

Goal 5

Murfreesboro City Schools (751) Public District - FY 2027 - LEA Plan - Rev 1

 ☐ This goal not established.

Goal 5

MCS will recruit, retain, and train highly effective educators and employees to maximize student outcomes will also seek to recruit and retain effective educators who represent the diversity of our district. MCS will continue to retain at least 90% of highly effective educators, defined as teachers earning a Level of Effectiveness (LOE) score of 4 or 5. MCS will also maintain 99% stability in staffing in both certified and classified personnel.

Through the use of on-going professional development, job embedded coaching, and active recruitment, MCS will seek to ensure the work force of all departments are highly trained, highly effective, and aware of the needs of our community.

State the district's 3-year SMART goal aligned to the identified priorities. Ensure the goal statement includes what is being improved, the identified student group(s), and the expected amount of improvement.

Annual Target

Year	Annual Target - Include targets for All students and identified subgroups	Data Sources
2026-27	* MCS will retain at least 90% of highly effective educators, defined as teachers earning a Level of Effectiveness (LOE) score of 4 or 5. The district will also continue to engage in proactive recruitment and strategic partnerships to ensure that less than 1% of certified positions are unfilled to start the school year. MCS will ensure workforce stability and high-quality staffing in all district positions as measured by less than 1% of all positions are unfilled by August 1st of each year.	* Human capital reporting TVAAS Evaluation Composites TEAM Evaluation Scores and LOE Educator survey results School Round Table Discussions Teacher Advisory Committee participation and feedback Annual salary evaluations to ensure MCS is competitive for both certified and non-certified positions
2027-28	* MCS will retain at least 90% of highly effective educators, defined as teachers earning a Level of Effectiveness (LOE) score of 4 or 5. The district will also continue to engage in proactive recruitment and strategic partnerships to ensure that less than 1% of certified positions are unfilled to start the school year. MCS will ensure workforce stability and high-quality staffing in all district positions as measured by less than 1% of all positions are unfilled by August 1st of each year.	* Human capital reporting TVAAS Evaluation Composites TEAM Evaluation Scores and LOE Educator survey results School Round Table Discussions Teacher Advisory Committee participation and feedback Annual salary evaluations to ensure MCS is competitive for both certified and non-certified positions

2028-29	* MCS will retain at least 90% of highly effective educators, defined as teachers earning a Level of Effectiveness (LOE) score of 4 or 5. The district will also continue to engage in proactive recruitment and strategic partnerships to ensure that less than 1% of certified positions are unfilled to start the school year. MCS will ensure workforce stability and high-quality staffing in all district positions as measured by less than 1% of all positions are unfilled by August 1st of each year.	* Human capital reporting TVAAS Evaluation Composites TEAM Evaluation Scores and LOE Educator survey results School Round Table Discussions Teacher Advisory Committee participation and feedback Annual salary evaluations to ensure MCS is competitive for both certified and non-certified positions
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Strategies: Include the goal-specific strategies that the district is implementing or intends to implement to reach the stated goal.

Strategy Description Defines what the strategy is and establishes areas of consistent, districtwide expectations for implementation.	Benchmark Indicator Methods for checking progress of implementation and improvement throughout the year.	Estimated TISA Amount, if applicable Enter \$0 if not applicable.	Other funding source and amount, if applicable
Ensure employees have access to on-going, job embedded professional learning that leads to improvements in their teaching (90% on TN Educator Survey) including in-depth training such as content specific institutes and content specific-networks.	Attendance monitored at PD Surveys completed at the conclusion of PDs Coaches Institute, Literacy Institutes, Math Institutes, Science Institutes Targeted participation in networks Exit surveys Tennessee Educator Survey Results	\$ 2,272,000.00	Title III funding for liasons and outreach-\$297,248.00 Title I stronger connections grant-\$526,472.00
Ensure all new educators have access to high-quality, trained mentors who provide instructional, professional, and relational support during their first two years in the district with specialized mentoring for new special education and ESL teachers.	Attendance monitored at PD Surveys completed at the conclusion of PDs Coaches Institute, Literacy Institutes, Math Institutes, Science Institutes Targeted participation in networks Exit surveys Tennessee Educator Survey Results	\$ 2,272,000.00	Title III funding for liasons and outreach-\$297,248.00 Title I stronger connections grant-\$526,472.00

Establish multiple on-going feedback loops that provide educators and staff with meaningful opportunities to share input, reflect on working conditions, and influence district decision-making through annual staff surveys, the Teacher Advisory Council, and structured roundtable conversations.	95% attendance and participation by each schools member of the teacher advisory committee Meeting or exceeding participation requirements for schools and the district to receive feedback through the Tennessee Teacher Survey Increased certified and non-certified participation in school round table discussions with the director of schools and other district-level staff	\$ 2,272,000.00	Title III funding for liasons and outreach-\$297,248.00 Title I stronger connections grant-\$526,472.00
Expand and sustain leadership development pathways that prepare and support teachers for growth opportunities within MCS, including instructional leadership, mentoring roles, and formal leadership development programs. 1) MCS aspiring administrator academy hosted annually by the Director of Schools, Human Resources Director, and Assistant Superintendent of Curriculum and Instruction. 2) MCS aspiring principal cohort hosted annually by the Director of Schools, Human Resources Director, and Assistant Superintendent of Curriculum and Instruction.	Increased applications to institutes, academies, and professional development presenting opportunities. Attendance monitored at PD Surveys completed at the conclusion of PDs Coaches Institute, Literacy Institutes, Math Institutes, Science Institutes Targeted participation in networks Exit surveys Tennessee Educator Survey Results	\$ 2,272,000.00	Title III funding for liasons and outreach-\$297,248.00 Title I stronger connections grant-\$526,472.00
Maintain and create new partnerships with multiple education preparation providers (including out-of-state and HBCUs) to recruit high-quality teaching candidates by providing regular access to MCS classrooms and teachers and early exposure to the district. 1) Engage in recruitment activities such as attendance at job fairs (including out-of-state and HBCUs), tour of schools days, and social media/digital presence to expand the recruitment reach. 2) Provide hard-to-staff differentiated compensation for specific roles determined annually by the board. 3) Work with partners to provide opportunities annually to assist highly-effective classified staff to obtain their teaching certificates.	The Director of Human Resources and Educator Effectiveness will attend a minimum of 10-15 recruitment events annually. This will include regional and national job fairs in addition to HBCU recruitment events. MCS will also engage in development and maintenance of year-round digital recruitment through advertisements to hire high-demand positions. MCS will monthly report the number of certified openings and provide monthly staffing reports to the Director of School and the school board. MCS will also develop an internal pipeline through the Extended School Program (ESP) to recruit employees who may have an interest in becoming educators. MCS will establish 8-10 formal partnerships with EPPs.	\$ 25,000.00	Title III funding for liasons and outreach-\$297,248.00 Title I stronger connections grant-\$526,472.00