

Annual Integrated Plan Report

Glendale School District Annual Performance Summary

2023-2024

Annual Questions

- 1. As you review your progress markers/overall reflection responses and reflect on plan implementation, how do you see your progress contributing to the Outcomes and Strategies in your plan and your Longitudinal Performance Growth Targets (LPGT)/Local Optional Metrics (LOM)?**

Discuss at least one Outcome where you have seen progress in implementation."

Glendale is showing steady advancement toward its academic objectives, achieving key milestones as a district and seeing progress in multiple priority areas under its Improvement Plan (IP). Below is an overview of specific achievements and areas for continued focus.

Key Successes

- 1. Attendance:** The district achieved a **10% increase in overall attendance**, a strong indicator of improved student engagement and support efforts.
- 2. Graduation Rates:** Glendale maintained its progress in graduation rates, particularly demonstrating **significant growth in the five-year completion rate**. This reflects ongoing efforts to support students who may need additional time or resources to graduate.
- 3. Oral Reading Fluency:** In Grade 3, students from high-needs backgrounds showed substantial improvement in **oral reading fluency**, despite challenges with standardized assessments. Many students in this subgroup began with a reading rate of 10–15 words per minute and were able to **double or triple their fluency** over the school year. This progress is attributed to initiatives such as **high-dose tutoring, expanded targeted reading support, and the implementation of the LETRS program** focused on phonics development.

Areas for Improvement

- 1. 9th Grade On-Track Status:** The district did not meet its goal for 9th-grade on-track rates. A significant drop in spring attendance and a smaller-than-expected number of students in the program contributed to lower-than-anticipated results. The team is currently examining these factors to identify effective solutions moving forward.

2. Where have you experienced barriers, challenges, or impediments to progress toward your Outcomes and Strategies in your plan that you could use support with?

Discuss at least one Outcome where you have seen challenges or barriers to implementation."

Challenges and Initiatives in Supporting High-Mobility Students at Glendale

In Glendale, our educational programs face several distinct challenges that impact the quality and consistency of instructional delivery, particularly for students with high mobility rates. Below is a summary of key barriers we are working to address, along with initiatives aimed at overcoming these obstacles:

1. High Student Mobility

- Challenge: With an overall mobility rate of 24%, many students frequently transition between schools, disrupting their instructional continuity and academic progress.
- Initiative: To support these students, we've expanded our assessment and intervention options. This approach allows us to better tailor academic support based on the varied and immediate needs of incoming students, ensuring a more consistent learning experience despite frequent moves.

2. Support Staff Training on Science-Based Reading Instruction

- Challenge: Classified support staff, who are essential to our small-group instruction model, often require specialized training in techniques rooted in the science of reading.
- Initiative: We are actively working on enhancing training by revising contract language and allocating budget resources to ensure consistent professional development. This will equip our support staff with the skills needed to provide effective reading interventions, reinforcing literacy at all levels.

3. Improving Student Attendance

- Challenge: Attendance remains a significant issue, with high absenteeism at both elementary and secondary levels despite some improvement over the past year. Persistent absences disrupt learning continuity and hinder student outcomes.

- Initiative: We have launched targeted communication efforts aimed at families to raise awareness about the critical role attendance plays in student success. By emphasizing the long-term impact of consistent attendance, we hope to foster a stronger commitment to school attendance among students and their families.

4. Administrative Staffing and Leadership Stability

- Challenge: Frequent administrative turnover poses a substantial barrier to program implementation and long-term planning. In just four years, five administrators have left the district for positions offering better financial incentives, making it challenging to maintain continuity and develop sustainable systems.
- Initiative: Recognizing the importance of stable leadership, our focus is on creating systems that can endure despite personnel changes. This includes developing clear protocols and documentation to ease transitions, helping to ensure that ongoing change efforts remain aligned with district goals regardless of administrative shifts.

Each of these initiatives represents our commitment to addressing the unique barriers in Glendale, ensuring that every student receives a stable and supportive educational experience. By reinforcing our instructional strategies, investing in staff development, engaging families, and stabilizing leadership, we aim to build a resilient educational environment that supports all students, especially those impacted by frequent transitions.

- 3. 2024-25 Only: Review actual metric rates compared to previously created LPGT and LOM and share reflection on progress. Describe how activities are supporting progress towards targets and if any shifts in strategy implementation are planned for the future based upon that current progress. Include specific metrics and target types in your reflection.**

Glendale School District has made substantial strides in student graduation rates, program adjustments, and educational outcomes, addressing key challenges while focusing on long-term growth and student support. Here's a breakdown of recent outcomes, initiatives, and areas of focus.

4-Year Graduation Rates

- Outcome: This year, Glendale graduated 15 students from an original cohort of 25 (beginning in Grade 9), including two high-needs students on modified programs.

However, the retention challenges from the pandemic contributed to a significant impact on graduation rates.

- **Highlights:** Among graduates, four students plan to attend post-secondary education, benefiting from over \$38,000 in community scholarships.
- **Initiatives:** Enhanced counselor support, targeted instructional techniques, and stable staffing have supported graduation outcomes. Individualized support plans involving students, families, and school staff contributed significantly to these achievements.

5-Year Completion Rates

- **Outcome:** The 5-year completion rate increased for the 2023-24 school year, demonstrating positive outcomes from providing extended time to meet individual student growth needs.
- **Initiative:** This approach reflects Glendale's commitment to flexible timelines, ensuring students have the time and support necessary for successful program completion.

9th Grade On-Track Performance

- **Outcome:** This indicator fell short of expectations in the previous year. The transition to a 90-minute block schedule limited daily core subject contact, impacting task completion and attendance.
- **Initiative for 2024-25:** Glendale has adopted a modified block schedule to increase teacher contact time, with the goal of enhancing support in core programs and bolstering student engagement and performance.

3rd Grade ELA Performance

- **Outcome:** ELA scores for 3rd-grade students reached 19%, below the state average of 34%, with specific struggles in writing (research and dimensions) and listening comprehension.
 - *Note:* 80% of students scored near proficiency in these categories, with a small portion (10-20%) not meeting specific subcategory expectations. Reading scores, except in reasoning and vocabulary, met or exceeded expectations.
- **Initiative:** In response, Glendale has implemented a three-tiered intervention system:

- Core small-group instruction
- 30 minutes of targeted skills instruction four times weekly
- Intensive intervention, 30-40 minutes daily, in small groups
- Teachers have received training in the science of reading (LTrs) to reinforce skill acquisition across all instructional levels.

Attendance

- Outcome: Regular attendance increased from 34% to 61%, demonstrating significant improvement. However, chronic absenteeism remains a focus area due to its impact on other performance indicators.
 - Initiative: Continued efforts are underway to engage and support families to address chronic absenteeism and improve student attendance rates further.
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Ongoing Initiatives for Improvement and Future Plans

Entering the second year of Glendale's Improvement Plan, efforts continue to refine and enhance educational systems that foster growth. While current programs have demonstrated positive outcomes, adjustments have been made to address remaining challenges:

- Modified Secondary Scheduling: Moving away from a full block schedule to increase core subject interaction between students and teachers, aiming for improved academic outcomes.
 - CTE Program Expansion: Glendale now has a fully certified Career and Technical Education (CTE) teacher, along with a strengthened core teaching staff that collaborates regularly on grading, instruction, and addressing student needs.
 - Enhanced Intervention Systems: Elementary school staff are participating in ongoing LTrs professional development to strengthen intervention strategies based on data-driven needs.
 - ELA OSAT Results: Notably, Glendale achieved its highest ELA OSAT pass rate, with eight additional 11th graders passing all three core assessments in the 2023-24 year—a testament to program improvements and instructional efficacy.
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Glendale's dedicated approach to supporting student progress through structured programs, intervention systems, and staff professional development reflects its commitment to fostering an educational environment where every student has the opportunity to succeed. Continued collaboration and targeted efforts remain essential as we work to overcome challenges and build on the positive outcomes achieved this year.