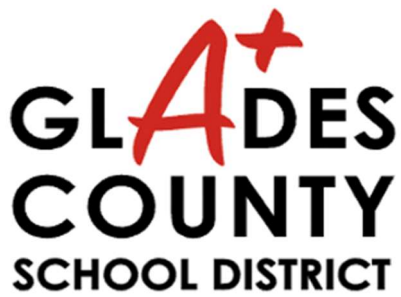


GLA⁺DES
COUNTY
SCHOOL DISTRICT
STRATEGIC PLAN



Glades County School District
Address: 400 10th Street, PO Box 459, Moore Haven, FL 33471
Phone: (863) 946-2083
Website: www.gladesedu.org
Social media: Facebook: @GladesEDU

Table of Contents

MESSAGE FROM THE SUPERINTENDENT.....4
ABOUT GLADES SCHOOL DISTRICT.....5
STRATEGIC PLANNING PROCESS.....8
OUR GOALS.....9
GOAL 1: Academic Achievement and Postsecondary Success.....10
GOAL 2: District Cohesion, Culture, and Climate.....11
GOAL 3: Teacher Recruitment and Retention.....12
GOAL 4: Strategic Resource Allocation.....13
APPRECIATION.....14

MESSAGE FROM THE SUPERINTENDENT

Dear Parents, Staff, and Community,

It is with an extreme sense of joy that I proudly present to you the five-year strategic plan for the Glades County School District. This plan is the collaborative work of our entire county, and I thank all of you that participated in this effort.

The very term “strategy” refers to the deliberate choices we are making to focus our efforts in the years ahead. In some cases, this will mean staying the course to sustain successes already in place. In other instances, we are defining new areas of investment and development to achieve our goals. I hope the strategy outlined in the following pages provides you with a clear sense of our mission, values, and belief that all of our students deserve a world-class education that will prepare them for success in college, career, and life.

The ambitious plans defined in this strategy will only be realized through the continued collaboration and support within our community that remain essential to the success of the Glades County School District. In short, the multitude of voices that shaped this strategy will be equally important in the successful implementation of these ideas.

The path forward is an exciting one and I am honored to be leading you as we chart this course together on behalf of our students. What has been most exciting about these conversations is the obvious pride that our community has in its public school system. At the same time, there was a clear understanding that we must leverage our many strengths as we address current challenges and the evolving expectations for our students once they leave our schools.

What is important to note is that this Strategic Plan is a living document, and as such, will change, adapt, and grow as time passes and new situations arise. Together, we are placing each student on a trajectory to graduate and to succeed beyond graduation. As a school district, we will continue to set the bar high. Given the strength and resilience of our students and staff, we will accomplish our goals. Through the pages of this Strategic Plan, a consistent thread of pride and desire to implement best practices runs through the fabric of Glades County School District.

As always, I remain humbled to have led you through this Strategic Planning Process for the first time in our school district’s history. I stand ready to continue to focus on the needs of our students while building on the traditions that make our district so very special. I am honored to lead our county on an innovative journey, reaching one remarkable destination!

In education,
Dr. Alice E. Barfield

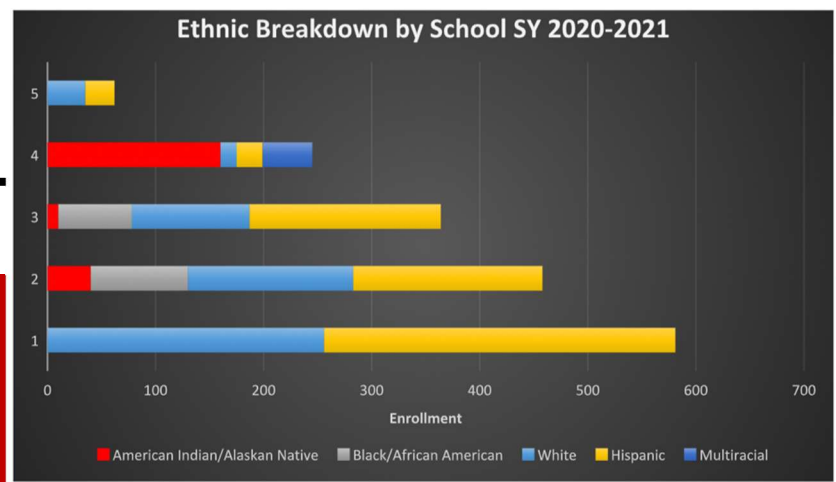


ABOUT

GLADES SCHOOL DISTRICT

The Glades County School District is South Central Florida's picturesque, personalized school district. Glades County is a tight-knit community located on the western shores of Lake Okeechobee, where nature, academics and athletics shine. From action-packed traditional festivals to locally owned businesses, our four schools are nestled inside a supportive educational environment that is perfect for any family.

Currently, we have 1,650 students. Our smaller size allows for a more personalized educational experience. We offer a supportive teaching environment for both students and educators. We take great pride in our outstanding parental involvement and community support. The Moore Haven High School Scholarship Organization offers scholarships to all graduating Seniors, and The Glades Education Foundation provides unique funding opportunities to students, teachers, and our schools.



MISSION

The Mission of the Glades County School Board, administration, teachers, and staff is to focus all students on academics, attendance, higher test scores, respect and values through positive student, parent, and community involvement.



Moore Haven Elementary School

- Pre Kindergarten-5th Grade Community School
- Weekly PLC collaboration to make data driven instructional decisions
- Arts programs including dance, drama, art, and music
- Focus on whole child education
- Small School environment that feels like family
- VPK Program
- Abundance of technology/programs for students and staff
- Majority of staff "homegrown"

West Glades School

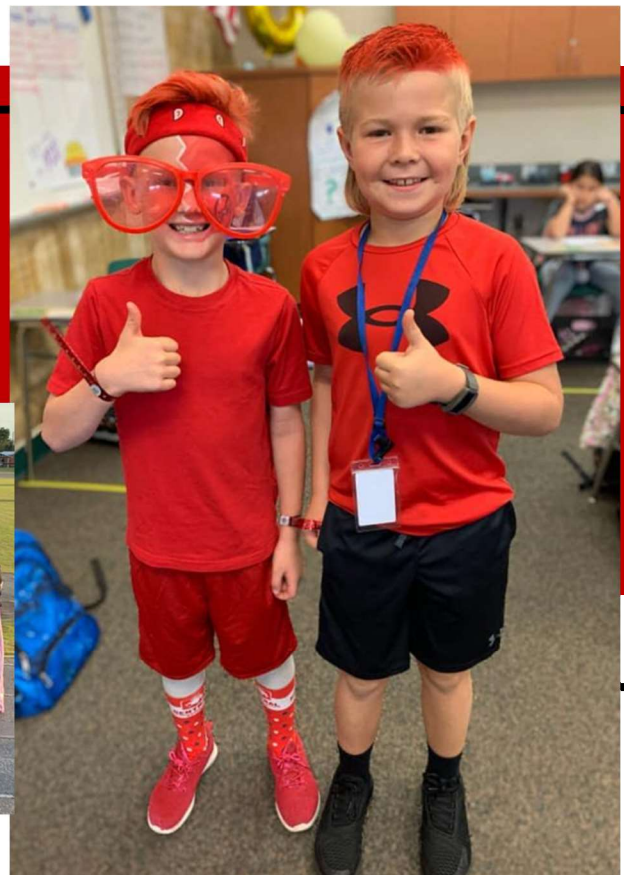
- Pre-K/VPK through 8th Grade Community School
- Middle School Acceleration Program
- Data driven instruction
- Weekly Professional Learning Communities (PLC)
- Technology: One to one Chromebooks; every classroom has a Smart Board and document camera
- Inclusion classrooms Kindergarten through 8th grade
- A variety of extra-curricular activities that include sports, clubs, (academic and non-academic), drama, socials, dances, etc.
- Minimal teacher turn over
- A strong focus on student, family, and community relationships
- Monthly Pay It Forward initiatives

Moore Haven Middle-High School

- 6-12th Grade Middle/High School
- Innovative AIP program – Academic Improvement Program
- Cultural and Diverse enrollment
- Noted high school/collegiate program
- Outstanding student participation, Athletics, Band, FFA, Student Government, and Debate
- Excellent student teacher ratio; lowest in surrounding districts
- Outstanding exceptional student education program
- Strong belief that "Failure is not an Option"
- Effective home/school partnership

Pemayetv Emahakv Charter School

- Our school exists to provide students, parents, and the Brighton Community with an instructional program that meets high standards of student academic achievement by providing a rigorous student-oriented curriculum infused with the Seminole Language and Seminole Culture in an environment that is safe, nurturing, conducive to learning, and designed to preserve Seminole Tribe of Florida history and traditions.
- Our students have a long-standing history of performing well on standardized tests as evidenced by our school grades issued by the Florida Department of Education. In 2019, when we were two separate schools, our middle school earned a grade of an 'A' and our elementary school earned a 'B'. We are currently operating under one MSID number (Glades County 0056) as a Pre-K through 8th grade school.
- Our students benefit from the connections our teachers make with them, they benefit from the resources we have available here at our school, and they benefit from the in person support our staff provides to them.
- Cultural education is a significant "reason for being" for PECS. Therefore, PECS' students enjoy daily instruction in the Creek language and weekly instruction in Seminole Arts & Crafts and Seminole History. Many of the Culture classes are taught by members of the Seminole Tribe of Florida Cultural Department or by community volunteers.
- PECS is proud of its' Muskogee Creek total language Immersion Program. Seminole Tribal students ages three months to seven years of age attend day-long classes where only the Creek language is spoken. The program is said to be the only total language Immersion Program east of the Mississippi River.



THE STRATEGIC PLANNING PROCESS



1

This plan was developed with input from staff and community members across the district. We began by conducting a staff survey as well as a series of town hall conversations in order to understand the areas of strength and opportunities for growth from the perspective of key stakeholders.



2

All of the input gathered was shared with the Steering Committee, a cross-functional group of district and school leaders. That group was tasked with refreshing the vision and mission and identifying a set of key priorities (or goal areas) that need to be the focus for the next three years.



3

This work was part of a collaborative effort with two neighboring districts, Desoto County and Hendry County, and was facilitated by the Heartland Education Consortium. We leveraged the collective wisdom of this group to enhance our thinking throughout this planning process.

OUR GOALS



GOAL 1:
Academic Achievement and
Postsecondary Success



GOAL 2:
District Cohesion, Culture,
and Climate



GOAL 3:
Teacher Recruitment and
Retention



GOAL 4:
Strategic Resource Allocation



GOAL 1: Academic Achievement and Postsecondary Success

Glades County School District is embracing the opportunity to refocus and address the declining achievement scores we've experienced. The entire nation has experienced a disruption in the education process, however this disruption has opened up opportunities to address and improve curriculum as well as the delivery method of the curriculum.

Glades County Schools is adopting new curricula in both ELA and Math, and in-depth training is being scheduled for our educators on the new standards. Focusing on data, and making data-driven decisions, will enable us to achieve our goal of reversing the downward trend in achievement.

Our students are being provided with additional opportunities through restructuring and adding new programs to our current CTE programs. With the goal of creating a collegiate partnership, we have developed and strengthened our dual enrollment program. The new i-Tech facility, located in Glades County, is offering many educational and work related opportunities for our students and adults within and around our community.

PRIORITY STRATEGIES

A

Expand access to high-quality early learning across the district

B

Build teacher capacity in key areas

C

Build school leader capacity to support effective instruction

D

Strengthen direct supports for students

E

Explore opportunities to expand course offerings and programming

F

Increase the graduation rate to above state average

OUTCOME METRICS

- Kindergarten readiness: **Design and implement** a district-wide assessment for kindergarten readiness to acquire baseline data
- % of students scoring *proficient* on the FSA in grade 3 literacy will increase from

38%
SY 20-21

48%
SY 25-26

- % of students scoring *proficient* on the FSA in grade 10 literacy will increase from

34%
SY 20-21

44%
SY 25-26

- High School Graduation rate at or above state average



GOAL 2: District Cohesion, Culture, and Climate

Glades School District has undergone many changes over the last year. Changes include a new Superintendent, Human Resources Director, Exceptional Education Director, Director of Student Services, Director of Administrative Services, Curriculum Director, Finance Director, Middle-High Principal, Elementary Principal and new people over Federal Programs and CTE-Adult Education. Even with all these changes, staff, parents and students indicated a high level of support for the schools. Over 75% of staff feel the principal is supportive of the classroom concerns of teachers and over 80% indicated that “Staff are committed to student success”. Over 95% of parents indicated that “My child’s teachers provide a nurturing learning environment” and that “my child’s teachers provide an environment that makes learning interesting and relevant”.

PRIORITY STRATEGIES

A

Establish consistent expectations and reduce significant behavioral challenges at schools

B

Support improved student attendance

C

Improve culture and morale district wide

OUTCOME METRICS

The staff survey will indicate a **10% increase** in the percentage of staff that strongly agree or agree that:

- **“The principal meets regularly with faculty, lead teachers and department chairs.”** (The 20-21 Staff Climate Surveys indicate that 69% of staff strongly agree or agree that the principal meets with staff regularly.)
- **“The school has a safe, orderly environment that is conducive to learning.”** (The 20-21 Staff Climate Surveys indicates that 67% of staff strongly agree or agree that the school has a safe orderly environment.)

Reduce student chronic absenteeism from

12.29%
SY 20-21

6%
SY 23-24

Reduce the number of suspension rates/loss of learning due to behavior: in 2020-21 there were **328.5 instructional days lost due to OSS**. In 2021-22 the district will **reduce the number of days lost by 10%**. (addressing disproportionality for ESE and African American students)





GOAL 3: Teacher Recruitment and Retention

Through strategic partnerships and collaboration, the Human Resources Department attracts, develops and retains a high performing, inclusive, and diverse workforce. We work to foster a healthy, safe, well-equipped and productive work environment for employees, their families, departments, community partners and the public in order to maximize individual potential, expand organizational capacity, and position Glades County as an employer of choice. Also, our Human Resource Department fosters and promotes an inclusive and equal employment work environment for our staff and the diverse community we serve, promotes a harassment and discrimination-free workplace, investigates EEO complaints, and provides guidance, training, and resources.

PRIORITY STRATEGIES

A Strengthen recruitment practices

B Establish systems to support teacher retention

OUTCOME METRICS

- Reducing # of staff vacancies from

27%
SY 20-21

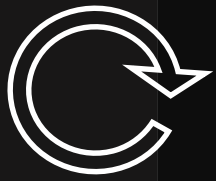
15%
SY 23-24

- Improving staff retention rate from

73%
SY 20-21

90%
SY 23-24





GOAL 4: Strategic Resource Allocation

To be fiscally responsible, we must be accountable and efficient with resources and utilization district wide. We must be transparent to the public, board, and staff on how public funds are being managed. Communicating our budget, along with the management of our resources, will be a priority in order to align with our plans and District goals.

PRIORITY STRATEGIES

A

Establish and implement strengthened systems for cost savings

B

Strengthen and operate a needs-based future focused budget plan that provides the support to facilitate achieving the objectives of the District Strategic Plan

C

Communicate and increase fiscal transparency on fund utilization

D

Promote school Safety and Capital Improvement District Wide

E

Examine and assure activities of grants awarded to the district support the District Strategic Plan Special Projects

OUTCOME METRICS

- Spending aligned to goals of strategic plan (equitable funding for schools and departments) through analysis and monitoring
- Increasing amount of available funding reserves through analysis and collaboration district wide
- Increased budget through adequate Funding Sources from State and Local Resources
- Decreased spending by utilizing available resources in a collaborative and efficient manner
- Regulated district wide team review on School Safety and Capital improvements plans



APPRECIATION

We are proud of the work that was done to complete this plan and want to express our sincere gratitude for the district and school staff who contributed to this plan. In particular, we would like to thank the steering committee and goal teams who spent many hours reviewing data and determining how best to improve outcomes for students across our district.

Thank you, also, to the Institute for Small and Rural Districts for contributing to the funding for this planning process; the Heartland Education Consortium for providing the collaborative opportunity to partner with our neighboring districts; The Glades Educational Foundation whose financial contribution made the strategic plan possible.

We also want to acknowledge the tireless efforts of the staff and educators across our district who are working daily to make the work of this plan a reality. We are excited to see where we go next, together!

