

TWENTY-TWENTY TWO  
THE  
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DISTRICT  
★★ ADDRESS ★★

DR. JORIS M. RAY, SUPERINTENDENT

PROGRESS REPORT

# THANK YOU!



# MOMENT OF SILENCE

*In Loving Memory*

## COVID-19 Deaths

Shelby County  
3,000+

United States  
930,000+

*Since April 2021*



# COVID-19 RESPONSE



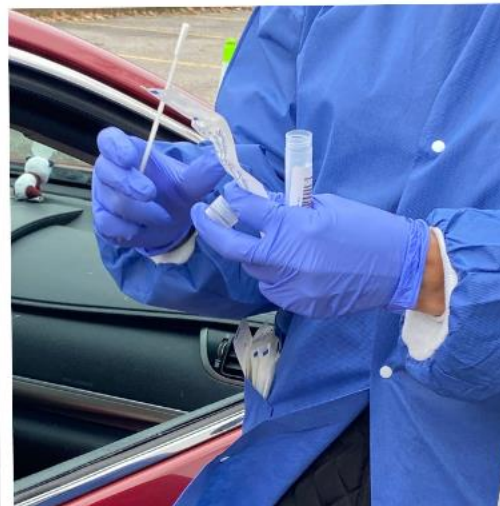
**Educate.**



**Communicate.**



**Vaccinate.**



# COVID-19 RESPONSE



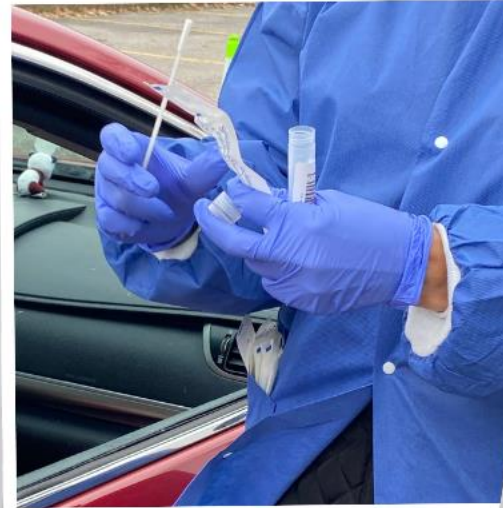
**Educate.**



**Communicate.**



**Vaccinate.**



## **Vaccinations**

- Nearly 12,000 administered to adults & eligible children

# COVID-19 RESPONSE



**Educate.**



**Communicate.**

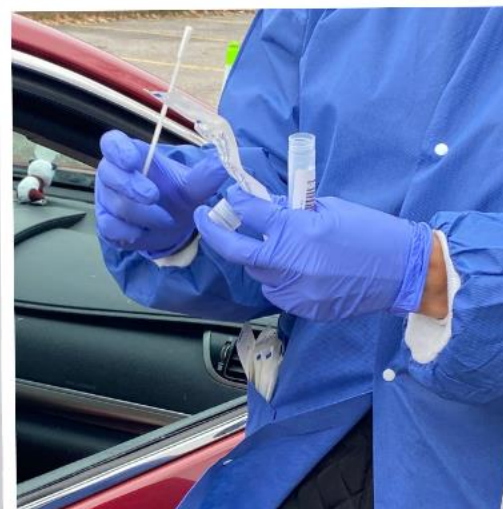


**Vaccinate.**



## **Vaccinations**

- Nearly 12,000 administered to adults & eligible children



## **Nasal Swab**

- Student Tests: 150,000+
- Faculty & Staff Tests: Nearly 36,000

# BRIGHT SPOTS



**2021 MSCS Principal of the Year**  
**Margaret Bland-McKissick**  
Avon Lenox High School

# **BRIGHT SPOTS**



**2021 MSCS Supervisor of the Year &  
TDOE Supervisor of the Year Finalist**

**Dr. Angela Whitelaw**

Deputy Superintendent of Schools  
and Academic Support

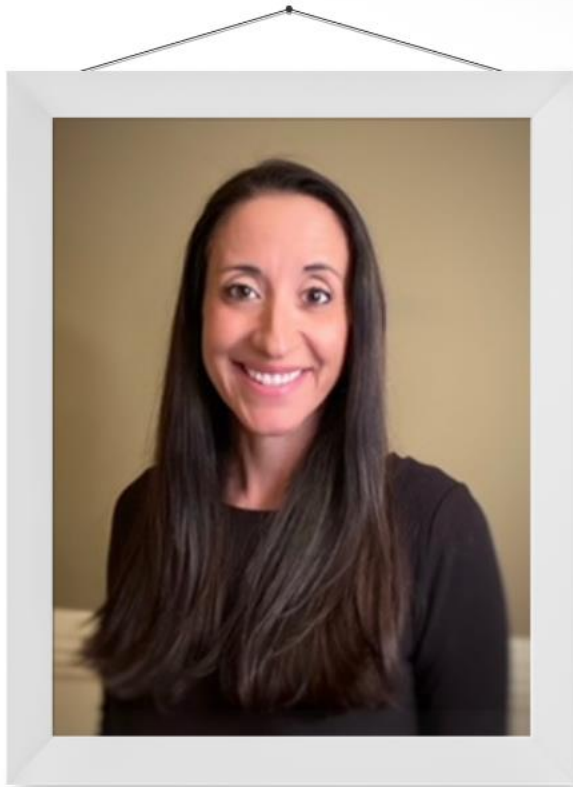


# BRIGHT SPOTS

**Laura Koch**

Richland Elementary

**2021 MSCS Teacher of the Year  
& Presidential Award  
Recipient**

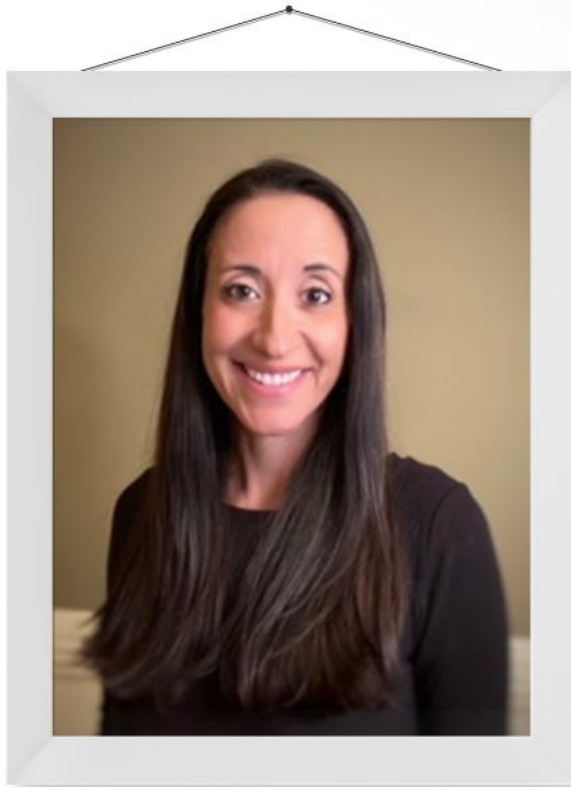


# **BRIGHT SPOTS**

**Laura Koch**

Richland Elementary

**2021 MSCS Teacher of the Year  
& Presidential Award  
Recipient**



**Charles Hayes**

Highland Oaks Elementary

**Presidential Award  
Recipient**



# DISTRICT BY THE NUMBERS

**We are Tennessee's largest school district.**



We are also one of the top 25 largest public education systems in America.



**We have more than 200 schools,**

including traditional K-12 schools, theme-based Optional schools, alternative, career & technical, virtual, and charter schools.



**We serve more than 106,000 students of all backgrounds and abilities,**

including 3,300 Pre-K, 4,000 enrolled in gifted & talented, 10,000 in the Optional program, 8,800 English language learners, and 15,000 with disabilities



**We are Shelby County's second-largest employer**

with nearly 14,000 employees, including more than 6,000 teachers



# ECONOMIC IMPACT



# REIMAGINING EDUCATION



**LITERACY IS LIFE**



# STRATEGIC PARTNERS FOR LITERACY

## ACTION & IMPLEMENTATION

Identifying **high-level**  
options and **next steps** to  
ensure literacy success by  
third grade for all  
students



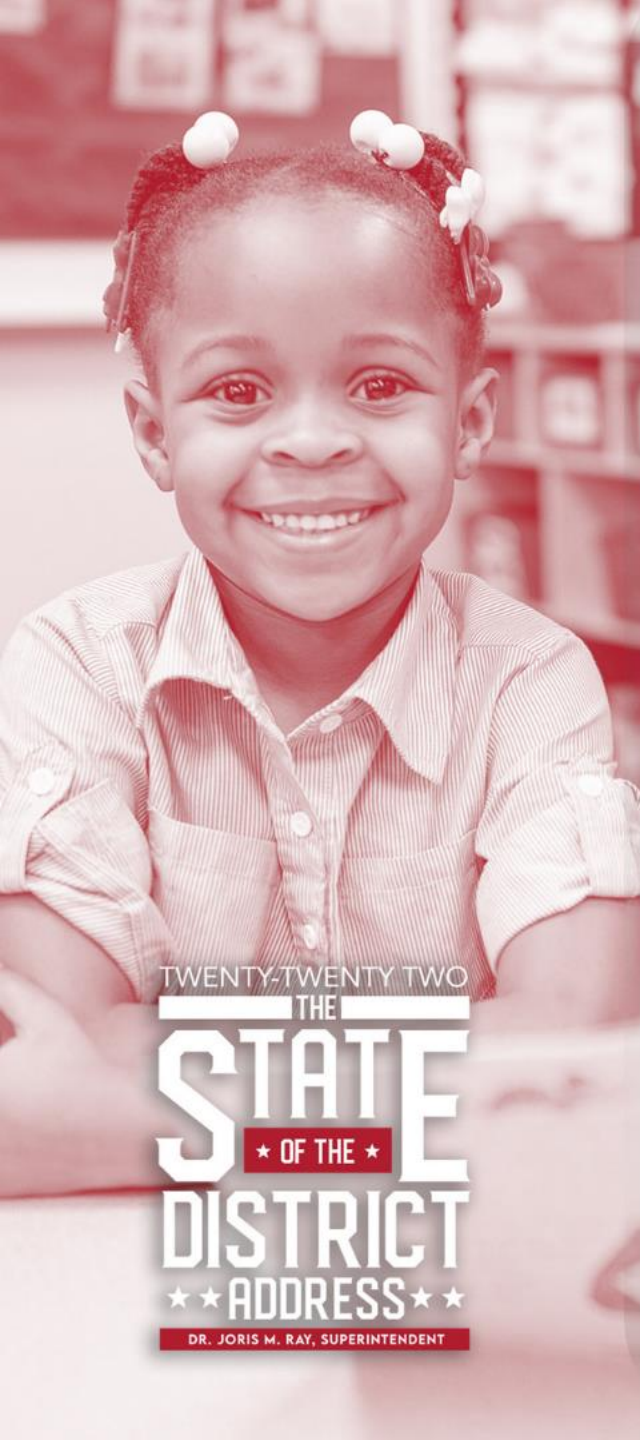
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**REIMAGINING**

**EDUCATION. SCHOOLS. COMMUNITIES.**



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# TUTORING

*Dream Reimagined*



**Expand tutoring  
programs before, during,  
and after school to meet  
the needs of students**

## PROGRESS REPORT

Reading	✓
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓

# TUTORING

*Dream Realized*

- 900+ teachers and assistants offer before, during, after school and Saturday tutoring to 9,000 registered students
- Recognized for tutoring by U.S. Department of Education (American Rescue Plan) #ARPstars
- TDOE named MSCS a "Best for All" District



## PROGRESS REPORT

Reading	✓
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓

# TUTORING

*Dream Realized*



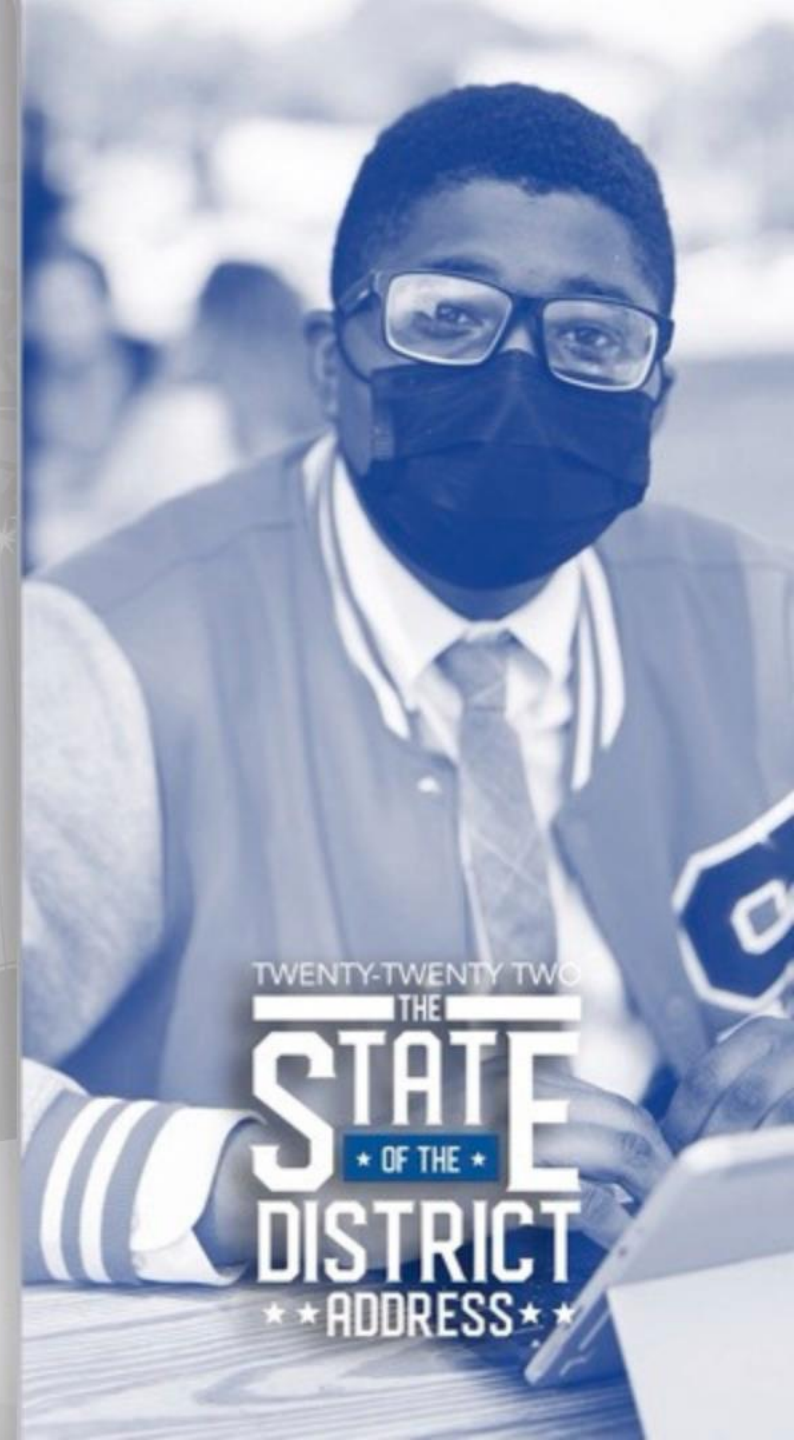
**Diesteny Lewis**  
**6th Grade Student**  
**Hickory Ridge Middle School**

- 100% attendance and participation in tutoring
- Now performing ABOVE grade level

# TEACHER BRIDGE

*Dream Reimagined*

**Provide enhanced professional development and accountability measures for teachers**



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# TEACHER BRIDGE

*Dream Realized*



Since opening, more than 160 teachers & school support staff enrolled & completed New Teacher Academy (NTA).

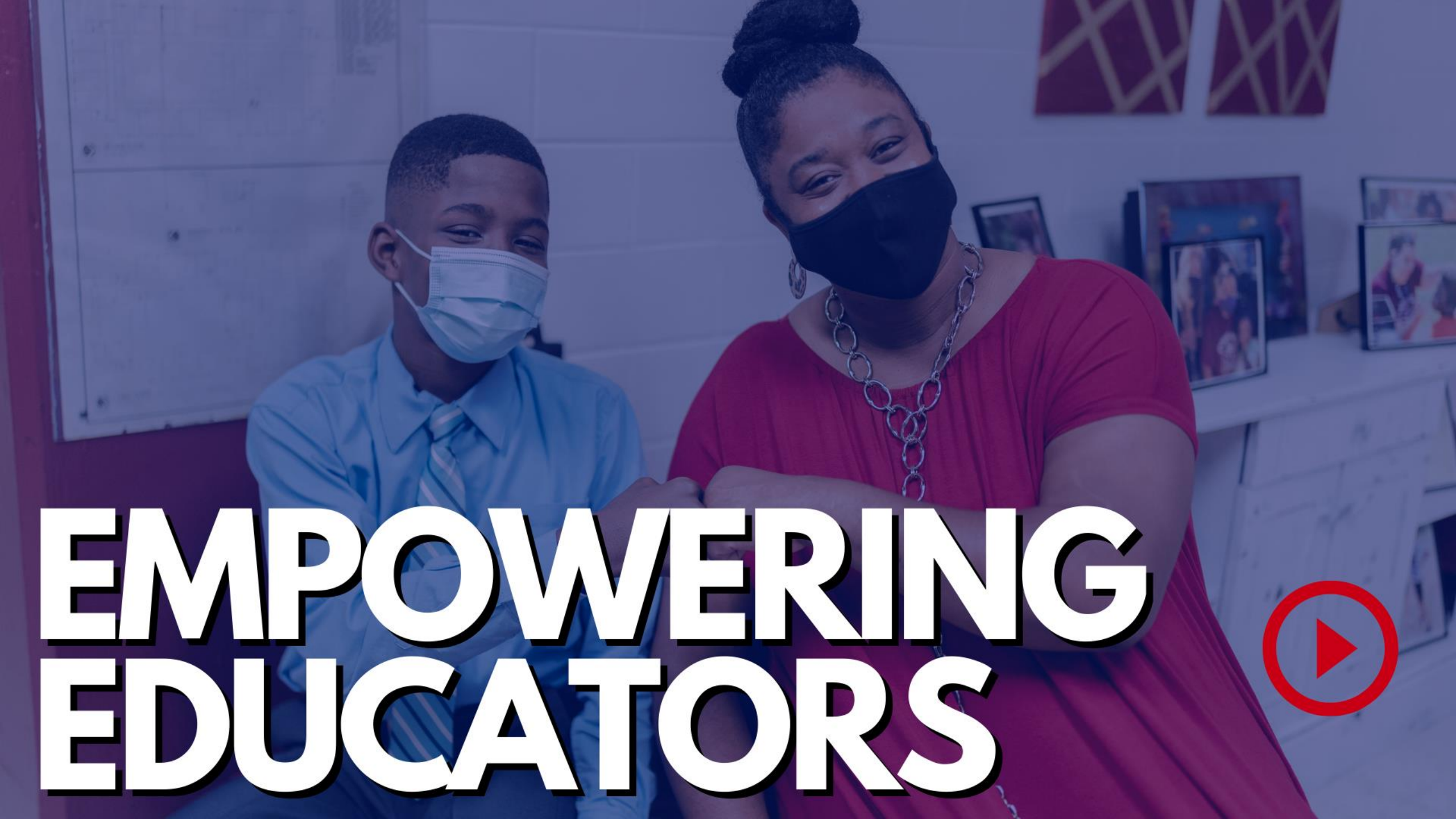
*Launched January 2022*



98% of NTA attendees say they learned new content that can be implemented in their instructional practice.

## PROGRESS REPORT

Reading	
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓



# EMPOWERING EDUCATORS





# REIMAGINING

## EDUCATION. SCHOOLS. COMMUNITIES.

# REDUCE ADULT: STUDENT RATIO

*Dream Reimagined*

**Reduce K-2 Adult-to-Student  
Class Ratio from 1:25 to 1:13**



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# REDUCE ADULT: STUDENT RATIO

*Dream Realized*

PROGRESS REPORT	
Reading	✓
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓



750 Specialized  
Education Assistant  
(SEA) positions added  
to the District



SEAs provide a newly  
found pipeline to  
teaching

- **ACHIEVEMENT:** K-2 student showed improvements on Mastery Connect in ELA from Fall to Winter.
- **ECONOMIC IMPACT:** The hiring of SEAs decreased Shelby County's unemployment rate.
- **ADDITIONAL SUPPORT:** 95% of teachers say SEAs are supporting small group instruction.



# REDUCE ADULT: STUDENT RATIO

*Dream Realized*

TENNESSEE



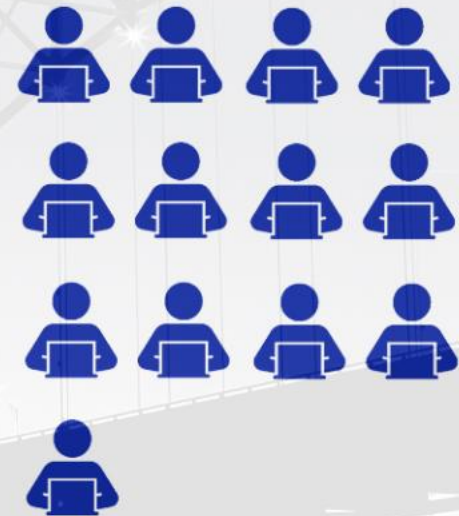
# REDUCE ADULT: STUDENT RATIO

*Dream Realized*

TENNESSEE



MSCS



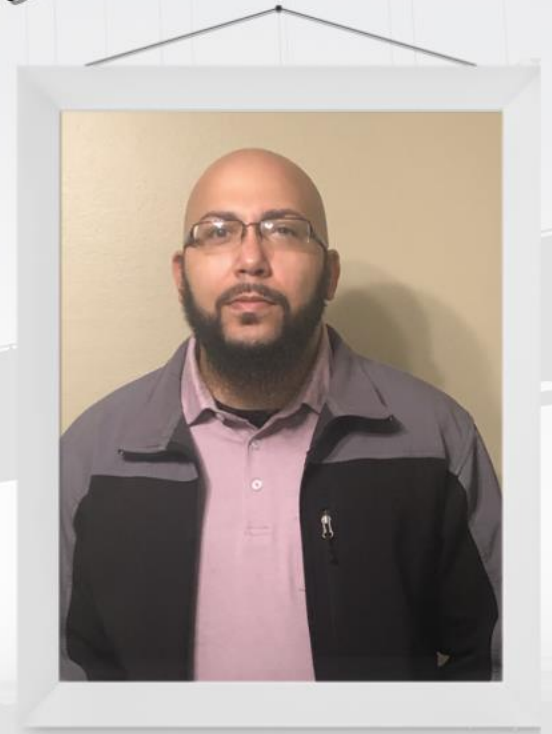
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# REDUCE ADULT: STUDENT RATIO

*Dream Realized*

## Specialized Education Assistant

- Supports students
- Trains mentors



**Carlos Lemm**  
**Robert R. Church Elementary**



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# ADVANCED ACADEMICS EXPANSION

*Dream Reimagined*

**Increase availability of  
Advanced Placement and  
honors classes**




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# ADVANCED ACADEMICS EXPANSION

*Dream Realized*



Statewide Dual Credit course offerings increased from 91 to 124 courses in MSCS-managed high schools.



Advanced Placement (AP) courses are now offered in 96% of our traditional MSCS-managed high schools.

- 9 currently enrolled students have scored the highest possible on the ACT.
- 100% of MSCS-managed middle and high schools now offer honors courses.
- Fall 2022: All core teachers will be trained in honors-level rigor and best practices.

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## PROGRESS REPORT

Reading	
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓

# PRE-K EXPANSION

*Dream Reimagined*

**Provide additional quality Pre-K seats to all students, not just economically disadvantaged**

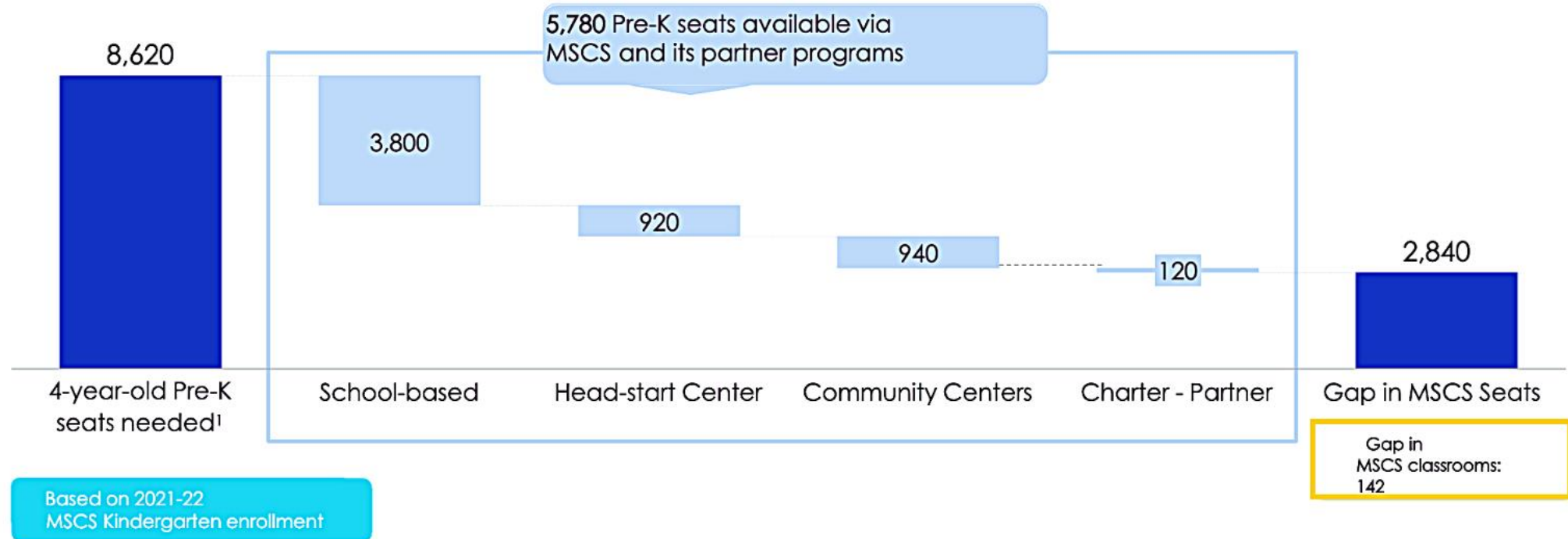


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# PRE-K EXPANSION

*Dream Realized*

- Closing the Gap: analyzing population & waitlist data to determine seats
- Hired 92 Family Engagement Specialists
- 11,000+ parents engaged in literacy curriculum
- Pre-K students receive support in social-emotional learning (SEL)





# PRE-K: THE STRONGEST START



# WORLD LANGUAGE EXPANSION

*Dream Reimagined*

Implement world language expansion for  
elementary program



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# WORLD LANGUAGE EXPANSION

*Dream Realized*



Currently, five elementary schools offer the World Language Program



Phased approach to adding world language courses to 40 elementary schools

- Textbook selection committee convened to adopt K-5 World Language textbooks
- Partnership to hire 52 world language teachers over the five-year rollout of the plan
- Board approved the action of implementing a World Language program in all elementary and middle schools in MSCS

## PROGRESS REPORT

Reading	
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓

# **VICTORY ROAR!**

Together, we MUST **BELIEVE**.

Together, we WILL **ACHIEVE**.

Together, we ARE **REIMAGINING 901**.

**Tessa Adcock**, grade 4, Peabody Elementary (Russian)

**Jade Mitchell**, grade 5, Germantown Elementary (French)

**Bailey Clark**, grade 4, Balmoral Ridgeway Elementary (Spanish)



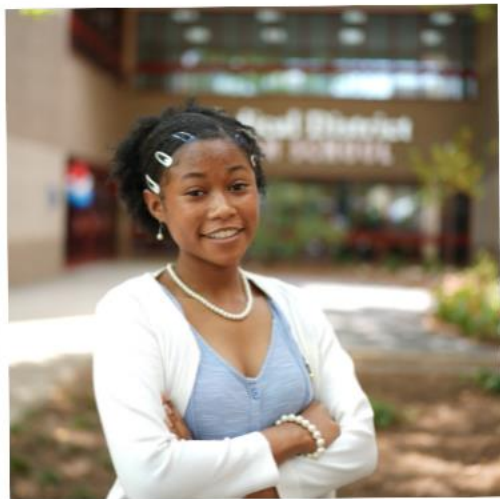
# REIMAGINING SCHOOLS

# MEDICAL DISTRICT HIGH SCHOOL

*Dream Reimagined*

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# MEDICAL DISTRICT HIGH SCHOOL

*Dream Realized*



Opened August 2021 on  
campus of Southwest  
Tennessee Community  
College



100% of students earned  
college credit during the  
first semester of its  
inaugural year (2021-22)

- Students on track to receive HS diploma and associate degree simultaneously
- UTHSC Nursing Program partnership allows students immediate access upon graduation

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## PROGRESS REPORT

Reading	
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓



# MEDICAL DISTRICT HIGH SCHOOL

# BOLTON HIGH SCHOOL

*Dream Reimagined*

**Transforming Into A World-Class AgriSTEM School**



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# REPORT CARD

Reading	✓
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓

# BOLTON AGRISTEM

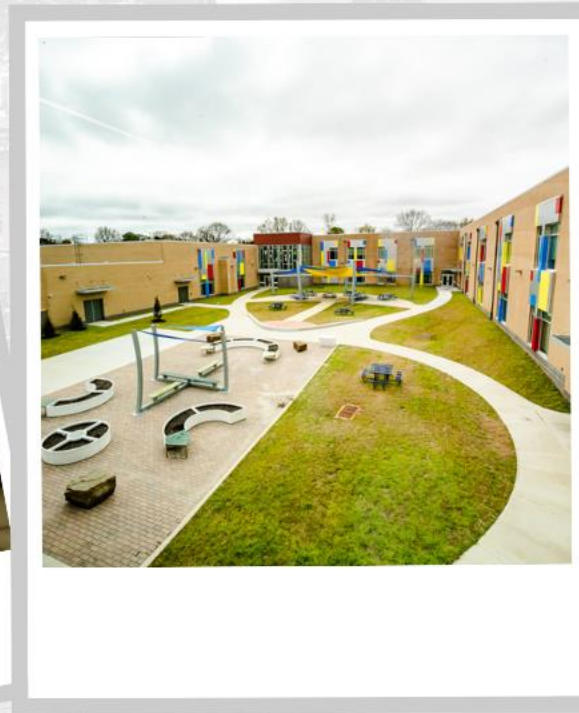
*Dream Realized*



- Community Partner: Bolton Trust
- More than 140 students earned industry certifications
- "Ag Day" event introduced students to high-wage, high-demand careers in agriculture
- Planning expansion of automotive & manufacturing program in partnership with Ford Motor Company (Blue Oval City)

# CAPITAL IMPROVEMENT

*Dream Reimagined*



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PROGRESS REPORT	
Reading	✓
Writing	✓
Mathematics	✓
Science	✓
History	✓
Art	✓
P.E.	✓

# CAPITAL IMPROVEMENT

*Dream Realized*

\$171M in HVAC,  
building/gym additions,  
stadium/paving  
improvements, and fire  
safety systems

*ESSER and Capital Improvement Projects*

Air Ionization Initiative is  
100% complete! 11,778  
ionizing devices installed at  
156 locations

Invested \$5M for water bottle  
filling stations in schools and  
administration buildings

Named "Project of the Year"  
by Memphis Business  
Journals' Building Memphis  
Awards for Parkway Village  
Elementary



# REIMAGINING COMMUNITIES

# **SUPERINTENDENT CEO CIRCLE**

## *Dream Reimagined*

**Developing a tighter alignment with the business community  
and its workforce to create a better 901 for all**



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# SUPERINTENDENT CEO CIRCLE

*Dream Realized*

**"The business of EDUCATION is your business.  
It's EVERYBODY'S business."**



## ENGAGE

Sounding the alarm to  
remind the 901 that literacy  
directly impacts our  
economy



## EMPOWER

Creating strategic priorities to  
improve literacy



## EQUIP

Preparing students and parents  
to enter the workforce with  
training and skills to improve  
outcomes



# ECONOMIC IMPACT

## Minority, Women-Owned, Small Business Enterprises

- Overall certified MWBE spend increased from 18% (FY20) to 24% (FY21)
- A top finalist for the Mid-South Minority Business Continuum (MMBC) 2021 Corporation of the Year Award
- Increased MWBE participation with some of the District's largest supply, service and constructions contracts



# ECONOMIC IMPACT



## Minority, Women-Owned, Small Business Enterprises

- Overall certified MWBE spend increased from 18% (FY20) to 24% (FY21)
- A top finalist for the Mid-South Minority Business Continuum (MMBC) 2021 Corporation of the Year Award
- Increased MWBE participation with some of the District's largest supply, service and constructions contracts

## Human Resources

- More than 2,500 positions filled and added to local workforce (\$93M in salaries)
- More than \$25M invested in strategic compensation upgrades for existing employees
- \$5M invested in Emergency Paid Sick Leave for employees diagnosed with COVID-19
- U.S. Department of Labor Hire Vets Gold Medallion Award and MBJ HR Impact Award Winners



# COLLEGE, CAREER & TECHNICAL EDUCATION

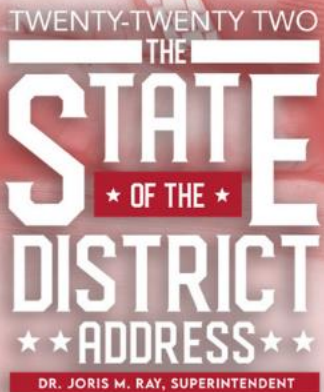
*Dream Realized*

- Students have earned more than 10,000 career certifications through our Ready Grad CCTE programs since 2018.
- Students earn college credits and career certifications while still in high school:
  - 125+ course offerings
  - 40+ programs of study
  - 8 Early College programs
  - 5 Memphis Academy sites
  - 4 school-wide technology centers
  - 2 specialty schools

# CCTE COMMUNITY PARTNERSHIPS



GREATER MEMPHIS CHAMBER



# WORKFORCE DEVELOPMENT

*College & Career Ready*

**Soaring in  
Aviation!**

**Earned FAA  
Private Pilot  
License**



**Stephen Ferriera  
East T-STEM**



**DREAM  
BIGGER**



# COMPENSATION



# COMPENSATION



## TEACHER RETENTION BONUS (2022-23)

- **\$1500** teacher retention bonus for teachers and teacher-types
- **\$500** for educational assistants



# COMPENSATION



## TEACHER RETENTION BONUS (2022-23)

- **\$1500** teacher retention bonus for teachers and teacher-types
- **\$500** for educational assistants



## STEPS & LANES

- Additional **\$11M** increase to 2022-23 teacher steps and lanes
- New principal step-progression scale
- **\$21M** in NEW incremental funds invested in educator compensation



# COMPENSATION



## TEACHER RETENTION BONUS (2022-23)

- **\$1500** teacher retention bonus for teachers and teacher-types
- **\$500** for educational assistants



## STEPS & LANES

- Additional **\$11M** increase to 2022-23 teacher steps and lanes
- New principal step-progression scale
- **\$21M** in NEW incremental funds invested in educator compensation



## HEALTH COVERAGE

- **\$3M** to support shifting the current cost for medical coverage to 70% paid by employer for active employees
- Less out of pocket for medical care for active employees (July 2022 - June 2023)

# POWER 1,000

## *Internship Program*



Hands-on internship  
program for 1,000  
juniors and seniors



Gaining valuable  
workplace experience  
earning above  
minimum wage



Work alongside District  
leaders and corporate  
partners  
(up to 10 hours per week)



Spring Internship:  
February - May 2022  
  
Summer Internship:  
June - July 2022

# ACADEMIC SCORECARD

**Washington Elementary**

**Berg, Amber D**

**1st Grade**

**Attendance**

Student Attendance Rate: 73  
Dist Attendance Rate: 92

Attendance Rate shows the percentage of days a student has been present since they have been enrolled.  
**18**  
Total Days Absent

**Chronic Absenteeism** refers to students who have missed 10% or more school days for any reason since they have been enrolled. Students are considered at-risk of Chronic Absenteeism if they have missed 5-9% of school days for any reason.  
**27**  
Chronically Absent  
Chronic Absenteeism Status

**Truancy (SARB)**  
15  
Truancy Status

Truancy refers to students with more unexcused absences. Students are referred to the school's Student Attendance Review Team (SART) after 5 unexcused absences, and then the Student Attendance Review Board (SARB) after 10+ unexcused absences.

**State Assessment**

Assessment	Performance Level
English Language Arts	Approaching
Mathematics	Approaching
Social Studies	Approaching
Science	Approaching

**Behavior**

Student behavior prevention and intervention strategies as defined in the State RT12-Behavior framework involving all staff are key positive culture building activities. Student discipline actions are tracked in five categories:

**Progressive Discipline Events: 0**  
Progressive discipline refers to any discipline consequence that does not exclude a child from the classroom. These actions are meant to improve behavior before it becomes a repeating issue.

**ISS: 0 OSS: 0**  
ISS and OSS refer to in-school and out-of-school suspensions that remove a child from the classroom.

**Expulsion: 0**  
Expulsion refers to a long-term suspension in which a student typically does not return to their home school for the remainder of the year.

**Remand: 0**  
Remand refers to a student placement in an alternative school program following an expulsion.

**Course Grades**

Course	Q1	Q2	S1	Q3	Q4	S2	Y1
Homeschool	B	A					
1st Grade English	A	B					
1st Grade Math	C	A					
1st Grade Social Studies	A	A					
1st Grade Science	F	F					
Art	B						
ELA		C					
General Music	F	F					
Physical Education							

**Response to Intervention (RTI2)**

**Tier 3** Intensive Small Group Intervention

**Tier 2** Targeted Small Group Intervention

**Tier 1** Core Classroom Instruction

**3** Literacy Tier

**1** Math Tier



**Q: What is the Academic Scorecard?**

A: The Academic Scorecard provides a comprehensive academic and performance **play-by-play** for each Memphis-Shelby County Schools (MSCS) student.

**Q: How does this differ from what I'm already able to see in PowerSchool?**

A: The Academic Scorecard provides **all the stats!** It is a comprehensive report of your child's progress including course grades, attendance, behavior, standardized test scores, and state assessments all in one place!

**Q. When will the Academic Scorecard be available?**

A: The Academic Scorecard will be **"teed up"** to access via the PowerSchool parent portal beginning February 2022.

**Q. How often is the Academic Scorecard updated?**

A: **Stay ahead of the game** by viewing the Academic Scorecard that is updated each quarter in alignment with quarterly report cards.

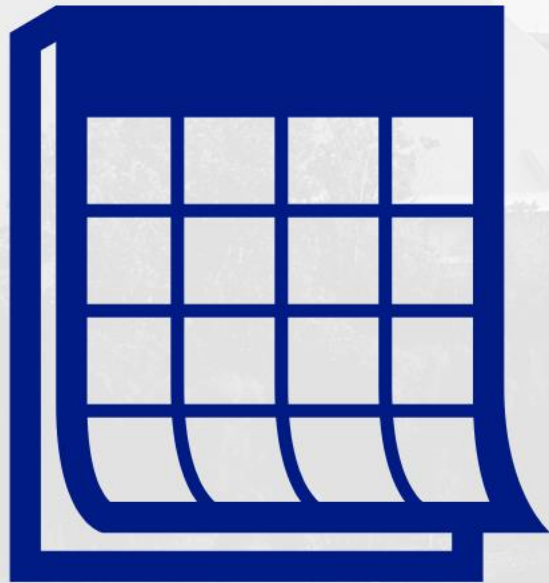
**Q. Where can you access the Academic Scorecard report?**

A: The reports can be viewed by parents in the PowerSchool parent portal. **The ball is in your court!**

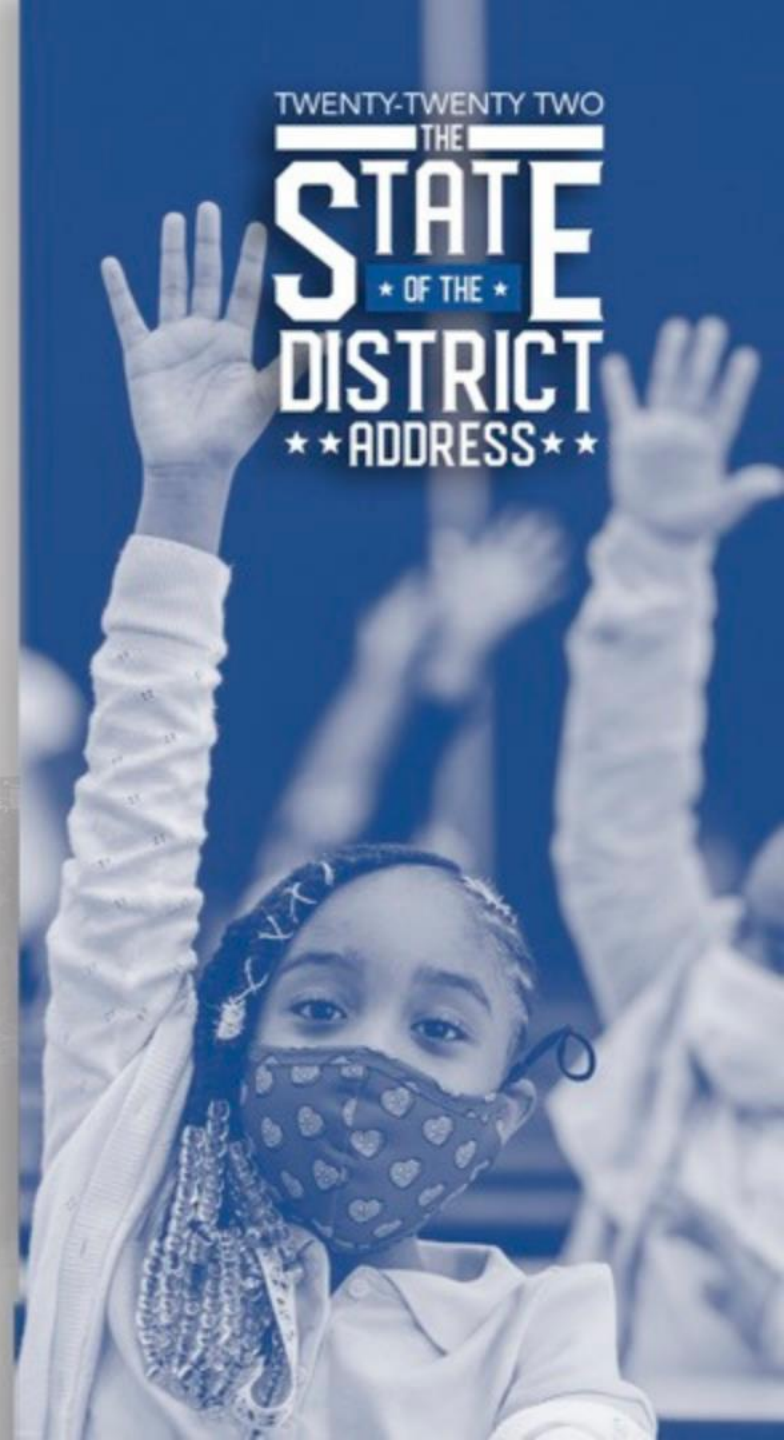


# EXPLORING YEAR-ROUND SCHOOLS

*Dream Reimagined*

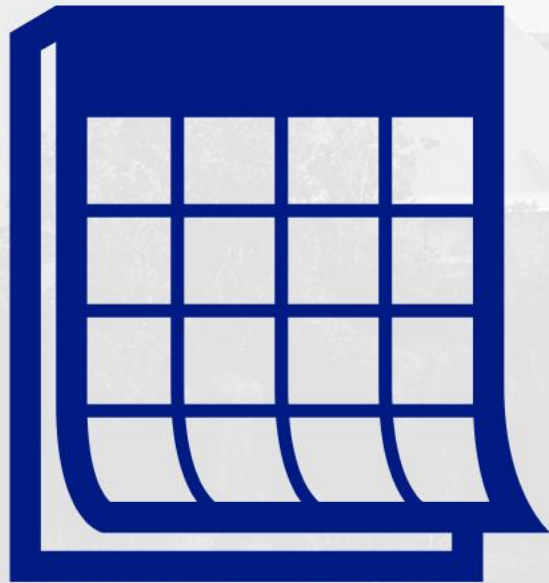


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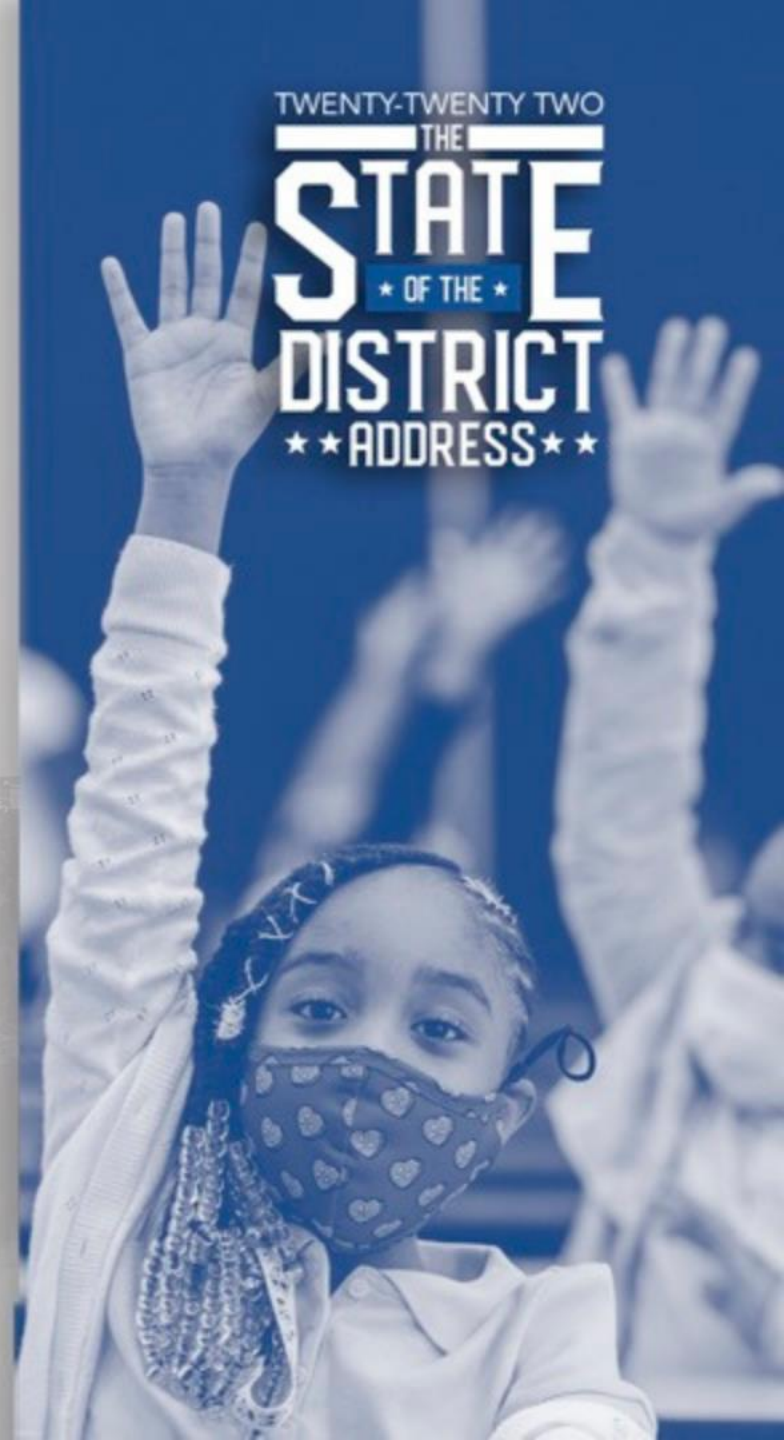
# EXPLORING YEAR-ROUND SCHOOLS

*Dream Reimagined*



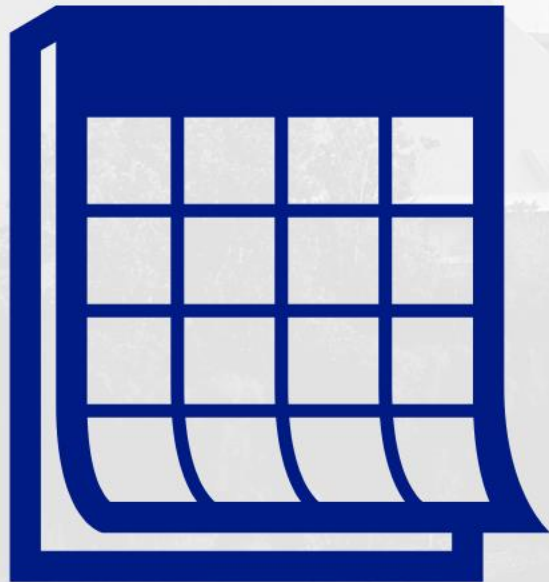
Year-round school  
with shorter breaks  
throughout the  
year

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# EXPLORING YEAR-ROUND SCHOOLS

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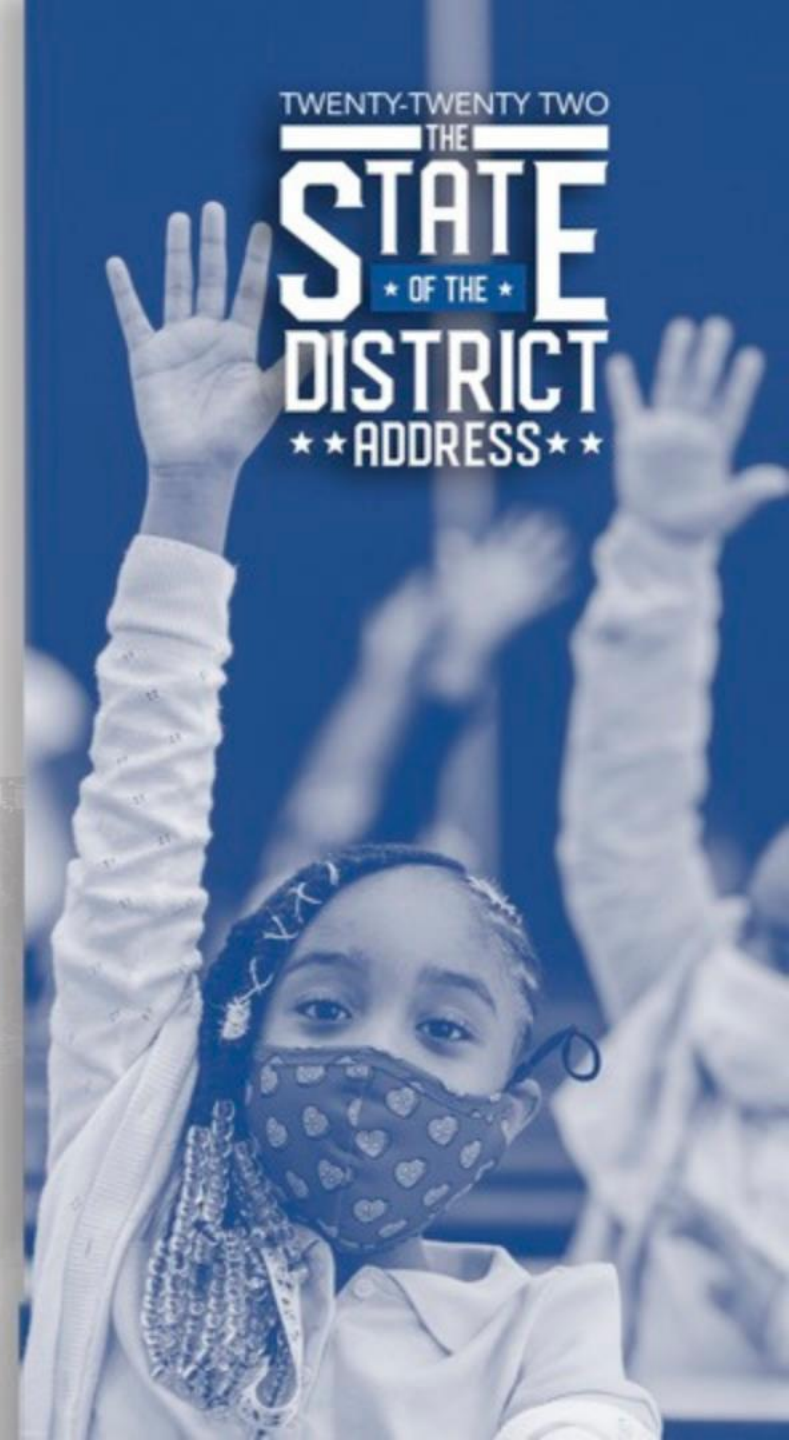


Year-round school with shorter breaks throughout the year



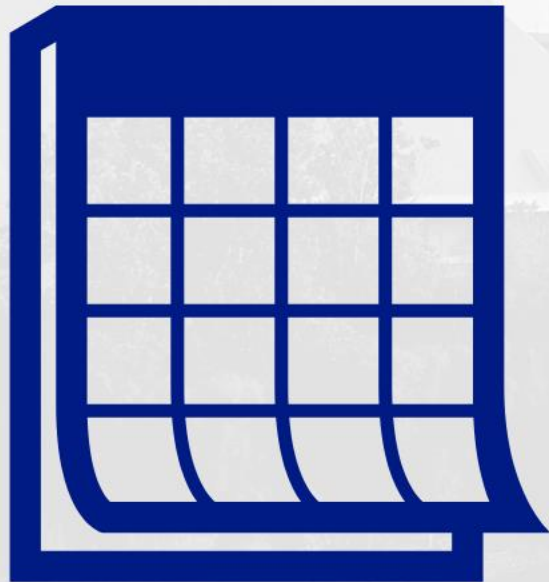
Prevents "summer slide" & bridges achievement gap

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# EXPLORING YEAR-ROUND SCHOOLS

*Dream Reimagined*



Year-round school with shorter breaks throughout the year

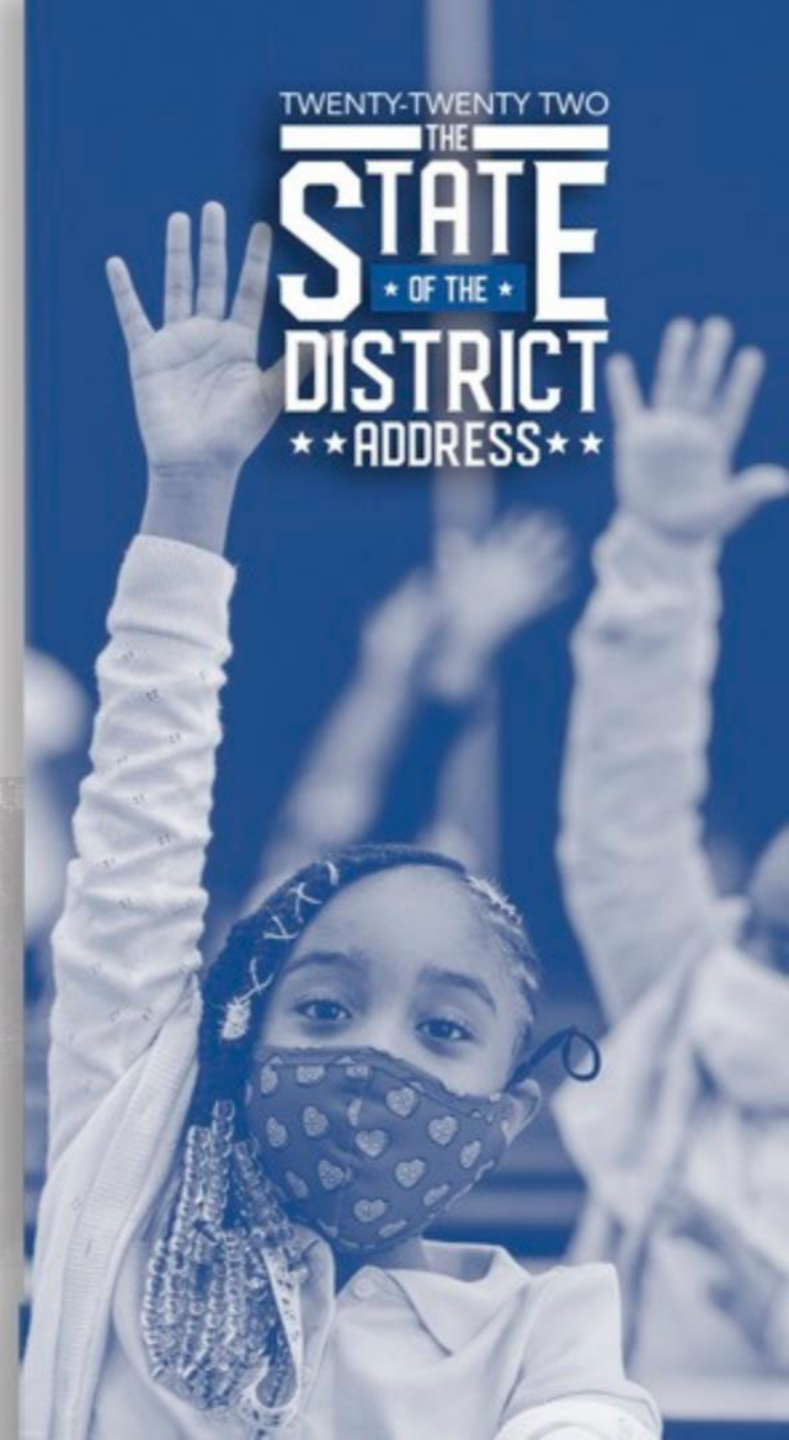


Prevents "summer slide" & bridges achievement gap



Considering increased pay for educators

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# ADVANCED COURSE EXPANSION

For the 2022-23 school year, all students in **grades 7th through 12th** who qualify for **honors classes in ELA, Math and Science** will be **automatically enrolled** based on class availability.

# RECLAIMING OUR IDENTITY

An aerial night view of a city skyline, likely New York City, featuring a mix of brick buildings, modern high-rises, and a large parking garage. The scene is illuminated by city lights and a twilight sky. The text 'RECLAIMING OUR IDENTITY' is overlaid in large, bold, white letters with black outlines.



***"Allow us to reintroduce ourselves!"***

**MEMPHIS-SHELBY COUNTY SCHOOLS**

**WE ARE  
MEMPHIS-  
SHELBY  
COUNTY  
SCHOOLS**





# **VICTORY ROAR!**

Together, we MUST **BELIEVE!**

Together, we WILL **ACHIEVE!**

Together, we ARE **REIMAGINING 901!**

TWENTY-TWENTY TWO  
THE  
STATE  
★ OF THE ★  
DISTRICT  
★★ ADDRESS ★★

DR. JORIS M. RAY, SUPERINTENDENT

PROGRESS REPORT