

Introduction:

Athens Area School District is nestled in the rolling hills of Northeastern Pennsylvania on the northern tier of Bradford County. Serving over 2,000 students, Athens Area School District (AASD) is the largest public school district in Bradford County, which has an estimated population of 60,077 as of the 2015 census. AASD employs ten administrators, ten central office staff, one hundred forty-three faculty, and seventy-eight support staff. The School Board consists of nine elected board members representing various zones within the school district. It is our goal as a district to help all of our students “build foundations for future success.”

As we work to prepare learners to be successful citizens and leaders in the 21st Century, we recognize the need to think strategically and plan for the future. This document represents the values of a broad range of stakeholders in the Athens Area School District Community and it will guide our work through the year 2025.

Vision Statement:

Athens Area School District is a small community preparing learners to make a big impact as citizens and leaders in a global economy.

Mission Statement:

The mission of the Athens Area School District, in collaboration with family and community, is to ensure educational excellence by preparing students with the skills necessary to become life-long learners and responsible members of society.

Slogan:

Building foundations for future success!

Beliefs:

We Believe:

- **Continuous Learning:** Each learner, including adults, is curious, competent, and able to take an active role in their own learning.
- **Responsive Teaching:** Effective educators empower all learners to achieve personal excellence by being open, flexible, and responsive to their needs.
- **Positive Learning Environment:** A positive, innovative learning environment empowers all of us to grow through rich, authentic relationships both locally and globally.
- **Community Engagement:** Together as a community of families, educators and leaders we share responsibility to inspire our modern learners to be active, critically engaged global citizens.

One Student-Centered Goal:

All Athens Area School District students will graduate fully prepared to succeed as active citizens in the competitive workforce or college without remediation.

Strategic Focus Areas:

Goal 1: Student Achievement:

All students will graduate prepared for post-secondary education, and workforce entry and will make an impact as citizens in an ever-changing global economy.

Goal 2: Community Engagement:

All faculty and staff in the Athens Area School District are accountable for engaging its diverse community as partners to support and sustain a world-class education system.

Goal 3: Operations and Resource Management:

Optimize the use of capital, operational, and human resources to meet the goals of the school district for modernization of learning spaces, instructional innovation, and recruitment and retention of personnel.

Framework:

9 Building Blocks For a World-Class State Education System

Goal 1: Student Achievement:

All students will graduate prepared for post-secondary education, and workforce entry and will make an impact as citizens in an ever-changing global economy.

Objectives:

Objectives are smaller, more focused sub-goals that will lead to achievement of the main goal. Objectives should be measurable and aim for goals down the road, but are more specific than the overall goal.

Strategies:

Strategies are action steps that we will take to achieve each measurable objective.

Indicators:

List the most important concrete, measurable outcomes.

1. Increase percentage of students achieving at or above grade level.

1. Provide resources to students before entering School: Kinder Camp, Spring Into Kindergarten, partnership with Head Start and local pre-K providers, Kindergarten registration process
2. Child Study, RTII, MTSS, Universal Screener, Core Plus, Special Education
3. Support inclusion for students with IEPs

1. Increase Cohort Graduation Rate to 100% by 2025.
2. Decrease % of IEPs from 22.4% in 2018 to 13%* by 2025.
* National average from 2015-16 survey by the National Center for Education Statistics.

2. Students will develop the knowledge and skills to utilize technology to be successful in career and college.

1. Instruct students on multiple platforms and interfaces
2. Require students to create and publish content.
3. Instruct students in communication through technology
4. Provide ongoing PD for teachers and staff
5. Develop STEM instructional program from elementary through high school.

3. Cut percentage of students failing state tests (PSSA & Keystone) by 50% by 2025.

Baseline % of Students Failing			
2016-2017 Data	Math	ELA	Sc
High School	41%	35%	
Middle School	67%	42%	
Lynch-Bustin	55%	45%	
SRU	63%	39%	

3. Provide a broad range of rigorous and robust course offerings that prepares students for workforce entry or college admission.

1. Establish a 3-year curriculum and assessment review cycle supported by a district-wide committee of diverse stakeholders.
 - a. Administer common assessments for core courses.
 - b. Administer capstone assessments for high school courses.
2. Create a system of curricular pathways from K-12 that provides offerings in:
 1. Science, Technology, Engineering, Arts, and Mathematics, Foreign Language, Career & Technology Training, A.P. / Dual Enrollment, Activities and Clubs, and Field Trips
3. Conduct a yearly review of recent graduates to follow up on post-graduate career and education status.

4. Increase in STEM courses offered K-12 from baseline in 2018-19.
5. Increased % of high school students participating in rigorous courses of study including Advanced Placement, Dual Enrollment, or CTE Career Pathways.
6. Increased % of students successfully making post-secondary transition to school, military, or work.

<p>4. Provide ongoing and differentiated professional development to ensure that we provide a high level instruction.</p>	<ol style="list-style-type: none"> 1. Teachers will participate Professional Learning Communities to encourage sharing of practices and ongoing learning. 2. The Differentiated Supervision Plan will be utilized to support ongoing professional growth for all administrators, faculty, and staff. 3. Support continuing education through tuition reimbursement for courses and professional development aligned with district goals. 4. Mentor new teachers through New Teacher Induction. 5. Maintain a team of Instructional Coaches that will facilitate and support ongoing professional development.
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Accountability Reporting:

Describe how progress will be tracked and reported on this goal, and the timeline and frequency of reporting.

Mid-year and end-of-year review.

Goal 2: Community Engagement:

All faculty and staff in the Athens Area School District are accountable for engaging its diverse community as partners to support and sustain a world-class education system.

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Strategies:

Strategies are action steps that we will take to achieve each measurable objective.

Indicators:

List the most important concrete, measurable outcomes.

1. Establish community partnership committees to elicit feedback, ideas, and build a connection between school and community.

1. Build on and streamline existing committees such as the Superintendent’s Cabinet, Parent Advisory Committee, Career Readiness Council, Agriculture Advisory Committee, and Alumni Foundation.
2. Maintain a regular and publicly advertised schedule of committee meetings.
3. Continue partnerships with local libraries and the Tioga Point Museum.

By 2025*,
1. ___% of students will report feeling connected with school.
2. ___% of students will report a feeling of pride in the school district.
3. ___% of parents and community members will report a feeling of pride in the school district.
4. ___% of parents, community members, and local businesses will report feeling connected with the school district.

2. Invest parents as active contributors to the school community.

1. Hold monthly PTG meetings at the elementary and middle school, and quarterly meetings of the Parent Council at the high school.
2. Regularly solicit parent input as key stakeholders in major school systems and decisions such as course offerings, field trip planning, and scheduling.

** Baseline established with community survey*

3. Build partnerships with business and other organizations to support our school district.

1. Continue bi-annual Chapter 339 Career Readiness Council meetings, which bring in representatives from local businesses.
2. Establish job shadowing and apprenticeship opportunities for high school students.

4. Enhance public awareness of positive school and community news.

1. Publish a district newsletter electronically each month and in print at least twice yearly with features from each school and department.
2. Distribute press releases frequently

	<p>through local news outlets as well as through social media.</p> <ol style="list-style-type: none">3. Use the District School Info App to communicate school news and updates with stakeholders.4. Design and support a modern district website that provides a professional and user-friendly interface between the school and community and that reflects the high standards of the school district.5. Encourage parent attendance of school events including school conferences, open houses, and other events.	
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Accountability Reporting:

Describe how progress will be tracked and reported on this goal, and the timeline and frequency of reporting.

School and district administrators will report to the School Board at the middle and end of the school year.

Goal 3: Operations and Resource Management:

Optimize the use of capital, operational, and human resources to meet the goals of the school district for modernization of learning spaces, instructional innovation, and recruitment and retention of personnel.

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Strategies are action steps that we will take to achieve each measurable objective.

Indicators:

List the most important concrete, measurable outcomes.

<p>1. Ensure long-term integrity of instructional programs as supported by implementing an annual budget that is forward-thinking and fiscally responsible to the community.</p>	<p>1. Create and maintain a comprehensive 3-5 year budget projection that balances needs for Curriculum, Materials and supplies, Salaries and benefits, and Buildings and grounds in alignment with the overall Strategic Plan.</p>	<p>1. Percent of annual budget spent directly on students/instruction will increase from 2017-18 baseline to ____%.</p>
<p>2. Update learning spaces to reflect focus on 21st century learning.</p>	<p>1. Solicit input from administrators, teachers, and students in updating libraries, STEM labs, maker-spaces, furniture, and classrooms. 2. Conduct a 3-year review to ensure that learning spaces reflect current learning trends and research.</p>	<p>2. An annual report will be presented to the school board highlighting updated learning spaces and their impact on 21st century learning.</p>
<p>3. Strategically seek grant funding to support innovation and supplement existing programs.</p>	<p>1. Establish a grant committee consisting of grant coordinator, Superintendent, business manager, and representatives from building-level administration, faculty, and community and business stakeholders with regular meetings at least once per quarter. 2. Utilize networking and fundraising events to engage the community to financially support our cooperation with the Community Foundation of the Twin Tiers. 3. Promote community ownership over the effort to financially sustain and enhance District curriculum and programs.</p>	<p>3. Annual financial report detailing grants applied for, received, and how the funds were used.</p>

<p>4. Recruit and retain the highest quality faculty and staff members.</p>	<ol style="list-style-type: none"> 1. District representatives will regularly attend career fairs at a broad range of regional universities. 2. Provide formal opportunities for professional growth and leadership. 3. Create a recruitment brochure detailing the benefits of living and working in Athens including area demographics. 4. Develop expertise through ongoing professional development and PLCs. 5. Utilize evaluation process and professional code of conduct to ensure that we maintain the highest possible standards. 6. Ensure that course and professional development approvals support district strategic initiatives. 	<p>By 2025*,</p> <ol style="list-style-type: none"> 4. ___% of faculty and staff will report a positive attitude toward impacting student learning. 5. ___% of faculty and staff will report ongoing professional growth as supported by the district. 6. ___% of faculty and staff will report a positive experience from collaborating with colleagues. <p><i>* Baseline established with faculty and staff survey</i></p>
<p>5. Maintain a technology infrastructure that is flexible and anticipates the new and ever-changing technology industry in the workplace.</p>	<ol style="list-style-type: none"> 1. Establish a Technology Committee that includes stakeholders from elementary, middle, and high school levels as well as district leadership and student leaders as appropriate. 2. Create and publish a District Technology Implementation plan with annual goals and quarterly or semi-annual benchmarks, with goals tied to student achievement as appropriate. Technology purchases and replacements should be included in the plan along with a detailed inventory of existing equipment and where it is deployed. 3. Utilize technology support staff to 	<p>7. Quarterly Technology Implementation Plan report</p>

	contribute to professional development and to support instructional integration of technology.	
<p><u>Accountability Reporting:</u> <i>Describe how progress will be tracked and reported on this goal, and the timeline and frequency of reporting.</i></p> <p>School and district administrators will report to the School Board at the middle and end of the school year.</p>		