

# Spring Branch Independent School District

## Memorial High School

2024-2025



# Mission Statement

The mission of Memorial High School is to provide an environment which will enable students to develop and to continue the lifelong academic, cultural, and physical aspects of learning in order to foster visionary individuals who strive toward excellence with a sense of global and technological awareness and who will go forth to serve the community and world as responsible citizens.

## Vision

We, the student body, strive to surpass the standards of an exemplary school through exhibiting unity among diversity, demonstrating commitment to improving ourselves, and representing the highest degree of integrity to strengthen the future of Memorial High School by living out the Mustang Way.

Morality  
Understanding  
Spirit  
Truth  
Appreciation  
Noteworthiness  
Grit  
Self-Respect

## Core Values

**Every Child:** We put students at the heart of everything we do.

**Collective Greatness:** We, as a community, leverage our individual strengths to reach challenging goals.

**Collaborative Spirit:** We believe in each other and find joy in our work.

**Limitless Curiosity:** We never stop learning and growing.

**Moral Compass:** We are guided by strong character, ethics and integrity.

# Core Characteristics of a T-2-4 Ready Graduate

**Academically Prepared:** Every Child finds joy in learning, has a learner's mindset and is motivated and equipped with the knowledge, skills and competencies to succeed in life.

**Ethical & Service-Minded:** Every Child acts with integrity, is personally responsible for their actions and is a civically-engaged community member.

**Empathetic & Self-Aware:** Every Child appreciates differences, forms secure relationships and cares for their own and others' emotional, mental and physical health.

**Persistent & Adaptable:** Every Child is fueled by their own passions, interests and goals and perseveres with confidence and courage.

**Resourceful Problem-Solver:** Every Child thinks critically and creatively and applies knowledge to find and solve problems.

**Communicator & Collaborator:** Every Child skillfully conveys thoughts, ideas, knowledge and information and is a receptive and responsive listener.

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# Comprehensive Needs Assessment

## Demographics

### Demographics Summary

**Memorial High School** serves students in grades 9-12 within the Spring Branch Independent School District (SBISD).

Enrollment trends showed an increase of 85 students from the 2022–2023 school year to the 2023–2024 school year.

### Enrollment Trends:

2023-2024: Enrollment – 2,640

2022-2023: Enrollment – 2,555

2021-2022: Enrollment – 2,531

*Source: PEIMS OnDataSuite Fall Dashboard*

The demographic profile of the students at Memorial High School has remained relatively consistent during the past three years. The majority of the students are White, followed by Hispanic. The percent of students considered economically disadvantaged was 15.3% in 2023-2024. During the 2023-2024 school year, 9.1% of the students were identified as Emergent Bilingual/English Learner (EB/EL); 16% At-Risk; 3% Immigrant; 0.2% Homeless; 6.7% of students were identified for special education services; and 22.9% were identified for gifted and talented services.

### Demographic Trends: Race/Ethnicity

2023-2024: African American – 64 (2.4%)

2022-2023: African American – 68 (2.7%)

2021-2022: African American – 61 (2.4%)

2023-2024: American Indian-Alaskan Native – \*

2022-2023: American Indian-Alaskan Native – \*

2021-2022: American Indian-Alaskan Native – 5 (0.2%)

2023-2024: Asian – 443 (16.8%)

2022-2023: Asian – 436 (17.1%)

2021-2022: Asian – 421 (16.6%)

2023-2024: Hispanic – 633 (24.0%)

2022-2023: Hispanic – 594 (23.3%)

2021-2022: Hispanic – 574 (22.7%)

2023-2024: Native Hawaiian-Pacific Islander – 0 (0.0%)  
2022-2023: Native Hawaiian-Pacific Islander – 0 (0.0%)  
2021-2022: Native Hawaiian-Pacific Islander – 0 (0.0%)

2023-2024: White – 1,370 (51.9%)  
2022-2023: White – 1,339 (52.4%)  
2021-2022: White – 1,361 (53.8%)

2023-2024: Two-or-more – 128 (4.9%)  
2022-2023: Two-or-more – 115 (4.5%)  
2021-2022: Two-or-more – 109 (4.3%)

*Source: PEIMS OnDataSuite Fall Dashboard*

*\*Fewer than five students not shown*

**Additional Student Information:**

2023-2024: At-Risk – 422 (16.0%)  
2022-2023: At-Risk – 428 (16.8%)  
2021-2022: At-Risk – 395 (15.6%)

2023-2024: Economically Disadvantaged – 403 (15.3%)  
2022-2023: Economically Disadvantaged – 398 (15.6%)  
2021-2022: Economically Disadvantaged – 360 (14.2%)

2023-2024: Emergent Bilingual/English Learner – 239 (9.1%)  
2022-2023: Emergent Bilingual/English Learner – 194 (7.6%)  
2021-2022: Emergent Bilingual/English Learner – 164 (6.5%)

2023-2024: Gifted and Talented – 604 (22.9%)  
2022-2023: Gifted and Talented – 602 (23.4%)  
2021-2022: Gifted and Talented – 575 (22.7%)

2023-2024: Homeless – 6 (0.2%)  
2022-2023: Homeless – 10 (0.4%)  
2021-2022: Homeless – \*

2023-2024: Immigrant – 80 (3.0%)  
2022-2023: Immigrant – 37 (1.5%)  
2021-2022: Immigrant – 47 (1.9%)

2023-2024: Migrant – 0 (0.0%)  
2022-2023: Migrant – 0 (0.0%)  
2021-2022: Migrant – 0 (0.0%)

2023-2024: Special Education – 177 (6.7%)  
2022-2023: Special Education – 148 (5.6%)  
2021-2022: Special Education – 141 (5.6%)  
*Source: PEIMS OnDataSuite Fall Dashboard*  
*\*Fewer than five students not shown*

**Attendance Rates:**

2021-2022: 94.2%  
2020-2021: 95.6%  
2019-2020: 98.2%

*Source: Texas Academic Performance Report (TAPR)*

**Chronic Absenteeism:**

2021-2022: 14.1%  
2020-2021: 10.7%  
2019-2020: 4.9%

*Source: Texas Academic Performance Report (TAPR)*

**Demographics Strengths**

- Student enrollment is stable
- Opportunity to serve diverse student groups
- Students from various cultures learn and work together

**Problem Statements Identifying Demographics Needs**

**Problem Statement 1:** Not all demographic populations have achieved their full potential academically or behaviorally. **Root Cause:** A diverse population requires deep understanding of the needs of various learners while implementing a common set of values and expectations as a school.

**Problem Statement 2:** A small percentage of our students need support increasing their language proficiency levels in listening, speaking, reading and writing. **Root Cause:** Our EB population is small and tends to be overlooked when in non-sheltered classes.

# Student Achievement

## Student Achievement Summary

**Memorial High School** implements a rigorous curriculum that is aligned to state standards and continuously revised to produce and prepare all students towards T-2-4 district goals. Students will master rigorous academic standards to ensure college and career readiness. We believe campus administrators and teachers are members of the campus' Professional Learning Communities (PLC). PLC in SBISD is an ongoing collaborative team process used to establish a school-wide culture that develops teacher leadership explicitly focused on building and sustaining school improvement efforts.

A top priority in SBISD is literacy. Students receive the opportunity and skill set to experience meaningful literacy experiences that are rigorous and engaging. With their peers, students in SBISD listen, speak, read and write through the content areas with a commitment that they will become lifelong readers and writers. SBISD is driven by standards, focused on strategies, differentiated, and guided by student data. Numeracy is also a top priority in SBISD. Our goal is to provide academic experiences that build confident and creative mathematical thinkers. Students identified for special education (SPED) services or as Emergent Bilingual/English Learner (EB/EL) are also a district focus.

### **Below is a summary of the End of Course (EOC) STAAR Redesign passing rates for 2023 (Baseline Year):**

EOC English I - 93% Approaches; 82% Meets; 39% Masters  
EOC English II - 95% Approaches; 86% Meets; 22% Masters  
EOC Algebra I - 87% Approaches; 45% Meets; 17% Masters  
EOC Biology - 99% Approaches; 87% Meets; 54% Masters  
EOC U.S. History - 99% Approaches; 94% Meets; 74% Masters

SPED All Grades All Subjects - 83% Approaches; 49% Meets; 13% Masters

EB/EL All Grades All Subjects - 84% Approaches; 52% Meets; 18% Masters  
*Source: 2022-2023 Texas Academic Performance Report (TAPR)*

### **Average SAT Scores:**

2022: Evidence-Based Reading and Writing (EBRW) – 596  
2021: Evidence-Based Reading and Writing (EBRW) – 593  
2020: Evidence-Based Reading and Writing (EBRW) – 601

2022: Mathematics – 605

2021: Mathematics – 599  
2020: Mathematics – 608

*Source: Texas Academic Performance Report (TAPR)*

### **4-Year Graduation Rate:**

Class of 2022: 94.6%  
Class of 2021: 96.5%  
Class of 2020: 95.6%

*Source: Texas Academic Performance Report (TAPR)*

**Career College Military Readiness (CCMR):**

Class of 2022: 84%

Class of 2021: 85%

Class of 2020: 87%

*Source: Texas Academic Performance Report (TAPR)*

**Student Achievement Strengths**

- Academic performance for students served in special education improved/maintained
- Academic performance for students identified as Emergent Bilingual/English Learner improved/maintained
- Annual graduation rate improved/maintained

**Problem Statements Identifying Student Achievement Needs**

**Problem Statement 1:** Parent involvement, especially with diverse populations, and community partnerships are not as strong as we would like. **Root Cause:** There may be limited opportunities in activities parents/community members feel confident in participating and because of parents working multiple jobs to support family, language barriers and time.

**Problem Statement 2:** Not all demographic populations have achieved their full potential academically or behaviorally. **Root Cause:** A diverse population requires deep understanding of the needs of various learners while implementing a common set of values and expectations as a school.

# Staff Recruitment and Retention

## Staff Recruitment and Retention Summary

The Talent strategy is to recruit and retain the best employees at **Memorial High School** to support students. For employees and support personnel, this includes recruitment processes and hiring practices to develop and retain staff to meet the unique needs of each department and/or campus. Increased creativity and flexibility in our staffing, compensation, and benefit plans will help SBISD attract and retain qualified individuals. In order to meet our strategic goals, attract and retain the best talent, we focus our efforts on the following key areas:

- Recruitment and Retention of instructional, non-instructional, paraprofessional, and auxiliary staff
- Onboarding processes
- Staffing and Performance Management
- Competitive Compensation and Benefits
- Benefits Training opportunities

### Teacher by years of experience:

2023-2024: Beginning – 2.8 FTE (2.0%)

2022-2023: Beginning – 2.0 FTE (1.4%)

2021-2022: Beginning – 4.2 FTE (2.8%)

2023-2024: 1-5 Years – 22.2 FTE (15.5%)

2022-2023: 1-5 Years – 27.5 FTE (19.2%)

2021-2022: 1-5 Years – 28.1 FTE (18.6%)

2023-2024: 6-10 Years – 34.2 FTE (23.9%)

2022-2023: 6-10 Years – 35.0 FTE (24.5%)

2021-2022: 6-10 Years – 32.0 FTE (21.1%)

2023-2024: 11-20 Years – 47.3 FTE (33.0%)

2022-2023: 11-20 Years – 42.7 FTE (29.9%)

2021-2022: 11-20 Years – 50.2 FTE (33.2%)

2023-2024: Over 20 Years – 36.6 FTE (25.6%)

2022-2023: Over 20 Years – 35.8 FTE (25.1%)

2021-2022: Over 20 Years – 36.9 FTE (24.4%)

2023-2024: Total – 143.2 FTE (100%)

2022-2023: Total – 142.9 FTE (100%)

2021-2022: Total – 151.4 FTE (100%)

Source: PEIMS OnDataSuite, Fall Core Teacher Summary Report

## Staff Recruitment and Retention Strengths

- Regular faculty meetings promote open discussions regarding campus and district issues
- Minimal discipline issues
- Staff engaged in the PLC process as active participants in data analysis to better understand low performing areas and target individual student needs

### **Problem Statements Identifying Staff Recruitment and Retention Needs**

**Problem Statement 1:** Challenging behaviors continue to interrupt good first instruction. **Root Cause:** New teachers and experienced teachers all need to have a broader toolbox of skills to deal with students with challenging behaviors.

**Problem Statement 2:** There is a lack consistency across teacher groups regarding the use of a cell phone in class. **Root Cause:** Teachers have autonomy to set up their classes in a way that works for them.

# Family and Community Engagement

## Family and Community Engagement Summary

### FAMILY ENGAGEMENT

**Memorial High School** provides a sustained and strategic focus on educating, engaging and empowering families that are aligned with the SBISD Family E3 framework, focusing on building the capacity of families and staff to work together for student academic success. The Share a Smile Customer Service commitments are embedded into the Family E3 expectations, emphasizing the importance of customer service at our campus. The campus Translation and Interpretation Procedure asserts our commitment to provide families with information they can understand. Families are invited to attend campus and district events. The Family E3 team conducts an annual needs assessment with our campus to determine family engagement strengths and areas of support.

### COMMUNITY ENGAGEMENT

**Memorial High School** works closely with the SBISD Community Engagement Division to support meaningful, strategic two-way engagement of families, community members, partners, and volunteers. The district traditionally has a large and very committed network of partners and **12,000+** volunteers. During the summer, the Community Engagement team conducts a needs assessment with our campus to determine community engagement strengths and areas of support. We welcome and value volunteers who serve on our campus as mentors and tutors to support student success.

## Family and Community Engagement Strengths

### FAMILY ENGAGEMENT

- Active PTA
- Communities in Schools (CIS) provides specialized supports for our students and families
- Hosted family events such as: Meet the Mustangs, Open House, New Parent Orientation

### COMMUNITY ENGAGEMENT

- Expanded community partnerships to include Booster Clubs, PTA and Community in Schools
- The award-winning and nationally recognized Spring Board and Collegiate Challenge Mentoring programs support our students.

## Problem Statements Identifying Family and Community Engagement Needs

**Problem Statement 1:** Parent involvement, especially with diverse populations, and community partnerships are not as strong as we would like. **Root Cause:** There may be limited opportunities in activities parents/community members feel confident in participating and because of parents working multiple jobs to support family, language barriers and time.

**Problem Statement 2:** Our email communication with our families are often returned undeliverable because the email addresses are no longer valid or were inputted incorrectly. **Root Cause:** A portion of our community does not fill out the student verification forms online at the beginning of the year.

# Goals

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 1: ACHIEVEMENT:** By June 2025, Memorial High School will increase student performance on STAAR Redesign end-of course exams in reading and math by at least 5 percentage points in approaches, 5 percentage points in meets, and 5 percentage points in masters.

2023-24: Reading: 92% (approaches), 86% (meets), 33% (masters); Math: 93%(approaches), 71% (meets), 35% (masters)

2022-23: Reading: 94% (approaches), 84% (meets), 31% (masters); Math: 91% (approaches), 60% (meets), 30% (masters) Baseline Year

**Evaluation Data Sources:** 2023 Texas Academic Performance Report and 2024 Texas Education Agency Data Tables

## Strategy 1 Details

**Strategy 1:** The Algebra 1 team is scaffolding instruction to best fill the gaps of under performing students. The team has identified one essential standard each nine weeks where students will reach 100% mastery on that standard. The English 1 and 2 teams are scaffolding instruction to best fill the gaps of under performing students. The team has identified two essential standards each nine weeks where students will reach 100% mastery on those standards.

**Strategy's Expected Result/Impact:** Increase the number of students meeting standard in reading and math.

**Staff Responsible for Monitoring:** ILT

**TEA Priorities:**

Build a foundation of reading and math

**- ESF Levers:**

Lever 1: Strong School Leadership and Planning

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 2: STUDENT GROWTH:** Memorial High School will increase the percentage of students demonstrating STAAR Redesign academic growth in reading and math by 5 percentage points or  $\geq$  to 85%.

2023-24: School Progress-Annual Growth /Accelerated Learning: 76%/44% (Reading); 59%/47% (Math)

2022-23: School Progress-Annual Growth /Accelerated Learning: 77%/67% (Reading); 72%/59% (Math) Baseline Year

**Evaluation Data Sources:** 2024 Texas Academic Performance Report and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Use an instructional planning protocol coupled with Lead4Ward resources to deepen understanding of TEKS, instructional implications, and possible misconceptions.</p> <p><b>Strategy's Expected Result/Impact:</b> Increase percentage of students demonstrating STAAR Redesigned academic growth in reading and math.</p> <p><b>Staff Responsible for Monitoring:</b> ILT, Department Chairs and Team Leads</p> <p><b>TEA Priorities:</b> Build a foundation of reading and math</p> <p><b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning</p> <p><b>Funding Sources:</b> Lead4Ward Resources - 199 PIC 11 - Instructional Services - \$5,000</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 3: CLOSING THE GAPS:** By June 2025, Memorial High School will increase the percentage of academic achievement indicators on track to meet or exceed interim targets in the redesigned closing the gaps domain by 3 component points.

2023-24: 25 of 32 Academic Achievement Points Met; 78.1% Component Points

2022-23: 25 of 32 Academic Achievement Points Met; 78.1% Component Points (Baseline Year)

**Evaluation Data Sources:** 2023 Federal Identification of Schools and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Intentionally track individual student performance on identified essential standards in all core content areas.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased percentage of academic achievements at the meets and masters performance level as measured by Domain 3.</p> <p><b>Staff Responsible for Monitoring:</b> ILT</p> <p><b>TEA Priorities:</b> Build a foundation of reading and math</p> <p><b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 4: ENGLISH LANGUAGE ACQUISITION PROGRESS:** By June 2025, the rate of Emergent Bilingual/English Learners increasing at least one composite score level on TELPAS will meet or exceed the expected growth target for English Language Proficiency Status.

2023-24: TELPAS Progress Rate 63%

2022-23: TELPAS Progress Rate 66% (Baseline Year)

**Evaluation Data Sources:** 2023 Federal Identification of Schools and 2024 Texas Education Agency Data Tables

Strategy 1 Details
<p><b>Strategy 1:</b> Continue to train and implement Talk Read Talk Write (TRTW) in EOC tested and Sheltered content areas.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased percentage of Emergent Bilinguals advancing at least one composite score as measured by TELPAS.</p> <p><b>Staff Responsible for Monitoring:</b> ILT, EB Teacher</p> <p><b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 5: COLLEGE, CAREER, MILITARY READINESS (CCMR):** By June 2025, Memorial High School will increase the percent of graduates achieving College, Career, Military Readiness status by at least 3 percentage points.

Class of 2023: 92% of graduates met CCMR indicator

Class of 2022: 84% of graduates met CCMR indicator

Class of 2021: 85% of graduates met CCMR indicator

**Evaluation Data Sources:** Texas Academic Performance Report and 2024 Texas Education Agency Data Tables

**Strategy 1 Details**

**Strategy 1:** Increase the number of students who earn a TEA-approved Industry Based Certification, complete a college level dual credit/enrollment course, complete a College Bridge course and earn college credit on AP Exams.

**Strategy's Expected Result/Impact:** Increased percentage of graduates receiving CCMR status.

**Staff Responsible for Monitoring:** Principal, Counselors, English IV Team

**TEA Priorities:**

Connect high school to career and college

**- ESF Levers:**

Lever 1: Strong School Leadership and Planning

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 6: GRADUATION:** Increase the graduation rates of 4-year, 5-year, and 6-year cohorts by 2 percentage points or  $\geq 98\%$ .

Class of 2023: 4-year rate = 95.0%; 5-year rate = 95.1% (C/O 2022); 6-year rate = 97.8% (C/O 2021)

Class of 2022: 4-year rate = 94.6%; 5-year rate = 97.7% (C/O 2021); 6-year rate = 96.8% (C/O 2020)

Class of 2021: 4-year rate = 96.5%; 5-year rate = 96.5% (C/O 2020); 6-year rate = 96.0% (C/O 2019)

**Evaluation Data Sources:** Texas Academic Performance Report

Strategy 1 Details
<p><b>Strategy 1:</b> The counseling team will meet with every 9th grader to develop their four year plan and every 11th grader to develop their post-secondary plan.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased graduation rates.</p> <p><b>Staff Responsible for Monitoring:</b> Principal, Counselors, One Goal Team</p> <p><b>TEA Priorities:</b> Connect high school to career and college</p> <p><b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning</p>

**Goal 1: STUDENT ACHIEVEMENT.** Memorial High School students will master rigorous academic standards to ensure college and career readiness.

**Performance Objective 7: POST-SECONDARY ENROLLMENT:** For the graduating class, 86% of Memorial High School graduates will have enrolled successfully in a post-secondary option (T-2-4).

Class of 2023: 83% enrolled in fall following graduation

Class of 2022: 84% enrolled in fall following graduation

Class of 2021: 82% enrolled in fall following graduation

**Evaluation Data Sources:** National Student Clearinghouse (data reported as of the fall after graduation)

Strategy 1 Details
<p><b>Strategy 1:</b> MHS will continue to work with Collegiate Challenge, One Goal, Emerge and the Mentoring Program to increase post secondary enrollment in Naviance.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased percentages of graduates enrolled successfully in post-secondary programs.</p>

**Goal 2: STUDENT SUPPORT.** Memorial High School students will benefit from multi-tiered systems of support.

**Performance Objective 1: CORE CHARACTERISTICS OF A T-2-4 READY GRADUATE:** By June 2025, Memorial High School will implement at least three strategies that advance the focus on Core Characteristics for every child.

**Evaluation Data Sources:** Campus calendar and newsletters

<b>Strategy 1 Details</b>
<b>Strategy 1:</b> Implement a campus clean up day in the fall and the spring to instill in students the importance of giving back to your school. <b>Strategy's Expected Result/Impact:</b> Increase the overall rating of Ethical and Service minded students.
<b>Strategy 2 Details</b>
<b>Strategy 2:</b> Implement a De-Stress Fest to enable students to practice self care. <b>Strategy's Expected Result/Impact:</b> Increase the overall of rating and being empathetic and self-aware.
<b>Strategy 3 Details</b>
<b>Strategy 3:</b> Create advisory lessons that teach students how to analyze their current academic progress and build in accountability for high-quality work. <b>Strategy's Expected Result/Impact:</b> Increase the overall rating of being academically prepared.

**Goal 2: STUDENT SUPPORT.** Memorial High School students will benefit from multi-tiered systems of support.

**Performance Objective 2: POST-SECONDARY PLANNING:** Memorial High School students will engage in activities that will prepare them to meet graduation requirements and pursue a viable post-secondary outcome.

**Evaluation Data Sources:** Naviance Reports, Skyward Reports

Strategy 1 Details
<p><b>Strategy 1:</b> MHS will continue to work with Collegiate Challenge, One Goal, Emerge and the Mentoring Program to increase post secondary enrollment in Naviance.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased number of students meeting graduation requirements.</p>

**Goal 2: STUDENT SUPPORT.** Memorial High School students will benefit from multi-tiered systems of support.

**Performance Objective 3: STUDENT ATTENDANCE:** By June 2025, student attendance at Memorial High School will increase or will be  $\geq 98\%$ .

**Evaluation Data Sources:** Skyward data and Texas Academic Performance Report

Strategy 1 Details
<p><b>Strategy 1:</b> Generate weekly attendance reports that identify students with excessive absences.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased attendance percentage.</p> <p><b>Staff Responsible for Monitoring:</b> Assistant Principals</p>

**Goal 2: STUDENT SUPPORT.** Memorial High School students will benefit from multi-tiered systems of support.

**Performance Objective 4: DROPOUT PREVENTION:** By June 2025, Memorial High School will increase the number of students on track to graduate with their cohort.

**Evaluation Data Sources:** Skyward data

Strategy 1 Details
<p><b>Strategy 1:</b> Counselors will meet monthly with the Assistant Principals to develop a plan for those students at risk of dropping out of school.</p> <p><b>Strategy's Expected Result/Impact:</b> Increase the number of students on track to graduate on time.</p>

**Goal 3:** SAFE SCHOOLS. Memorial High School will ensure a safe and secure learning environment.

**Performance Objective 1:** SAFE SCHOOL ENVIRONMENT: Align academic, behavior, and discipline systems to support a safe campus culture and maximize student learning.

**Evaluation Data Sources:** Discipline Data Dashboard, Review effectiveness of Behavior Intervention Plans

Strategy 1 Details
<p><b>Strategy 1:</b> Calibrate discipline consequence administration with assistant principals to ensure alignment across grade levels.</p> <p><b>Strategy's Expected Result/Impact:</b> Maximized student learning</p>

**Goal 3: SAFE SCHOOLS.** Memorial High School will ensure a safe and secure learning environment.

**Performance Objective 2: SAFETY COMMITTEE:** Strengthen school safety by establishing and conducting Campus Safety Committee reviews throughout the school year.

**Evaluation Data Sources:** Campus Safety Committee roster and calendar

Strategy 1 Details
<p><b>Strategy 1:</b> Establish Campus Safety Committees composed of a cross section of stake holders to look at matters related to campus safety.</p> <p><b>Strategy's Expected Result/Impact:</b> Refined ongoing safety practices.</p>

**Goal 3: SAFE SCHOOLS.** Memorial High School will ensure a safe and secure learning environment.

**Performance Objective 3: EMERGENCY OPERATIONS:** Maintain Campus Emergency Operations Procedures (EOP) that comply with SB 11, and include Standard Operating Procedures.

**Evaluation Data Sources:** Campus Emergency Operation Procedures Documents

Strategy 1 Details
<p><b>Strategy 1:</b> Update campus EOPs annually and train staff at the start of each school year.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased staff awareness of safety operating procedures.</p> <p><b>Staff Responsible for Monitoring:</b> Campus Safety Officer</p>

**Goal 4: FISCAL RESPONSIBILITY.** Memorial High School will ensure efficient and effective fiscal management of resources and operations.

**Performance Objective 1: FINANCIAL MANAGEMENT:** Maintain high quality financial management practices.

**Evaluation Data Sources:** Year-To-Date (YTD) Budget Reports (monthly, quarterly, annually)

Strategy 1 Details
<p><b>Strategy 1:</b> Conduct frequent budget meetings with Bookkeeper to review and manage money.</p> <p><b>Strategy's Expected Result/Impact:</b> Error free records</p> <p><b>Staff Responsible for Monitoring:</b> Principal and Bookkeeper</p>

# Campus Funding Summary

199 PIC 11 - Instructional Services					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	2	1	Lead4Ward Resources		\$5,000.00
<b>Sub-Total</b>					\$5,000.00
<b>Budgeted Fund Source Amount</b>					\$142,940.00
<b>+/- Difference</b>					<b>\$137,940.00</b>
199 PIC 22 - Career & Technology					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$43,505.00
<b>+/- Difference</b>					<b>\$43,505.00</b>
199 PIC 23 - Special Education					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$1,710.00
<b>+/- Difference</b>					<b>\$1,710.00</b>
199 PIC 24 - At Risk					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$9,600.00
<b>+/- Difference</b>					<b>\$9,600.00</b>
199 PIC 25 - ESL/Bilingual					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00

199 PIC 25 - ESL/Bilingual					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
<b>Budgeted Fund Source Amount</b>					\$5,975.00
<b>+/- Difference</b>					\$5,975.00
199 PIC 99 - Undistributed					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
					\$0.00
<b>Sub-Total</b>					\$0.00
<b>Budgeted Fund Source Amount</b>					\$62,500.00
<b>+/- Difference</b>					\$62,500.00
<b>Grand Total Budgeted</b>					\$266,230.00
<b>Grand Total Spent</b>					\$5,000.00
<b>+/- Difference</b>					\$261,230.00