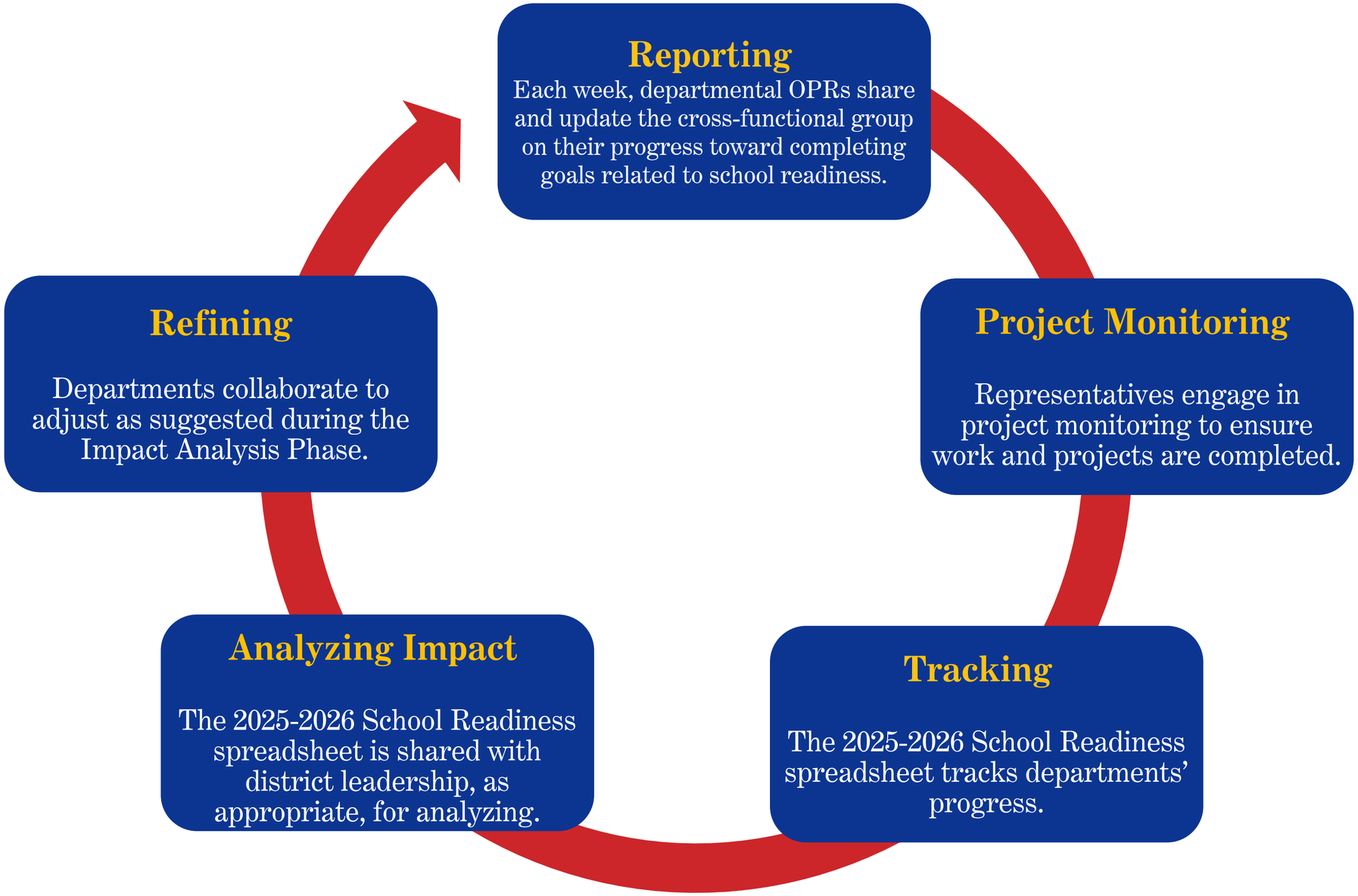
SUPERINTENDENT'S REPORT

BOARD BUSINESS MEETING

AUGUST 26, 2025

MSCS SCHOOL READINESS
SY 2025 - 2026

SCHOOL READINESS PROCESS



DEPARTMENTS REPRESENTED (23)

- Academics
- Asset Management
- Charter Schools
- Communications
- Construction
- Curriculum & Instruction/Textbooks
- Custodial Grounds
- Emergency Management
- Enrollment & Attendance
- Facilities Maintenance
- Finance
- Health Services
- Human Resources
- IT
- Nutrition Services
- Pre-K
- Risk Management
- Safety and Security
- School Compliance
- School Operations
- Transportation
- Virtual Education and Logistics
- Warehouse Fulfillment

FACILITIES & INFRASTRUCTURE

Highlights and Investments in Operational Readiness

FACILITIES START-OF-SCHOOL HIGHLIGHTS, SUMMER 2025

- 9,055 work orders completed
- 10 capital HVAC replacements/upgrades completed
- These projects involved replacing the majority of large HVAC equipment at each location (i.e., chillers, boilers, pumps, air handlers, controls, cooling towers, roof top units).
- 14 non-capital HVAC equipment upgrades at seven locations completed
- 10 Gymnasium LED lighting replacement projects, 6 indoor/2 outdoor lighting projects, and 5 full parking lot repaving projects

HVAC - Non-Capital HVAC Replacements	
Grahamwood ES	1 Roof top unit & 1 chiller
Oak Forest ES	2 Roof top units
Douglass HS	1 Roof top unit
Ross ES	2 Roof top units
Riverwood ES	1 Roof top unit
A.B. Hill ES	2 Roof top units
Oakhaven HS	4 Roof top units

Capital HVAC Upgrades
Cromwell ES
Egypt ES
Ford Road ES
Gordon Achievement Academy
Holmes Road ES
Kingsbury HS
Norris Achievement Academy
Oakshire ES
Raleigh-Egypt MS
Springdale ES

Work Orders Completed				
Work Category	**#**		**Work Category**	**#**
HVAC	3,288		Fire Alarm System	95
Plumbing	1,414		Asbestos	91
Electrical	1,257		AMG	90
Carpentry	915		Painting	75
Key & Lock	522		Elevators	48
Vehicle Maintenance	505		Fire Sprinkler System	24
Roofing	229		Fire Extinguishers	20
Audio Visual	160		Roll Up Doors	10
Sheet Metal	102		Masonry	8
Welding	99		Generators	5
Flooring	98		**Grand Total**	**9,055**

TRANSPORTATION

TRANSPORTATION

Metrics

Bus Routes:

GenEd: 186
SPED: 140
CTE: 37
Early College: 12

Students Transported

- **GenEd: 23,907 and SPED: 1,582**

Bus Stops Serviced

- **GenEd: 6,230 and SPED: 3,170**

Transportation Highlights:

- **Staff deployed to schools for arrival and dismissal to assist school personnel and support drivers.**
- **Drivers assigned to all bus routes for the first day of school.**
- **Edulog Parent Portal tracking app downloaded by 7,261 users.**

HUMAN RESOURCES

HUMAN RESOURCES

- NUMBER OF VACANCIES PER REGION
- NUMBER OF VACANCIES PER SUBJECT AREA

Region:	Number of Vacancies
Northeast Region	16
Northwest Region	14
Southeast Region	12
Southwest Region	9
iZone	29
All Regions Total	85

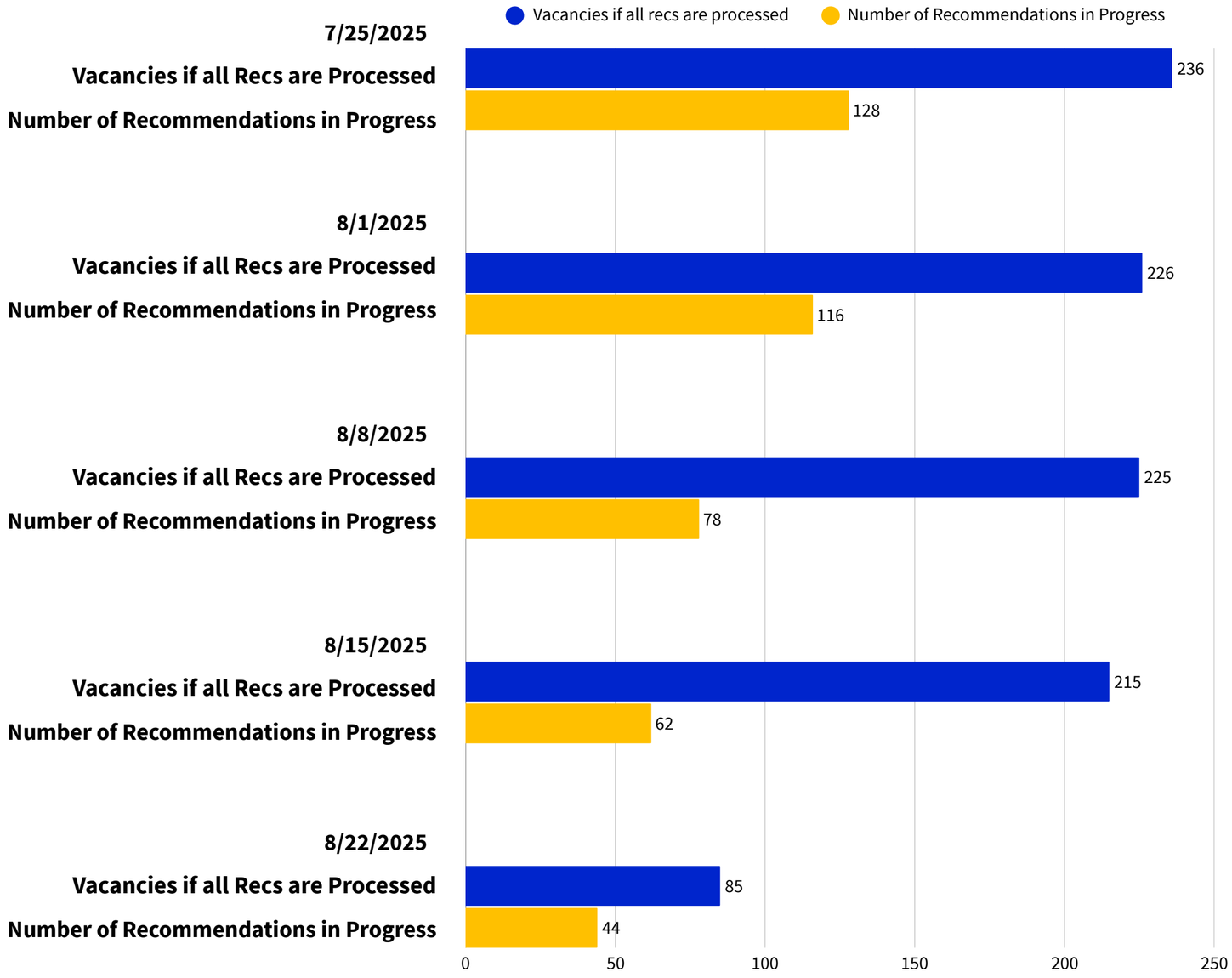
Subject Area	Number of Vacancies
Art	2
CCTE	2
Elementary 3-5	7
Elementary K-2	10
ESL	1
Chemistry	1
HS English	1
HS History	1
HS Math	11
Homebound	2
Interventionist	1
Librarian	1
Middle Grades ELA	4
Middle Grades Math	6
Middle Grades Science	1
Middle Grades Social Studies	2
Band	1
Choir	1
Physical Education	6
Pre-K	7
Professional School Counselor	1
Special Education (Functional Skills)	6
Special Education (Instructional Resource)	4
Special Education (Pre-K)	4
Special Education (STEP)	1
TOTAL	85

HUMAN RESOURCES

Week over week data beginning 7/25/2025 – 8/25/2025

Number of Recommendations in Progress
Number of Vacancies if all recommendations are processed

Date: 7/25/2025	
Number of Recommendations in Progress	128
Vacancies if all Recs are Processed	236
Date: 8/1/2025	
Number of Recommendations in Progress	116
Vacancies if all Recs are Processed	226
Date: 8/8/2025	
Number of Recommendations in Progress	78
Vacancies if all Recs are Processed	225
Date: 8/15/2025	
Number of Recommendations in Progress	62
Vacancies if all Recs are Processed	215
Date: 8/22/2025	
Number of Recommendations in Progress	44
Vacancies if all Recs are Processed	85



RESEARCH, EVALUATION, ACCOUNTABILITY, AND DATA STRATEGY (R.E.A.D.S.)

Enrollment and Opening of School Survey Results

ENROLLMENT AS OF MONDAY, AUGUST 25, 2025

Enrollment Category	24-25 (15th Day)	25-26 Projections	25-26 Actual (15th Day)	25-26 Variance (Projected vs Actual)
PreK*	913	3,340	2,638	(702)
Charter (K-12)	19,485	20,563	20,323	(240)
District (Non-Charter K-12)	85,202	85,881	82,957	(2,924)
MSCS K-12 Total	104,687	106,444	103,280	(3,164)
MSCS PK-12 Total	105,600	109,784	105,918	(3,866)
Baseline for Staffing		80,915	77,970	(2,945)

Baseline for Staffing:
Used for schools and grade levels staffed by formula. Enrollments for charter, virtual, adult, alternative, specialty, and contract schools are not included. Also, PreK and CDC students are not included.

*Complete PreK enrollment counts are not typically ready at this time of year given they originate in another system.

TEACHERS & SCHOOL LEADERS FIRST DAY OF SCHOOL SURVEY 2025-26

Questions for School Leaders	Leaders (N=80) Yes %
Were all teaching positions filled and in place by the first day of school?	41.25%
Were all support staff positions filled and in place by the first day of school?	52.50%
Was your facility (classrooms, restrooms, gym, common areas) clean, functional, and ready for students on Day 1?	87.50%
Did your teachers have the instructional materials and curriculum resources they needed to start on Day 1?	70.00%
Were school technology systems functional and reliable on the first day?	
• Student devices	51.90%
• Wi-Fi	93.75%
• PowerSchool SIS	95.00%
• Interactive whiteboards (e.g., Promethean, Smart Board)	93.75%
Was transportation in place and running smoothly on Day 1?	92.50%
Were meals in place and cafeteria staff running smoothly on Day 1?	98.73%
Did your leadership team receive clear and timely communication and support from the district team leading up to the opening day?	96.20%

TEACHERS & SCHOOL LEADERS FIRST DAY OF SCHOOL SURVEY 2025-26

Questions for School Leaders	Leaders (N=80) Average Rating
On a scale of 1 – 10 (10 being the highest), how would you rate the opening of school?	8.48

What is one area where the district or your school could improve readiness for next year's opening of school?

Positives:
Leaders noted that facilities were generally clean and operational, with many schools able to open smoothly on Day 1. They also frequently highlighted the district's efforts to support readiness.
["***Smooth and Great Day***"/"***The district provided all necessary supports.***"]

Concerns:
Leaders identified staffing vacancies, late arrival of curriculum resources, and issues with HVAC and student devices. ["***We need help making sure all teachers and students are ready with their devices, making sure all are in working order.***"]

Recommendations:
Leaders recommend ensuring staff positions are filled well before school starts, delivering resources and curriculum earlier, and strengthening communication with the district.
["***Ensuring all academic and curriculum components and expectations are prepared in advance of school start date.***"]

TEACHERS & SCHOOL LEADERS FIRST DAY OF SCHOOL SURVEY 2025-26

Questions for Teachers	Teachers (N=1,218) Yes %
Was the school clean and ready to receive students on day 1?	95.21%
Were all school-provided instructional resources (textbooks, manipulatives, landing pages) delivered and available by the first day?	65.18%
Were school technology systems functional and reliable on the first day?	
• Student devices	33.05%
• Wi-Fi	91.07%
• PowerSchool SIS	81.77%
• Interactive whiteboards (e.g., Promethean, Smart Board)	86.99%
Were student schedules accurate and distributed in a timely way that supported a smooth first day/week?	83.90%
Were daily operations (arrival, dismissal, transitions, lunch, etc.) organized and communicated effectively during the first week?	93.55%
Were supports for students with special needs, English learners, or other required services in place and running smoothly?	82.93%
Was your school's HVAC working on the first day?	73.21%
Did your school leadership clearly communicate expectations and updates leading up to and during the first week of school?	95.62%

TEACHERS & SCHOOL LEADERS FIRST DAY OF SCHOOL SURVEY 2025-26

Questions for Teachers	Teachers (N=1,218) Average Rating
On a scale of 1 – 10 (10 being the highest), how would you rate the opening of school?	8.18

What one thing could your school have done differently to make the opening of school stronger?

Positives:
Teachers lauded the overall strong start of the year, noting that most classrooms were ready and leadership was visible. They also expressed appreciation for smooth and planned operations in schools. ***[“Great first week.”/“We were strong!!!!”]***

Concerns:
The most common concerns included late finalization of master schedules, delayed instructional materials, student devices readiness, and classroom air conditioning problems. [***“Having laptops, desktops, and student devices available and updated would have made the opening of school stronger.”***]

Recommendations:
Teachers emphasized earlier planning and scheduling, timely provisions of materials and devices, and clearer communication before school starts. They also encouraged more welcoming and engaging activities for both teachers and students on the first day of school. [***“Communicate curriculum expectations earlier.”]***

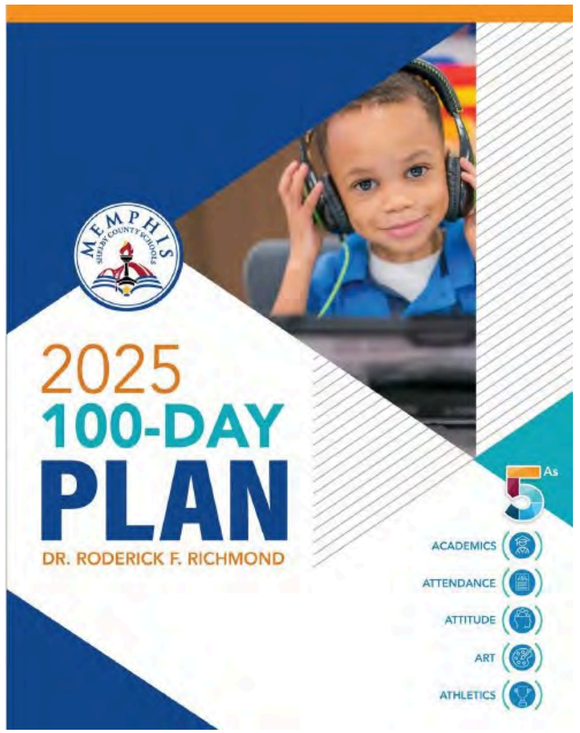
PARENTS OPENING OF SCHOOL SURVEY 2025-26

Questions for Parents	Parents (N=6,937) % Positive
How satisfied were you with your child's registration process using the PowerSchool Enrollment forms?	90.4%
How well did the school communicate important information before and during the first week (schedules, policies, procedures, expectations, etc.)?	82.5%
How smooth was your child's first day of school (bus route, drop-off, finding classrooms, meeting teachers, etc.)?	87.2%
How prepared did the school seem for the start of the academic year (staffing, supplies, facilities, organization)?	81.3%
Overall, how satisfied are you with how the opening of school went for your child and family?	87.8%

PARENTS CUSTOMER FEEDBACK SURVEY 2025-26

Questions for Parents	Parents (N=6,937) % Positive
How would you rate your overall customer service experience with Memphis-Shelby County Schools (MSCS)?	83.9%
When you contacted a school or district office, how responsive and helpful was the staff?	92.3%
How respectful and professional was the staff during your interaction(s)?	90.0%
How easy was it for you to get the information or support you needed?	89.3%

100-DAY PLAN REPORT



This report outlines the progress achieved during the first 100 days of Dr. Roderick F. Richmond's tenure as Interim Superintendent. The 100-Day Plan was built around five urgent and foundational priorities: Governance and Board Relations, Student Achievement, Staff Relations and Capacity, Operations and Finance, and Community Relations. Each priority includes defined action steps and measurable outcomes designed to build early momentum and establish a foundation for long-term transformation.

In this initial period, the District has made meaningful advances in governance, instructional quality, operational efficiency, and community engagement. Highlights include implementing consistent governance structures and Board collaboration routines, launching stakeholder focus groups and academic data reviews, reducing critical vacancies, initiating a forensic financial audit, and expanding transparency through strengthened communication and outreach. These actions reflect a commitment to data-informed decision-making, inclusive leadership, and sustainable improvement.

The accompanying report provides detailed updates by priority area, along with performance measures and early lessons learned. It also tracks progress in the District's "5 A's" framework – Academics, Attendance, Attitude, Athletics, and Arts.

QUARTERLY IMPACT REPORT



At MSCS, we remain committed to transparency, fiscal responsibility, and results-driven decision-making. The Quarterly Impact Report is a vital tool in tracking how we manage our resources, ensuring that every investment supports student success. This fourth-quarter update provides an in-depth review of all active contracts, reflecting our ongoing efforts to align spending with our strategic priorities.

Each contract is assessed and categorized as On Track, At Risk, or O? Track, providing a clear snapshot of performance and areas needing intervention. Evaluations are guided by a robust rubric that considers factors such as adherence to timelines and budgets, quality of deliverables, communication with stakeholders, and effective risk mitigation.

With this report, we continue to strengthen accountability systems across the district. The data and insights presented here help us take proactive steps to resolve issues, optimize outcomes, and ensure that every contract advances our mission: preparing all students for success in learning, leadership, and life.



THANK YOU!