LITERACY IS LIFE

Impact of Inadequate Reading Skills

50% of unemployed individuals ages 16 – 21 are not literate.

1 in 4 children in America grow up without learning how to read.

Unemployment and links to poverty

Struggling 3rd Grade Readers

Link to incarceration rates

Low self-esteem
Behavioral Issues
Grade retention

High School Drop Out

4x’s more likely to drop out

4x’s more likely to be arrested

Literacy permeates ALL areas of life
Goals of Reimagining 901 (R901)

• Increase and improve student achievement and growth by using effective and transformational strategies in Memphis-Shelby County Schools
• Implement foreign language immersion opportunities for all students
• Maximize digital 1:1 access (e.g., exposure to Level 5 teachers, increase student engagement, provide access to AP/honors/dual enrollment opportunities, access to dual language courses, innovative supports for fragile students)
• Connect students to the broader community (24 hours of Service Learning)
• Improve learning facilities through new buildings and strategic combinations
• Enhance community partnerships
• Strengthen connections between District-run schools and charter schools and share lessons from charter schools’ best practices
Our Guiding Principles

- Community Input / Buy-In
- Grounded in Student Achievement
- Embracing Values and Beliefs
- Continuous Improvement
- System-Wide Equity
- Commitment
- Respect
- Effective Communication and Transparency
- Collective Action with Stakeholder Input
Commitment to Literacy
Pre-K Program Expansion
Foreign Language Immersion Program
Honors Classes Starting in Elementary
District-Wide Access to High School AP & Honors Courses
24 Hours of Service Learning Annually
21st Century Classrooms/STEM Programs + Coding
Digital 1:1 Program
Build Strong Teachers + Leaders to Support Transformation
Expansion of the Arts
Build Strong Portfolio Relationships w/Charter & Contract Schools
Global Ready Graduate + Career Development through CTE
REIMAGINING EDUCATION.

REIMAGINING SCHOOLS.

REIMAGINING COMMUNITIES.

ACADEMIC Programming

21st CENTURY Learning Facilities

STRATEGIC Partnerships

RE IMAGINING 901 SHLEY COUNTY SCHOOLS
## Begin with the End in Mind: Measuring Success

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<tr>
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<tbody>
<tr>
<td>Students graduate on time</td>
<td>77.7%</td>
<td>89.7%</td>
<td>82%</td>
<td>90%</td>
</tr>
<tr>
<td>Students earn Tennessee’s Ready Graduate designation</td>
<td>20.9%</td>
<td>40.7%</td>
<td>45%</td>
<td>80%</td>
</tr>
<tr>
<td>Students read on grade level before entering middle school</td>
<td>Grade 3-5 ELA: 24.1%</td>
<td>Grade 3-5 ELA: 34.9%</td>
<td>40%</td>
<td>74%</td>
</tr>
<tr>
<td>Student math skills are on grade level before entering middle school</td>
<td>Grade 3-5 34.2%</td>
<td>Grades 3-5 39%</td>
<td>50%</td>
<td>84%</td>
</tr>
</tbody>
</table>

* Student assessment scores from 2018-19 are the most recent available due to the pandemic
REIMAGINING EDUCATION.

REIMAGINING SCHOOLS.

REIMAGINING COMMUNITIES.
“School” is a broader concept than just a building – there is no “school” without the passion and energy of students, teachers, and leaders.

For this reason, the largest portion of our Reimagining 901 work focuses on creating relevant and equitable academic choices and learning environments to ensure our scholars are prepared for the global workforce.
High-Impact Initiatives

- Reduce K-2 Adult-to-Student Class Ratio from 1:25 to 1:13 in August 2021
- Create a Medical District School in August 2021
- Provide enhanced Professional Development and accountability measures for teachers, principals, and district leaders in Summer 2021
- Offer After-School Tutoring Programs in August 2021
- Increase Advanced Placement and Honors Classes in August 2021
- Launch world-class Agri-STEM High in August 2022
- Implement foreign language immersion beginning in August 2022
- Provide additional quality Pre-K seats to all students, not just economically disadvantaged, by August 2026
Innovative and Transformational Programs

• Beginning in Fall 2021, all schools will be able to apply for grant funds to support an innovative school model/program in one of three categories: Leadership, Social Justice, or Environmental Impact.
• We will select 40 schools each year for the next four years to ensure support for schools and their success.
• Each proposal will be developed with the input of school staff, as well as students and families, and will demonstrate measurable goals for impact on school culture and student achievement.
Innovative and Transformational Programs

• Leadership Academies
  • Will help educators address the instruction and cultural components of learning recovery, accelerate academics and empower students to thrive personally, and support the skills of personal and interpersonal leadership

• Social Justice Academies
  • Will teach the ethical values of care and respect, encourage and teach analytical thinking, and model the practice of openness, collaboration, and information sharing

• Environmental Impact Academies
  • Will focus on preparing students to become global citizens and impact positive change, introduce students to the challenges and opportunities of sustainability, and cultivate 21st century skills of problem-solving, collaboration, and systems-thinking
REIMAGINING EDUCATION
Elementary Schools

• Reduce the **STUDENT TO ADULT RATIO IN K-2** from 1:25 to 1:13 (beginning August 2021)
• Increase **HONORS COURSES, CODING, and ROBOTICS ACTIVITIES** (August 2021)
• Expand **OUTDOOR LEARNING SPACES** (August 2021)
• Develop and implement opportunities for enhancing students’ **EMOTIONAL INTELLIGENCE** (August 2021)
• Create **SERVICE-LEARNING PROJECTS** for elementary students (August 2021)
• Implement **FOREIGN LANGUAGE IMMERSION** (August 2022)
• Create a **THEATRE or VISUAL/PERFORMING ARTS PROGRAM** in all elementary schools (August 2022)
• Offer **PRE-K FOR ALL 4-YEAR OLDS** regardless of economic status (by August 2026)
REIMAGINING EDUCATION
Middle Schools

• Increase the number of HONORS, CODING AND SCIENCE, TECHNOLOGY, AND MATH (STEM) CLASSES (August 2021)
• Develop and implement opportunities for enhancing students’ EMOTIONAL INTELLIGENCE (August 2021)
• Create SERVICE-LEARNING PROJECTS for middle school students (August 2021)
• Create 6th GRADE TRANSITION ACADEMIES that include support from counselors to begin career exploration (August 2022)
• Offer CCTE INDUSTRY-BASED CERTIFICATIONS AND APPRENTICESHIPS (August 2022)
• Implement SOCIAL ACTION PROGRAMS, including leadership, social justice, and environmental impact (August 2022)
• Create a THEATRE or VISUAL/PERFORMING ARTS PROGRAM in all middle schools (August 2022)
• Implement FOREIGN LANGUAGE IMMERSION (August 2023)
• Establish K-8 SCHOOLS to minimize the impact of student transitions (Ongoing)
REIMAGINING EDUCATION
High Schools

• Expand access to advanced placement courses for all students through high-quality virtual teachers (AP ACADEMY) (August 2021)

• Develop and implement opportunities for enhancing students’ EMOTIONAL INTELLIGENCE (August 2021)

• Open a new MEDICAL DISTRICT HIGH SCHOOL (August 2021)

• Explore LATER SCHOOL START TIMES (August 2022)

• Establish a world-renowned AGRI-STEM HIGH SCHOOL (August 2022)

• Create THEATRE or VISUAL/PERFORMING ARTS PROGRAM in all high schools (August 2023)

• Implement FOREIGN LANGUAGE IMMERSION (August 2024)
Part One: Deferred Maintenance

- **FY2015**: $633M (HVAC, Roof, Life/Safety Upgrades)
  - $231M Shelby County Commission investments + SCS Board decisions (closures, etc.)

- **FY2021**: $402M Deferred Maintenance Today
  - FY21-FY24: M-SCS ESSER 3.0 Spending of $175M on HVACs, Roofs, Water Quality + $65M on 13 Projects
  - Note - ESSER dollars MUST be spent by September 2024

- **FY2025**: ~$225M Deferred Maintenance
  - (Almost half off the FY2021 amount)
  - FY22-FY31: Shelby County Commission commitment of $20M Per year for Deferred Maintenance funding

- **FY2032**: Historical Deferred Maintenance Practically Eliminated

- **FY22-FY31**: Shelby County Commission commitment of $20M Per year for New Construction
## Part Two: New School Buildings

<table>
<thead>
<tr>
<th>Completion Date</th>
<th>School Building</th>
<th>Cost</th>
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<tbody>
<tr>
<td>2025</td>
<td>New Frayser Area High School</td>
<td>$89M</td>
</tr>
<tr>
<td>~2026</td>
<td>New Treadwell K-8</td>
<td>$34M</td>
</tr>
<tr>
<td>~2027</td>
<td>New Orange Mound K-8</td>
<td>$34M</td>
</tr>
<tr>
<td>~2029</td>
<td>New Southeast High School</td>
<td>$89M</td>
</tr>
<tr>
<td>~2031</td>
<td>New Raleigh School (Grades 6-12)</td>
<td>$89M</td>
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- Shelby County Commission commits $55/year for 10 years
- Shelby County Commission commitment of $35M Per year for New Construction
- $350M in New School Buildings and Stadium Renovations

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<thead>
<tr>
<th>FY22-FY31</th>
<th>Shelby County Commission commitment of</th>
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<tr>
<td></td>
<td>$20M Per year for Deferred Maintenance</td>
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<tr>
<td>+</td>
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ESSER-funded renovations at SCS-owned buildings, including those used by Achievement School District (ASD) and charter schools ($175M), plus needlepoint bipolar ionization ($24M) from ESSER 2.0:

- Heating, ventilation, and air conditioning (HVAC) units (~$100M)
- Roof repair (~$50M)
- IT upgrades (~$15M)
- Window repair and replacement (~$5M)
- Water quality/access improvement (~$5M)
**ESSER-funded building construction ($65M):**

Thirteen (13) new additions:

- **Brownsville Road Elementary** (increase space/receive students from Dexter)
- **BTW 6-12** (classroom renovations for distanced space)
- **Downtown Elementary** (increase space/expand to K-8)
- **Macon Hall Elementary** (increase space)
- **Melrose High** (center for excellence in teacher preparation)
- **Mt. Pisgah Middle** (build space to expand to serve grades 6-12)
- **Sheffield Elementary** (increase space/replace portables)
- **Shelby Oaks Elementary** (increase space/replace portables)
- **Snowden School** (increase space/replace portables)
- **Raleigh-Bartlett Meadows Elementary** (increase space/replace portables)
- **Westhaven Elementary** (increase space for distancing)
- **White Station High** (increase space for distancing)
- **Willow Oaks Elementary** (increase space/replace portables)
Digging into the Details

Schools to combine into newly-built schools:

• Trezevant High School (impact on all 9-12 students in Frayser) into New Frayser High (Target completion, 2025)
• Treadwell Elementary and Treadwell Middle School into New Treadwell K-8 (Target completion, 2026)
• Bethel Grove, Cherokee, and Dunbar Elementary Schools into New Orange Mound K-8 (Target completion, 2027)
• Sheffield High School and Wooddale High School into New Southeast High School (Target completion, 2029)
• Raleigh-Egypt Middle and Raleigh-Egypt High School into New Raleigh 6-12 School (Target completion, 2031)

Schools to rezone and buildings to close:

• Tech High/Northwest Prep (students to Carver High) to close May 2022
• Shady Grove Elementary (students to Dexter K-8 and White Station Elementary) to close May 2022
Campus transformation:
• Kingsbury Middle/High campus evolution into upgraded 6-12 space (Target completion TBD)

Stadium upgrades:
• Halle Stadium (August 2022), Melrose Stadium (August 2024), Whitehaven Stadium (August 2022)

Continued commitment to the current building projects:
• Whitehaven STEM building (August 2024)
• Gyms at:
  • Belle Forest Elementary (August 2022)
  • Cummings K-8 (August 2022)
  • Delano Elementary (December 2023)
  • Douglass K-8 (December 2024)
  • Grahamwood Elementary (December 2023)
  • Kingsbury Middle/High (January 2023)
  • Richland Elementary (December 2023)
Digging into the Details

Schools to combine and repurpose the building:
• Alton Elementary students to A.B. Hill (Alton becomes Early Childhood Headquarters) in August 2022

Schools to expand opportunities:
• Maxine Smith STEAM Academy to East High (expand number of seats for the middle school and at Middle College High) in August 2022

Schools with rezoning:
• Brownsville Road Elementary (receive students from Dexter in August 2024)
• Cordova High (send students to Mt. Pisgah 6-12 School in August 2022)
• Dexter K-8 (receive students from Shady Grove, White Station Elementary and White Station Middle beginning in August 2022)
• White Station Elementary (send students to Dexter in August 2024)
• White Station Middle (send students to Dexter in August 2024)
Digging into the Details

**Schools with strategic changes:**

- Bolton High to become world-class Agri-STEM campus with Barret’s Chapel K-8 partners in August 2022
- Northaven Elementary, Hamilton High, Manassas High, Melrose High, Westwood High, and Woodstock Middle to become Community Hub schools with wrap-around services in August 2022

**Key properties to sell/develop (timeline TBD):**

- Grays Creek site and bus yard (2800 Grays Creek Drive)
- Messick High (703 South Greer Street)
- Tech High/Northwest Prep (1266 Poplar Avenue)
- Shady Grove Elementary (5360 Shady Grove Road)
Our Commitment

- Remain flexible, especially on the issues of changes driven by legislative developments with the ASD and Germantown schools
-Partner with government officials and the local business community to create hundreds of new jobs to execute on the ESSER 3.0 spending timeline (spent by September 2024)
- Close at least 13 to 15 school buildings by August 2031 and memorialize school sites with markers
- Strategically sell vacant properties to generate revenue and eliminate deferred maintenance
- Create a stakeholder group to meet quarterly for “stock-take” sessions on Reimagining 901
- Report progress on Reimagining 901 quarterly to the Shelby County School Board and Shelby County Commission
REIMAGINING COMMUNITIES

- Build and enhance STRATEGIC PARTNERSHIPS focused on students
- Develop STRONGER RELATIONSHIPS WITH THE CHAMBER OF COMMERCE to improve workforce development
- Establish SUPERINTENDENT CEO ADVISORY COUNCIL
- Improve ADULT LITERACY and support for families
- Create schools to serve as COMMUNITY HUBS
- Create a WORLD-CLASS AGRI-STEM PROGRAM that will serve students from several counties
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- 1 in 4 children in America grow up without learning how to read.
- $ - Unemployment and links to poverty
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- Link to incarceration rates
- 4x’s more likely to be arrested
- High School Drop Out
- Low self-esteem
- Behavioral Issues
- Grade retention
- Literacy permeates ALL areas of life
- 4x’s more likely to drop out
Words of Thanks

• Award-winning Memphis-Shelby County Schools Board
• Shelby County Mayor Lee Harris and the Shelby County Commission
• Memphis Mayor Jim Strickland and the Memphis City Council
• Philanthropic leaders
• Everyone who served on the Reimagining 901 Task Force and participated in Chew & Chat discussions throughout our listening efforts
• Cabinet members and their teams who continue to work and rework the plans for R901 to make sure we get it right
• And most importantly, students, teachers, and school leaders who have shared input

Together We Believe! Together We Achieve! We Are REIMAGINING 901!
QUESTIONS?