MSCS Oversight Board

Vision, Priorities, and Timeline Discussion

November 17, 2026

Current State of Performance

Enrollment	MSCS serves a student body made up of **94% students-of-color** and **59% students who are economically disadvantaged.** (2024-25)
	Student enrollment in Memphis-Shelby County Schools has **declined by over 9% in the past decade**. (2025-26)
Academics	**33%** of schools are **rated D or F**, relative to 22% in TN. Over 60,000 students attend a school rated C, D, or F, while ~30,000 students attend a school rated A or B. (2024-25)
	25.7% of students demonstrate **ELA proficiency** (vs. 42.3% statewide) and **22.3%** of students demonstrate **Math proficiency** (vs. 40.9% statewide). (2025-26)
Attendance & Graduation	Memphis-Shelby County has a **30.2% chronic absenteeism rate**, almost double the state average. (2024-25)
	The **graduation rate** across the County is **85%**, 8 percentage points lower than the state average (2025-26).

Source: Tennessee Department of Education public data.

Summary | Oversight Board Vision

Synthesis of individual input from Oversight Board members; starting point for discussion:

Vision Statement Inputs

The Oversight Board will ensure that MSCS becomes a top-performing, world-class school system – and a source of pride and exceptional outcomes for the community.

Every student…

- Receives an excellent education
- Graduates prepared for postsecondary education, rewarding careers, and lifelong success
- Is equipped with the knowledge, skills, and opportunities to reach their full potential

…in a school system that

- Is led by a transformational leader
- Puts students at the center with a laser focus on outcomes
- Achieves measurable gains in student proficiency and readiness
- Earns the trust of the community through results and responsiveness
- Manages resources responsibly and effectively

Summary | Oversight Board Priorities

Synthesis of individual input from Oversight Board members; starting point for discussion:

Leadership & Clear Goals	Academic Excellence	Accountability
• Identify transformational, student-centered leadership • Bold vision translating to meaningful progress for students • Build talent at all levels	• Improve academic achievement, particularly in low performing schools • Improve instructional quality in every classroom • Decrease chronic absenteeism	• Engage families transparently and build public trust • Create and track clear, public goals focused on legislative criteria • Remediate audit findings • Ensure fiscal responsibility, sustainable facilities, and operational effectiveness

Timeline ahead for the Oversight Board

Synthesis of individual input from Oversight Board members; starting point for discussion:

Near-Term Priorities	Up Next	On Deck
• Leadership identification • Legislatively mandated needs-based assessment and transformation plan • Urgent issues (e.g., audit remediation, sustainable facilities footprint)	• Leadership selection and launch • Planning for strategic priorities aligned to transformation plan: academic plan, facilities plan, talent density, etc.	• Strong start to 26-27 School Year • Launch implementation of strategic priorities