

Board of Education Regular Meeting

September 9, 2025 6:00 PM

MCS Administrative Offices

I. CALL TO ORDER Procedural Item	Chair Butch Campbell
A. Pledge of Allegiance Procedural Item The Pledge of Allegiance will be led by Principals, Jenny Ortiz-Overall Creek and Jeremy Lewis-Bradley Academy	
B. Moment of Silence Procedural Item	
II. ELECTION OF BOARD CHAIR AND VICE CHAIR Procedural Item	Ms. Lauren Bush
III. APPROVAL OF AGENDA Action Item	Chair Butch Campbell
IV. COMMUNICATIONS Information Item	Mrs. Lisa Trail
A. Introduction of Mr. Ron McDaries-New Safety and Security Supervisor Procedural Item	Dr. Trey Duke
B. Public Comment Procedural Item	Chair Butch Campbell
V. CONSENT ITEMS Consent Agenda	Chair Butch Campbell
A. Approval of 8-26-25 Board Minutes Consent Item	
B. Approval of Student Field Trip Fees Consent Item	
C. Approval of FY26 Skyward Task Order Consent Item	
D. Approval of New Position-Special Education CDC EA Consent Item	
E. Approval of Surplus Property Disposal Consent Item	
VI. ACTION ITEMS Action Item	Chair Butch Campbell
A. Approval of Budget Amendment-FY26 Early Literacy Grant-Federal Projects Budget Amendment Action Item	Dr. Trey Duke
B. Approval of Budget Amendment-FY26 Title IX McKinney Vento Grant Action Item	Dr. Trey Duke
C. Approval of Budget Amendment-FY26 Stronger Connections Grant Funding Budget Action Item	Dr. Trey Duke
D. Approval of Extended School Advisory Board Action Item	Dr. Trey Duke
E. Approval of PreK Advisory Council Action Item	Dr. Trey Duke
VII. REPORTS AND INFORMATION	Chair Butch Campbell

Information Item	
A. Discussion of Five-Year Strategic Plan Information Item	Dr. Trey Duke
B. Discussion of CDC Cameras Information Item	Dr. Trey Duke
C. 2025-2026 Director's Performance Evaluation Document Information Item	Dr. Trey Duke
D. Director's Update Information Item	Dr. Trey Duke
VIII. OTHER BUSINESS Information Item	Chair Butch Campbell
A. Approval of Budget Amendment-FY26 General Purpose-Dell Lease Action Item	Dr. Trey Duke
IX. ADJOURNMENT Action Item	Chair Butch Campbell

MINUTES

Board of Education Regular Meeting/Work Session

August 26, 2025 5:00 PM

MCS Administrative Offices

I. CALL TO ORDER Procedural Item In attendance: Dr. Trey Duke, Daniel Owens, Sheri Arnette, Angela Fairchild, Maria Johnson, Don Barch, Ken Rocha, Lisa Trail. Assistant City Attorney Lauren Bush. City Liaison Bill Shacklett was absent.	Chair Butch Campbell
A. Pledge of Allegiance Procedural Item The Pledge of Allegiance was led by Board Member Karen Dodd	
B. Moment of Silence Procedural Item	
II. APPROVAL OF AGENDA Action Item Motion to approve the agenda. This motion, made by Mr. Jimmy Richardson III and seconded by Mr. David Settles, passed. Yea: 7, Nay: 0	Chair Butch Campbell
III. PUBLIC COMMENT Procedural Item	Chair Butch Campbell
IV. CONSENT ITEMS Consent Agenda Motion to approve consent agenda. This motion, made by Ms. Amanda Moore and seconded by Ms. Barbara Long, passed. Yea: 7, Nay: 0	Chair Butch Campbell
A. Approval of 8-12 Board Meeting Minutes Consent Item	
B. Approval of Contract-STARS Agreement Consent Item	
C. Approval of Contract-Education Logistics (Edulog) Software and Services Agreement Consent Item	
D. Review of Expense Allowances and Reimbursement Guidelines per Policy 2.804 Consent Item	
E. Approval of Letter of Agency for Tennessee Education Broadband Consortium (E-Rate Funding Years 2026-2030) Consent Item	
F. Approval of Surplus Property Disposal Consent Item	
V. ACTION ITEMS Action Item	Chair Butch Campbell
A. Approval of FY25 Accounts Payable Action Item Motion to approve FY25 Accounts Payable. This motion, made by Mr. Jimmy Richardson III and seconded by Ms. Karen Dodd, passed. Yea: 7, Nay: 0	Dr. Trey Duke
B. Approval of Contract-Delta Dental for Dental Services (RFP 2026-01) Action Item	Dr. Trey Duke

<p>Motion to approve Contract-Delta Dental for Dental Services (RFP 2026-01). This motion, made by Ms. Karen Dodd and seconded by Mrs. Jeanette Price, passed. Yea: 7, Nay: 0</p>	
<p>VI. REPORTS AND INFORMATION Information Item</p>	<p>Chair Butch Campbell</p>
<p>A. 2025 Testing Data Information Item Dr. Chris George presented TCAP proficiency test data to the Board.</p> <p>Dr. Duke talked about demographic shifts and how the demographics of our district have changed.</p> <p>The decrease in enrollment was discussed briefly and the fact that certain categories, such as Black, Hispanic, and Native American have seen a 10.2% increase, ELL a 43% increase, and Students with Disabilities have seen a 15.6% increase from 2021-2022.</p> <p>Dr. George talked about new and permit teachers comparisons. He explained that permit teachers taught 12.2% of students in 3-6 ELA and 5.7% of 3-6 teachers were first year teachers. He said that more teachers are coming to us on permits because there are fewer licensed teachers. He added that permit teachers also taught 11.5% of 3-6 math students, with 4.1% being first year teachers.</p> <p>Karen Dodd asked if our schools are departmentalizing math and ELA. Dr. Duke explained that we do it when we can. He said that 4th and 5th grades are departmentalized as well as some 3rd grades. She said that research has shown that departmentalized teachers are more likely to stay longer.</p> <p>Barbara Long asked if we have data on 3rd grade students that are departmentalized. Dr. Duke explained we have not analyzed to this level.</p> <p>Dr. George also divided each subject: ELA, Math, and Science, by grade and discussed in detail the number of students that are being taught by a permit teacher.</p> <p>Sheri Arnette talked about how our district supports permit teachers. She said that we offer Teacher2Teacher professional development. She explained that she will also be visiting their classrooms more often as well as coaches will be working very closely with them.</p> <p>Amanda Moore asked if permit teachers are evenly spread across schools. Maria Johnson said that larger schools have more permit teachers, with Scales having the most and Discovery having the fewest, but all in all, they are pretty evenly dispersed. Principals also look at rosters to make sure permit teachers are evenly distributed among grades. Dr. Duke added that principals are being intentional in hiring teachers.</p> <p>Dr. Duke told the Board that he feels that we are moving in the right direction and doing the right work.</p> <p>Dr. George also highlighted the fact that 16.5% of ELL students exited ELL services in 2025, which was a 4.6% increase from last year.</p>	<p>Sheri Arnette/Chris George</p>

<p>Sheri Arnette talked about academic success and said that we have a lot to celebrate. She said that her team is providing high doses of professional development around HQIM. She added that teachers are using core curriculum in Science. She said that we have work to do in 5th and 6th grade (science and SS) but we have a plan going forward. She also told the Board that Dr. George will do some data analysis with schools throughout the year.</p> <p>Dr. George said that some information is still embargoed.. Dr. Duke said that we have sustained gains and are outperforming the state, and we feel good about where we are going. He said that last year we specifically focused on 5th grade math, and that showed up this year.</p>	
<p>B. Human Resources Annual Report Information Item Dr. Johnson presented the annual report to the Board.</p> <p>Dr. Johnson stated that in speaking with exiting staff, 84% said that they would consider returning to MCS.</p> <p>Dr. Duke said that his goal is to do a deep dive and analyze for himself the outliers of why they are leaving and he will continue to look at that. He said that we did have quite a few teachers returning this year that had left to go elsewhere. Dr. Johnson told the Board that she would get the exact number.</p>	<p>Dr. Maria Johnson</p>
<p>C. Enrollment Data Update Information Item Ken Rocha gave an update on enrollment as of today. He stated that from period 9 in 2024-2025 to day 10 of 2025-2026, we are down 309 students.</p> <p>Again, Ms. Moore and Mr. Settles asked where the students are going.</p> <p>The group tossed around some theories such as birthrates and housing affordability, but Dr. Duke said that after speaking with several other Superintendents, other districts have seen significantly lower enrollment in Kindergarten, but their middle school and high school increase balanced them out.</p> <p>Mr. Rocha said that our highest increase is in 4th grade. He added that we are also seeing an increase in Sped CDC and regular Sped classes.</p> <p>Dr. Duke said that next year as he and the team plan and watch 6th grade numbers going down, he may bring a recommendation for 6th grade zones to the Board.</p> <p>Amanda Moore mentioned that the decrease that we have is also a funding curve. She said that we get money if we grow but if we lose population we are losing money. Dr. Duke said that this is definitely a funding implication.</p> <p>Dr. Duke said that we will concentrate on 6th grade science and social studies because that grade has impacted us the most when it comes to growth scores.</p> <p>Dr. Duke said that he wanted to go on record stating that he is not advocating that we do something in 6th grade, but it would be beneficial to have zones that work, and if parents choose to stay with us in 6th grade, their child will get a robust experience.</p>	<p>Mr. Ken Rocha</p>

<p>Jeanette Price asked if we would still provide transportation to 6th grade, and Dr. Duke said yes.</p> <p>Dr. Duke said that 6th grade is a parent choice that we don't want to stop offering, but we need to be strategic in how we offer it.</p>	
<p>D. Capital Improvement Plan Information Item Don Barch presented the Capital Improvement Plan for 2026-2030 to the Board.</p> <p>Mr. Barch explained that we are looking at expanding at Scales and Cason Lane as an option for more classroom space per the city council's request.</p>	Dr. Trey Duke
<p>E. Five Year Strategic Plan Information Item The Five-Year Strategic Plan was moved to the 9/9 meeting so there would be adequate time to discuss it.</p>	Dr. Trey Duke
<p>VII. OTHER BUSINESS Information Item</p>	Chair Butch Campbell
<p>A. Review of the 2025-2026 Organizational Chart Information Item Dr. Duke explained that the current 2025-2026 Organizational Chart was in BOE Connect for them to view. If any questions, the Board could contact him.</p>	Dr. Trey Duke
<p>B. Discussion of Board Policy 4.300, Extracurricular Activities Information Item Lauren Bush presented Board Policy 4.300, Extracurricular Activities. She explained the use of school facilities and legal obligations. She said that this came up because we received a request from a non-profit to operate an afterschool club at Northfield, and we need to review the policy to give them and others that may also request the same in the future. She explained that we are now a closed-door school district. She talked through different scenarios with the Board, and after much discussion, ultimately the Board chose to remain a closed-door district.</p> <p>Dr. Duke did explain to the Board that if we leave the policy as is, they need to understand that there are clubs offered in Rutherford County that cannot be offered in MCS because Rutherford County is an open-door district. He wanted the Board to understand if they get complaints that this is why we won't allow them in the system.</p> <p>Ms. Bush stated that we will be filtering some things that would be beneficial to our system to go through ESP. They could come in as a visitor to ESP.</p> <p>Barbara Long said that she would like to see a little more of that so that our students have more experiences.</p> <p>Dr. Duke summarized at the end of the discussion that it was the Board's current opinion not to make any changes to the Board policy currently in place.</p>	Dr. Trey Duke
<p>C. Reminder of Fall District Meeting-September 4, 2025-McEwen High School-McEwen, TN, and Carpool Discussion Information Item Before the meeting adjourned, Karen Dodd mentioned that she would like to discuss the possibility of cameras in CDC classes. She asked that the Board think about this, and possibly</p>	Dr. Trey Duke

<p>bring it back up for more discussion at the 9/23 meeting. She said that we already have them in BEST classrooms and in cafeterias. She said that she had asked several CDC teachers and they are alright with the idea. She also said that the only time it would be used is if the camera footage had to be pulled because of an incident.</p> <p>Dr. Duke told the Board that the first September meeting on the 9th would be at central office, and he would add this to the agenda.</p> <p>Ms. Long said that she would like to see legal ramifications and what other districts are doing as well as the cost to do this.</p> <p>Dr. Duke said that we can start by getting information on who is doing it now and the cost so that the board can make an informed decision. Dr. Duke told the Board that if there is anything else that they want to know about cameras in CDC, please let us know.</p> <p>Barbara Long said that it is time for a tour of 910 Ridgely Road.</p> <p>Dr. Duke told the Board that next Thursday is the Fall District meeting and he would be willing to drive if anyone wanted to meet at central office at 3:00 to ride with him.</p>	
<p>VIII. ADJOURNMENT Action Item Motion to adjourn. This motion, made by Mr. Butch Campbell and seconded by Mr. David Settles, passed. Yea: 7, Nay: 0 The meeting adjourned at 7:52 p.m.</p>	<p>Chair Butch Campbell</p>

Director of Schools

Agenda Item Title: Approval of Student Field Trip Fees

Board Meeting Date: September 9, 2025

Department: Finance

Presented by: Trey Duke, Director of Schools

Board Agenda Category:

- Consent Agenda
 - Action Item
 - Reports and Information
-

Summary

Board Policy 6.709 states that prior to the start of each school year, the Board, upon the recommendation of the principals and Director of Schools, shall approve all known student fees for the upcoming school year. Additional fees may be approved during the year as needed.

The Director of Schools is recommending the Board approve field trip fees of \$232 per student for 5th and 6th grade students from Discovery School to travel to Land Between the Lakes from November 4th – 7th.

5th and 6th grade students at Discovery took this same field trip in the 24-25 school year. The student fee for this field trip is slightly higher this year (from \$200 to \$232).

Staff Recommendation

Recommending approval of student field trip fees of \$232 per 5th and 6th grade student at Discovery School to travel to Land Between the Lakes.

Fiscal Impact

Field trips are paid for at the school level through student collection.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success

Agenda Item Title: Skyward FY26 Task Order

Board Meeting Date: 9/9/25

Department: Student Supports

Presented by: Ken Rocha

Board Agenda Category:

Consent Agenda

Action Item

Reports and Information

Requires City Council Approval: Yes No

Summary

Murfreesboro City Schools requests approval of Task Order 2026-SSS-009 with Skyward, Inc. for the 2025–2026 school year. This Task Order, issued under State Edison Contract No. 61801, provides Student Information System (SIS) services including core student data functionality. The agreement is effective July 1, 2025, through June 30, 2026, with a total cost of \$47,817.00.

Staff Recommendation

Approve Task Order 2026-SSS-009 with Skyward, Inc. for SIS services during FY26.

Fiscal Impact

Total cost of \$47,817.00, charged to account 141-72210-399.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success

Murfreesboro City Schools
2552 South Church Street, Murfreesboro TN 37127
Phone (615) 893-2313 Fax (615) 893-2352
cityschools.net



CONTRACT REVIEW FORM

Requesting Department/School: Student Support Services/Technology

Contract: Task Order for SIS for 2025-2026 School Year

Vendor: Skyward

Contract Term: 7/1/25-6/30/26 Cost: \$47,817.00

Is Board approval required: Yes No Board Meeting Date: 9/9/25- Consent

Legal Review

Contract Identifier: 2026-SSS-009

Is the contract subject to a grant agreement? Yes No

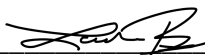
Is there a contract renewal option? Yes No Contract Monitoring Date: 4/30/26

Does the contract require student information? Yes No

Does this contract involve technology services, software, or equipment? Yes No

Are any amendments to the contract required? Yes No

Brief description of amendments and/or other comments:

Legal Approval: 

Date: 8/26/25

Finance Review

Was the contract awarded through an ITB/RFP? Yes No

Procurement Reference Number (ITB/RFP): Contract is subject to State Edison Contract No. 61801

If no ITB/RFP, has vendor selection been justified through form? Yes No N/A

If no ITB/RFP or vendor selection form, does an exception apply? Yes No N/A

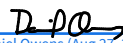
If yes, identify applicable exception: _____

Budget Account Number: 141-72210-399

Funding Source: General Purpose Federal Other: _____

Other comments:

We budgeted \$122,660 in this line for FY26.

Finance Approval: 
Daniel Owens (Aug 27, 2025 09:01:16 CDT)

Date: Aug 27, 2025

Attachment B [Task Order (TO)]

**TASK ORDER
BETWEEN
THE
MURFREESBORO
CITY SCHOOLS
And
SKYWARD, INC**

This Task Order (TO), by and between the MURFREESBORO CITY SCHOOLS, hereinafter referred to as the "EA" and SKYWARD, INC, hereinafter referred to as the "Contractor" is as follows:

The Contractor understands and agrees that this TO is governed by the provisions of Edison Contract Number 61801, hereinafter referred to as the "Master Contract". In the provision of services pursuant to this TO, the Contractor will conform to these provisions in their entirety. In the event of a conflict between the TO and the Master Contract, the documents shall govern in the order of preference given in the Master Contract.

This TO shall be effective for the period commencing on 7/1/2025, and ending on 6/30/2026, unless amended.

In no event shall the maximum liability of the EA under this TO exceed \$47,817.00. For the services provided pursuant to this TO, this amount shall constitute the TO Project Price and the entire potential compensation due the Contractor for the goods and/or services and all of the Contractor's obligations hereunder regardless of the difficulty, travel, administrative fees, or materials/equipment required. The Contractor shall be compensated as specified in the associated Statement of Work at the fixed-prices and/or hourly rate(s) quoted in the Contractor's Project Quote and transcribed here:

Service Description	Amount (per compensable increment)
Student Core – Base Functionality – ADM 8888 x \$5.38 Per ADM	\$47,817.00

Payments to the Contractor pursuant to this TO will be made in accordance with the Tennessee Prompt Payment Act. Invoices shall be submitted to:

MURFREESBORO CITY SCHOOLS

Street Address: 2552 S CHURCH ST

City, State, Zip: MURFREESBORO, TN 37127-7135

Email Address: ken.rocha@cityschools.net

The EA may, at any time and for any reason, terminate this TO in accordance with Contract Section A.7.b.

This TO may be modified only by a written amendment in accordance with Contract

District Name: MURFREESBORO CITY SCHOOLS

Bobby N. Duke III

Aug 27, 2025

District Signature

Date

Contractor Name: SKYWARD, INC.

DocuSigned by:

Raymond Albert Lund

August 21, 2025

156D1BC933E941C...

Contractor Signature

Date










Skyward FY26 Task Order

Final Audit Report

2025-08-27

Created:	2025-08-26
By:	Lauren Bush (lbush@murfreesborotn.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAAnYhczSRHfRHvTXOVCpOg9Rkollo3KLSJ

"Skyward FY26 Task Order" History

-  Document created by Lauren Bush (lbush@murfreesborotn.gov)
2025-08-26 - 9:21:48 PM GMT
-  Document emailed to daniel.owens@cityschools.net for signature
2025-08-26 - 9:21:53 PM GMT
-  Email viewed by daniel.owens@cityschools.net
2025-08-27 - 1:56:26 PM GMT
-  Signer daniel.owens@cityschools.net entered name at signing as Daniel Owens
2025-08-27 - 2:01:14 PM GMT
-  Document e-signed by Daniel Owens (daniel.owens@cityschools.net)
Signature Date: 2025-08-27 - 2:01:16 PM GMT - Time Source: server
-  Document emailed to Trey Duke (trey.duke@cityschools.net) for signature
2025-08-27 - 2:01:18 PM GMT
-  Email viewed by Trey Duke (trey.duke@cityschools.net)
2025-08-27 - 7:22:12 PM GMT
-  Document e-signed by Trey Duke (trey.duke@cityschools.net)
Signature Date: 2025-08-27 - 7:22:26 PM GMT - Time Source: server
-  Agreement completed.
2025-08-27 - 7:22:26 PM GMT

Agenda Item Title: New Position – Special Education CDC - EA

Board Meeting Date: September 9, 2025

Department: Special Education

Presented by: Trey Duke

Board Agenda Category:

Consent Agenda

Action Item

Reports and Information

Requires City Council Approval: Yes No

Summary

Upon request from the Special Education Department, the Director of Schools is recommending a growth educational assistant position for the CDC program at Northfield Elementary School. The position is needed for the efficient operation of the program based on the needs of the students.

Staff Recommendation

Recommended approval to hire an additional educational assistant beyond what was originally budgeted in the FY26 budget

Fiscal Impact

Employee salary and benefits will be based on years of experience and degree. The pay range for Educational Assistants is \$15.97 - \$20.50 per hour for 1400 contract hours.

No budget amendment will be needed at this time. Increase in expenditure will be found in 71200-163.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success

Agenda Item Title: Surplus Items

Board Meeting Date: September 9, 2025

Department: Finance and School Operations

Presented by: Trey Duke

Board Agenda Category:

- Consent Agenda
 - Action Item
 - Reports and Information
-

Summary

Board policy 2.403 defines surplus property as property no longer having an intended use by the school district and/or no longer capable of being used because of the property's condition. Policy 2.403 requires the Director of Schools/designee to prepare a list of unusable items for Board approval.

These items have been deemed surplus items and will be either sold or discarded based on board policy.

Staff Recommendation

Recommending approval of the surplus of the items specified within this packet.

Fiscal Impact

All unusable items shall be sold to the highest bidder after advertising in a newspaper of general circulation and online at least seven (7) days prior to the sale. Surplus property which has no value or has a value of less than five hundred dollars (\$500) may be disposed of without the necessity of bids pending appropriate approvals.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success

SURPLUS PROPERTY DISPOSAL FORM (SPDF)

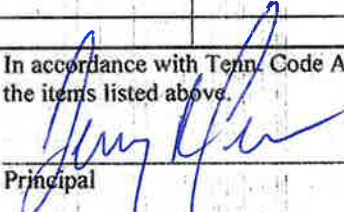
Based on Tenn. Code Ann. § 49-6-2007(d)

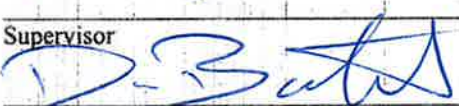
- (1) Surplus property in local school systems which has no value or has a value less than five hundred dollars (\$500), may be disposed of without the necessity of bids as required by this section.
- (2) In order for such disposal without bids, the principal of the school with the surplus personal property, the superintendent of the local school system, and the chairman of the local board of education, all must agree in written form that the property is of no value or is of a value less than five hundred dollars (\$500).

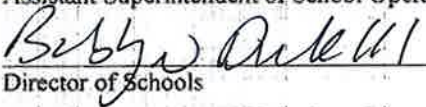
COMPLETE ALL INFORMATION. A PHOTOGRAPH OF THE ITEMS LISTED BELOW MUST BE ATTACHED. SUBMIT SIGNED ORIGINALS WITH PHOTO TO INVENTORY CONTROL. YOUR SCHOOL OR FACILITY WILL BE CONTACTED CONCERNING DISPOSAL METHOD.

EQUIPMENT	TAG #	MFG. BY	MODEL #	SERIAL #	VALUE
Black 5 shelf bookshelf					
Student Chairs (qty 14)					Good condition
6 Bin Organizer					
Whiteboard Easel					
6 Student Desks					
1 Ceiling Projector					
Black Slim Desk					
Teacher Desk					
Glass top Desk (NO GLASS)					
Rolling Chair (DAMAGED)					
Folding Dolly (NO Wheels)					
Rectangle Table					

In accordance with Tenn. Code Ann. § 49-6-2007(d)(1) and (d)(2), we the undersigned, authorize disposal of the items listed above.

 School Bradley Academy Date 8/27/25
Principal

Supervisor _____ Date _____
 Date 9/3/25
Assistant Superintendent of School Operations or Director of Technology

 Date 9/3/25
Director of Schools

Board Chairman _____ Date _____

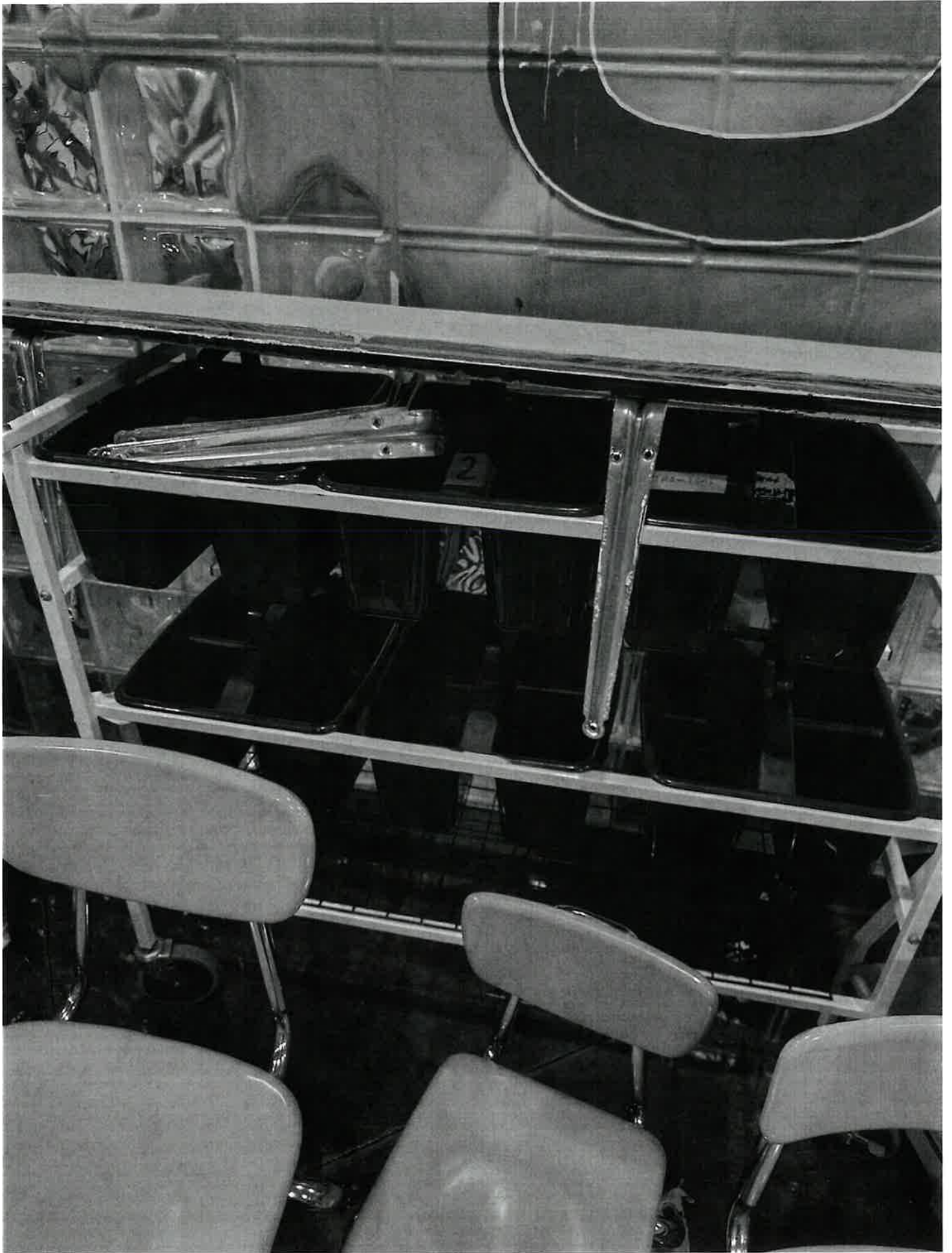
For inventory control use: copy to central office receiving ___/___/___; copy to principal or supervisor ___/___/___; copy to inventory control ___/___/___; copy to vendor ___/___/___

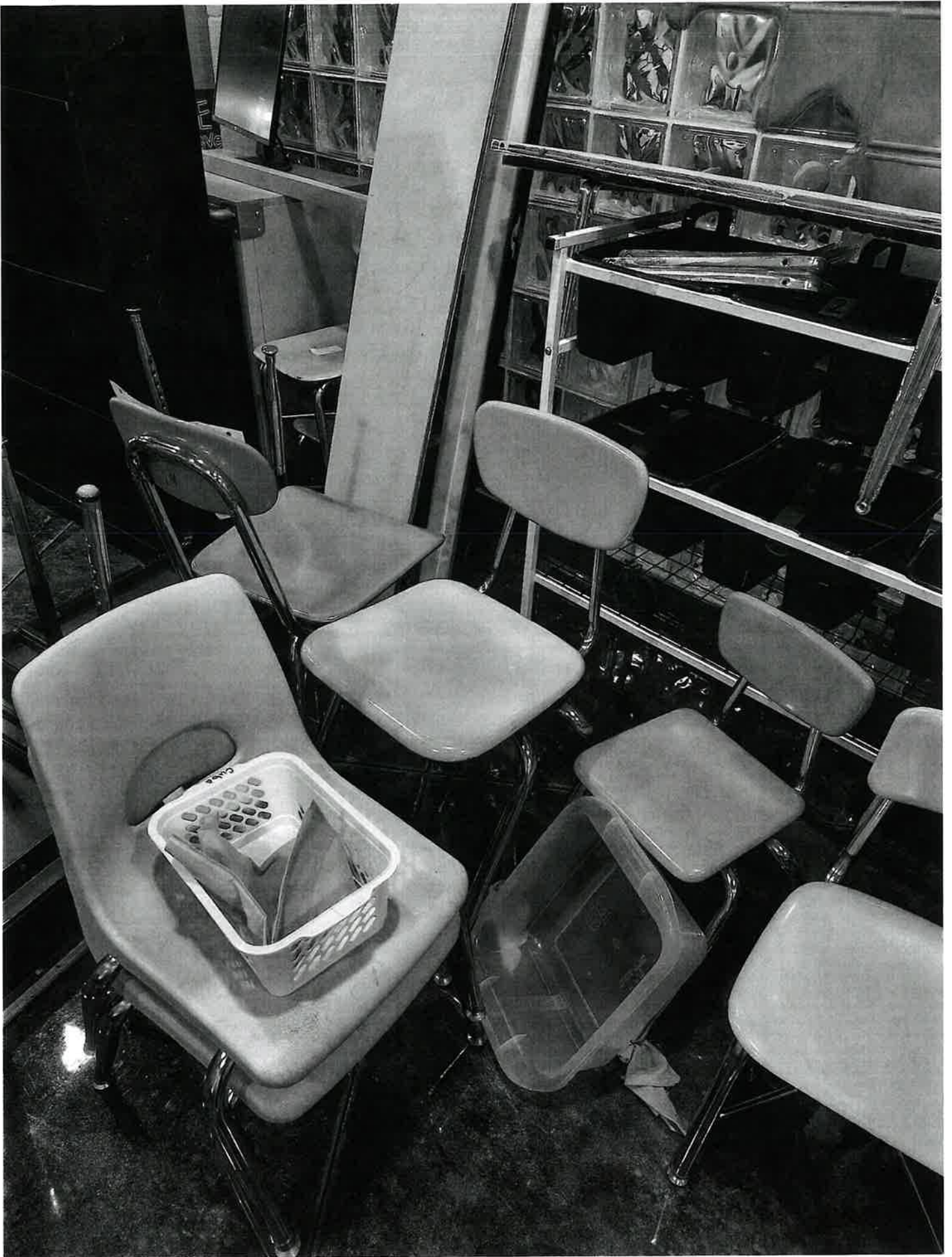
Notes on Disposal Method:

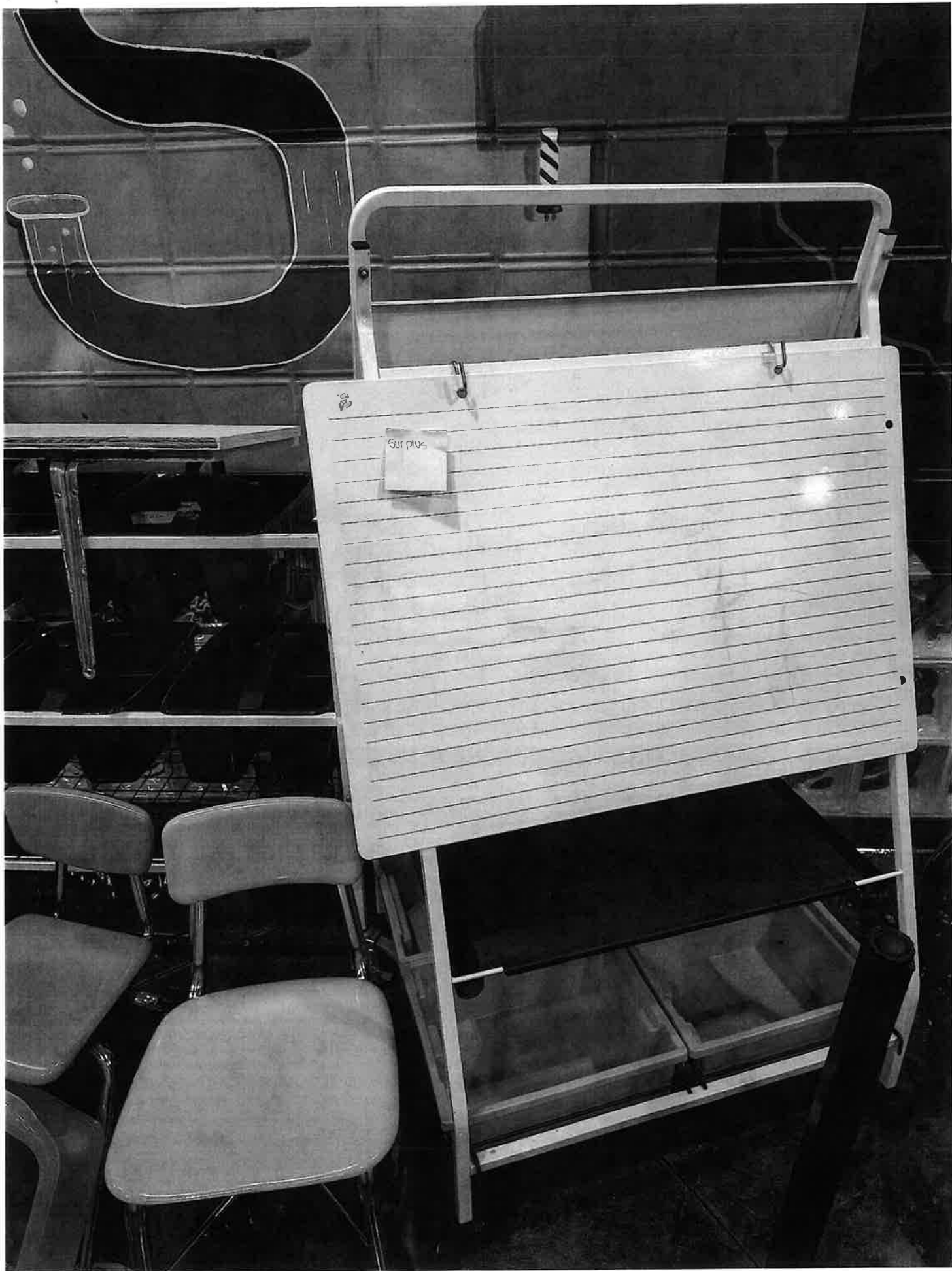
Signature: _____ Date: _____



WE
believe
in YOU.
Do you?



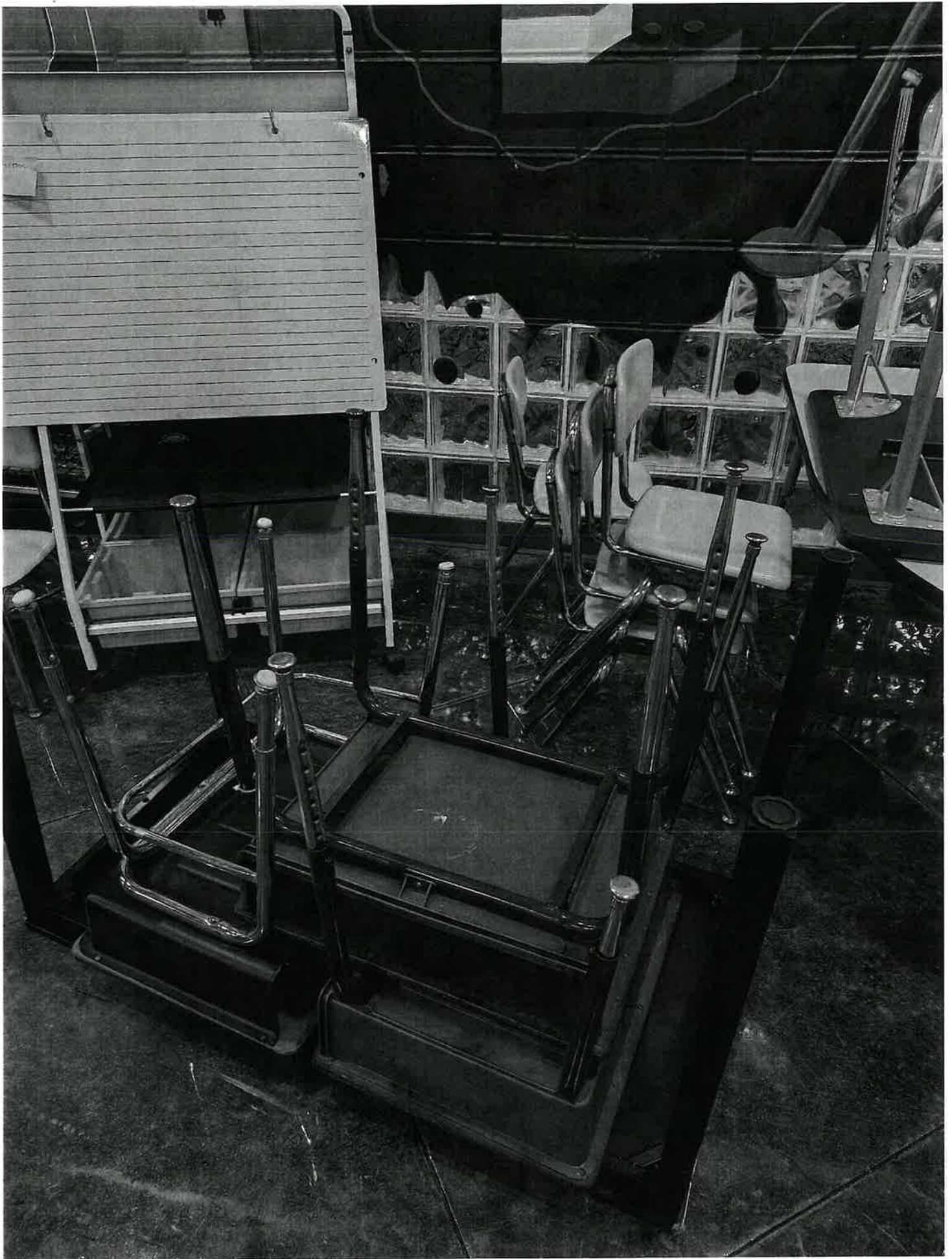


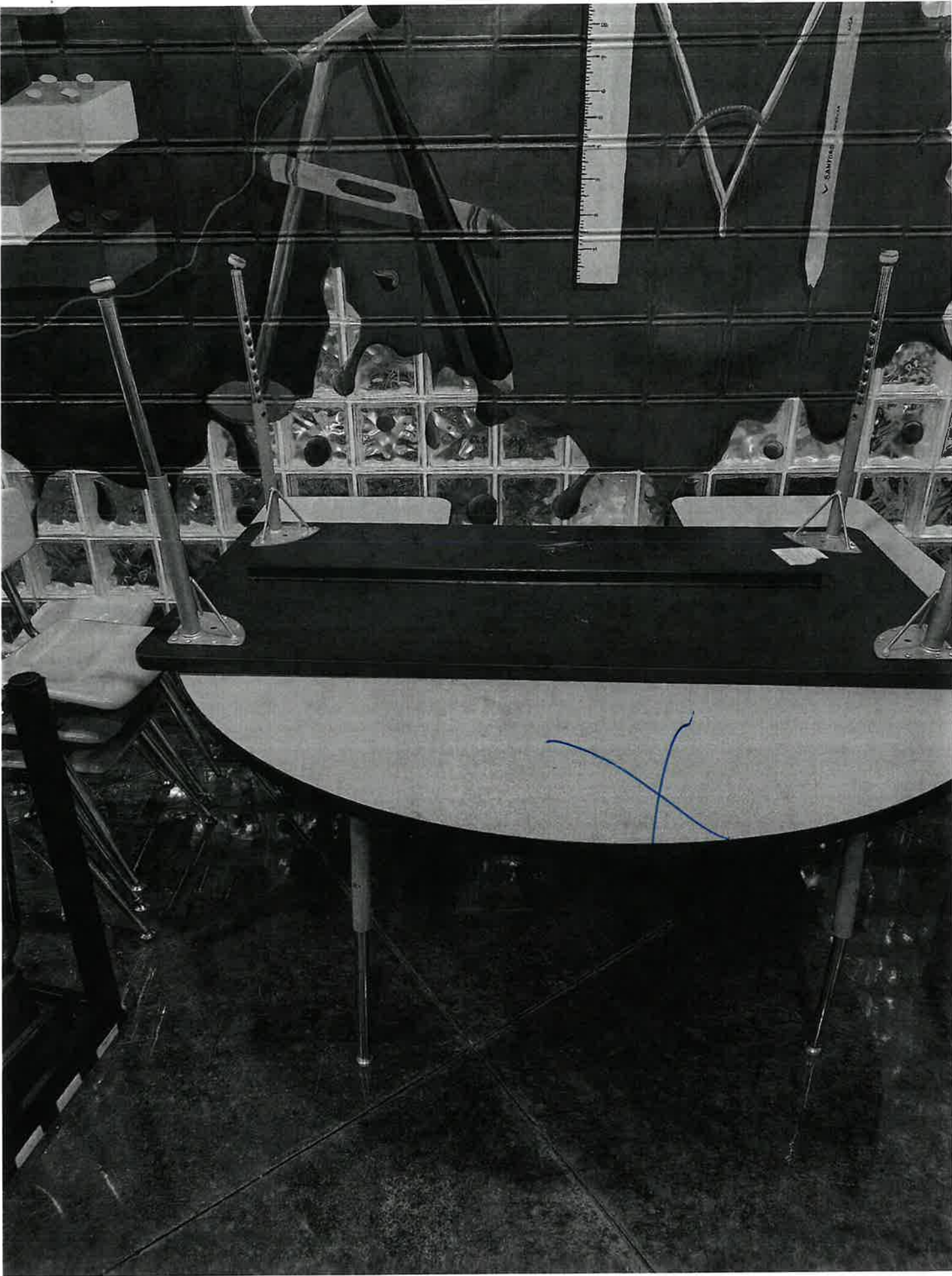


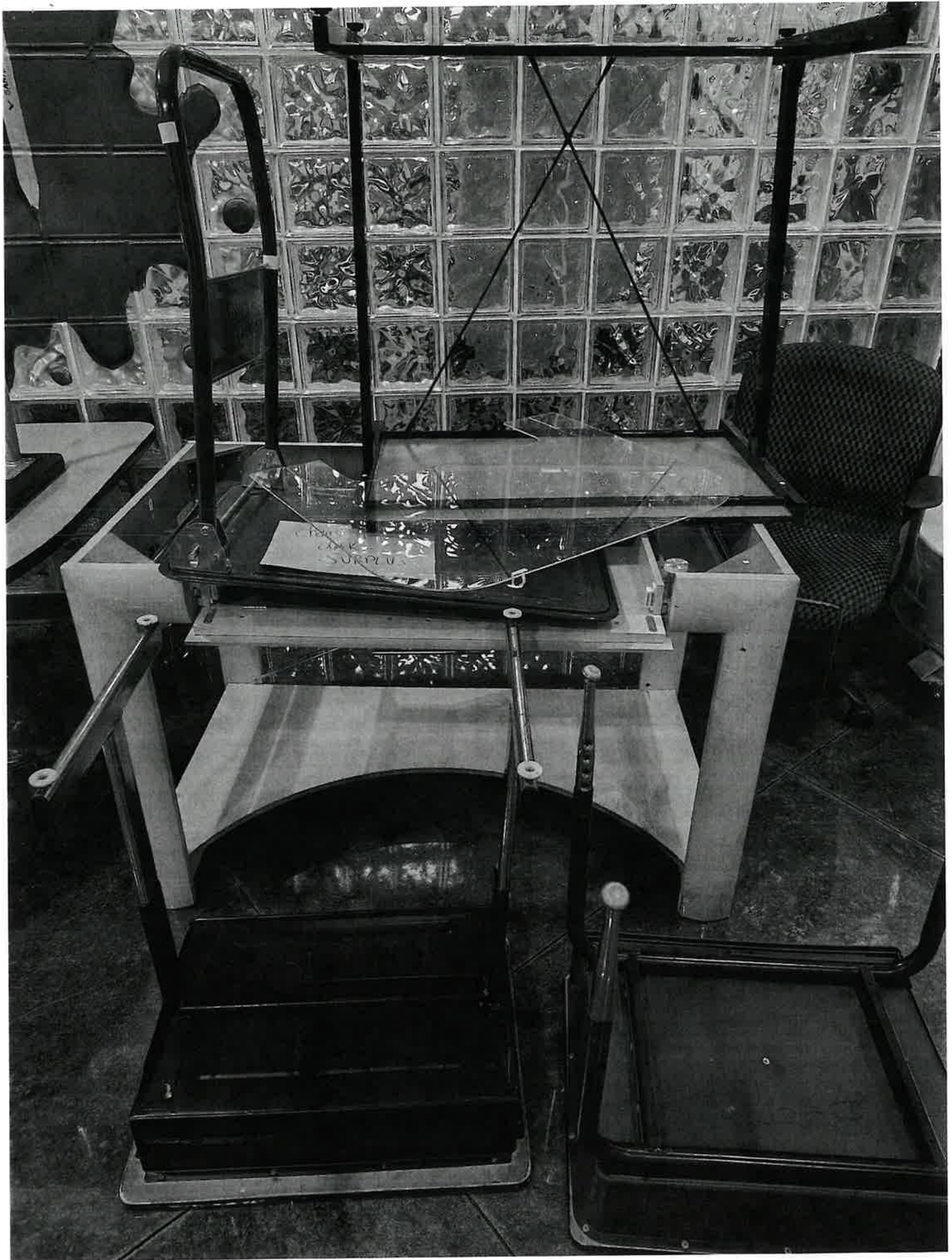
Surplus

52









Dena Thomas

From: Jeremy Lewis
Sent: Tuesday, September 2, 2025 1:11 PM
To: Dena Thomas
Cc: Desiree Keith
Subject: RE: Approved Disposal Forms

The rectangle table and chairs are in good condition. I think someone grabbed the horseshow table.

Jeremy Lewis, EdD
Principal
Bradley Academy
Office: 615-895-2672
<https://www.bradleyacademyschool.net/>
Bradley Academy (Facebook)

From: Dena Thomas <Dena.Thomas@cityschools.net>
Sent: Tuesday, September 2, 2025 10:04 AM
To: Jeremy Lewis <Jeremy.Lewis@cityschools.net>
Cc: Desiree Keith <Desiree.Keith@cityschools.net>
Subject: RE: Approved Disposal Forms

Yes, I actually have some questions about some of the items on this last form you sent. Are the desks and chairs in good condition? Also, there is a rectangle table and a kidney/horseshoe shaped table in one of the pictures, are they in good condition? I just wanted to see if there are some items that other schools can use.

Dena Thomas

Fixed Assets/General Accountant
Murfreesboro City Schools
2552 S. Church Street
Murfreesboro, TN 37127
615-893-2313

From: Jeremy Lewis <Jeremy.Lewis@cityschools.net>
Sent: Tuesday, September 2, 2025 9:57 AM
To: Dena Thomas <Dena.Thomas@cityschools.net>
Cc: Desiree Keith <Desiree.Keith@cityschools.net>
Subject: RE: Approved Disposal Forms






Good morning,





Thank you for sending these.

Black Fox Elementary Disposal Request

8.21.25

***Items located on the gym stage.**

	<p>1 Office Chair- Broken</p> <p>X2</p>
	<p>1 Black Wooden Bookshelf</p>
	<p>27 Chairs</p>
	<p>1 Black Metal Shelf</p>
	<p>1 Wooden Desk</p>

	<p>18 desks</p>
	<p>1 Broken Rolling Wooden Computer Table</p>
	<p>25 cubby black broken bookshelf</p>
	<p>4 torn maroon chairs</p>



6 Office Chairs- Stained and difficult to roll




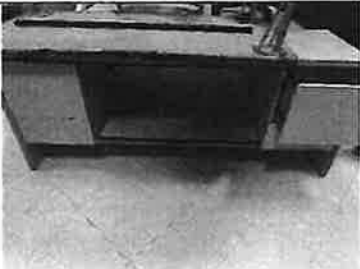


1 Library Book Rolling Cart



1 Broken Ball Cart



2 Chairs (in okay condition)

	<p>1 Non-working refrigerator (was on a disposal form last year that was approved)</p>
	<p>2 Broken Teacher Desks</p>
	<p>1 Broken Round Table 1 Broken U-Table</p>
	<p>1 Black Rolling Chair (difficult to roll and material is peeling)</p>



1 Chair



1 Black Chair

Dena Thomas

From: Tiffany Strevel
Sent: Thursday, August 21, 2025 1:38 PM
To: Dena Thomas
Subject: Re: Disposal Form

Yes. It might could be fixed but has been passed around her and is in worse shape now. Also, we have two of those old large dark red office chairs that have been drilled on to help secure any times. Can I add the second one to this list?

Tiffany Strevel
Principal
Black Fox Elementary

Get [Outlook for iOS](#)

From: Dena Thomas <Dena.Thomas@cityschools.net>
Sent: Thursday, August 21, 2025 1:18:04 PM
To: Tiffany Strevel <Tiffany.Strevel@cityschools.net>
Subject: RE: Disposal Form

Hey Tiffany

Is the 25 cubby broken?

Dena Thomas

Fixed Assets/General Accountant
Murfreesboro City Schools
2552 S. Church Street
Murfreesboro, TN 37127
615-893-2313

From: Tiffany Strevel <Tiffany.Strevel@cityschools.net>
Sent: Thursday, August 21, 2025 1:01 PM
To: Dena Thomas <Dena.Thomas@cityschools.net>
Subject: Disposal Form

Good afternoon, Dena.

I am attaching a disposal form for Black Fox. I have tried to take pictures of all the items so you will know what we are disposing of. Let me know if you have any questions.

Tiffany Strevel
Principal
Black Fox Elementary

Black Fox Elementary Disposal Request

8.21.25

***Items located on the gym stage.**

	1 Office Chair- Broken
	1 Black Wooden Bookshelf
	27 Chairs
	1 Black Metal Shelf
	1 Wooden Desk



6 Office Chairs- Stained and difficult to roll



1 Library Book Rolling Cart



1 Broken Ball Cart



2 Chairs (in okay condition)



1 Chair



1 Black Chair

Agenda Item Title: FY26 Early Literacy Grant - Federal Projects Budget Amendment

Board Meeting Date: September 9, 2025

Department: Finance

Presented by: Trey Duke, Director

Board Agenda Category:

Consent Agenda

Action Item

Reports and Information

Requires City Council Approval: Yes No

Summary

This amendment is for new revenue of \$12,000 through the Early Literacy PreK Teacher stipend grant. This grant awards those PreK teachers who completed the Foundations First training program during FY25. The PreK Teacher stipend grant designates \$1,000 per attendee and it will be subject to the employer and employee's share of taxes and retirement.

Staff Recommendation

Approve the FY26 budget amendment to recognize the new revenue and related expenditure to cover the stipend for the PreK teachers.

Fiscal Impact

Recognize new revenue in the amount of \$12,000 and related expenditure with no impact to fund balance.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success.

Murfreesboro City Schools Budget Amendment

Federal Projects Fund 142
Fiscal Year 2025-26


Account Number	Account Description	BUDGET AS PASSED OR PREV AMENDED	AMENDED BUDGET	AMENDMENT INCREASE (DECREASE)
<u>Revenues</u>				
47590	Early Literacy PreK Teacher Stipend	\$ -	\$ 12,000	\$ 12,000
Total Increase in Revenues		\$ -	\$ 12,000	\$ 12,000
<u>Expenditures</u>				
71100 189	Other Salaries & Wages	\$ -	\$ 12,000	\$ 12,000
Total Increase in Expenditures		\$ -	\$ 12,000	\$ 12,000

CHANGE IN FUND BALANCE (CASH)

This amendment recognizes the Early Literacy PreK Teacher Stipend in the federal projects funds. This grant is new revenue in the amount of \$12,000, and this will fund stipends for PreK teachers who completed Foundations First training.


9/3/25

 Reviewed by Finance Director/Finance Manager Date

Approved	<input checked="" type="checkbox"/>		<u>9/3/25</u>
Declined	<input type="checkbox"/>	Director of Schools	Date

Agenda Item Title: FY26 Title IX McKinney – Vento Grant

Board Meeting Date: September 9, 2025

Department: Finance & Federal Programs

Presented by: Trey Duke, Director

Board Agenda Category:

- Consent Agenda
- Action Item
- Reports and Information

Requires City Council Approval: Yes No

Summary

The Federal Program and Finance departments are seeking budget approval for FY26 Title IX McKinney-Vento federal grant for \$111,901.08. The funds will be used for the salary and benefits of the district's Student in Transition Liaison, who supports our students experiencing homelessness, and funding for clothing, transportation, emergency housing and other necessities for students experiencing homelessness.

Staff Recommendation

Approve the FY 25-26 Title IX McKinney-Vento funding budget.

Fiscal Impact

The award amount is \$111,901.08 for the FY26 school year. This amount includes \$35,867.94 in carryover funds from FY25.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
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- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success.

Murfreesboro City Schools Budget Amendment

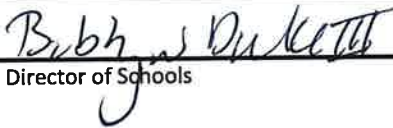
Schools Federal Projects Fund 142
Fiscal Year 2025-2026

Account Number	Account Description	BUDGET AS PASSED OR PREV AMENDED	AMENDED BUDGET	AMENDMENT INCREASE (DECREASE)
<u>Revenues</u>				
47149	Title IX McKinney-Vento		111,901	111,901
Total Increase in Revenues		\$	- \$	111,901 \$
<u>Expenditures</u>				
	Title IX McKinney-Vento			
72130 599	Other Charges		5,801	5,801
72210 189	Other Salaries & Wages		48,000	48,000
72210 201	Social Security		3,500	3,500
72210 204	Retirement		6,500	6,500
72210 206	Life Insurance		500	500
72210 207	Medical Insurance		8,300	8,300
72210 208	Dental Insurance		300	300
72210 212	Medicare		1,000	1,000
72210 307	Communication		1,610	1,610
72210 355	Travel		1,000	1,000
72210 499	Other Supplies & Materials		3,540	3,540
72210 524	In-Service/Staff Development		10,000	10,000
72210 790	Other Equipment		3,000	3,000
72710 312	Contracts with Private Agencies		10,000	10,000
72710 313	Contracts with Parents		5,000	5,000
72710 314	Contracts with Public Carriers		500	500
99100 504	Indirect Cost		3,350	3,350
Total Increase in Expenditures		\$	- \$	111,901 \$

CHANGE IN FUND BALANCE (CASH)

To budget the FY26 Title IX McKinney-Vento federal grant. The allocation of \$111,901 will fund the labor and benefits for the Students in Transition Liaison as well as phone, travel, supplies and materials, staff development and indirect Costs.


 Reviewed by Finance Director/Finance Manager 9/3/25
Date

Approved	<input checked="" type="checkbox"/>	 Director of Schools	9/3/25 Date
Declined	<input type="checkbox"/>		

Agenda Item Title: FY26 Stronger Connections Grant Funding Budget

Board Meeting Date: September 9, 2025

Department: Finance & Federal Programs

Presented by: Trey Duke, Director

Board Agenda Category:

- Consent Agenda
- Action Item
- Reports and Information

Requires City Council Approval: Yes No

Summary

On June 27, 2023, Murfreesboro City Schools was awarded \$1,105,338.94 over three years to focus on the areas of Mental Health/Social Emotional Learning for students, families, and educators. \$504,950.34 remains to be spent in FY26. With these funds, Student Support Services will expand the number of Calm Coaches funded under the Stronger Connections Grant from seven to nine which was completed in FY25. The remaining Calm Coaches will continue to be paid for through the General-Purpose fund. Schools served under the grant include Black Fox Elementary, Bradley Academy, Erma Siegel Elementary, John Pittard Elementary, Mitchell-Neilson Primary, Northfield Elementary, Overall Creek Elementary, Salem Elementary, and Scales Elementary. The budget will also include staff training for FY26.

Staff Recommendation

Approve FY26 Stronger Connections funding budget.

Fiscal Impact

\$504,950.34 in grant revenue and corresponding expenditures for the FY26 school year.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success.

Budget Overview

Murfreesboro (751) Public District - FY 2026 - Stronger Connections Grant - Rev 0 - Stronger Connections Grant

Filter by Location: ▼

Line Item Number	Account Number 71100 - Regular Instruction Program	72130 - Other Student Support	Total
163 - Educational Assistants	238,200.00		238,200.00
201 - Social Security	14,768.00	0.00	14,768.00
204 - Pensions	28,989.00	0.00	28,989.00
206 - Life Insurance	800.00	0.00	800.00
207 - Medical Insurance	62,271.00	0.00	62,271.00
208 - Dental Insurance	1,130.00	0.00	1,130.00
212 - Employer Medicare	3,497.00	0.00	3,497.00
399 - Other Contracted Services	0.00	141,448.80	141,448.80
524 - In-Service / Staff Development		13,846.54	13,846.54
Total	349,655.00	155,295.34	504,950.34
		Adjusted Allocation	504,950.34
		Remaining	0.00

D. Day 9/3/25
Bobby Duke 9/3/25

Agenda Item Title: ESP Parent Advisory Board

Board Meeting Date: September 9, 2025

Department: Extended School Program

Presented by: Trey Duke

Board Agenda Category:

Consent Agenda

Action Item

Reports and Information

Summary

As a recipient of 21st Century Community Learning Center, ESP is required to maintain a Parent Advisory Board. This Board meets twice per year, once in the Fall and once in the Spring. ESP values the opinions of the families we serve and wants to align programming with what our families desire and need for their students. The ESP Team strives to provide opportunities for student growth; academically, physically, and beyond.

2025-2026 ESP Advisory Board

Parents: Tina Mitchell, Ashley Drye, Diedra Shelley

Site Director Representative: Briesha Jelks

MCS Employee Representative: Lance Pearcy- Teacher

Liz Rueby - Principal

Central Office Representatives: Cynthia Hopkins - ESP Director

Dianne Click - ESP Accounts Manager/Grant Generalist

Stephanie Turner – ESP Enrichment Specialist

Sheri Arnette - Assistant Superintendent of Instruction

Staff Recommendation

Recommend approval of the ESP Parent Advisory Board for the 2025-2026 school year.

Fiscal Impact

The 21st Century Community Learning Grant will provide MCS with \$571,156.50 in funding for FY26. This amount was approved during the FY26 budget approval process.

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success

Agenda Item Title: 2025-2026 Community PreK Advisory Board (CPAC)

Board Meeting Date: September 9, 2025

Department: Instruction and Special Education

Presented by: Trey Duke

Board Agenda Category:

- Consent Agenda
- Action Item
- Reports and Information

Requires City Council Approval: Yes No

Summary

The Community Pre-K Advisory Council (CPAC) is a committee of members representing the local school board, parents, teachers, non-profit providers, for-profit providers, and the business community. The council shall provide input to the school district in considering the number and type of existing programs currently serving children four years of age within the geographical area served by the LEA. The CPAC committee is a requirement of the state VPK grant.

Staff Recommendation

2025-2026 Members of the City Schools CPAC:

Dr. Trey Duke	Director of Schools	Murfreesboro City Schools
Sheri Arnette	Asst Supt of Curriculum/Instruction	Murfreesboro City Schools
Angela Fairchild	Supervisor of Special Education	Murfreesboro City Schools
Jeanette Price	MCS School Board Member	Murfreesboro City Schools
Robin Newell	Preschool Principal	Murfreesboro City Schools
Roxana Dove	Preschool Specialist	Murfreesboro City Schools
Jernika Frazier	IPK Teacher / Leadership Team	Murfreesboro City Schools
Meredith Warrington	VPK Teacher / Leadership Team	Murfreesboro City Schools
Bill Shacklett	City Councilman, Business Owner	City Council, Shacklett Photography
Jacque Johnson	It Takes a Village	For-Profit Provider
Connie Casha	MTSU Dept of Education	Non-Profit Provider
Destiny Robertson	Parent	Cason Lane PreK Building
Renee Robertson	Parent	Cason Lane PreK Building
Ella Weaver	Imagination Library	United Way of Rutherford County
Jolene Radnoti	Executive Director/Chairperson	Read to Succeed
Katie Turner	Youth Services	Linebaugh Public Library System

Fiscal Impact

No Fiscal Impact

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
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- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success

Agenda Item Title: 2025-2026 Director's Performance Evaluation Instrument

Board Meeting Date: September 9, 2025

Department: Legal

Presented by: Lauren Bush

Board Agenda Category:

Consent Agenda

Action Item

Reports and Information

Requires City Council Approval: Yes No

Summary

Pursuant to State statute and Board Policy 5.803, the Board is required to annually evaluate the Director of Schools through a set of performance objectives based on the needs of the school district. The proposed Director's Performance Evaluation Instrument for 2025-2026 continues to include qualitative and quantitative objectives to evaluate the Director in the areas of job performance, student achievement, relationships with staff and personnel, relationships with Board members, and relationships with the community.

The only change for 2025-2026 is found under Performance Objective 2 on page 12 of the document. A new indicator has been added around the implementation of strategies to ensure retention of highly effective educators.

Staff Recommendation

The 2025-2026 Director's Performance Evaluation Instrument is presented for information and review.

Fiscal Impact

No fiscal impact

Connection to MCS's Five-Year Strategic Plan

- Known:** Every student will be *known* through whole-child programs and support.
- Safe:** Every student will be *safe* through equitable access to buildings, facilities, and infrastructure that meets their needs.
- Challenged:** Every student will be *challenged* by learning from highly effective educators and employees.
- Empowered:** Every student will be *empowered* through academic success



2025-2026
DIRECTOR OF
SCHOOLS
PERFORMANCE
EVALUATION
INSTRUMENT
GUIDELINES

Director of Schools Performance Evaluation Instrument Guidelines

Pursuant to Tennessee Code Annotated 49-2-203(a)(15) and Murfreesboro City School Board Policy 5.803, the Board of Education is required to annually evaluate the Director of Schools through a set of performance objectives based on the needs of the school district. Pursuant to Tenn. Code Ann. 49-2-203(a)(15), the performance evaluation instrument must address the areas of job performance, student achievement, relationships with staff and personnel, relationships with Board members, and relationships with the community.

This performance evaluation instrument provides Board members with a comprehensive performance evaluation system that complies with the statutory and policy requirements for the annual evaluation of the Director of Schools. This evaluation instrument must be supported by objective evidence and Board members must consider evidence prepared by the Director of Schools. This evaluation instrument will be updated annually in cooperation with the Board and the Director of Schools.

Evaluation Components and Rating Scales

The performance evaluation instrument shall be composed of the following sections:

Section I: Qualitative

1. **Administrator Survey:** The survey will consist of performance standards described by a list of performance indicators and will be administered to school principals and district personnel designated as "Senior Leadership" annually in May. The administrator survey will be administered anonymously.
2. **Board Observational Data:** This component will consist of performance standards described by a list of performance indicators with rating scales to be completed by Board members annually in May.

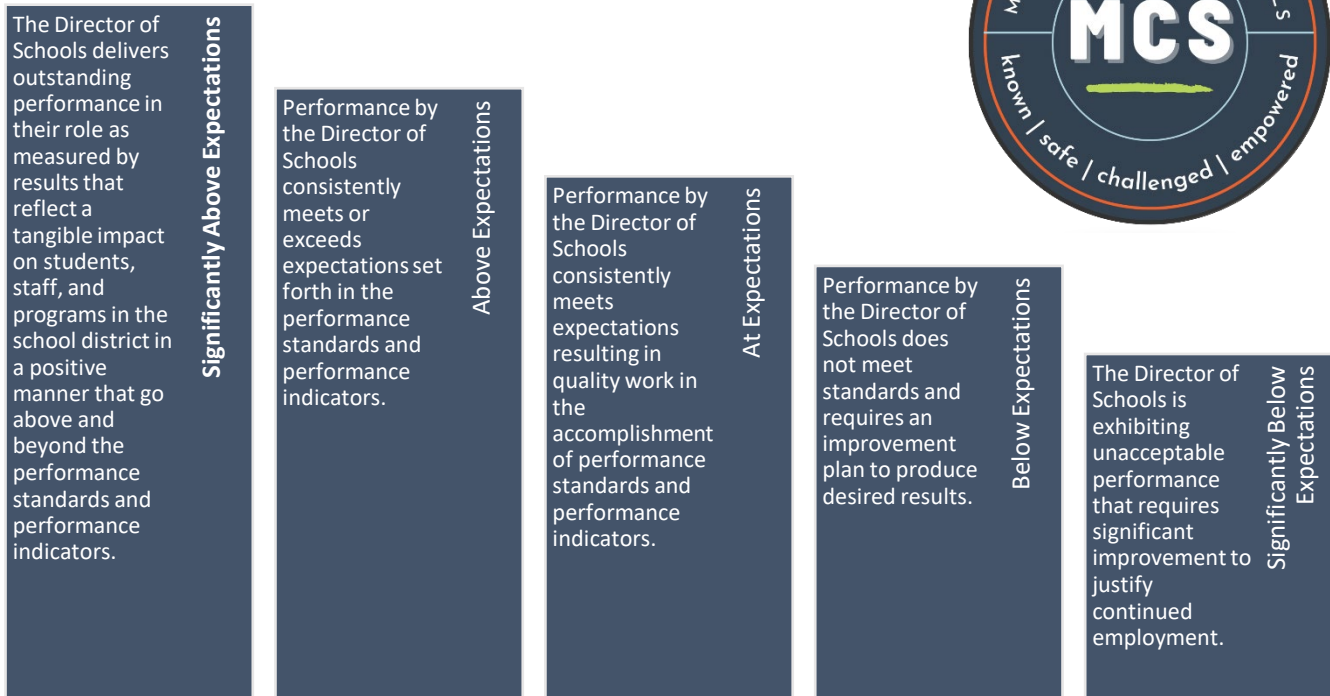
Section II: Quantitative

3. **Annual Objectives:** A rating tool to be completed Board members annually in May reviewing the Director's performance in achievement of Board goals and the district's strategic plan.

The evaluation rating scale to be used is as follows:

5	Significantly Above Expectations
4	Above Expectations
3	At Expectations
2	Below Expectations
1	Significantly Below Expectations

Explanation of Evaluation Rating Scale:



Weighted sectional averages shall be:

Section I: Qualitative

Administrator Survey	33%
Board Observational Data	33%

Section II: Quantitative

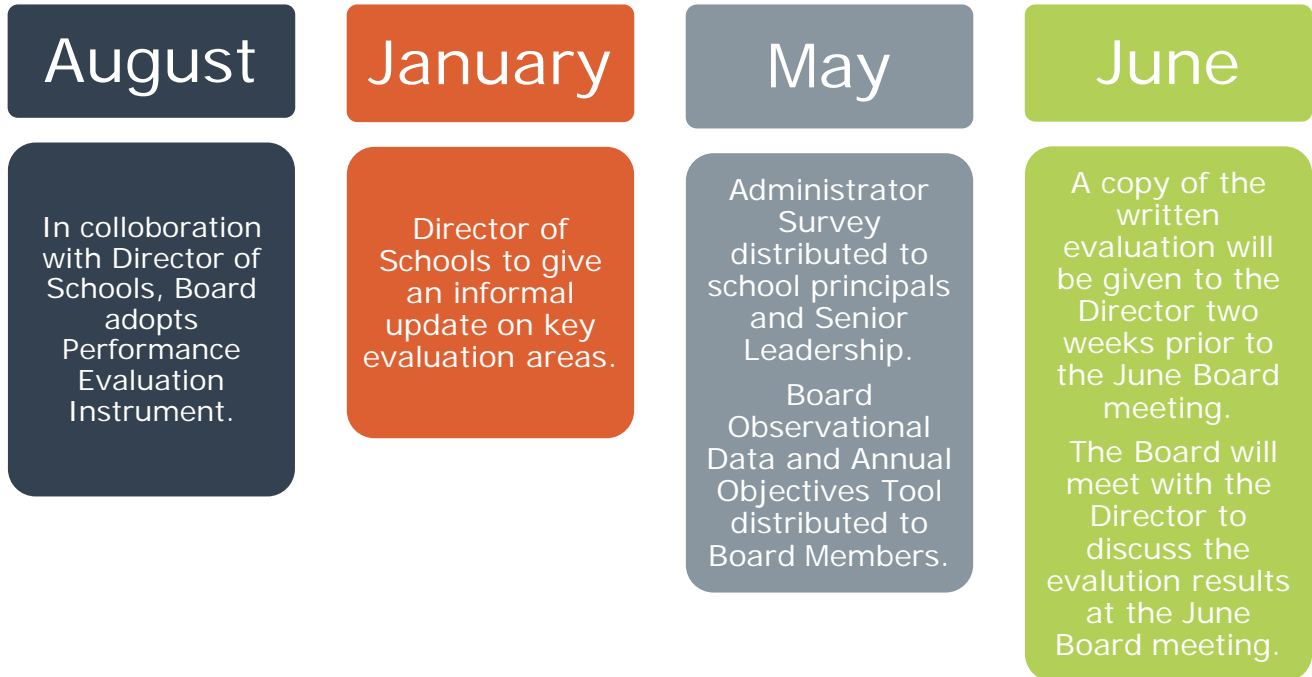
Achievement of Board Goals and Strategic Plan	33%
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A satisfactory score will be if the average overall score is 3.00 or above.

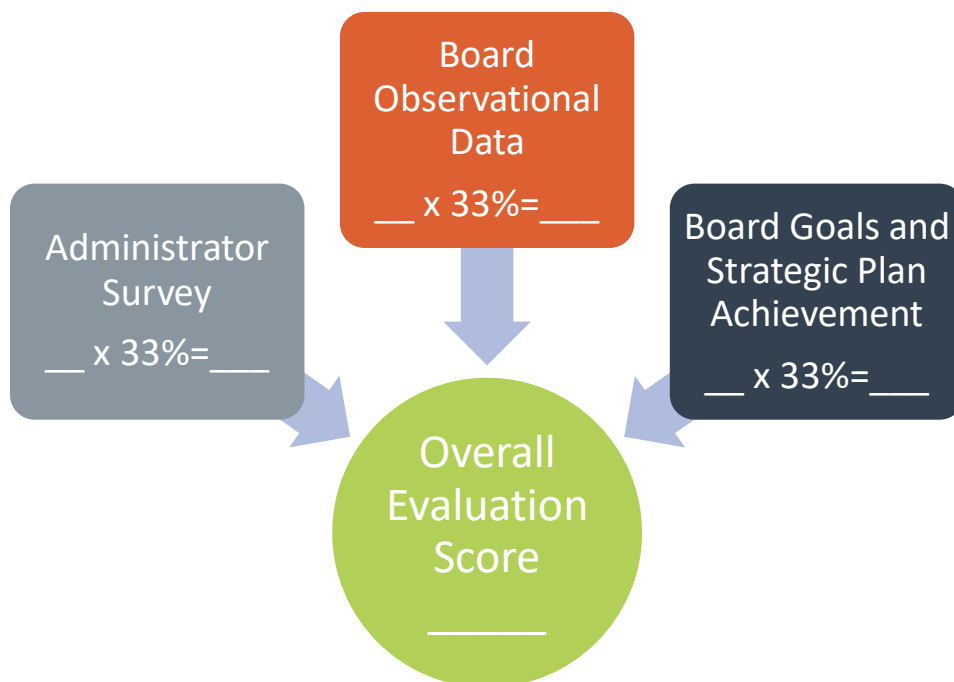
A copy of the written evaluation shall be delivered to the Director of Schools two weeks prior to the June Board meeting. The Director of Schools shall have the right to make a written or oral response to the evaluation. Any written response by the Director to the evaluation will be incorporated into the final evaluation document maintained by Murfreesboro City Schools.

Performance Evaluation Instrument Timeline

The following dates are provided for guidance in implementing the evaluation instrument, however key dates may be amended by mutual agreement of the Director of Schools and Board of Education.



Director of Schools Overall Evaluation Score





Director of Schools 2025-2026 Performance Evaluation Instrument Administrator Survey

Performance Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectation	4- Above Expectation s	3- At Expectation s	2- Below Expectation s	1- Significantly Below Expectation
The Director develops clear expectations.					
The Director models good communication skills.					
The Director is knowledgeable about the curriculum.					
The Director ensures that funds are spent wisely.					
The Director holds me accountable for my job responsibilities.					
The Director supports professional learning activities for teachers and administrators.					
The Director maintains positive relationships with administrators.					
The Director enforces Board policy in a fair and consistent manner.					
The Director ensures the safety of students and school personnel.					
The Director ensures district compliance with federal, state and local statutes, regulations, policies, and procedures.					
The Director has an effective plan to recruit competent employees.					
The Director takes an active leadership role in the instructional improvement of the district.					
The Director evaluates my performance in a fair and consistent manner.					
The Director interacts effectively with district employees.					
The Director is accessible to administrators.					
The Director develops good staff morale and loyalty to the system.					
The Director works effectively with the School Board.					
The Director involves administrators as much as possible in decision-making.					
The Director listens to suggestions from the administrative staff.					
The Director demonstrates a caring attitude.					

Administrator Comments:



Director of Schools
2025-2026 Performance Evaluation Instrument
Board Observational Data

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Vision - As the district's educational leader, the Director must articulate a strong vision for continuous improvement throughout the district. This standard evaluates the Director's focus on shaping the district's culture of teaching and learning and setting high expectations for students and staff.					
Director works collaboratively with Board members, staff, and community to develop long-term strategic plans.					
Director uses student academic achievement data and student/family demographic data to determine priorities and aligns vision and strategic plan to those identified needs.					
Director provides leadership in the development of a shared vision for educational improvement and of a strategic plan to attain that vision.					
Director clearly articulates the district's vision, strategic plan, and priorities to the community, stakeholders, and media.					
Director seeks and obtains resources necessary to support the implementation of the district's vision and strategic plan.					
Director recognizes and celebrates the contributions of school community members to the realization of the vision.					
Director provides consistent, clear communication with Board members and district stakeholders on progress towards long-term goals.					
Director monitors, evaluates, and revises strategic plan and goals to meet the needs of the district.					
Director develops, implements, promotes, and monitors a continuous improvement process through use of vision and goal setting.					
Establishes partnerships with area businesses, institutions of higher education, and community groups to make progress toward vision and strategic plan.					
Total Mean Score for Vision:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Instructional Leadership and Student Achievement – The Director is responsible for prioritizing student achievement. This standard evaluates the Director’s ability to ensure that curricular design, instructional strategies, and learning environments integrate appropriate education methods to maximize student learning and achievement.					
Director applies and communicates statistical academic data to identify strengths and weaknesses in programs and practices to ensure continuous academic growth.					
Director implements effective methods of monitoring, evaluating, and reporting student achievement.					
Director involves staff and stakeholders in the enhancement and renewal of curriculum to ensure alignment of curriculum, instruction, and assessment.					
Director reviews analyses of student academic achievement through standardized test results and other academic sources by school and by subgroup.					
Director works collaboratively with staff in using student achievement data to determine and offer relevant professional development opportunities.					
Director meets with principals and district leadership regularly to provide feedback on goal achievement and to assess ongoing school improvement efforts.					
Director reviews, reports, and responds appropriately to State accountability measures.					
Director recognizes and celebrates student accomplishments.					
Director leads district and school-level leaders in the development of specific district/school objectives and key results action plans in response to student achievement data. Director regularly monitors the implementation of action plan with leaders.					
Director identifies, clarifies, and addresses barriers to student learning.					
Director establishes comprehensive systems of academic and social supports to meet the needs of all students.					
Director provides resources and materials to accomplish instructional goals for all students.					
Total Mean Score for Student Achievement:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Organizational Management - The Director is responsible for the management of the district's resources while providing a safe and supportive learning environment for students and staff. This standard evaluates the Director's ability to manage the district's resources in an efficient, effective, and transparent manner that demonstrates prudent fiscal stewardship and an ability to adapt to emerging challenges.					
Director collaboratively plans and prepares a fiscally responsible budget to support the district's vision and strategic plan.					
Director makes sound fiscal decisions, aligning with the district's strategic plan, and establishes clear and transparent systems of fiscal control and accountability.					
Director has an effective plan to recruit and assign the best available personnel in terms of personal and professional competence.					
Director aligns and allocates the district's financial, human and material resources to the goals of the district.					
Director implements appropriate management techniques and group processes to define roles, delegate activities and responsibilities and determine accountability for goal attainment.					
Director develops, implements, and promotes procedures and practices to effectively address emergencies such as weather, threats to school, student violence, and trauma.					
Director identifies and addresses problems and challenges in a timely and effective manner, involving relevant stakeholders in analyzing problems and developing solutions.					
Director demonstrates knowledge of school facilities and develops a process that builds internal and public support for facility needs, including bond issues and capital improvement plans.					
Director utilizes external human and material resources that support or enhances the achievement of goals or objectives.					
Director provides accurate and timely reports to the Board on the financial condition of the school system.					
Director implements and enforces the district Code of Conduct effectively and consistently.					
Director acquires, allocates, and manages district resources in compliance with all applicable federal, state, and local regulations.					
Total Mean Score for Organizational Management:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Communication and Community Relations - This standard evaluates the Director's ability to communicate effectively with the broader community, including staff, students, and parents/guardians, and to actively engage the community in productive partnerships. It also focuses on the Director's advocacy on behalf of the district with other government and community officials.					
Director demonstrates effective communication skills (written, verbal and non-verbal contexts, formal and informal settings, large and small group and one-on-one environments).					
Director maintains visibility and accessibility to district staff.					
Director collaborates with staff, families and community leaders and responds to identified needs of schools, students, and staff.					
Director develops strong staff morale and loyalty to the school district.					
Director serves as an articulate spokesperson and advocate for the district and represents the district favorably, as appropriate, at the local and state level.					
Director establishes and maintains partnerships with community agencies to provide additional resources to support the district.					
Director ensures that communication occurs among the community concerning trends, issues, and potential changes to school operations.					
Director engages in ongoing dialogue with representatives of diverse community groups.					
Director develops and utilizes lines of communication with decision-makers outside of the district (e.g., community leaders).					
Director promotes and expects a district-wide climate of tolerance, acceptance, and civility.					
Director establishes a culture that encourages responsible risk-taking while requiring accountability for results.					
Director maintains a system for actively engaging the media to promote the district and provide timely, effective information.					
Director encourages parental involvement, seeks parental feedback and uses parental feedback in program planning.					
Director builds public support for the district through structured events and engagements.					
Total Mean Score for Communication and Community Relations:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Professionalism - The Director of Schools serves as a role model for staff and students. This standard evaluates the Director's ability to model professional and ethical standards and work in a collegial and collaborative manner with district stakeholders.					
Director examines personal and professional values to develop a personal and professional code of ethics that demonstrates personal integrity.					
Director demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.					
Director accepts responsibility for school operations.					
Director maintains a professional demeanor and appearance appropriate to responsibilities.					
Director protects the confidentiality of students and staff.					
Director demonstrates flexibility and a collaborative attitude in supporting the Board and staff members.					
Director participates in professional growth activities, including conferences, workshops, course work and/or membership in professional organizations at the local, state and/or national level.					
Director models and promotes multicultural awareness and the appreciation of diversity in the community.					
Director is knowledgeable about applicable laws regarding individual and group rights and responsibilities and scrupulously avoids actions that might violate those rights.					
Director models professionally appropriate communication skills, interpersonal relations, and conflict resolution skills.					
Director sets goals for self-improvement of skills and professional performance.					
Director provides staff opportunities for leadership development and implements strategies to retain high-quality personnel.					
Director provides staff with shared leadership and decision-making opportunities that promotes a climate of collaboration.					
Director treats all personnel fairly without favoritism or discrimination while demanding high performance standards.					
Director recognizes and celebrates staff for professional achievements.					
Total Mean Score for Professionalism:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2025-2026 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Governance and Board Relationships – The Director of Schools has a critical role in promoting effective, shared governance. This standard evaluates the Director’s ability to foster strong partnership with the School Board, and the Director’s ability to act in accordance with Board policies, procedures, applicable law and system of public school governance.					
Director has a positive working relationship with the Board.					
Director keeps all Board members informed, as appropriate, on issues, needs, and operation of the district, including employment, promotion, and dismissal of personnel.					
Director offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis.					
Director provides Board meeting materials that are accurate and comprehensive with all adequate background information included.					
Director maintains and improves relations with the Board through Board workshops, retreats, and training sessions.					
Director treats all Board members fairly without favoritism or discrimination.					
Director refrains from criticism of members of the Board.					
Director immediately addresses honest, objective differences of opinions between the Director and any or all members of the Board, in an earnest effort to resolve such difference immediately.					
Director seeks and accepts constructive criticism from the Board.					
Director bases position on matters requiring Board action upon principle and is willing to maintain that position without regard for popularity until a final Board action has been taken, after which time the Director will support the decision of the Board.					
Director is actively involved in the development, recommendation, and administration of Board policies.					
Director supports and enforces Board policies and informs stakeholders of changes to Board policies.					
Director develops and maintains administrative directives that support the application of Board policy.					
Director maintains understanding and respect between Board and district personnel.					
Total Mean Score for Governance and Board Relationships:					



Director of Schools 2025-2026 Performance Evaluation Instrument Achievement of Board Goals and Strategic Plan

<p>Performance Objective 1: Develop a school district strategic plan.</p> <p>The following performance indicators assess the successful implementation of performance objective 1:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Annual CIP has been revised annually to address the most pressing needs of the district.					
The Five-Year Strategic Plan is updated annually to address current needs and Director has established a tracking system to monitor implementation.					
<p>Performance Objective 2: Implement the Five-Year Strategic Plan</p> <p>The following performance indicators assess the successful implementation of performance objective 2:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Decrease the percentage of out-of-school suspensions using the State's AMO reduction target formula.					
Maintain a minimum of 10% in unassigned fund balance while proactively creating a long-term plan for fund balance reserves above 10%.					
Implement strategies to ensure teacher retention of highly effective educators.					
Create a salary comparison with neighboring districts and revise classified and certified salary scales to ensure Murfreesboro City Schools remains highly competitive in pay.					
<p>Performance Objective 3: Develop a budget for the Board as outlined in compliance with Board policy, Board annual agenda, and TDOE guidelines.</p> <p>The following performance indicators assess the successful implementation of performance objective 3:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
A budget document was presented to the Board for approval in compliance with Board policy, Board annual agenda, and TDOE guidelines.					
District budget aligns to the needs of the district and includes feedback from stakeholders.					

<p>Performance Objective 4: Ensure that there is a continuous improvement plan for student achievement and growth.</p> <p>The following performance indicators assess the successful implementation of performance objective 4:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
<p>District's final determination status based on TN accountability protocol:</p> <ul style="list-style-type: none"> - Exemplary – 5 - Advancing – 4 - Satisfactory – 3 - Marginal – 2 - In Need of Improvement – 1 <p><i>Data Source: District Heat Maps</i></p>					
<p>Success Rate Score (proficiency in ELA and Math) for "All Students" status based on TDOE Accountability Rules using AMOs/Absolute Performance:</p> <ul style="list-style-type: none"> - 4 points earned on success rate= evaluation score of 5 - 3 points earned on success rate= evaluation score of 4 - 2 points earned on success rate= evaluation score of 3 - 1 point earned on success rate= evaluation score of 2 - 0 points earned on success rate= evaluation score of 1 <p><i>Data Source: District Heat Maps</i></p>					
<p>Average Score for student subgroups (BHN, ED, EL, SWD) status based on TDOE Accountability Rules. Includes success rate, chronically out of school, English language proficiency:</p> <ul style="list-style-type: none"> - 3.1-4.0 points earned on success rate=evaluation score of 5 - 2.1-3.0 points earned on success rate=evaluation score of 4 - 1.1-2.0 points earned on success rate=evaluation score of 3 - 0.5-1.0 points earned on success rate=evaluation score of 2 - 0-0.5 points earned on success rate=evaluation score of 1 <p><i>Data Source: District Heat Maps</i></p>					
<p>TVAAS System-Wide Composite:</p> <ul style="list-style-type: none"> - 5=5 - 4=4 - 3=3 - 2=2 - 1=1 					