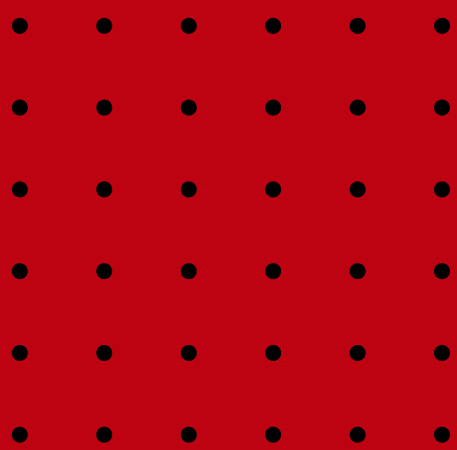
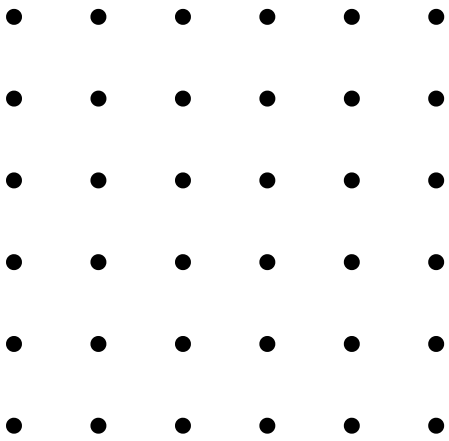


STRATEGIC PLAN 2025-2030



Lopes





A MESSAGE FROM THE SUPERINTENDENT



Dear Avonworth School Community,

It is my pleasure to present you with the 2025-2030 Avonworth School District Strategic Plan.

Our strategic plan was developed over the course of the 2024-2025 school year and represents the input gathered from stakeholders, synthesized by our Strategic Planning Committee, and endorsed by the District Administration.

To initiate the development of the district’s next strategic plan, the district partnered with Studer Education. Studer Education conducted stakeholder surveys, which were sent to stakeholders to gather input prior to the planning process. Throughout the process, a consultant from Studer Education facilitated strategic planning meetings with the district’s Strategic Planning Committee. The support of Studer Education was crucial to the development of the plan, and our partnership with Studer will continue over the next two school years. Studer will assist the district with implementing the strategic plan and provide professional learning opportunities for the district’s administration.

After the survey data was gathered, the school community was invited to participate in a Graduation 2035 Party. The district partnered with KnowledgeWorks to create and facilitate this event, which was attended by approximately 100 guests. The guest list included strategic planning committee members, school board members, district administrators, teachers, students, community members, and select educational leaders from across the region. Student actors played the roles of 2035 graduates, and our KnowledgeWorks partners portrayed a teacher, parent, and administrator from 2035. The event’s purpose was to encourage attendees to think bigger and bolder about the future of education as they shared their thoughts and ideas, which would be used to help shape our strategic plan. I’m proud to say that one of the early takeaways from the Strategic Planning Committee is that our district has a solid educational foundation. The committee quickly recognized the strengths that exist in our district and focused its efforts on generating strategies and actions that will continue to push us forward as we build upon our strong foundation.

The plan focuses on striving for academic excellence, supporting the wellness of staff and students, preparing students for the future, and promoting school and community engagement. The plan outlines our broader goals, strategies, and actions. Additionally, measuring our progress and success will be a key component of this plan. Annual district and building scorecards will be created, featuring targeted goals and measures. I am sincerely grateful for the efforts of our Strategic Planning Committee and district administrators. I am also grateful for our partnerships with Studer Education and KnowledgeWorks, who played a pivotal role in the development of this plan. Lastly, I am grateful to the students and staff who participated in this process, as well as the school community for providing their input.

I’m excited about the 2025-2030 Avonworth School District Strategic Plan, which will help us build upon the excellence of the Avonworth School District and take the district to new heights.

Thank you for your ongoing support of the Avonworth School District.

Sincerely,
Jeffrey M. Hadley, Ed.D.
Superintendent of Schools



A MESSAGE FROM THE SUPERINTENDENT	DISTRICT SNAPSHOT	CAREER & LIFE READY	THE POWER OF PARTNERS	STRATEGIC PLANNING PROCESS	PORTRAIT OF AN AVONWORTH GRADUATE	STRATEGIC PLANNING GOALS	ACKNOWLEDGEMENTS
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District Snapshot

THE DISTRICT IS COMMITTED TO PROVIDING A HIGH-QUALITY EDUCATION FOR ALL LEARNERS BY FOSTERING AN INCLUSIVE, SUPPORTIVE, AND INNOVATIVE LEARNING ENVIRONMENT

*Avonworth Middle (6-8)
Avonworth High (9-12)*



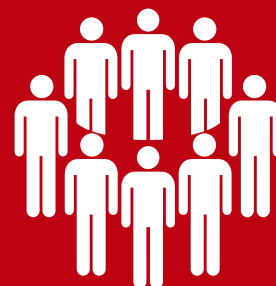
Avonworth Elementary (3-5)



Avonworth Primary (K-2)



AVONWORTH SCHOOL DISTRICT SPANS JUST OVER 10 SQUARE MILES AND OPERATES FOUR SCHOOLS



SOCIO-ECONOMICALLY DIVERSE POPULATION OF

12,000



PROUDLY SERVING

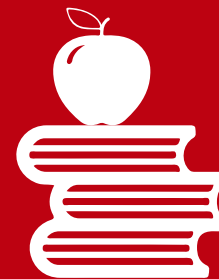
1,960

STUDENTS

FROM THE BOROUGH OF BEN AVON, BEN AVON HEIGHTS, EMSWORTH, OHIO AND KILBUCK TOWNSHIPS

144

PROFESSIONAL STAFF



34

SUPPORT STAFF

A MESSAGE FROM
THE SUPERINTENDENT

DISTRICT
SNAPSHOT

CAREER & LIFE
READY

THE POWER
OF PARTNERS

STRATEGIC
PLANNING
PROCESS

PORTRAIT OF AN
AVONWORTH
GRADUATE

STRATEGIC
PLANNING
GOALS

ACKNOWLEDGEMENTS

OUR MISSION



THE AVONWORTH SCHOOL DISTRICT EMPOWERS STUDENTS THROUGH AUTHENTIC EXPERIENCES TO BECOME INNOVATIVE THINKERS AND CREATIVE CONTRIBUTORS TO OUR WORLD.

Our Beliefs:

1. STUDENTS' STRENGTHS AND TALENTS ARE NURTURED IN A SAFE AND SUPPORTIVE ENVIRONMENT.
2. THE SCHOOL DISTRICT SUPPORTS DIVERSITY, EMPATHY, AND RESPECT.
3. DEVELOPING ESSENTIAL SKILLS SUCH AS COLLABORATION, CRITICAL THINKING, AND COMMUNICATION PREPARES STUDENTS TO NAVIGATE A COMPLEX WORLD.
4. LEARNING TAKES PLACE WITHIN AND BEYOND OUR SCHOOL WALLS.
5. THE SCHOOL DISTRICT AND COMMUNITY PARTNER FOR MUTUAL BENEFIT.

OUR PILLARS



Learn Together



Be Kind



Make a Difference

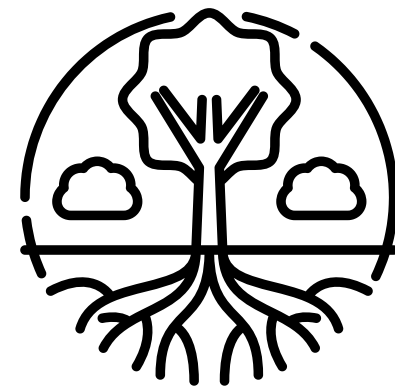


Actions Matter



You Belong

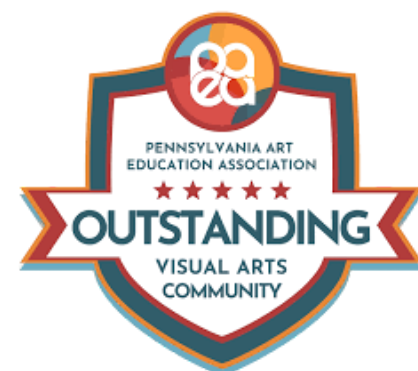
THESE PILLARS ARE THE FOUNDATIONS OF EVERYTHING WE DO TOGETHER AS STUDENTS, EDUCATORS, FAMILIES, AND NEIGHBORS OF AVONWORTH SCHOOL DISTRICT.



Our Strong Foundation

KEY STEERING COMMITTEE TAKEAWAY: STAKEHOLDER INPUT INDICATES THE AVONWORTH SCHOOL DISTRICT HAS A STRONG FOUNDATION THAT NEEDS TO BE BUILT UPON!

Affiliations



CAREER & LIFE Ready

Avonworth School District is committed to empowering students with the **knowledge, skills, dispositions, and experiences** they need to succeed in the future.

To prepare students for the fast-paced, ever-changing world beyond high school, the Avonworth School District believes in providing voice and choice in our students' education through authentic, project-based learning experiences. Through these educational experiences, students develop **creativity, communication skills, collaboration skills, and the ability to self-advocate.**

The Avonworth School District has and will continue to be committed to developing programming and experience aimed at preparing our students for their lives beyond high school.

The information below provides an overview of the programs that have been developed to support this endeavor.

K-8 WORLD OF WORK



Pittsburgh World of Work is a cross-district initiative designed to embed career readiness into the K–8 experience. Using a structured framework aligned with John Holland's **RIASEC Theory (Realistic, Investigative, Artistic, Social, Enterprising, and Conventional)**, students explore 54 diverse careers from kindergarten through eighth grade.

The program helps students identify their strengths and interests while learning about various professions, the skills they require, and engaging directly with career professionals. This approach ensures every student has meaningful exposure to career pathways that may align with their unique interests and aptitudes.



HIGH SCHOOL PATHWAYS

The Personal Pathways Program is a focused framework that links curricular choices with career and college readiness, as well as direct exposure and opportunities related to that field. The aim of this structure is to engage students with relevant experiences in chosen careers or industries beyond their classrooms. While the future-readiness programming at Avonworth High School is designed to support and inspire all students, the Personal Pathways offer an additional opportunity for those students who wish to connect their learning to careers at a deeper level, with the guidance of an advisor.

After their 10th grade year, students will have the option of selecting one of six personal pathways to focus their elective choices and out-of-school experiences (job shadows, internships, apprenticeships, graduation project) in an area of their own interest. Students may also choose to take elective courses outside of their respective academies. During the 9th and 10th grades, the Personal Pathways advisors and student-leaders will expose students to this opportunity and help guide them to determine if Personal Pathways would be a beneficial fit for them. Students join a

Pathway opportunities through an application process that begins at the start of 11th grade.

- Pathway for Innovative Arts & Communications
- Pathway for Humanities & Social Sciences
- Pathway for Business, Finance & Entrepreneurship
- Pathway for Science, Technology, Engineering & Mathematics
- Pathway for Health & Medicine
- Pathway for Future Educators



UNIQUE COURSE OPTIONS

Additional courses have been and will continue to be added that will help prepare our students for an ever-changing world. Some examples of these are below:

- AI & Ethics
- Human Flourishing
- Intro to Drone Systems: Drones 101
- Scientific Research and Application
- What is the Mind? Introduction to Neuroscience
- Introduction to Data Science: Storytelling through Numbers
- Emerging Technologies
- Teaching Assistant
- PAES Lab for Special Education Students
- MS Aviation 6, MS Aviation 7, MS Aviation 8

DIGITAL PORTFOLIO



All students in Grades 6–12 develop a career readiness portfolio using **Xello**. The process begins in Grade 6, with middle school students exploring their interests, personality traits, career options, and goal setting. In high school, students continue building their portfolios, beginning in the Freshman Seminar course. Each year, they add assessments, artifacts, accomplishments, and reflections that highlight their growth and development throughout the year. Portfolios may also include personal pathway experiences, work-based learning, and individual passions. By senior year, the portfolio becomes a central component of the Graduation Project and is featured in the Senior Showcase.

[HUB Link to Portfolio Section](#)

Senior Showcase/Digital Portfolio

All students intending to graduate from Avonworth High School must complete the **Graduation Project**, which culminates in a presentation at the Senior Showcase event. Each student will design a digital portfolio in Xello that reflects their future readiness, personal growth, and meaningful experiences throughout high school. The portfolio process begins in the Freshman Seminar class and is built upon each year. With guidance from the Senior Showcase Advisors and the Future-Ready Coordinator, students will finalize and present their portfolios prior to graduation, demonstrating their journey and preparation for life beyond high school.

“If learners are going to graduate future-ready, the schools and districts they are graduating from need to adopt a future-thinking mindset when it comes to decision making.”
- KnowledgeWorks



WE COLLABORATE WITH LOCAL AND NATIONAL PARTNERS TO ENSURE THAT AVONWORTH STUDENTS EXPERIENCE AN EDUCATION THAT EXTENDS BEYOND THE WALLS OF OUR SCHOOL.

REGIONAL & NATIONAL NETWORKS

- Remake Learning
- Digital Promise League of Innovative Schools
- New Tech Network
- Kidsburgh
- Parents as Allies

COLLEGES & UNIVERSITIES

- AHS School of Nursing
- Carlow University
- Carnegie Mellon University
- Community College of Allegheny County
- Community College of Beaver County
- Duquesne University
- Indiana University of Pennsylvania - Geospatial Engineering with Drones
- LaRoche University
- Robert Morris University
- Rochester Institute of Technology
- Shady Side School of Nursing
- Slippery Rock University
- Thiel College
- University of Pittsburgh

The POWER of PARTNERSHIPS

LOCAL PARTNERS

- Aflac
- Allegheny Health Network
- Aerium (Aerospace/ Aviation)
- Alcosan
- Allegheny County Courthouse
- Allegheny Millwork
- American Legion
- Animal Friends
- The Blessing Board
- Bella Capelli Beauty School
- Carnegie Museum of Natural History
- Catalyst Connection
- Charter Foods - Taco Bell/ KFC
- Christ Church at Elm Grove
- Classrooms Without Borders
- Compass Point Coffee Company
- The Caring Place
- Dollar Bank
- Douglas Education Center
- Fern Hollow Nature Center
- The Flourish Group LLC
- Genesis Medical Associates
- German Chamber of Commerce
- Goldfish Swim School
- Goodwill of Southwestern PA
- Hello Neighbor
- Heinz History Center
- HomeWell Care
- HRT Solutions
- Invent2Prevent
- IXOYE Designs
- Japan American Society of Pittsburgh
- Job Corps Pittsburgh
- Junior Achievement of Western PA
- League Sciences Exchange
- Little Moon Marketing
- Mary Kay
- Mistras Services
- North Hills Community Outreach
- Northside Shore Chamber of Commerce
- Ohio Township Fire Department
- Ohio Township Police Department
- PA CareerLink
- Partner4Work
- Pittsburgh Center for the Arts and Media
- Pittsburgh CLO
- Pittsburgh North Regional Chamber of Commerce
- Reuss Agency - Allstate
- Rosedale
- St. Barnabas Health System
- Sewickley Library
- Sign Language Interpreting Professionals
- Sweetwater Center for the Arts
- Teen Screen Film Pittsburgh
- The Consortium for Public Education
- The Holocaust Center of Pittsburgh
- Three Rivers Diversified Capital
- TIE
- Tree Pittsburgh
- Trying Together
- United States Marine Corps
- United Way of Southwestern PA
- UPMC Career Connect
- UPMC Passavant
- US Customs Immigration Services
- VA Pittsburgh Healthcare System
- Audiology and Speech Pathway
- Welcome Pittsburgh
- Wesley Family
- Western Pennsylvania Conservancy
- Women for a Healthy Environment
- Wonder Media
- YMCA Camp Kon-O-Kwee Spencer



STRATEGIC PLANNING *Process*



The Avonworth School District partnered with Studer Education to facilitate the strategic planning process and will continue the partnership over the next two school years to support implementation and administrator professional learning.

We began by forming a diverse, district-wide steering committee comprised of twenty-seven parents, teachers, administration, board members, students, and community members. This group played a crucial role in gathering diverse perspectives.



Studer
Education

KnowledgeWorks

The Graduation Party



In collaboration with KnowledgeWorks, The **Graduation Party 2035** Event occurred on January 22, 2025. Approximately 100 individuals attended the event.

The purpose of this event was to push the attendees to think bigger and broader about the future of education and provide their ideas and aspirations for the future of Avonworth students.

Timeline

NOVEMBER 2024

Strategic Planning Committee Formed
Stakeholder Surveys Completed

DECEMBER 2024

Steering Committee Meeting
Survey Results Shared and Findings
Discussed/Analyzed

JANUARY 2024

Graduation Party 2035 Event

JANUARY 2025

Strategic Planning Committee &
Stakeholder Workshop

Conducted by KnowledgeWorks,
Reviewed Time Capsule responses,
Identified Success Measures for 2035,
Created Strategies to Accomplish
Success Measures

FEBRUARY 2025

Steering Committee Meeting
Review Survey Results/Feedback and
Perception Data Analysis Takeaways.
Establish District Goals

MARCH 2025

Steering Committee Meeting
Review Focus Group Findings
Define Our Success (Goal Development)
Develop Key Strategies

APRIL 2025

Final Steering Committee
Framework for Organizational Excellence
Determine Measures of Success

AUGUST 2025

School Board Approves Strategic Plan

COMPASS *of* SUCCESS

To guide our efforts, Avonworth High School created a “Compass of Success,” structured around four key areas: **Knowledge, Skills, Dispositions, and Experiences**. These directions are designed to help students achieve the specific attributes detailed in Avonworth’s “Portrait of a Graduate.”

We've introduced new courses, including “**AI & Ethics**” and “**Introduction to Data Science**,” giving students opportunities to acquire new knowledge in real-world contexts. Through flexible scheduling and various learning modalities, students have developed essential skills like time management, responsible resource utilization, and problem-solving. The redeveloped graduation project and the **LEAD program** (which provides dedicated time for students to connect with teachers and peers) have helped students gain a better understanding of themselves.

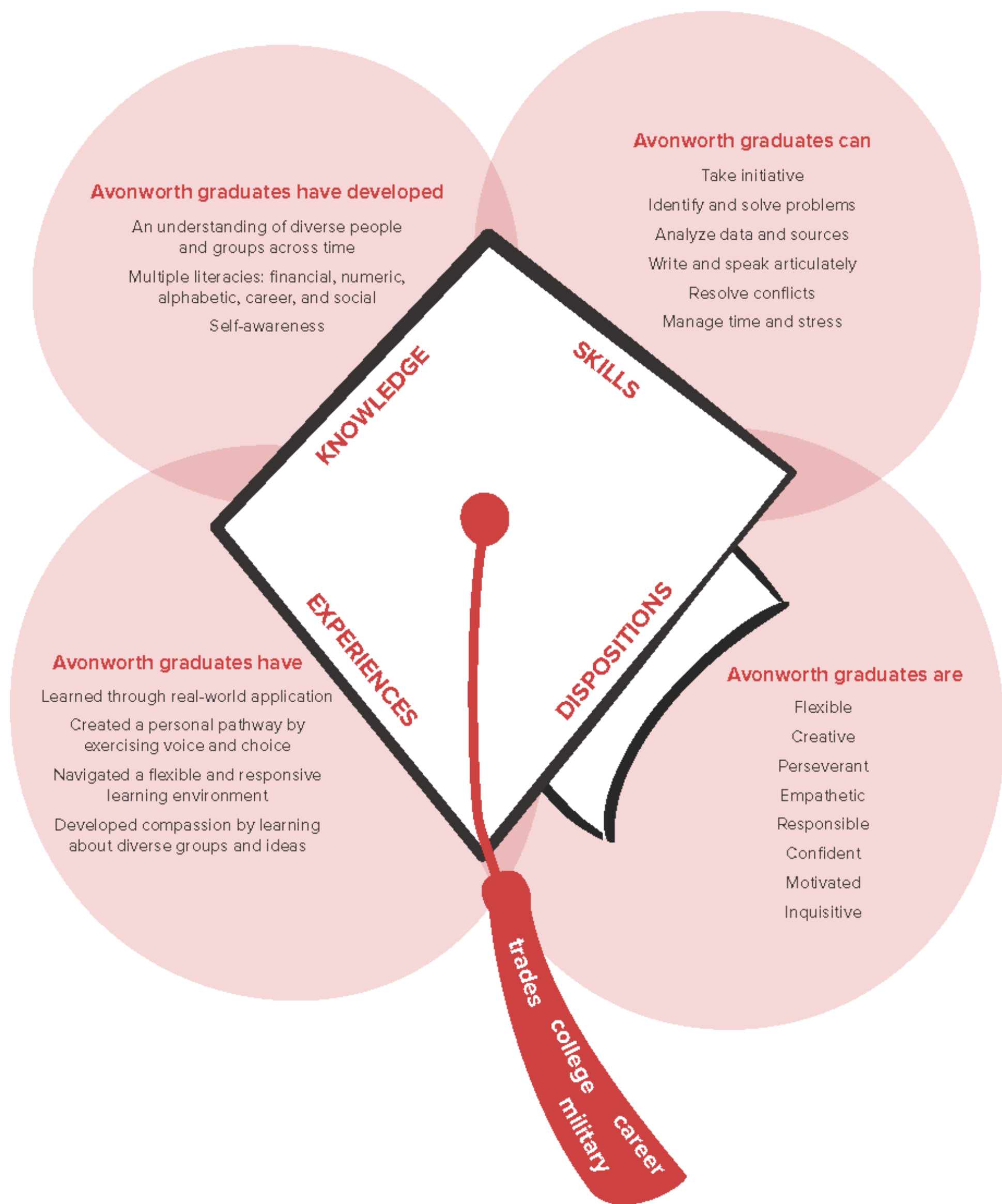
Furthermore, our **Pathways Program** and the support of our **Future Ready Coordinator** have allowed students to experience what their futures might hold. We've made substantial advancements guided by the Compass and are committed to implementing even more innovative initiatives moving forward.



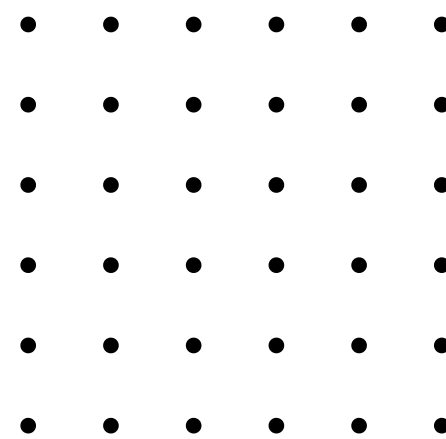
A MESSAGE FROM THE SUPERINTENDENT	DISTRICT SNAPSHOT	CAREER & LIFE READY	THE POWER OF PARTNERS	STRATEGIC PLANNING PROCESS	PORTRAIT OF AN AVONWORTH GRADUATE	STRATEGIC PLANNING GOALS	ACKNOWLEDGEMENTS
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PORTRAIT *of an* **AVONWORTH GRADUATE**

Empowering students with everything they need for college, career, and life starts with rigorous academic content and extends to critical thinking, collaboration, communication, creativity, empathy, and self-advocacy. With input from all District stakeholders, the strategic planning committee created this Portrait of an Avonworth Graduate to capture the knowledge, skills, dispositions, and experiences Avonworth students acquire by the time they graduate.



MTSS & PBIS



MULTI-TIERED SYSTEM OF SUPPORT

What is Multi-Tiered System of Supports (MTSS)?

At its core, MTSS is a framework schools use to ensure that every student gets the right level of support they need to succeed—both academically and socially. It's like a safety net that catches students early if they begin to struggle and provides increasing levels of help based on their individual needs. MTSS isn't just for students who are behind; it also helps those who are excelling by providing opportunities for enrichment and extension.

TIER ONE

High-quality instruction and supports that all students receive in the regular classroom.



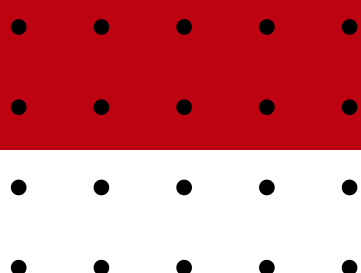
TIER TWO

Targeted help for students who need a little extra support, often in small groups.



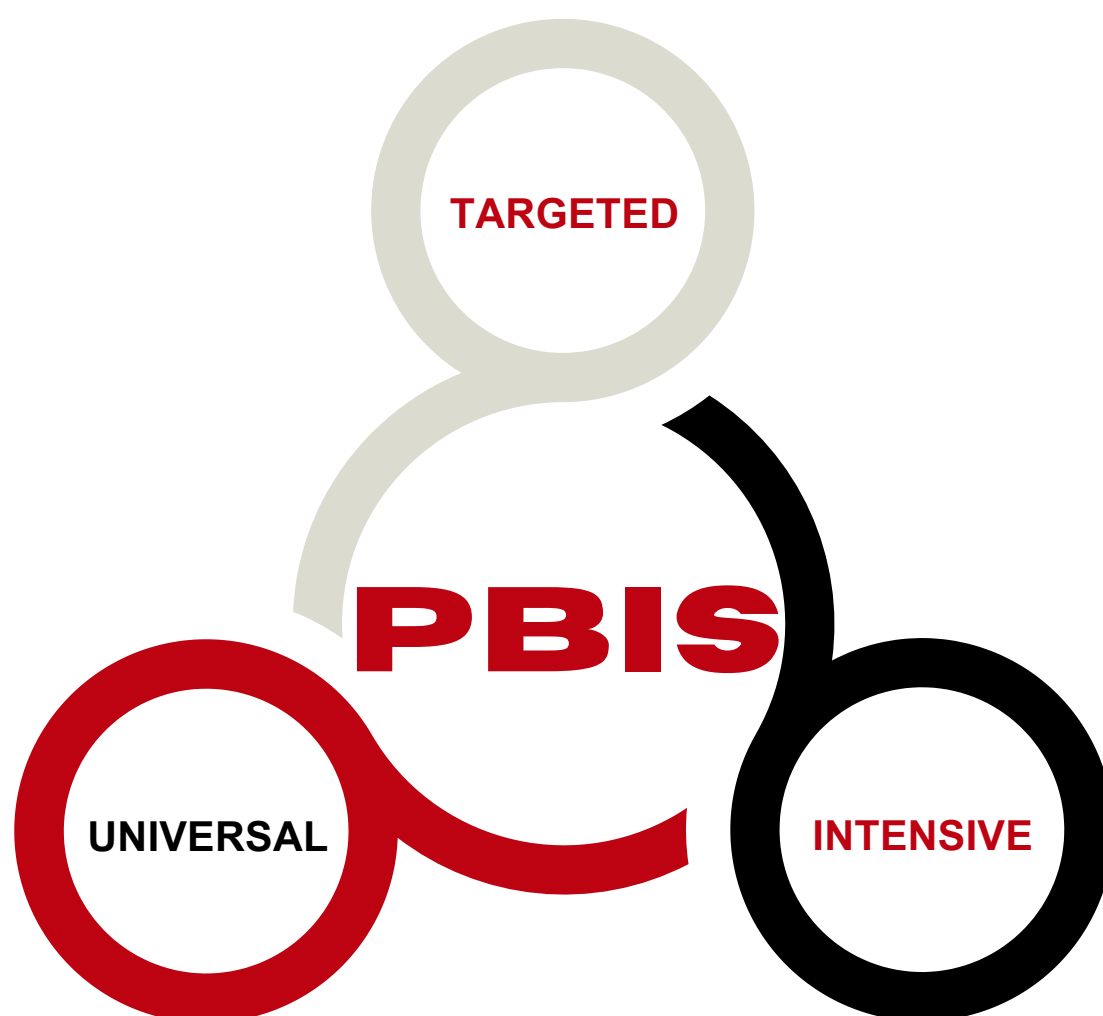
TIER THREE

Students who need more intensive, individualized help.

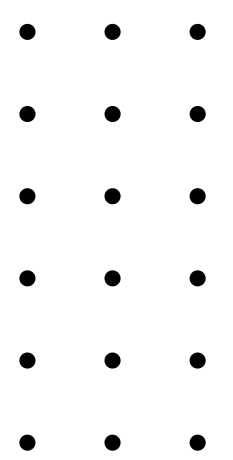


PBIS IS A COMPONENT OF MTSS THAT FOCUSES ON BEHAVIOR-RELATED ASPECTS OF THE BROADER MTSS FRAMEWORK THAT OFFERS A COMPREHENSIVE APPROACH THAT INCLUDES ACADEMIC, BEHAVIORAL, AND SOCIAL AND EMOTIONAL SUPPORT.

PBIS (Positive Behavior Interventions and Supports) is a proactive approach that schools use to create safe, positive, and supportive learning environments for all students. Instead of just reacting to misbehavior, PBIS focuses on *teaching and encouraging positive behavior*. Schools that use PBIS set clear expectations for how students should behave in different settings—like the classroom, cafeteria, or hallway—and they take time to teach those expectations just like they would teach a math or reading skill.



Students are recognized and praised for following those expectations, which helps build a positive school culture where everyone knows what's expected and feels supported. If a student has difficulty meeting behavior expectations, the school provides additional support, rather than just punishment. Just like with academics, some students may need more help than others. The goal of PBIS is to help every student feel safe, respected, and ready to learn—because when students feel supported socially and emotionally, they're more likely to succeed academically, too.

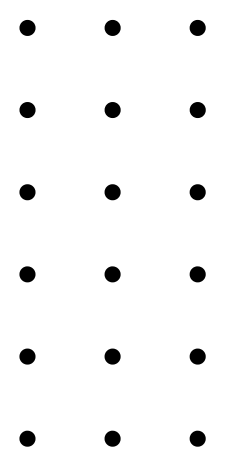


GOAL #1

Academic Excellence

INCREASE ACADEMIC GROWTH AND ACHIEVEMENT BY PROVIDING ALL STUDENTS WITH ACCESS TO AND ENGAGEMENT IN HIGH-QUALITY, RIGOROUS, AND INNOVATIVE INSTRUCTION AND EXPERIENCES.

STRATEGIES	MEASURES OF SUCCESS
<ul style="list-style-type: none">Develop and implement a Lopes Learning Framework.Align instruction and assessments to promote mastery of standards.Expand learning opportunities and course offerings to increase personalized options for students.	<ul style="list-style-type: none">All K-5 students demonstrate growth toward expected literacy and math benchmark scores.Meet or exceed established PSSA/Keystone growth expectations.K-12 curriculum and programming additions.Add future-ready experiences to graduation requirements.

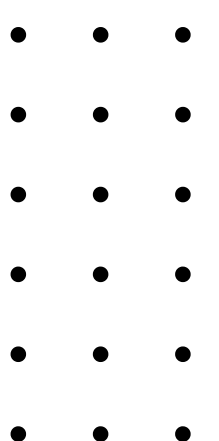
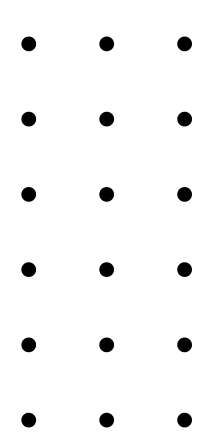


GOAL #2

Support & Wellness for All

PROVIDE STUDENTS AND STAFF WITH PROGRAMS AND SUPPORT THAT FOSTER A SENSE OF BELONGING AND A POSITIVE ENVIRONMENT.

STRATEGIES	MEASURES OF SUCCESS
<ul style="list-style-type: none">Assess student and staff wellness and their sense of belonging.Identify and implement appropriate student and staff interventions to support wellness.Implement Positive Behavior Intervention and Support (PBIS) K-12.Implement Multi-Tiered Systems of Supports (MTSS) interventions.	<ul style="list-style-type: none">Increase wellness-related scores for staff and students.Maintain the nationally recommended percentage of distribution of students across MTSS tiers.All buildings will achieve implementation of Tiers 1-3 behavior supports with fidelity.



GOAL #3

Future Ready Learners

EMPOWER K-12 STUDENTS WITH HANDS-ON, REAL-WORLD SKILLS AND EXPERIENCES TO ENHANCE THEIR ACADEMIC SUCCESS AND CAREER/LIFE READINESS.

STRATEGIES	MEASURES OF SUCCESS
<ul style="list-style-type: none">Develop and implement a Portrait of a Learner at each building.Develop a process to recognize student mastery of Portrait of Learner expectations.Create a district-wide committee for developing partnerships with the community and local businesses.	<ul style="list-style-type: none">100% of students demonstrate mastery of Portrait of a Learner expectations.100% of seniors demonstrate meeting or exceeding Portrait of a Graduate expectations at Senior Showcase.Annually add a minimum of ten partnerships to support future ready learning initiatives.

GOAL #4

School & Community Engagement

BUILD RELATIONSHIPS BETWEEN THE DISTRICT, FAMILIES, AND SCHOOL COMMUNITY THAT FOSTER ENGAGEMENT, TRUST, AND A SHARED RESPONSIBILITY FOR STUDENT SUCCESS.

STRATEGIES	MEASURES OF SUCCESS
<ul style="list-style-type: none">Create annual events that invite parents/caregivers to our schools to foster school-family connections.Improve and develop consistency of district communications.Expand student and staff volunteer and fundraising activities offered through the United Way.	<ul style="list-style-type: none">Each building hosts an annual school-family connection event.Increase the communication-related score on the annual parent survey.Earn the United Way Champion School District badge annually.



Acknowledgements

We extend our sincere gratitude to the members of the Strategic Planning Committee for their time, insight, and dedication throughout this process. Their collaborative efforts, thoughtful input, and commitment to the success of our students and community were instrumental in shaping this plan. Thank you for helping to create a shared vision that will guide our district forward.

STRATEGIC PLANNING COMMITTEE

Administration

Jeff Hadley, Ed.D.	Bobby Eastwood
Jillian Bichsel, Ed.D.	Bill Battistone, Ph.D.
Justin Karam, Ed.D.	Mike Hall, Ed.D.

Educators

Debbie Bacon (AHS)	Micaela Meinert (AES)
Emma Dewit (AMS)	Amy Besterman (APC)

Paraprofessional

Becky Marszalek (AES)

School Board Members

Danielle White
John Brandt

Students

Student-Superintendent Advisory Committee

Ady Burgoyne (AHS)	Lyla Sebek (AHS)
Cole Purdy (AHS)	Lily Stefanik (AHS)

Community Members

Shawn McClintock
Tom Shipley

Parents/Caregivers

Olena Thomas	Lydia Guthrie
Erica Livingston	Jessie Opalko Pfister
William Rice	Tammy Scott
Valerie Clarke	Morgan Carpenter Panuski

Studer Education - Carlita King
KnowledgeWorks - Jason Swanson, Maria Crabtree, and
the entire team at KnowledgeWorks