE OF EDUCATION SERVICES:

KEY ACCOMPLISHMENTS

STUDENT SERVICES

MULTI-CULTURAL LEARNERS

- WIDA ACCESS
- 40% who met or exceeded the growth standard
- **900+ students exited** the ESL program
- GRADUATION
- In the 2023-2024 Graduating Class **36% Valedictorians and 22% Salutatorians** were former Multilingual English Learners.
- TCAP DATA
- Recently exited ESL students outperformed all students in every content area and grade level.



Office of Business Operations

100-Day Plan Progress Update

TITO LANGSTON
Assistant Superintendent of
Business Operations



OFFICE OF BUSINESS OPERATIONS OVERVIEW

The Department of Business Operations aims to streamline operations and enhance financial efficiency for **Transportation, Asset Management, Warehouse & Fulfillment Services, Nutrition Services, Safety & Security, Information Technology, Talent Management** and **School Compliance** within Memphis-Shelby County Schools, ensuring optimal resource allocation and service delivery for the district.

The mission and purpose of Business Operations is to provide support services and deliverables to the district in the most efficient and cost-effective manner to enable the district to focus on its core competency of providing the best education possible for students. Our focus is to support student achievement by enhancing the learning environment and overall educational experience for students.

BUSINESS OPERATIONS OFFICE:

KEY ACCOMPLISHMENTS

ASSET MANAGEMENT

- Provided **additional technology** to Fairley HS, Havenview MS, and Oakshire ES for student achievement.
- **3,957 new assets** to the inventory database for various locations.
- **2,743 new federal assets** purchased with federal funds at various sites.

NUTRITION SERVICES

- **District Tutoring Supper Program:** Providing full meal setups that include all five components for over 122 locations.
- **After School Fuel Meal Program:** Three cold and two hot meals, along with a Bulk Food option for sites to choose from. Currently, 31 school-based locations and 22 community partners are participating.
- **Nutrition Education:** Launched our Nutrition Education initiative in partnership with Coordinated School Health. This program targets the designated SUPE Schools with less than 50% passing rate on their BMI scorecard.
- **Clean Memphis:** Partnered to launch Share Table Programs. These programs allow packaged, untouched, nonperishable food items to be shared throughout the school instead of thrown away.

BUSINESS OPERATIONS OFFICE:

KEY ACCOMPLISHMENTS

TRANSPORTATION

- **Implemented Edulog Parent Portal mobile app that provides parents the latest information on planned time and location of their student's bus stops.**
Parents are also able to receive messages from the transportation department.
- **Implemented activity bus services to support schools offering extracurricular activities and tutoring to students after school.**
- Retrained all drivers on bus transportation safety protocols.
- Installed brackets for tablets on all buses that will be used for RFID cards to track student ridership.

WAREHOUSE & FULFILLMENT

- **Fully staffed warehouse department** with CDL drivers
- **641+ deliveries of Textbooks** to schools.
- **153+ deliveries of PPE** to schools to help protect and prevent the spread of illness, including children's masks, hand sanitizer, and gloves.

BUSINESS OPERATIONS OFFICE:

KEY ACCOMPLISHMENTS

TALENT MANAGEMENT

- Strengthened partnerships with **Teach for America, Memphis Teacher Residency, and Christian Brothers University** to expand the pipeline of certified teachers in the district's most critical subject areas.
- Hosted 10 in-state and out-of-state **"Next Up" Hiring Blitzes** for key central office and school-based roles, attracting over 1,000 attendees and resulting in 400+ on-the-spot recommendations.
- Introduced **advanced degree stipends** to incentivize further education.

SCHOOL COMPLIANCE

- Facilitated the contract execution for **Brinks, Watkins Uiberall, PLLC, and KEV Group.**
- **Vetted and approved 21 recreational service** vendors (charter buses, travel agencies, etc.)
- Processed **15+ new school leaders to access the utilization** of Regions OnePass and School Funds Online.

BUSINESS OPERATIONS OFFICE: KEY ACCOMPLISHMENTS

SAFETY & SECURITY

- The Office of Student Safety has seen a **decrease in the incidents** tracked by Safety for the same timeframe in the 2023-24 school year.
- Provided **safety and security technology upgrades**, including cameras, intrusion alarms, weapon detectors and X-ray machines in over 30 locations.
- **Completed renovation** of Alton Elementary to include the Real-Time Safety Center with a projected opening date early 2025.

INFORMATION TECHNOLOGY

- **Ready Day One:** Initial setup for centralized operations and deployment of IT personnel for onsite support.
- **Field Services & Digital 1:1:** Ensuring device readiness and optimized field service support across schools.
- **IT Security:** Strengthening security posture through continuous monitoring and realigned operations.
- **IT Re-Alignment:** Streamlining operations and improving overall IT infrastructure reliability.



Office of Schools

100-Day Plan Progress
Update

DR. JANICE TANKSON
Assistant Superintendent of
Schools



OFFICE OF SCHOOLS OVERVIEW

- **Family Engagement:** Focuses on building strong partnerships between schools and families to support student success
- **Advance Programs/Optional Schools:** Ensures that students with exceptional academic abilities or specific interests receive the challenges and opportunities they need to reach their full potential.
- **Early Childhood:** Focuses on providing high-quality education and care for 4-year-old children, while laying a strong foundation for their future learning and development.
- **Curriculum and Instruction:** Creates and updates curriculum materials to align with educational standards and meet the needs of diverse student populations. Provides teachers with resources, professional development, and guidance on effective teaching practices.
- **Performance and Leadership Development:** Fosters a culture of continuous improvement and ensuring that educators are equipped to provide high-quality instruction and leadership in schools
- **Evaluation and Satisfaction:** Helps to assess teacher effectiveness and gauge stakeholder satisfaction within schools
- **Fine Arts:** Designs and implements programs in visual arts, music, theater, dance, and other creative disciplines that align with educational standards and nurture students' artistic talents.

OFFICE OF SCHOOLS: KEY ACCOMPLISHMENTS

FAMILY ENGAGEMENT:

- **20,500+ families and community members have participated in events** such as ACT Family Nights, Coffee with the Counselors, Families Connect (Multilingual Parent), the Fathers First Initiative, Muffins with Moms, and Donuts with Dads.
- Literacy Support: **Distributed over 6,000 books** during community outreach and literacy events.
- **Legacy University Sessions:** Since August, we've hosted **16 sessions with a reach of 500 viewers and 5.4K Facebook Live views.**
- Wellness calls to families regarding attendance to provide support. Through these efforts, **over 1,300 referrals have been made for services such as rent, mortgage, and utility assistance.** Additionally, **1,000 food boxes or items have been distributed** to families in need.
- Volunteers: Screened **2,984 volunteers to provide services and support** such as Mentoring, Tutoring, Athletic Coaching, or Classroom Assistance for all MSCS Schools.
- Uniforms and Necessity Boxes: **4,000 uniforms distributed to students in need.** 100+ necessity boxes provided to schools for families during emergency situations. We received \$7,500 in donations to support families in need.

OFFICE OF SCHOOLS: KEY ACCOMPLISHMENTS

MULTI-TIER SUPPORT SYSTEMS:

- **October Dyslexia Awareness Month: Dyslexia Simulation Stations** were conducted in a "pop-up" style where passersby could be enticed by information on dyslexia but engage in up to three simulation stations to learn more about how a person with dyslexia might feel. There is a specific webpage **dedicated to dyslexia information and resources**.
- **MSCS was recognized by TDOE with the "Groundbreaker Award"** for work done during the 22-23SY with RTI2A+RTI2B in September 2024.

OFFICE OF SCHOOLS: KEY ACCOMPLISHMENTS

FINE ARTS AND WORLD LANGUAGES AND SOCIAL STUDIES:

- Completed the **Spanish for Leaders course** of 6 sessions with a second series in the spring.
- Orff program featured in the **Fall Orff Echo publication**
- The **Holiday Card Contest** will be held again in December for the district 2024 holiday card.
- Completed a successful **professional development with the University of Memphis and Memphis 13** on a Saturday with an estimated 20-plus teachers.

ADVANCE PROGRAMS:

- **6 MSCS teachers have been approved to participate in the College Board's AP Cybersecurity Kickstart pilot** to prepare high school students for careers in cybersecurity.
- **348 students from 19 district-managed schools attended AP Saturday Review Day** sessions to increase their preparedness for AP exams this spring. The next AP Saturday Review session is **Saturday, December 7, 2024**.
- **183 DE students** from 9 district-managed schools participated in the U of M's Dual Enrollment Visit Day to learn about additional DE course-taking options. Every participating student **received a \$1,000 scholarship per year for each year of enrollment at the U of M**.
- **90% of honors teachers submitted honors compliance documents** to demonstrate compliance with state and district policies that govern advanced courses for the first semester.
- **3 MSCS students earned their private pilot's certificate** through the Federal Aviation Administration this year.

OFFICE OF SCHOOLS: KEY ACCOMPLISHMENTS

CURRICULUM AND INSTRUCTION:

- Math intellectual prep sessions for coaches and principals, throughout October and November.
- Memphis 13 **sessions for principals to highlight integration of content** for 2nd and 5th grades.
- October and November kickoff of **Bookit!** and **Battle of the Books** for grades PK-12.

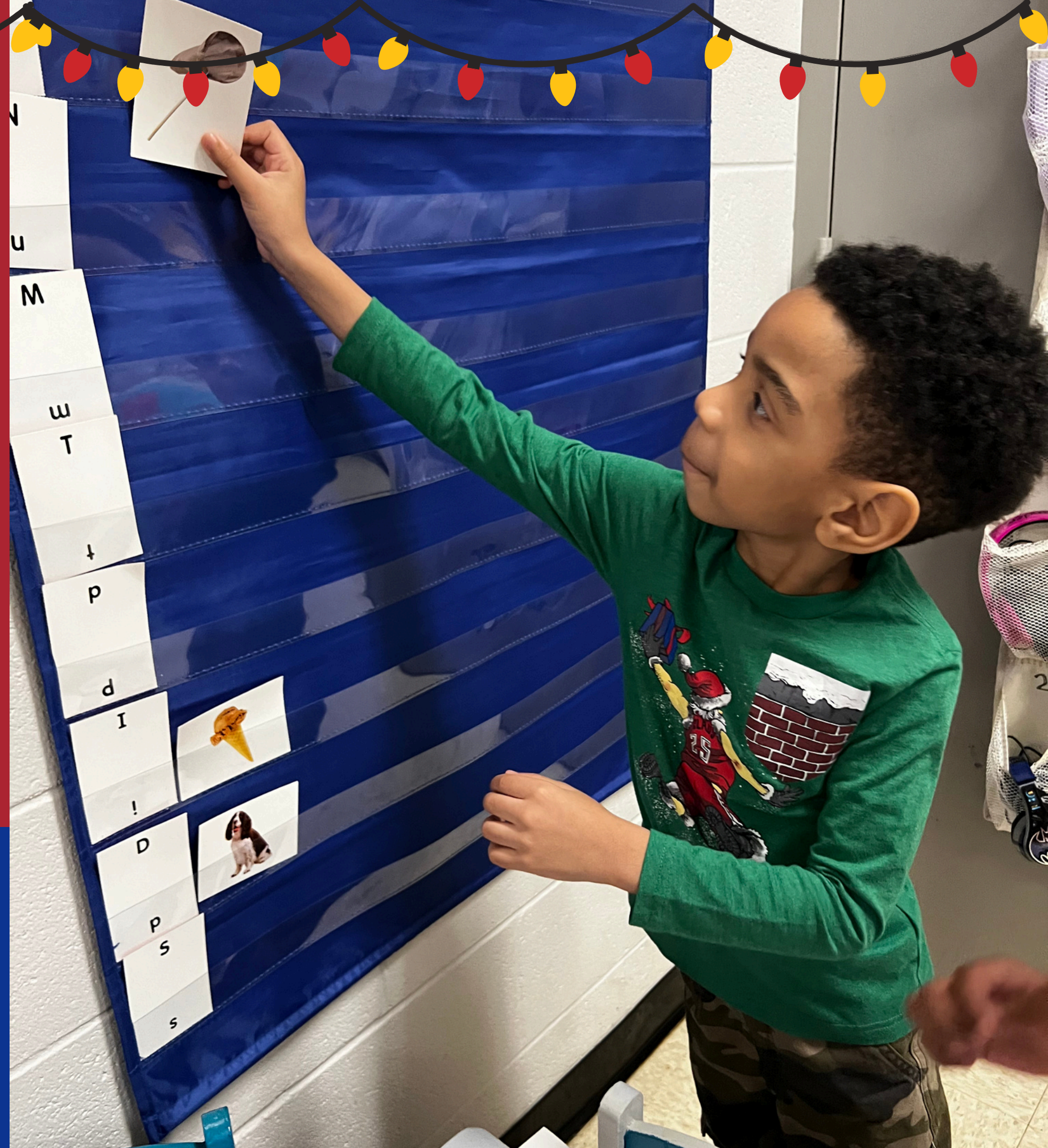
EARLY CHILDHOOD:

- The Early Childhood is applying for the **Federal Head Start Grant**.
- CityHealth and the National Institute for Early Education Research (NIEER) CityHealth's 2024 High-Quality **Pre-K Gold Award recipient** - Voluntary Pre-K.
- Program Enrollment is **93% - 4,757 out of 5,100**.
- **Instructional practices have noticeably improved, as reflected in the enhanced teacher evaluation scores.** These outcomes demonstrate the program's effectiveness in fostering teacher growth and improving overall teaching quality.

Office of School Transformation

100-Day Plan Progress Update

DR. RODERICK RICHMOND
Transformation Officer



TRANSFORMATION OFFICE OVERVIEW

The Office of Transformation is a newly established office dedicated to enhancing the performance of schools with a letter grade of D or F, designated as Supe Schools. The primary goal of this office is to move 50% of these schools to Ignite (C grade) or Soar (A or B grade) status

- **Athletics:** Our athletics division manages over 900 programs, supporting more than 15,000 student-athletes.
- **JROTC:** We offer a comprehensive five-year JROTC program starting in eighth grade. Beyond physical training, JROTC fosters leadership, responsibility, and citizenship, even substituting for various academic credits, such as lifetime wellness and financial planning.
- **Career and Technical Education (CTE):** With 47 programs of study across 16 career clusters, our CTE programs serve students at 27 high schools, four technical centers, three alternative sites, and 35 middle schools.
- **Charter Schools:** Acting as both authorizer and liaison for 55 schools, we oversee development, accountability, and operations, ensuring that charter schools uphold standards of excellence and accountability.
- **Accelerated Education and Virtual Learning:** From credit recovery to individualized instruction, accelerated education, and virtual supports, we are creating adaptable pathways that meet students where they are, empowering them to achieve their best.
- **Network Hearing Official:** Ensure due process and supporting a positive school culture, equity, and access across our district.

TRANSFORMATION OFFICE:

KEY ACCOMPLISHMENTS

STUDENT ACHIEVEMENT

- **District Days:** Hosted sessions to engage stakeholders in focus groups to glean support and gaps that impact academic achievement.
- **ACE Talks and Days:** Develop game-changing strategies by analyzing K-12 achievement data, attendance rates, and behavioral trends.
- Review course offerings, curricula, and student feedback on program interests to provide exceptional learning experience.
- **After School Memphis:** Create and implement a diverse set of extended learning and summer bridge academies.

STAFF RELATIONS & CAPACITY

- **ACE Talks and Days:** Initiated consistent Check-Ins, Administrative Huddles, and COMSTAT processes across workstreams to strengthen practice and remain outcomes-oriented.
- Requested Briefing Summaries to assess the effectiveness of district-led initiatives and align opportunities for improvement.
- **Supe Schools Blitz:** Enhanced district-wide Recruitment Plans to close the vacancy gap with high-quality candidates.
- **Staffed Department:** Re-aligned Academic Org. Chart to ensure Human Resources efficiently and effectively addresses achievement goals.
- Improved communication loops and decision-making protocols to reset productive collaboration.

TRANSFORMATION OFFICE:

KEY ACCOMPLISHMENTS

OPERATIONS AND FINANCE

- **Opening of Schools, ASD Transitions:**
Reviewed protocols for successful school closures and facilities capital plans.
- **SIG, TAG, SIP:** Assessed current grant applications, budget proposals, and ESSER funds spending plans.
- Reviewed survey feedback regarding **district customer service and safety measures.**
- **Emergency Management Planning:**
Evaluated walking routes and crisis management protocols for immediate action.

COMMUNITY RELATIONS

- Engaged in **community connection events** across all regions to listen, learn, and build strategy across stakeholder groups
- **Gathered ongoing aspirations and feedback** from stakeholder groups including an introduction, using virtual platforms, social media, and surveys.
- Dove into the goals of the district by actively participating in events that forge relationships with **community and business partners.**
- Executed and sustained consistent **connections with key stakeholders** including media, elected officials, parent groups, alumni, and community leaders to align our **Why, What, and How to move forward the work of MSCS.**



Facility Services

100-Day Plan Progress
Update

MICHELLE STUART
Facility Services Officer



FACILITIES OFFICE OVERVIEW

The Office of Facility Services aims to streamline operations and fully integrate the departments of **Facility Planning, Facilities Maintenance, Construction,** and **Custodial and Grounds** within Memphis-Shelby County Schools, ensuring optimal resource allocation and service delivery for the district.

The mission of the Office of Facility Services is to provide enhanced learning and working environments by ensuring all District facilities and grounds are well maintained and clean with efficiently operating building systems and optimal student and staff utilization. Our focus is to support student achievement by enhancing the learning environment and overall educational experience for students.

FACILITIES OFFICE:

KEY ACCOMPLISHMENTS

FACILITY PLANNING

- District-wide Facility Condition Assessments to begin developing the master facilities plan.
- **Assessed 200 facilities** and all building systems within (HVAC, roof, window, structure site, etc.) providing a baseline of the current condition and needs of all District facilities.
- 2024-25 data updates and analysis of the District's **school-level programmatic capacity, enrollment, utilization, and student address geocode**—all essential inputs to the master facilities plan.

CUSTODIAL AND GROUNDS

- 2024 summer **deep cleaning of over 17 million square feet** at 151 school locations
- Created and implemented a **training program including minor repair and maintenance tasks**, building systems training, OSHA regulations, and other safety measures.

FACILITIES OFFICE: KEY ACCOMPLISHMENTS

FACILITIES MAINTENANCE

- **Pay rate increases** for all trades positions to retain current staff and attract new skilled workers for the 50 vacancies in Maintenance.
- Filled the Director and Manager roles and nine trades positions on the Maintenance team through hiring blitzes, HR postings, and disseminating hiring flyers around the City.
- **Reduced the work order backlog** by over 3,000 through system clean-up, workflow organization, and increased project completion rates.
- **Revitalized the water bottle filler installation project** and started an outdoor lighting prioritization project.

CONSTRUCTION

- Completed the specifications, scopes of work, and bid process, receiving Board approval for **24 contracts** for roof, window, and HVAC replacements.
- Commissioned the development of a construction management software tool built by the Strategic Programming and Innovation team, **saving the District over \$400,000.**
- **Oversaw the architects and construction teams** for the New Frayser and New East Region High Schools, including programming, drawing development, budgeting, and the demolition of the former Frayser/MLK High.

Office of Literacy

100-Day Plan Progress
Update

DR. JARED MYRACLE
Executive Director of
Literacy



OFFICE OF LITERACY OVERVIEW

- Support with implementing the District's high-impact instructional strategies
- Professional learning and support on District-adopted curriculum for teachers and leaders
- Literacy integration in all classes to ensure reading, writing, and speaking about text occurs in every class, on every campus, every day
- Professional learning for school-based instructional coaches
- Supervision of specialized education assistants (SEAs) to support literacy instruction in Kindergarten-2nd grade classrooms
- Targeted data-driven school support based on academic growth data
- Collaboration on district tutoring programs that support literacy

OFFICE OF LITERACY: KEY ACCOMPLISHMENTS

- **Development and implementation of the High Impact Strategies:** Support the emphasis of effective instructional practices and integration of reading, writing, and speaking about text every day.
- Increasing the effectiveness of Specialized Education Assistant usage
- Aligned Professional Learning Opportunities: **“Back to Basics” Sessions**
- Leadership Development Week
- Office Hours Support
- **Curriculum-Based Support from Vendors:** Virtual PD Series offered this fall to support the re-focusing on English/Language Arts curriculum
- **School-based Instructional Coaches:** Focused support on use of the District’s adopted curriculum and implementation of High-Impact Strategies

OFFICE OF LITERACY: KEY ACCOMPLISHMENTS

PARTNERSHIPS

- Re-launching key Strategic Partners for Literacy, including securing 5 days of in-person training for SEAs at no cost to the district. **Facilitated by ALLMemphis and funded by Urban Child Institute**
- **Reading Topic Calendars** (K-5, 6-8, 9-12) to support students' reading and discussion with parents/guardians
- **Supported network advisors and leaders** with a review of 23-24 TVAAS data in ELA to refine school support strategy

RESOURCES

- Reading Topic Calendars (K-5, 6-8, 9-12) to support students' reading and discussion with parents/guardians
- **Parent Literacy Toolkit** (October)
- Drafted a new district-wide Literacy Plan for feedback
- Created and launched new unit and lesson preparation guides to deepen intellectual preparation processes at the school level
- **Assessed data on prior professional learning completion** to plan future opportunities (e.g. TDOE Early Reading Training and Secondary Literacy Training)
- Collaborate on **support of schools in highest need** in ELA with network leaders

QUESTIONS & ANSWERS





BUILDING A FUTURE TOGETHER



To build a better future for our students with collective effort and active participation from the community.

An encouraging environment that nurtures students into success with a supportive and engaged community to help them excel.

Strong public schools means stronger communities.