

Improvement Plan

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I have no known conflict of interest to disclose.

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Vision

A vision inspires stakeholders to work towards common goals. It articulates what the future could or should be (Posner, 2023). The vision statement for Lake Minneola High School (LMHS) describes the school's core values while inspiring students to reach success (Lake Minneola, 2023). The vision provides clear and concise direction on where the school wants its students to be in the future, not just for today. The (LMHS) vision statement reads, “ Lake Minneola is a learner-centered school working together to create a foundation of positive relationships and technological expertise that will result in high academic performance and real-world success” (Lake Minneola, 2023). I like that it gives a sense of collaboration and inclusion by stating that “it is a learner-centered school working together.” The statement gets to the heart of what it wants to relay immediately, and the reader knows what is being articulated from the start of the concise statement. The vision statement provides how it will create success through relationship-building and technological expertise. The statement that it “will result” leaves little room for excuses or indecision. The statement does not allow any flexibility. However, it motivates the reader to stay focused on the vision. The school's values and beliefs can be felt while reading the statement.

Development

Creating a clear vision statement articulating the school's vision takes a collaborative effort. Often, people think the leader is responsible for creating the vision. This is a myth. Stakeholders want to be involved in creating the vision (Posner, 2023). This creates buy-in for all involved. When multiple views or cultures are involved in developing a vision statement, the benefit is a more diverse perspective in the actual vision statement. I think it is okay to give

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them the 'why' behind the vision (Posner, 2023). This allows the stakeholders to attach their values and beliefs to the bigger picture. At LMHS, our vision statement was created by a collaboration team that included the curriculum chairs of each department and the administration team. It is then approved by our district office, primarily the superintendent. Proverbs 15:22 reads, "Without counsel, plans fail, but with many advisors, they succeed" (King James Version Bible, 1611/2020).

Revision

Our vision statement is reviewed every other year. This is done to ensure it is still relevant to current times. It is done in conjunction with our curriculum review. The vision statement is the foundation for all decisions about our school's goals. What we have created is realistic and achievable. If I were to be the administrator in charge of creating our vision plan, I would want to solicit feedback from our community, staff, and any other stakeholders that could be affected by implementing the new vision plan. I would send out a survey with specific questions about our community and what direction we are going in. I would then assemble the key contributors and review the feedback from the community. We would categorize the feedback and prioritize it. I would then have three groups create rough drafts to review, and we would make suggestions and reconvene to vote on the best. Communicating any revised vision statement should be done in multiple phases. I envision the new vision statement being released on multiple platforms, such as all social media mediums, posters around the school, emails to parents, and a pep rally to celebrate the new vision statement. It would become a part of the daily announcements to the students. The leadership team has to be the biggest cheerleader of the new vision statement. They must create excitement and enthusiasm when

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discussing the new vision statement. This will influence others to join in on the excitement, and it will become infectious.

Analysis

Lake Minneola High School is a part of the Lake County Public School District in Central Florida. It is one of fifteen schools in the district. It is a suburban school northwest of Orlando, Florida, located in Minneola. It is currently ranked second in the district and one hundred and seventy-two in Florida. The ranking provided by US News is based on the methodology of College Readiness at 30%, State Assessment Proficiency at 20%, State Assessment Performance at 20%, Underserved Student Performance at 10%, College Curriculum Breadth at 10%, and Graduation Rate of 10% (USNews, 2023). Lake Minneola has a student enrollment of 2,020 in grades 9-12. The school has a 53.1% minority enrollment base, of which 49.9 % is White, 27.8% is Hispanic, 14.2% is Black, 5.0% is Asian, 4.8% is two or more races, 0.9 % is American Indian/ Alaska Native, and 0.3% is Native Hawaiian/ Pacific Islander. The gender distribution of these students is evenly distributed. Conversely, 24% of these students are economically disadvantaged and are on a free lunch program (USNews, 2023). The students identified as ELL make up only 2%, and students on IEPs are at 15% (DiDonna, 2023).

The educational staff at LMHS come from varied institutions of learning. The teacher demographics for the school are not evenly diverse. There are eighty-nine teachers; fifty-eight are female, and thirty-one are male. The ethnicities are also disproportioned because sixty-three are White, thirteen are Black, ten are Hispanic, and three are other (Data Tallahassee, 2023). The teacher demographic of a school should mirror the demographic of the

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students to provide a better opportunity for students to build relationships. This is an important attribute to enhance the learning environment.

Concerns

Lake Minneola High School (LMHS) had an absentee rate of 14.8% of students who missed more than twenty-one days in the 2020-2021 school year. This percentage is based on an enrollment of 1,876 students, of which 277 missed at least twenty-one days (FLDOE, 2023). This equates to 14.8% of students missing at least twenty-one school days. This has to improve because when a child misses this many days of school, it is tough for them to receive a proper education to succeed, not only for graduation but also for life. The graduation rates were still respectable at 97.9% when considering the number of students who missed more than twenty-one days. What is concerning for me is the disparity between male graduation rates of 96.1% and female graduation rates of 99.5% (FLDOE, 2023). We have to do a better job of increasing graduation rates among young men.

I have identified three areas of concern as I analyze the state of Lake Minneola High School and establish viable goals for this school to achieve over the next few years. To support the increase in graduation rate among young men, there has to be an increase in male teachers. Male graduation rates have to increase at Lake Minneola High School. The earning potential for students who graduate from high school is higher than those that do not. The earning potential is even higher for those who attend college. We have to reduce students' absenteeism, at least for those missing school that are in our control, or find alternative ways to get them the education they require.

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Goals

Given the above concerns, here are three Lake Minneola High School goals.

1. By August 2026, Lake Minneola High School will increase the percentage of male teachers from 34% to 40%.
2. By the 2027 graduation year, Lake Minneola High School will increase the graduation rates for male students from 96.1% to 98%.
3. By the end of the school year 2026, Lake Minneola will reduce student absenteeism from 14.8 % to 10%.

These goals aim to provide Lake Minneola High School students with a better learning opportunity.

Goals And Vision

I have identified three areas of concern as I analyze the state of Lake Minneola High School and establish viable goals for this school to achieve over the next few years. To support the increase in graduation rate among young men, there has to be an increase in male teachers. Male graduation rates have to increase at Lake Minneola High School. The earning potential for students who graduate from high school is higher than those that do not. The earning potential is even higher for those who attend college. We have to reduce students' absenteeism, at least for those missing school that are in our control, or find alternative ways to get them the education they require.

These goals aim to provide Lake Minneola High School students with a better learning opportunity—the goals target areas where LMHS can improve for a better educational experience. The goals align with the vision of LMHS because they are centered around

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supporting students. LMHS has a strong culture of supporting students through building relationships. The desire is to create positive, productive members of society.

The first two goals directly impact male students. Indirectly, it affects the entire school or the overall success of the school. Some studies show the importance of having male role models. These male role models help fill the gap when the traditional nuclear family is absent (Wood & Brownhill, 2018). There are eighty-nine teachers; fifty-eight are female, and thirty-one are male. The ethnicities are also disproportioned because sixty-three are White, thirteen are Black, ten are Hispanic, and three are other (Data Tallahassee, 2023). The teacher demographic of a school should mirror the demographic of the students to provide a better opportunity for students to build relationships. Building relationships is a part of the school's vision statement, fortunately. When supported, students are given a better chance to succeed. Lake Minneola High School must attempt to reduce inequality in gender-based teachers. More male teachers are needed to help this gender reach the school's goal.

The third goal is to help all students get to school so they can have a chance to get an education. Students who do not attend school are disadvantaged because they do not receive proper instruction. The need is to remove excuses for students not coming to school. We have to remove barriers affecting the results of students not attending school. There are many reasons why students do not attend school.

Community Help

The school needs the support of the community to address these goals. The need is hefty. Getting the community involved is easier said than done. It has to be a holistic approach when trying to resolve absenteeism. It will only get done with collaboration. The data has to

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support the direction. We need to ascertain why students are not attending school. For example, if students are not coming to school due to a shortage of bus drivers. We have to create a strategic plan to hire and maintain bus drivers. We will need a different approach when trying to resolve the hiring of male teachers. First, there must be openings; then, there must be a concerted effort to seek male candidates carefully. If this is done incorrectly, the school could face legal issues for improper hiring practices.

Lastly, when addressing graduation rates for male students. We must find the proper resources and partnerships to help these students. Educating and training the community stakeholders on the importance of graduating can help reach the goal. We must stay engaged and celebrate the successes with the community. (Posner, 2023, p. 12) States, “celebrating the values and victories by creating a spirit of community.” The three goals I have chosen need the community to be involved. This reminds me of Psalm 133:1, “Behold how good and pleasant it is for brothers to dwell together in unity (King James Version Bible, 1611/2020).” Schools cannot do it alone. They need the support of the community.

The school should focus on three goals to continue to work towards fulfilling its vision statement. They will need financial support to accomplish this. The school has to work closely with the district to adjust its budget to meet the goals it will implement.

Goals One and Two Implementation

There has to be a concerted effort to hire more male teachers. To support the increase in graduation rate among young men, there has to be an increase in male teachers. Unfortunately, the district does not see this as a concern at the time. The district only allocates seven hundred and seventy-five dollars towards Title II for Lake Minneola recruiting (Budget Transparency,

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2023). This is due to teacher positions being filled. There are no open teacher positions at Lake Minneola High School.

Goal Three Implementation

The alternative way to help educate our youth is by increasing funding for programs like Hospital Homebound and Night School. The district only allocated \$27,655 for Hospital Homebound in FYTD 2022-23. This is a 27% reduction from the previous year. Night school budgeted funds are paid from home school scheduling. There was an increase in this funding to \$7,653 in FYTD 2022-23. This is up 35% from FYTD 2021-22 (Budget Transparency, 2023). Additional funds should be allocated to adequately meet the projections to fund this goal.

Tentative Budget 2023-24

Reset

Fiscal Year Ending June 30, 2024
As of July 21, 2023

School /Department	Fund Class: Exclu... (2)	Function: Exclude ... (4)		Object Class: Sal... (1)	Project Descrip... (10)					
Facility: LAKE MINNE... (1)	Fund				Object Code: ALL ... (4)	Project Number				
Facility	Fund Description	Function	Object	Project	Proposed Budget 2023-24	Original Budget 2022-23	FYTD Activity 2022-23	FYTD Activity 2021-22	FYTD Activity 2020-21	
LAKE MINNE...	GENERAL FU...	INST STAFF ...	WORKSHOP PAR...	TEACHER TRAINING	0	0	4,258	4,353	3,190	
LAKE MINNE...	GENERAL FU...	EXCEPTIONAL	CLASSROOM TE...	HOSPITAL HOMEBOUND	0	0	27,655	35,183	15,515	
LAKE MINNE...	GENERAL FU...	BASIC (FEFP...	ALL OTHER SUP...	HIGH SCHOOL SCHEDULING	6,604	6,444	7,653	5,661	5,568	
LAKE MINNE...	GENERAL FU...	BASIC (FEFP...	ALL OTHER SUP...	INVESTMENT IN PEOPLE	3,680	2,760	3,680	2,400	800	
LAKE MINNE...	FED THRU ST...	INST STAFF ...	WORKSHOP PAR...	TITLE II	0	0	0	640	1,300	
LAKE MINNE...	FED THRU ST...	INST STAFF ...	WORKSHOP PAR...	TITLE II PART A	0	0	775	0	0	
LAKE MINNE...	ESSER I Fund...	INST STAFF ...	WORKSHOP PAR...	INSTRUCTIONAL CONTINUITY PLANS	0	0	0	1,320	0	
LAKE MINNE...	GENERAL FU...	INST STAFF ...	WORKSHOP PAR...	INST LEADERSHIP & FACULTY DEVE	0	0	0	0	280	
LAKE MINNE...	GENERAL FU...	BASIC (FEFP...	ALL OTHER SUP...	CONTENT AREA DEGREE SUPPLEMENT	0	0	9,587	9,451	10,550	
LAKE MINNE...	GENERAL FU...	EXCEPTIONAL	ALL OTHER SUP...	TEACHER ASST EDUC SUPPLEMENT	0	0	2,442	2,165	3,565	
LAKE MINNE...	GENERAL FU...	BASIC (FEFP...	ALL OTHER SUP...	TEACHER ASST EDUC SUPPLEMENT	0	0	494	0	1,655	

Grand total

10,284

9,204

56,543

61,172

42,422

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(Spread Sheet screenshot) (Budget Transparency, 2023)

Conclusion

These goals align with the vision of LMHS because they are centered around supporting students. LMHS has a strong culture of supporting students through building relationships. The desire is to create positive, productive members of society. All stakeholders must invest time and effort in the goals that will keep our school engaged and relevant for the future of our youth. Goals can be created and changed based on the needs of our students. We cannot lose sight of the vision that is at the heart of every school.

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