



Creating a Strategic Plan for the Avon-by-the-Sea School District

Mission Statement

*The mission of Avon Elementary School
is to cultivate in students the knowledge, skills, and attitudes
delineated in the New Jersey Core Curriculum Contents Standards and
necessary to become happy, healthy, productive adults
and informed, responsible citizens;
to foster a desire to be independent, lifelong learners and problem solvers
who are able to adapt to societal changes;
and to empower students to take an active role
in the democratic process in order to positively impact their families,
their communities, their country and the world.*

Session 3

Revising the Mission Statement and Developing Strategic Planning Goals for the Avon-by-the-Sea School District

On May 16, 2023, Avon-by-the-Sea School District administrators, Board of Education members, staff, parents, and community members, twelve (12) participants in all, came together for Meeting #3 of the strategic planning process. The meeting began with a welcome and introduction by Superintendent, Dr. Michael-John Herits. Facilitator Mary Ann Friedman, from New Jersey School Boards Association (NJSBA), was introduced and provided an overview of the strategic planning process, the consensus process and the focus for the evening's activity.

The topics for the third evening focused on reviewing and revising the district's mission statement and developing goal statements and objectives for each of the four goal areas identified at the second meeting. Participants gathered in two self-selected groups.

The information that follows is a summary of the work of the small groups. As discussed with the meeting participants, all consensus points are recorded and posted on the district website to share the group work during the course of the strategic planning process.

Mission Statement Activity

We reviewed why a mission statement is important, and the analysis of a mission statement specifically to include: the **Audience** – whom do you serve and who is your primary client; the **Action** – what do you do and what is the verb; the **Aim** – why do you do it and what is your purpose; the **Identity** – what makes you unique and what makes you special; the **Means** – how do you do it.

Participants were asked to review and consider the Strengths & Challenges, and Vision & Initiatives that were developed in Meetings #1 and #2. Participants were asked to review the current Mission Statement and underline the words that are important to them and to include in the development of a draft mission statement. Each group utilized the analysis of a mission along with the words they had underlined from the current mission statement to come to consensus. Each group took great care to draft a mission statement. Each small group then shared their draft mission statement with the larger group.

Small Group Consensus: Developing a Draft Mission Statement

Group 1:

The mission of Avon Elementary School is to cultivate respectful, responsible, caring ~~citizens~~ students through student-centered learning designs, who positively impact their world.

Group 2:

Avon Elementary School fosters a respectful, responsible and caring environment that empowers student to be independent problem solvers and creative thinkers who are challenged and inspired through the unity of parents, teachers and community.

Both groups came together to develop a final mission statement. Several iterations were developed prior to coming to consensus on the final mission statement:

Final Avon Elementary School Mission Statement

The mission of Avon Elementary School is
to cultivate respectful, responsible, and caring students
who are empowered to think creatively, critically, and work collaboratively
to positively impact their community.

Development of Goal Statements and Objectives

Each group worked on two goal areas to develop objectives and goal statements. The work of the groups follows and was presented to the larger group for consideration and consensus.

Goal 1: Student Experience

Goal statement: Diversify and increase student programming.

Objectives:

1. Collaborate with local schools to create additional enrichment opportunities for students.
2. Develop a Peer Mentorship Program to help reinforce the pillars of our mission, build confidence in our students, and provide additional support.

Goal 2: Climate & Culture

Goal statement: Continue to foster the positive climate and culture in our school.

Objectives:

1. Continue to grow communication between students, staff, parents, and community through social media (or other opportunities) to increase awareness, unity, and promote our school.
2. Continue to provide opportunities that support physical, mental, and emotional wellness for our students and staff.

Goal 3: Finance & Facilities

Goal statement: To improve the functionality of facilities by exploring alternative / external funding sources.

Objectives:

1. Complete the Long Range Facilities Plan (LRFP).
2. Utilize the LRFP to apply for other grant opportunities.
3. Develop an ongoing assessment that continuously monitors emerging building needs.

Goal 4: Community / Stakeholder Engagement & Involvement

Goal statement: Increase community partnerships to broaden the student experience beyond the walls of the school.

Objectives:

1. Enhance awareness of the school through external communication channels.
2. Integrate community expertise into programming to benefit the students and school.
3. Create project-based learning experiences that integrate community partners and resources.

Next Steps:

The next step in the process is the development of the action plans. The Superintendent and the Administrative team will develop the action plans for the strategic plan. The timelines will be developed for a 3-5 year plan.

The action plans will include:

- Major activities for each objective
- Who is responsible for the activity
- The resources to be deployed
- Due dates for completion
- Indicators of Success (how we will know the activity has been accomplished)

Thank you to everyone who has contributed their time, talent, and perspectives during any or all of the Strategic Planning meetings. We appreciate your participation!

The final plan will be presented to the Board of Education on Wednesday, August 16, 2023 at the Board meeting.

Thank you again for your participation in developing the plan that will guide the board and district in moving forward over the next 3 – 5 years.