

AVON LAKE CITY SCHOOLS



STRATEGIC PLAN

for the AVON LAKE CITY SCHOOLS

2024-2027



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AVON LAKE CITY SCHOOLS

Date of Board Approval: August 20, 2024



STRATEGIC VISIONING SUMMARY

- The project is based on a comprehensive assessment of organizational culture, strengths, weaknesses, opportunities, barriers, and challenges.
- The plan provides a consistent framework for guiding decision-making over the next five years.
- The plan allows for effective communication between organizational stakeholders about the challenges and opportunities facing the organization. It also incorporates:
 - Mission
 - Vision
 - Portrait of an AL Student
 - Identification of strategic priorities and associated high-level metrics
 - Identification of the District's strengths and how to align them with the strategic priorities for desired impact
- The plan should be revisited regularly and updated as needed.

DESIGN

Data was gathered from over 100 individuals in establishing this strategic vision. Participation came from all stakeholder groups including students, staff, parents, community, local businesses, administrators, and the School Board.

- An in-depth analysis of relevant district and community data was conducted to determine current organizational capacities.
- A design committee, consisting of the leadership team, was established to assist in designing the strategic visioning process.
- A visioning session with broad representation from approximately 80 participants met to refine the mission statement, develop a Portrait of a Graduate, and conduct a SWOT analysis, which formed the basis of the strategic vision. Broad strategic areas were identified from the data gathered in this meeting.
- A set of idea lab focus groups gathered input from students, parents, teachers, administration, and community members to brainstorm priorities for achieving the broad strategic areas identified in the visioning session.
- Two meetings were held with the Board to shape the vision for Avon Lake students, key strategic priorities, and the Portrait of an AL Student.



DATA SOURCES

- School Census Data
- 2021-2022 ALSCD State of Ohio Report Card
- 2022-2023 ALSCD State of Ohio Report Card
- ALCSD Enrollment by Building
- ALCSD Student Achievement by Building
- ALCSD Financial Projections
- ALCSD Course Offerings and Credit Earnings by Building
- ALCSD Fine Arts and Extracurricular Offerings
- ALCSD Honors, AP, and CCP Participation
- National Center for Education Statistics Data by Building
- Ohio Job Outlook 2028
- 2024 Ohio DJFS Statewide Occupational Projections



VISION AND MISSION

PRINCIPLES IN THIS PLAN:

- This plan builds on the success that ALCSD has already demonstrated, including academic rigor, community engagement, enduring partnerships, and strong commitment to student success.
- It is based on the input of stakeholders including students, families, community, business partners, staff, and administration.
- It is intended to set a challenging but achievable vision to further the mission of the District in an ever-evolving world.
- It is flexible and can evolve as the work progresses. It should be reevaluated periodically by the leadership team and the School Board.

VISION STATEMENT:

Vision Definition: Where are we going? What is our future?

- Inspiring resilient students to achieve meaningful, successful, and fulfilling lives contributing to the success of our Avon Lake community.

MISSION STATEMENT:

Mission Definition: Why do we exist? What are we here to do?

- Our mission is to prepare students for an evolving world. We deliver student-centered learning, celebrate personalized goals, and encourage diverse career paths through collaborative partnerships with our staff, families, and community.



SWOT ANALYSIS

STRENGTHS

- Exceptional staff
- Community pride
- Athletics / clubs / extracurriculars
- Academic success / state rankings
- Expansive curriculum / programs for students

WEAKNESSES

- Need for students' social / emotional development (trending culture of disrespect, overreliance on technology)
- Deteriorating buildings
- Staff collaboration and connection to administration

OPPORTUNITIES

- Diverse student goals and possible career paths
- Partnerships with LCCC and LC JVS
- Academic and business partners to provide career exploration opportunities
- Further engage the community in support of the district

THREATS

- Community feelings of mistrust or unclear communication
- Increasing financial pressure (population trend and property valuation changes, failed levy, etc.)
- Complacency – the district has been historically successful, but needs to continue to grow and evolve

Strengths: What we do best

Threats: Where we can improve

Opportunities: External resources and trends

Threats: Headwinds the organization faces



PORTRAIT OF AN AVON LAKE STUDENT



An AL Student has the resilience, independence, and preparation to follow their own diverse career and life paths. They are flexible and resourceful with the integrity and social-emotional skills needed to succeed in an evolving world.

Adaptable

- Knowing how to listen and when to speak
- Emotionally intelligent
- Collaborative and inclusive team member
- Connected to their community

Life Ready

- Flexible and exploratory
- Confident to embrace wins and losses
- Career curious
- Well-rounded and prepared for their future

Character

- Resilient and overcomes challenges
- Respectful and kind
- Honest and reliable
- Hard working

Set for Success

- Problem solver and critical thinker
- Technologically literate and responsible
- Academic achievement based on their individual goals
- Physically and mentally healthy



ALCSD KEY STRATEGIC PRIORITIES

The strategic priorities listed below are based on the key strategies and discussions that emerged during conversations with the leadership team as well as input gathered from the visioning session and idea labs:

Priority One: Create a Culture of Respect and Collaboration

1. Focus on student social and emotional skill development
 - a. Encourage student citizenship and service-learning inside and outside of schools
2. Develop strategy for staff engagement at district and building level
 - a. Ensure staff development needs are identified and supported
3. Increase two-way communication and collaboration within the district – build partnership between administration, staff, students, families, and the community
 - a. Strengthen trust in the district through transparent, ongoing messaging
 - b. Provide opportunities for discussion where all members of the district have a voice
 - c. Engage consistent, consolidated, and concise methods of communication – ensure all members of the district know where questions can be answered

Priority Two: Focus on Student-Centered Learning

1. Prioritize student mental health services / resources
 - a. Develop resilience and self-confidence that will benefit students throughout their lives
2. Support and celebrate individualized student goals
 - a. Success can look different from student to student – no one-size-fits-all definition of achievement
3. Encourage all career paths – trades, apprenticeships, etc. in addition to 4-year college
 - a. Leverage community opportunities for diverse career exploration
4. Prepare students for the rapidly evolving demands of the future

Priority Three: Infrastructure that Enables Student and Staff Success

1. Creating inspiring learning spaces (new buildings and upgrading current buildings) to better support the district's staff and students
 - a. Educational settings that allow for effective leveraging of technology
 - b. Provide buildings/facilities that enable best-practice instruction and collaborative learning
 - c. Evaluate the addition of staff support roles (such as assigning a dedicated nurse to each building)



ALCSD STRATEGIC PRIORITIES VISUAL

