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[G 1] Reading/Language Arts

By Spring 2026, through the implementation of a standards align core curriculum in each ELA classroom, students will receive a high quality and equable education. Teachers and school leaders, through a comprehensive professional development program will build their pedagogy in reading, writing, and Language Arts TN standards to align with instructional shifts. Students struggling to meet academic proficiency will receive targeted intervention and supports throughout the school year based on their identified area(s) of need. Early Literacy will continue to build a comprehensive level of foundational skills by using the science of reading.

Performance Measure

Germantown High School will maintain a score of 5 for the TVAAS literacy composite while also increasing a TNReady/EOC literacy assessment proficiency from 36.9% (2024) to 42% (2026) or higher. In addition, Germantown High School will increase student on-track/mastery as measured by Spring formative assessment data.

Performance will be measured using the following tools:

District Formative Assessments

TNReady Assessment

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 1.1] Standard Aligned Core Instruction Provide daily access to a rigorous reading/language arts curriculum that will develop students' deep understanding of the content, strengthen comprehension, and promote mastery of TN Standards to ensure students are career and college ready. Teachers will design and deliver lessons aligned with standards, utilizing data-informed instruction to engage students, build on prior knowledge, and ensure mastery of Tennessee Standards, preparing students for college and careers.	[A 1.1.1] Common Formative Assessments and Supplies Create common formative assessments to track student mastery data, provide supplies, materials, equipment, and support to enhance classroom instruction.	Dr. Wesley, PLC Coach; PLCs (Subject area Teachers); Shayna Knox, Financial Secretary	10/17/2025	Title I Funding	
Benchmark Indicator **Implementation**					
* Quarterly School-wide Formative Assessments * Quarterly Formal Observation Tool **Effectiveness**					

* 60 percent or higher of the students will score 60% or better on the Quarterly School-wide Formative Assessments after each assessment * Quarterly formal observation tool will reflect that 95% of teachers will have an overall LOE score of 3 or higher.					
	[A 1.1.2] Teachers will regularly meet in PLCsPLCs will allow teachers to co-planPLCs will help teachers norm off each otherPLCs will help teachers analyze dataPLCs will help teachers share best practicesPLCs will give teachers a chance for deliberate practice.	Dr. Wesley-PLC Coach and the admin team-Dr. Stencel, Dr. Gore, Ms. Fayne, Mr. Hardy, Mr. Longino, Dr. Mitchell, and Mrs. Pirtle	05/01/2026	Title I	
	[A 1.1.3] All classrooms will implement literacy strategies Every subject will use literacy strategies and must report these strategies via lesson plans. This will re-enforce our ELA standards beyond just the one class.	GHS teachers, Dr. Wesley-PLC Coach, Dr. Gore-Vice Principal	05/21/2026	Title I	
[S 1.2] Professional Development Provide professional development for teachers, administrators, instructional leaders and district advisors on how to articulate the instructional practice shifts that will improve teachers' pedagogy of the content, master of standard look fors, students' skill set, and students' proficient reading level of grade supported texts. Benchmark Indicator **Implementation** * Weekly PLC meeting agenda and minutes * Monthly Instructional Leadership Team (ILT) agenda and minutes	[A 1.2.1] On-Campus PD Opportunities Offer a variety of ongoing, high-quality, on-campus PD opportunities in research-based best instructional practices, Social and Emotional Learning principles, technology integration, co-teaching, data analysis, behavioral interventions, and more. PD will be offered at various times and delivered in different modalities with the goal of improving instructional practices and increased student performance and achievement. PDs will be lead by PLC Coach, Lead Teachers, and Admin Team.	Dr. Stencel, Principal; Dr. Gore, Vice Principal; Dr. Wesley, PLC Coach; Admin Content Leads: Taurin Hardy, Vickie Fayne, Dr. Jarita Mitchell; ILT Members: Campbell, Nolen-Lott, Thomas, Long,	05/21/2026		

Effectiveness		Locke, Tucker, Tate			
* Weekly PLCs will result in 100% of teachers receiving departmentalized support to increase overall student achievement by 10% or higher. * Monthly ILT meetings will result in at least 95% of teachers following the instructional framework, resulting in LOE scores of level 3 or higher.					
	[A 1.2.2] Professional Development Teachers, faculty, and staff will attend conferences (virtual, local, regional, state, national, international) to gain knowledge about best instructional and behavioral practices.	Jon Stencel, Principal; Trevor Gore, VP; Joycelyn Wesley, PLCC; Assistant Principals/Adm in Leads: Payne, Hardy, Fayne, Longino, Mitchell, Pirtle ILT Members, Professional School Counselors	06/26/2026	Title I	
[S 1.3] Targeted Intervention and Personalized Learning Provide academic interventions, personalized learning activities, an individualized learning pace, and various instructional approaches designed to meet the needs of specific learners to improve student achievement. Benchmark Indicator **Implementation** * Monthly progress monitoring data * Monthly data meeting agenda and minutes	[A 1.3.1] Provide after school tutoring GHS will offer small group, targeted instruction through y intervention periods and after school tutoring to improve achievement and close gaps in reading/literacy. Teachers will maintain attendance records for students who attend intervention periods and/or after-school tutoring.	English Teacher/Tutori ng Liason-J. Henderson; ELA Teachers-A. Campbell, J. Smits, E. Vanderford, B. Crawford, J. Caldwell, S. Kirk, J. M. Smith-Parker, J. Lesh, C. Kilgore, J.	04/24/2026		

Effectiveness * Monthly progress monitoring data will reflect students increasing by at least 2-3 data points. * Monthly data team meetings will reflect at least 10% of students being able to exit RTI2 supports and interventions.		Smith, J. McGee, J. Henderson, A. James		
	[A 1.3.2] Provide Engaging Differentiation/Scaffolding Use CFA data to develop targeted enrichment and intervention support for high achieving and struggling learners. Provide access to guided notes, graphic organizers, etc. to ensure students have equitable access to content. Create a system to support student choice in assessment and assignments that meet individual needs to support mastery. Provide peer mentoring and tutoring to scaffold and support individual skill mastery. Use IEP and 504 data to accommodate and differentiate instruction to meet the individualized needs of all students.	ELA Teachers-A. Campbell, J. Smits, E. Vanderford, B. Crawford, J. Caldwell, S. Kirk, J. M. Smith-Parker, J. Lesh, C. Kilgore, J. Smith, J. McGee, J. Henderson, A. James	05/21/2026	
	[A 1.3.3] Enroll Students in Alternative Learning Platforms Utilize Memphis Virtual School's digital courseware platforms (Canvas and Grade Results) to provide individualized, personalized, and differentiated assignments to students in need of new coursework, grade repair, or credit recovery. Enroll students in Project Graduation to ensure completion of necessary credits for graduation.	Professional School Counselors: K. Cunningham, R. Clemmensen, S. Lee, P. Winston, W. Willingham, P. Tucker (Graduation Coach); Trevor Gore, Vice Principal	05/21/2026	

[G 2] Mathematics

By Spring 2026, through the implementation of a standards align core curriculum in each mathematics classroom students will receive a high quality and equable education. Teachers and school leaders, through a comprehensive professional development program will build their pedagogy in mathematic standards to align with instructional shifts. Students struggling to gain procedural and conceptual understanding to meet academic proficiency will receive targeted intervention throughout the school year.

Performance Measure

Germantown High School earned a score of 3 for the TVAAS mathematics composite while also increasing a TNReady/EOC numeracy assessment proficiency from 18% (2024) to 25% (2026) or higher. In addition, Germantown High School will increase student on-track/mastery as measured by Spring formative assessment data.

Germantown High School will improve 9-12 mathematics through the implementation of the curriculum with fidelity, rigorous professional development to support math, and a focus on differentiation of instruction to meet students where they are and move them towards mastery effectively.

Performance measures will be monitored by the following:

District Formative Assessments

TNReady Assessment

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 2.1] Standard Aligned Core Instruction Teachers will plan and execute standard aligned lessons with intentionality and focus (data-informed instruction) to provide daily access to a rigorous math curriculum that will develop students' engagement in important content, build on prior knowledge (pre-requisite skills), and promote mastery of TN Standards to ensure students are career and college ready.	[A 2.1.1] Supports Ruch Learning Environments Provide supplies, materials, equipment, and support to enhance classroom instruction and strategically build procedural skill and fluency, conceptual understanding, and application.	Dr. Joycelyn Wesley-PLC Coach; Mrs. Shaynna Knox-Financial Secretary	10/17/2025		
Benchmark Indicator **Implementation**					
* Quarterly School-wide Formative Assessments * Quarterly Formal Observation Tool **Effectiveness**					
* 60 percent or higher of the students will score 60% or better on the Quarterly School-wide Formative Assessments after each assessment * Quarterly formal observation tool will reflect that 95% of teachers will have an overall LOE score of 3 or higher.					

[A 2.1.2] Staffing and Human Capital Germantown High School Administration will recruit and continue to hire faculty/staff that supports student/teacher ratio, including professional development of returning staff members to improve numeracy and differentiated instructional practices in the math classroom.	Administration Team-Dr. Stencel; Dr. Gore; Mr. Hardy; Ms. Fayne; Mr. Longino, Ms. Pirtle, Dr. Mitchell	04/24/2026	Title I, Fund I	
[A 2.1.3] Integrated Technology in Instruction and Assessment Teachers and students will use Promethean panels, laptops, computers, LCD projectors, and other instructional technology equipment in daily instruction, with a focus on school-wide reform strategies and learning activities, to increase student academic performance. Teachers will use instructional technology and software programs to assess students' academic performance and provide timely interventions and enrichment. Teachers will use Performance Matters for common formative assessments to both track student progress towards mastery and to reflect on teaching practices to support student learning and growth.	Math Teachers-Mulb ay, Bustos, Graham, Thacker, Locke, Hershberger, Ofori, Rucker, Harris, Casey, Langridge, Leonard, Newman, Tan, Cobbins; Wesley, PLC Coach, J. Murchison, Librarian/Digita I Device Ambassador; V. Alter, Librarian; Mitchell, Admin Lead	04/24/2026	Title I, Fund 1, ISM Grant	
[A 2.1.4] Collaborative Planning Departmentalized meetings with admin, lead teachers and PLC Coach to develop CFAs and lesson plans. Collaborative learning strategies, differentiated instructional strategies, transformative data analysis, vertical alignment, and scaffolded instruction will also be modeled and discussed.	Math Teachers: Mulbay, Bustos, Graham, Thacker, Locke, Hershberger, Ofori, Rucker,	05/21/2026	Title I	

		Harris, Casey, Langridge, Leonard, Tan, Cobbins; Wesley, PLC Coach, J. Murchison, Librarian/Digita I Device Ambassador; V. Alter, Librarian; Mitchell, Admin Lead		
[S 2.2] Professional Development Provide ongoing, high quality professional development at the District and school level for school leaders, teachers, and other instructional staff that focuses on instructional shifts and strategies that result in improved student performance. Benchmark Indicator **Implementation** * Weekly PLC meeting agenda and minutes * Monthly Instructional Leadership Team (ILT) agenda and minutes **Effectiveness** * Weekly PLCs will result in 100% of teachers receiving departmentalized support to increase overall student achievement by 10% or higher. * Monthly ILT meetings will result in at least 95% of	[A 2.2.1] On campus professional development Offer a variety of ongoing, high-quality, on-campus PD opportunities in research-based best instructional practices, Social and Emotional Learning principles, co-teaching, IEP implementation, technology integration, data analysis, behavioral interventions, and more. PD will be offered at various times and delivered in different modalities with the goal of improving instructional practices and increased student performance and achievement. PDs will be lead by PLC Coach, Lead Teachers, and Admin Team.	Admin team-Dr. Stencel; Dr. Gore; Mr. Hardy; Ms. Fayne; Mr. Longino; Dr. Mitchell; Ms. Pirtle; PLC Coach-Dr. Wesley; ILT Team-Ms. Campbell; Mrs. Nolen-Lott; Mr. Thomas; Ms. Locke; Ms. Tucker; Ms. Tate; Ms. Long	09/12/2025	
teachers following the instructional framework, resulting in LOE scores of level 3 or higher.	[A 2.2.2] Teacher Mentoring and Support School admin staff, PLC Coach, and New Teacher	School admin team-Dr.	12/19/2025	

Mentors will provide on-going research-based professional development for teachers through various activities including modeling effective instructional practices, classroom and behavior management strategies, assessment techniques, technology integration, and directed teaching methods; acting as a coach and support to teachers.	Stencel; Dr. Gore; Ms. Fayne; Mr. Hardy; Mr. Longino; Dr. Mitchell, Ms. Pirtle; Dr. Wesley-PLC Coach; New Teacher Mentors		
[A 2.2.3] Schedule a day each semester when teachers will be provided a sub and complete day long enrichment meetings One day per semester, we will pay for a sub to relieve the math teachers. Those teachers will spend the day in the PLC room planning and analyzing data, or completing PD, as our needs assessment at that time deems fit.	Dr. Wesley-PLC Coach	03/20/2026	
[A 2.2.4] Weekly Content Area PLCs Admin and PLC Coach will assist general ed and sped teachers in creating, reviewing, aligning, and implementing data-driven lesson planning, assessment creation, IEP implementation, vertical alignment, district/state curriculum interpretation, coteaching, and technology integration. Admin and PLC Coach will also assist in the development of common CFAs to assess instructional effectiveness and identify students in need of intervention and/or enrichment. Teachers will individually research online PDs and effective strategies to share and model for peers monthly.	Stencel, Principal; Gore, Vice Principal; Wesley, PLC Coach; Admin Team: Fayne, Hardy, Longino, Mitchell, Pirtle; Math Teachers-Mulb ay, Bustos, Graham, Thacker, Locke, Hershberger, Ofori, Rucker, Harris, Casey, Langridge, Leonard,	05/14/2026	

		Newman, Tan, Cobbins			
	[A 2.2.5] Professional Development Teachers, faculty, and staff will attend conferences (virtual, local, regional, state, national, international) to gain knowledge about best instructional and behavioral practices.	Jon Stencel, Principal; Trevor Gore, VP; Joycelyn Wesley, PLCC; Assistant Principals/Adm in Leads: Payne, Hardy, Fayne, Longino, Mitchell, Pirtle ILT Members, Professional School Counselors	06/26/2026	Title I	
[S 2.3] Targeted Interventions and Personalized Learning Provide academic interventions, personalized learning activities, an individualized learning pace, and various instructional approaches designed to meet the needs of specific learners to improve student achievement. ** ** Benchmark Indicator **Implementation** * Monthly progress monitoring data * Monthly data meeting agenda and minutes	[A 2.3.1] Enroll Students in Alternative Learning Platforms Utilize Memphis Virtual School's digital courseware platforms (Canvas and Grade Results) to provide individualized, personalized, and differentiated assignments to students in need of new coursework, grade repair, or credit recovery. Enroll students in Project Graduation to ensure completion of necessary credits for graduation.	Professional School Counselors: K. Cunningham, R. Clemmensen, S. Lee, P. Winston, W. Willingham, P. Tucker-Gradua tion Coach; Trevor Gore, Vice Principal	05/21/2026		
Effectiveness					
* Monthly progress monitoring data will reflect					

students increasing by at least 2-3 data points. * Monthly data team meetings will reflect at least 10% of students being able to exit RTI2 supports and interventions.					
	[A 2.3.2] Offer Blocked Intervention Period Twice a Week We will use a modified block schedule to increase the total minutes spent in class, and to make it easier for teachers to remediate with students who struggle. Small group, targeted instruction through daily intervention periods and after school tutoring to improve achievement and close gaps in mathematics, specifically in procedural skill and fluency, conceptual understanding, and application. Utilize targeted instructional remediation/enrichment. Utilize all district educational platforms to support student growth. Teachers will maintain attendance records for students who attend intervention periods and/or after-school tutoring.	Dr. Gore-Vice Principal; Dr. Stencel-Princip al; Math Teachers: Mulbay, Bustos, Graham, Thacker, Locke, Hershberger, Tan, Rucker, Harris, Casey, Langridge, Newman, Leonard, Cobbins	05/15/2026		
	[A 2.3.3] School-Wide RTI2-B Program Give additional reinforcement to students who show extreme deficits through the school-wide RTI2B Program to close the gap and ensure success in the traditional classroom.	RTI2-B Committee Members: J. Mitchell, AP; R. Clemmensen, Professional School Counselor; Teachers: C. Hinds, E. Staples, S. Bustos	05/21/2026	Title I	
	[A 2.3.4] Provide Engaging Differentiation/Scaffolding Provide targeted, engaging enrichment and intervention activities to support high achieving and struggling learners. Provide access to guided notes, Powerpoints, graphic organizers, etc. Use strategic grouping to better assist students with	Math Teachers: Mulbay, Bustos, Graham, Thacker, Locke,	05/21/2026		

similar needs/pace levels. Develop alternate	Hershberger,	
assignments/assessment tools and allow students	Tan, Rucker,	
to self-select the best option that will best support	Harris, Casey,	
their learning style and allow them to demonstrate	Langridge,	
mastery of content; Weekly peer mentoring/tutoring	Leonard,	
to scaffold and support individual skill mastery. Use	Cobbins,	
IEP and 504 data to guide scaffolding and	Newman ; Dr.	
instructional accommodations for students with	Wesley, PLC	
disabilities.	Coach; Dr.	
	Mitchell, Admin	
	Lead	

[G 3] College and Career Readiness

By Spring 2026, through the implementation of early post-secondary and work-based learning opportunities Memphis-Shelby County Schools will create a support system to improve on students' ability to gain internships and industry certifications that will prepare them for the transition from high school to college and/or careers.

Performance Measure

Germantown High School will work to improve ACT scores from a mean composite of in 2023-2024 to a mean composite of for 2024-2025 as measured by fall and spring ACT tests.

Additionally, GHS will improve the Ready Graduate Rate from 41.5% (2023-2024) to 45% (2025-2026) by increasing the number of EPSOs, industry certifications, and ASVAB rates. GHS will also improve the graduation rate from 95% (2023-2024) to 97% (2025-2026).

These performance measures will be monitored by the following:

- * Early Post Secondary Opportunities being offered
- * ACT composite score (21 or higher)
- * Earnings of Industry Certifications
- * ASVAB Scores
- * Graduation Rate

Strategy	Action Step	Person Responsible	Estimated Completion Date	Funding Source	Notes
[S 3.1] Early Post-Secondary Opportunities Develop and expand opportunities for students to access multiple early post-secondary opportunities (EPSO) and advance academic courses while enrolled in high school in order to increase students' college and career readiness.	[A 3.1.1] Advanced Placement (AP), Dual Enrollment (DE), International Baccalaureate (IB), and CCTE Recruitment and Placement School will develop and execute a comprehensive recruitment and placement plan for advanced coursework and college and career technical education that will include data-driven student	Admin Team, PLC Coach, IB Coordinator, AP Coordinator, DE teachers, CCTE	05/22/2026	Title I	
Benchmark Indicator	potential identification, master schedule course				

Implementation * Quarterly report cards and progress reports * Daily exit tickets **Effectiveness** * Quarterly report cards will reflect 100% of	offering maximization, and a streamlined application process where applicable.	Department Chair			
students enrolled in advanced academics will have a passing grade of C or higher. * Daily exit tickets will reflect at least 90% of students scoring 70% or higher.					
	[A 3.1.2] Professional Development Provide ongoing, high-quality professional development at and away from the school site for administrators, teachers, other instructional staff, and parents to focus on improving access to post-secondary coursework- AP, DE, SDC, IB, CCTE.	Admin Team-Stencel, Gore, Fayne, Hardy, Longino, Mitchell, Pirtle; PLC Coach-Wesley, IB Coordinator-Tu cker, AP Coord-Pirtle, DE teachers-Wade , M. Collins, Gales, Gerst, Spears, Casey, Hinds, Staples, Coleman, Turner, Miller; CCTE Department Chair-Coleman	05/22/2026	Title I	
[S 3.2] Work-Based Learning Opportunities Assist students in early high school grades with identifying interests and career expectations as well as opportunities for internships,	[A 3.2.1] Affinity Clubs Create and recruit for student affinity clubs to engage students with opportunities to identify	Ms. Fayne, STEM Club Sponsor	05/22/2026	Title I	

apprenticeships, and industry certification.	interests and career expectations (i.e. STEM Club,				
Benchmark Indicator	Science Olympiad)				
Implementation					
Implementation					
* Semesterly review of student transcripts					
* Semesterly review of career interest inventories					
Effectiveness					
* Semesterly review of student transcripts will					
reveal that the overall distribution rate of students					
attaining 1 industrial certification and 2 EPSOs will					
increase by 5%.					
* Semesterly review of student career interest					
inventories reflects 100% in master scheduling,					
which supports at least 70% of CCTE students					
mastering competencies to complete industry certifications.					
certifications.					
	[A 3.2.2] Career Fairs	Ms. Fayne,	05/01/2026	Title I	
	Teachers will coordinate career fairs to introduce	Assistant			
	students to potential career options and	Principal,			
	professionals; CCTE hosts an annual event	College and Career			
	showcasing CCTE Career programs offered to prospective students.	Career Counselor;			
	prospective students.	Select			
		teachers			
			0.7/0.0/0.00		
	[A 3.2.3] Earn Industry Certifications	Dr. Gore-VP,	05/22/2026	Title I	
	CCTE students have the opportunity to earn	Mr.			
	industry certifications upon the completion of a CCTE course.	Longino-Assist			
	COTE COUISE.	ant Principal, and CCTE			
		Teachers-Jone			
		s, Coleman, M.			
		Collins,			
		Givens, Hill,			
		Hinds,			
		Kimmons,			
		Likley, Miller,			
		Spears,			
		Staples, Wade			

	[A 3.2.4] Work-Based Learning Students will participate in job-shadowing, apprenticeship, internship, and externship opportunities which will assist students in identifying career interests and on-the-job training.	Dr. Gore-VP, Mr. Longino-Assist ant Principal, and CCTE Teachers-Jone s, Coleman, M. Collins, Givens, Hill, Hinds, Kimmons, Likley, Miller, Spears, Staples, Wade	05/22/2026	Title I	
[S 3.3] Effective Transitions (Middle to High School to Post-Secondary) ****Provide programs and initiatives designed to prepare students, parents, and teachers for a smooth and positive transition between specific grade levels and educational placements. Benchmark Indicator **Implementation** * Quarterly report cards * Quarterly mock ACT data **Effectiveness**	[A 3.3.1] Various Expos and Open House Host annual events showcasing CCTE Career programs, affinity groups, and course offerings to prospective students.	Admin Team-Stencel, Gore, Fayne, Hardy, Longino, Mitchell, Pirtle, College and Career Counselor-Willi ngham; Teachers- L. Tate, C. Collins, E. Staples, C. Hinds	08/21/2025	Title I	
* Quarterly review of student report cards will reflect 65% of all students performing at 75% or higher in all core subject area classes. * Quarterly mock ACT data will reflect improvement in student composite scores by at least 5%.					
	[A 3.3.2] Site-Based Accountability Programs A variety of programs are geared towards students of all grades who struggle with behavior, academics, maturity, and/or organization. Meets throughout the year to focus on skills and	Admin Team-Stencel, Gore, Fayne, Hardy, Longino,	05/22/2026	Title I	

accountability to improve student performance in	Mitchell, Pirtle;
targeted problem areas.	PLC
	Coach-Wesley
	RTI2B
	Committee-Ra
	ndle, Mitchell,:
	Professional
	School
	Counselors-Cl
	emmensen,
	Cunningham,
	Lee, Winston,
	Willingham;
	Teachers-C.
	Hinds, E.
	Staples, S.
	Bustos