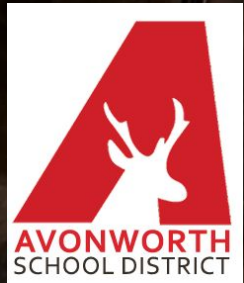
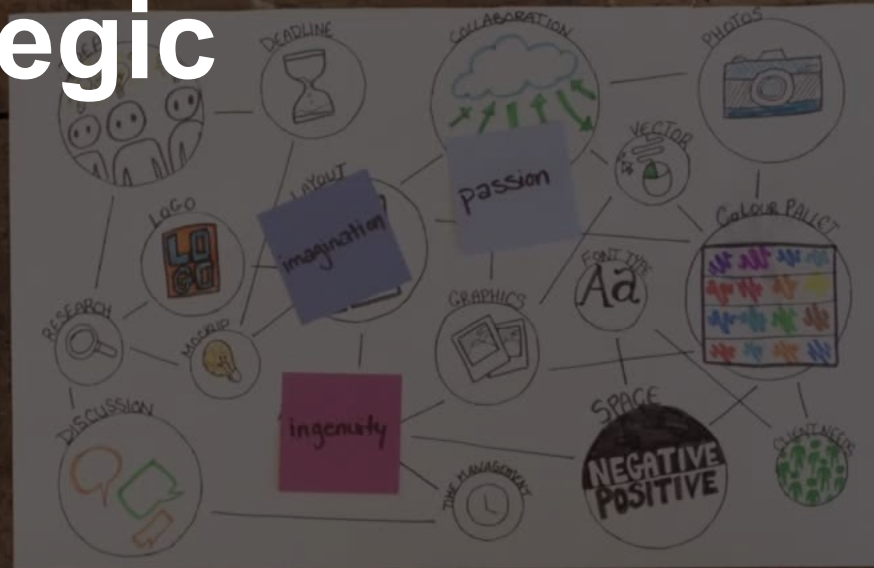


# Avonworth School District Strategic Plan Update



*Dr. Jeffrey M. Hadley, Superintendent*

*June 13, 2022*



# 2020-2025 Strategic Plan Background

## Creation of the Strategic Plan:

- Created during the 2019-2020 School Year
- Stakeholder input gathered from
  - Parent, Student, Staff Surveys
  - Strategic Plan Committee consisting of approximately 50 stakeholders including community members, board members, students, staff, and administration.

## The strategic plan includes:

- Portrait of an Avonworth Graduate
- Mission
- Belief Statements
- Pillars

## Includes Five Focus Areas:

1. Curriculum & Instruction
2. Culture, Communications, and Relationships
3. Diversity Equity & Inclusion
4. Mental Health & Social-Emotional Development
5. Career Readiness

## Each Focus Area Includes:

- Goal
- Strategies
- Actions



## How Will this Update be Presented?

**Focus Area: The focus are will be listed here.**

**Strategy: The strategy identified in the strategic plan to support this focus area will be listed here.**

### **Actions Completed**

In this area will be actions identified in the strategic plan that have been completed. In some cases, the actions listed here have been started and are ongoing.

### **Actions Needed**

In this area will be actions identified in the strategic plan that still need to be completed.

### **Additional Actions/Steps Taken**

In this area will be actions taken to support the goal that were not identified in the strategic plan. Also, steps that have been taken to support the strategy above will be listed here.

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# Focus Area: Curriculum & Instruction

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## Goal:

*Create and maintain a culturally responsive curriculum aligned to the expectations of the Pennsylvania Core Standards and that will provide learning essential to preparing Avonworth students to be productive members of society.*



## **Focus Area: Curriculum & Instruction**

**Strategy: Ensure materials and programs align to standards, address core literacies, build foundational skills, and are culturally responsive.**

### **Actions Completed**

- Curriculum review cycle developed
- Tool to evaluate culturally responsiveness included in curriculum cycle
- Created learning maps for maker experiences, project-based learning, and computer science

### **Actions Needed**

- Review of literary canon for cultural responsiveness

### **Additional Actions/Steps Taken**

- Curriculum leaders identified to assist with the curriculum review and development process

## Focus Area: Curriculum & Instruction

### Strategy: Ensure continued growth of our arts programs

#### **Actions Completed**

- Strings program started
  - Grade 4 in 2021-2022
  - Expanding to Grade 5 2022-2023
- Evaluate and consider high school arts programs
  - Realigned HS Arts Courses & Levels:
    - **Studio Arts** - Fine Arts; Intermediate Arts; Advanced Arts
    - **Media Arts** - Fine Arts; Intermediate Arts; Advanced Arts

#### **Actions Needed**

- Ongoing review and planning for the expansion of the strings program
- Ongoing review and considerations for the expansion of high school arts courses

#### **Additional Actions/Steps Taken**

## **Focus Area: Curriculum & Instruction**

**Strategy: Ensure professional development (PD) continues to promote instructional practices aligned with the expectations of Pennsylvania Core Standards and promotes equity and inclusion**

### **Actions Completed**

- Implement a new teacher induction session focused on unconscious bias, equity, and inclusion
  - 19-20 School Year – Dr. Eva Allen

### **Actions Needed**

- Consideration of new approach for a new teacher induction session on bias, equity, and inclusion
  - PA Department of Education Standards Aligned Systems course
  - Support from the AIU Director of Diversity, Equity, & Inclusion
- Development a professional development plan will be an ongoing process.

### **Additional Actions/Steps Taken**

## **Focus Area: Curriculum & Instruction**

### **Strategy: Ensure exploration and promotion of career and technical opportunities**

#### **Actions Completed**

- Programming implemented at the elementary and secondary level to improve opportunities for career and college exploration
  - Junior Achievement Biz Town experience for 5<sup>th</sup> grade at AES
  - Piloted Beable World of Work at 4<sup>th</sup> grade during the 2021-2022 school year
  - ASVAB given at AHS
  - Xello adopted and implemented
  - Nepris available at the MS/HS
- Host events to introduce parents and families to career, college, and other post-secondary pathways (ongoing)
  - HS Counseling Department hosts opportunities for parents and students

#### **Actions Needed**

##### **Additional Actions/Steps Taken**

- Current collaboration between Avonworth, Elizabeth Forward, Duquesne, and South Fayette to develop a K-8 World of Work model for Western PA
  - Project focus is on grades 2-5
  - Expansion to K, 1, 6, 7, 8 to follow initial development
- Review and consider revamping and/or expanding our current HS Pathways Program



## **Focus Area: Curriculum & Instruction**

**Strategy: Ensure students have choices and opportunities to personalize their educational experience**

### **Actions Completed**

- Revise graduation requirements to include opportunities for student choice
  - Graduation requirements revised in 2021 and implemented in the 2021-2022 school year
- Evaluate project-based learning (PBL) K-12 for student voice and choice opportunities
  - Learning maps created for K-12 project-based learning opportunities

### **Actions Needed**

- Ongoing review of K-12 PBL opportunities for voice, choice, standards alignment, assessment of standards
- Ongoing review of graduation requirements
- Review and consider revisions/additions to the HS Pathways Program

### **Additional Actions/Steps Taken**

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# Focus Area: Culture, Communications, & Relationships

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## Goal:

*Continue to build a welcoming District culture through effective communications and strong stakeholder relationships.*



## **Focus Area: Culture, Communications, & Relationships**

**Strategy: Streamline communications to support all stakeholders**

### **Actions Completed**

- Adopt a new Student Information System
  - Alma adopted and implemented in the 2020-2021 school year

### **Actions Needed**

- Implement streamlined communication systems and procedures

### **Additional Actions/Steps Taken**

- Hire of KD Communications to manage District communications
- Reviewing programs like Abre that can assist with streamlining communications
- Survey of parents/guardians in May of 2022
  - Use responses to streamline communications systems and procedures

## **Focus Area: Culture, Communications, & Relationships**

**Strategy: Build a strong school-community culture through the engagement of all stakeholders**

### **Actions Completed**

### **Actions Needed**

- Create engagement opportunities for community members including volunteer or project opportunities to attend school-related events
- Design an alumni relations plan to engage alumni to support District and school programs

### **Additional Actions/Steps Taken**

- Through the World of Work model, we plan to build a database of local professionals to serve as professionals our students can learn from.

## **Focus Area: Culture, Communications, & Relationships**

**Strategy: Foster supportive relationships that place an emphasis on opportunity, equality, and acceptance**

### **Actions Completed**

### **Actions Needed**

- Develop a comprehensive student mentoring program K-12

### **Additional Actions/Steps Taken**

- Connections Program at MS
- House program considered for AES
- Advisory model under consideration at the HS



## **Focus Area: Culture, Communications, & Relationships**

**Strategy: Develop success measure benchmarks for the District**

### **Actions Completed**

### **Actions Needed**

- Identify measures of success that focus on holistic growth and achievement for all Avonworth students
- Publish success results as part of the Annual Report

### **Additional Actions/Steps Taken**

- Administered Culture 360 Surveys from Johns Hopkins
- Reviewing Panorama and PDE Surveys

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# **Focus Area: Diversity, Equity, & Inclusion**

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## **Goal:**

*Continue to develop and maintain an inclusive experience for students, staff, and community that promotes a sense of belonging for all.*



## **Focus Area: Diversity, Equity, & Inclusion**

**Strategy: Review curricula for cultural sensitivity, multiple perspectives, multiple representations, & social justice.**

### **Actions Completed**

- Institute curriculum cycle that includes a tool to review curricula for cultural responsiveness

### **Actions Needed**

- Review K-12 literary canon for cultural responsiveness

### **Additional Actions/Steps Taken**

## **Focus Area: Diversity, Equity, & Inclusion**

**Strategy: Provide ongoing training to school district stakeholders**

### **Actions Completed**

- Explore restorative justice practices
  - MS/HS has implemented practices
- Conduct parent workshops for multiple topics related to diversity, equity, and inclusion
  - Candi Castleberry – 2020-2021
  - Hi Neighbor Events – 2021-2022
- Introduce a new teacher induction session focused on unconscious bias
  - Dr. Eva Allen – 2020-2021

### **Actions Needed**

- Continue to explore restorative justice practices
- Professional learning for cultural sensitivity, social justice, and equity in teaching
- Conduct future parent workshops for multiple topics related to diversity, equity, and inclusion
- Introduce a new teacher induction session focused on unconscious bias

### **Additional Actions/Steps Taken**

## **Focus Area: Diversity, Equity, & Inclusion**

**Strategy: Provide authentic opportunities for students, staff, and parents to engage in diverse experiences**

### **Actions Completed**

- Social Justice Club established (SHOUT)

### **Actions Needed**

- Conduct a multi-cultural festival
- Explore partnerships with diverse schools
- Strengthen intergenerational partnerships with senior communities in the District
- Attract and retain a diverse staff

### **Additional Actions/Steps Taken**

- Digital Promise Teacher of Color Cohort
- Hi Neighbor Events



## **Focus Area: Diversity, Equity, & Inclusion**

**Strategy: Create a process to review, assess, and communicate cultural responsiveness**

### **Actions Completed**

- Conduct an equity audit
- No Place for Hate designation at AMS
- Review District policies and procedures for alignment to best practices when responding to offenses regarding race and discrimination

### **Actions Needed**

- Develop actions in response to the equity audit
- Conduct annual stakeholder surveys for feedback
- No Place for Hate designation at AHS
- Develop and communicate a strong, consistent message regarding inclusivity

### **Additional Actions/Steps Taken**

- Piloted Culture 360 Survey from Johns Hopkins
- Evaluating the Panorama and PDE Surveys
- Revisions made to the student handbook

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# **Focus Area: Mental Health & Social-Emotional Development**

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## **Goal:**

*Create and maintain a District framework that supports students mental, social, and emotional health.*



**Focus Area: Mental Health & Social-Emotional Development**  
**Strategy: Align resources to the social-emotional needs of students**

**Actions Completed**

- Conduct a needs assessment via Pennsylvania Youth Survey (PAYS)
- Review staffing needs: social worker, contract therapists, additional school counselors, psychologists, nurses
  - Added social worker
  - Added licensed professional counselor
  - Added support contracts as needed to address student needs

**Actions Needed**

- PAYS Evaluation
  - Identify and prioritize needs
  - Formalize processes for lifting student perspective and voice
- Create a topic-based resource hub available to students, staff, and community
- Continue to review staffing needs: social worker, contract therapists, additional school counselors, psychologists, nurses

**Additional Actions/Steps Taken**

## **Focus Area: Mental Health & Social-Emotional Development**

**Strategy: Build opportunities to increase skills and knowledge that will help families and staff support the mental health needs of students**

### **Actions Completed**

- Identify and utilize a universal screening tool
  - PASS (Perinatal Anxiety Screening Scale)

### **Actions Needed**

- Provide professional development for staff based upon identified student need areas
- Provide opportunities for co-learning with families
- Explore creative opportunities for format/outreach
- Utilize District communication channels to communicate resources to parents and staff

### **Additional Actions/Steps Taken**

- PAYS Administered

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**Focus Area: Mental Health & Social-Emotional Development**

**Strategy: Build and organize curricula to support the social-emotional growth of students**

**Actions Completed**

**Actions Needed**

- Revise and evaluate the District's 339 Plan annually
- Formalize a K-12 social-emotional curriculum

**Additional Actions/Steps Taken**

- Revision of the District's 339 Plan has begun



## **Focus Area: Mental Health & Social-Emotional Development**

**Strategy: Develop practices that are responsive to the social-emotional growth of students**

### **Actions Completed**

- Review discipline and restorative justice practices and policies K-12
  - MS/HS has implemented practices
- Have staff members attend the Trauma-informed Approaches for Education train-the-trainer workshop to prepare them to provide professional development for staff
  - Occurred during the 2020-2021 school year
- Provide professional development for staff based upon identified areas of student need
  - Completed in the 2020-2021 school year

### **Actions Needed**

- Continue to review discipline and restorative justice practices and policies K-12
- Incorporate trauma-informed training into our new teacher induction program

### **Additional Actions/Steps Taken**

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# Focus Area: Career Readiness

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## Goal:

*Provide authentic learning opportunities for students across diverse careers.*



## **Focus Area: Career Readiness**

### **Strategy: Develop a well-articulated college and career framework**

#### **Actions Completed**

- Integrate essential skills into K-12 curricula
  - Yes, but ongoing
- Utilize project-based learning and instructional practices that develop agency, collaboration, and oral and written communication skills
  - Yes, but continue to evaluate and improve.

#### **Actions Needed**

- Revise and evaluate the District's 339 Plan annually
- Create and implement a K-12 career exploration plan
- Examine and assess graduation project requirements

#### **Additional Actions/Steps Taken**

- Revision of the District's 339 Plan has begun
- Collaboration on the World of Work program is aimed at helping to develop a K-12 career exploration program
- Considerations are in progress for revising the

## **Focus Area: Career Readiness**

**Strategy: Increase knowledge, exposure, and experiences related to post-secondary opportunities available through the trades**

### **Actions Completed**

- Explore additional internship, apprenticeship, and work-study opportunities
  - Opportunities have been established through the German Chamber of Commerce, AIU, and Catalyst Connections
- Provide learning opportunities for teachers through the Teacher in the Workplace grant

### **Actions Needed**

- Continue development of 9th-grade seminar class to involve career exploration/awareness
  - Considering Pitt's CHS course
- Continue to explore additional internship, apprenticeship, and work-study opportunities
- Utilize District communication channels to educate parents on trades and non-college opportunities

### **Additional Actions/Steps Taken**

## **Focus Area: Career Readiness**

**Strategy: Leverage stakeholder connections to broaden opportunities for career exposure for students and staff**

### **Actions Completed**

### **Actions Needed**

- Create a database of our diverse alumni and community partners ready to assist students and families with:
  - Applying to and attending college
  - Career and technical training
  - Apprenticeships and other pathways

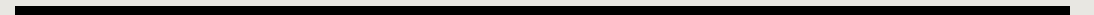
### **Additional Actions/Steps Taken**

- One of the objectives in creating the World of Work model is to create a database of local professionals to connect with students and staff



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# Additional Information & Next Steps



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# Action Planning

- Administration will participate in action planning work sessions throughout the summer.
  - Action plans will be developed for each focus area.
  - Tasks will be identified to accomplish the focus area goal.
  - Persons will be identified who will be responsible for completing the task.
  - Timelines will be identified for completing each task.



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# Additional Next Steps

- Expanding *Mental Health & Social-Emotional Development to Safe & Supportive Schools*
  - Still address the strategies and actions identified in the strategic plan
  - Expand to include additional strategies and actions
    - Crisis teams will be identified at each building
    - Crisis team members and relevant staff will receive appropriate training
    - Develop a Special Education Handbook
    - Add suicide protocols to safety planning
    - Ensure K-12 continuum of services for special education
    - Ensure consistent enrollment and attendance procedures

