



2018

Co-curricular and
Extracurricular
Strategic Plan



AVON GROVE
SCHOOL DISTRICT

Executive Summary

This Avon Grove School District Co-curricular and Extracurricular Strategic Plan was prepared by the Chester County Intermediate Unit in partnership with Avon Grove School District administrators and the Board of Directors. This plan, when approved, will be implemented from July 1, 2018 through June 30, 2021. The primary focus of this plan is at the High School level with a secondary focus on Middle School and Intermediate levels, but the benefits of implementation will impact the entire district.

An evaluation of the current extracurricular program was done first to determine areas of focus. Methods of data collection for this evaluation included focus groups, surveys and interviews. The program evaluation highlights that participation in extracurricular activities is generally high among students at the High School and is a positive experience. Results of the data showed a general satisfaction with the extracurricular program among all stakeholder groups, but with a few areas of improvement needed among school pride, equity funding and communication.

Overall Strengths:

- Students report that extracurricular activities are fun and allow them to make friends while learning something new or doing something they love.
- There are a variety of diverse opportunities available for students.
- Staff are dedicated and passionate about their sport or activity.
- The success of teams/groups and individual students has increased over the years as reflected in championships, awards and recognition both regionally and nationally.
- Parent and community support has increased.

Recommendations:

- Explore perception of equity issues with support for clubs/activities vs athletics.
- Explore perception of logo/mascot as well as lack of pride reported in AGHS.
- Explore funding options to lower participation fees and other costs associated with some extracurricular activities.
- Increase communication regarding allocation of funds for different groups.
- Increase communication between the district, parents, students, coaches, and advisors.
- Explore additional opportunities for student participation, specifically 9th grade sports and athletic clubs to ensure that participation in extracurricular activities reflects the diverse population of students in the school.
- Explore options to increase space/facilities available for practices, rehearsals, and meetings for larger groups.

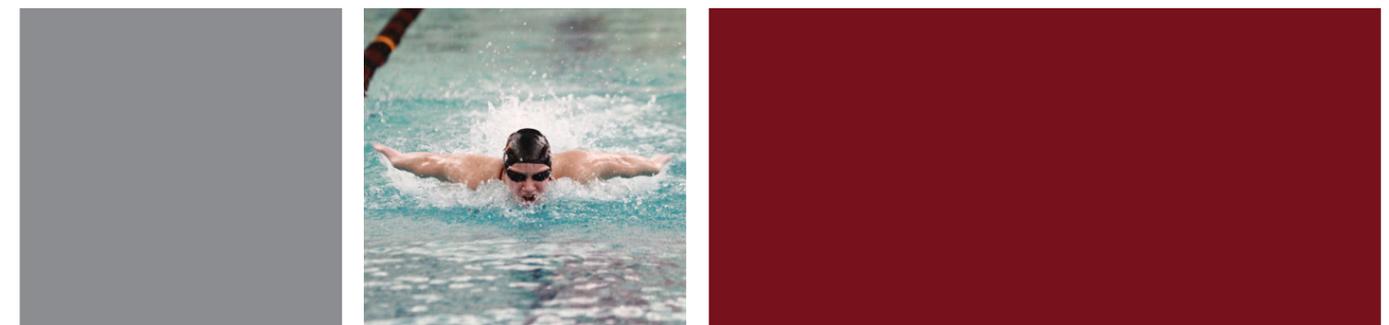
Introduction

Often times, the words co-curricular and extracurricular are mistakenly used interchangeably. In order to clarify for the purpose of this report the definitions below come from The Glossary of Education Reform (2013).

Co-curricular refers to activities and programs that complement student learning in school and typically take place during the normal school day- i.e. experiences that are connected to the academic curriculum.

Extracurricular refers to activities and programs that students participate in outside of the normal school day. These activities do not have a direct connection to school curriculum and require a commitment of additional time from the student before or after school or on the weekend.

With the market crash of 2008, many supplemental positions were cut in order to balance the budget. When the current Activities/Athletic Director started in 2014 a three year plan was developed to slowly bring back the supplementals that had been cut. To date, only some have been reinstated. The most notable exception is 9th grade sports, which is a major area of concern for many in the district and has been a topic of discussion at school board meetings this year. The school board has been presented with a proposal by the AGSD Superintendent to begin to bring back 9th grade sports. At this time, 9th Grade Football and Girls Basketball have been incorporated into the 2018-19 Budget Plan.



Overview of the Evaluation and Planning Process

In September of 2017 the Avon Grove School District (AGSD) requested that the Chester County Intermediate Unit (CCIU) facilitate a strategic planning process focusing on the areas of co-curricular and extracurricular activities. The AGSD requested that the process mirror the Pennsylvania Department of Education Comprehensive Planning process to the extent that it makes sense and is applicable. This final report containing action plans for immediate implementation serves as the culmination of the year long strategic planning process.

The specific objectives requested by AGSD are as follows:

- Review and revise the mission, vision, values, and beliefs for AGSD co-curricular and extracurricular activities.
- Address all logistical areas of concern surrounding co-curricular and extracurricular activities such as mascots, logos, staffing, programs offered, etc.
- Establish focus areas and priority areas that will enhance and improve the co-curricular and extracurricular activities programs.
- Develop actionable plans that will enable the advancement of the co-curricular and extracurricular activities programs.

In September of 2017 a planning meeting took place between CCIU and AGSD administrators to develop a detailed timeline (Appendix A) and identify the stakeholder representation needed on the Steering Committee. This Steering Committee then met three times in the fall to create the mission, vision, and shared values for the extracurricular program.

Data was collected in December and January through multiple focus groups, electronic surveys, and an internal needs assessment. This data was analyzed to identify common themes and presented to the Steering Committee in February 2018 for feedback. The Steering Committee and a small committee of AGSD administrators and teachers identified strengths in the data and areas of concern. These areas of concern along with the vision statement developed by the Steering Committee earlier in the process were the driving force in developing the goals in this plan.

A small group, including the Activities/Athletic Director, the building principal, and two teachers, one who has also served as a coach and one who has also served as an activity advisor, met over the course of three half days to develop the goals and implementation steps. The draft plan was then presented to Dr. Marchese and Mr. DeShong for approval and revised with his input. The final report was presented to the AGSD Co-Curricular Subcommittee on May 1, 2018 with the Steering Committee invited to attend. The full board meeting will vote on approval of the plan at it's May 10th meeting.

Steering Committee

The Steering Committee consisted of 25 people representing a variety of stakeholders. The goal in selecting these participants was to ensure input from both Middle School and High School levels as well as clubs and athletics. The participation of these key staff members and representatives ensured that multiple perspectives were considered and that the final plan will be supported.

4 Coaches - 3 High School Varsity and 1 Middle School

Name	Role
Kelly Burk	HS Boys/Girls Swimming
Eric Jackson	HS Boys Lacrosse & MS Teacher
Dave Whitcraft	HS Boys Soccer and Baseball
Beth Wilkinson	MS Girls Field Hockey and Lacrosse

4 Club Advisors - 3 High School and 1 Middle School

Name	Role
Mike Davino	Marching Band Director
Kristin Miller	HS Student Council Advisor
Maureen Auerbach	HS LEO Club Advisor
Ashley D'Onofrio	MS Musical Director & Teacher

2 Parents - 1 High School and 1 Middle School

Name	Role
Peggy Malone	HS Parent
Elizabeth Clausis	MS Parent

6 Students – 4 High School and 1 Middle School

Name	Role
Lauren Kretzing	HS Athlete
Zach Augustine	HS Athlete
Delaney Wright	HS Club
Eliza Wright	HS Marching Band
Christian Whitehill	MS Athlete
Connor Reger	MS Club

2 Administrators – 1 High School and 1 Middle School

Name	Role
Vanessa Robtison	Director of Athletics and Student Activities
Michael Brooks	MS Athletic Director & Teacher

1 Sports Booster

Name	Role
Julie Lloyd	Sports Booster President

1 Music Booster

Name	Role
Jennifer Gentile	AGIMBA President

4 Community and Board Partners

Name	Role
Chip Donovan	Little League Representative
Cheryl Doyle	AGRA Representative
Chris Campagna	Owner: Peak Physical Therapy
Jeff Billig	AGSD Board Member

The following Philosophy, Mission, Vision and Shared Values for Avon Grove School District's Co-curricular and Extracurricular Programs were developed by the Steering Committee following a process of brainstorming and collaboration.

Philosophy

The extracurricular program of the Avon Grove School District is guided by its mission, vision, and core values. All stakeholders – coaches, advisors, sponsors, directors, students, administrators, parents, and community members – share responsibility for ensuring that these values are reflected in all aspects of the program. These programs provide students with the opportunity to develop self-confidence and self-esteem through individual and team achievements, hone problem-solving and decision-making skills, and receive coaching and support from knowledgeable individuals who model integrity, exemplify high standards of professionalism and support the District's mission.

Mission Statement

The mission of the Avon Grove School District Extracurricular Program is to challenge, inspire and enhance the student experience by providing opportunities for every student to grow and reach their full potential.

Vision Statement

We envision a unified, positive environment, where all stakeholders work together to provide extracurricular programs that are inclusive and will instill a sense of pride in the community. We envision a supportive culture where students are encouraged to take risks and lessons are learned through success and failure. Ultimately, Avon Grove School District will offer a wide variety of extracurricular opportunities which foster spirited and purposeful participation, promote leadership and mutual respect, produce high level results, and empower students to be in the forefront academically, athletically and creatively.

Shared Values

- Community** Mutual support through connections within the school and the community at large
- Character** Experiences that promote positive citizenship, respect, integrity and responsibility
- Passion** Sincere commitment to school pride
- Leadership** Empowering others to build the next generation of leaders
- Wellness** Help students discover their interests and promote social, emotional and physical health
- Quality** Variety of programs that provide positive experiences for all and opportunities for success
- Goals** District, school, program and individual efforts that promote growth though hard work and focus

Literature Review

This Literature Review was included in the Avon Grove School District Extracurricular Program Evaluation to consider the current research available around best practices in high school athletics and activities. All research cited is from peer-reviewed journals.

Benefits of Participation

Numerous benefits have been associated with participation in extracurricular activities including higher academic achievement, improved non-cognitive skills, greater life satisfaction and well being, better career prospects, and lower instances of school dropout. (Ashbourne & Andres, 2015)

Engagement in extracurricular activities is linked to decreasing rates of early dropouts in both boys and girls. Participation provides marginal students an opportunity to create a positive and voluntary connection to their school. Other strategies typically used to address the needs of at-risk students, such as school dropout prevention programs and remedial education, focus on the deficits of students and serve as a catalyst in the formation of deviant groups. (Mahouney & Cairns, 1997)

Participation in school-related activities was more strongly associated with achievement than was participation in activities outside of school. (Gerber, 1996)

A study done for the College Board provides compelling evidence that participation in extracurricular activities provides all students - including student from disadvantaged backgrounds, minorities, and those with otherwise less than distinguished academic achievements in high school, a measurable and meaningful gain in their college admission test scores. Participation in extracurricular activities in high school appears to be one of the few interventions that benefit low income, disadvantaged students - those less well served by traditional educational programs - as much as or more than their more advantaged peers. (Everson & Millsap, 2005)

Even after controlling for family background and cognitive ability, involvement in extracurricular activities predicts higher grades; higher college aspirations, enrollment, and completion; greater self-discipline, self-esteem, and resilience; lower risky behavior such as drug use, delinquency, and sexual activity; and lower truancy rates (Zaff et al., 2003).



Activity Gap

In a study by The Annenberg Institute for School Reform, trends in extracurricular participation from the 1970s through today revealed some alarming findings. While upper-middle class students have become more active in school clubs and sports teams since the 1970s, working-class students have become increasingly disengaged and disconnected, their participation rates plummeting in the 1990s and remaining low ever since. Cutting extracurricular activities from the school budget or attaching a hefty price sticker to them through pay-to-play initiatives puts low-income students at a greater disadvantage. (Snellman, Silva and Putnam, 2015).

Data Collection

This Literature Review was included in the Avon Grove School District Extracurricular Program Evaluation to consider the current research available around best practices in high school athletics and activities. All research cited is from peer-reviewed journals.

Focus Groups (Appendix B)

The CCIU has extensive experience conducting focus groups for Superintendent Searches and District Audits. The same structure was applied to this process. A script and Powerpoint were developed to keep the delivery to all groups consistent and every group answered the same 4 questions.

- What are the qualities of a superior extracurricular program?
- What are the strengths of the current extracurricular program in Avon Grove School District?
- What are the key issues/obstacles that need to be addressed here in the next five years?
- What strategies might help to overcome those obstacles?

Five focus groups were scheduled, divided by stakeholder group to ensure participants would be comfortable voicing their opinions. The dates for these meetings were advertised well in advance via email blasts and the district website. Unfortunately, turn out at all the sessions was very low.

The Parent Focus Group took place on December 18th, 2017 with 6 participants. The Student Focus Group took place on December 18th, 2017 with 1 participant. The Staff Focus Group took place on December 4th, 2017 with 4 participants. The Community Focus Group took place on December 13th, 2017 with 4 participants. The Hispanic Parent Focus Group did not take place. All information regarding this Focus Group was translated and sent via email. No one signed up for the original date of January 8th, 2018, which was canceled because of snow and rescheduled for January 16th, 2018. Once again, no one signed up for the rescheduled date so it was also canceled. Administrators were considered a separate focus group and were interviewed one on one to gain feedback on each of the 4 questions.

Data Collection (ctd.)

Surveys (Appendix C)

Using sample questions from a number of high schools across the country who have completed similar program assessments, an AGSD Administrator determined the best questions to include in surveys to students, parents, and staff. The surveys were created in Google Forms and made available from December 18-22, 2017. Prior notification was sent via email to students, staff and parents the week before the surveys were open. Completion of the survey was voluntary and no personally identifying information was collected. Surveys were completed by 661 students, 429 parents and 71 staff members for a total of 1161 responses.

Internal Needs Assessment

Research was done to find a needs assessment for High School extracurricular programs. Although athletics in the state of Pennsylvania is governed by the PIAA, it does not provide any process for districts to reflect on the implementation of current programs and plan for the future. As a result, a needs assessment developed by the National Interscholastic Athletic Administrators Association (NIAAA) was used to guide a frame a reflective discussion for internal information gathering. The NIAAA has developed a suggested set of measurement criteria that local high school athletic administrators may use to assess the current status of their athletic program. The 10 assessment categories listed below are intended to focus on immediate and long-range plans. The planning team acknowledges that this needs assessment does not take activities into consideration.

Philosophy	Educational Compatibility
Mentoring	Safety and Risk Management
Access and Equity	Budget and Supplemental Fund Raising
Personnel and Program Assessment	Technology
Sports Medicine	Innovation and Creativity

Goals

Goal #1 : Avon Grove School District will provide sufficient, high quality extracurricular programs to meet the needs of all students.

Indicator of Effectiveness: (1) % of students participating in at least one extracurricular activity will increase from a baseline taken in September of 2018. (2) Documentation including meeting agendas, electronic communication, funding procedures and guidelines and a new handbook

Action Steps:

Communication of Strategic Plan: Communicate new Mission, Vision, Shared Values and Strategic Plan to stakeholders (students, parents, teachers, coaches/advisors, boosters, board subcommittee).

1. Establish a baseline number and percentage of students participating in at least one extracurricular activity and continue to monitor that number annually.
Start Date: 5/2018 End Date: 6/2021
Person Responsible: Activities/Athletic Director
2. Create a short video with the Presentation Team (selected by Activities/Athletic Director) to use for consistent communication to additional stakeholder groups
Start Date: 6/2018 End Date: 8/2018
Person Responsible: Activities/Athletic Director
3. Share with K-12 staff during opening week gathering each year.
Start Date: 8/2018 End Date: 9/2020
Person Responsible: Activities/Athletic Director and Superintendent
4. Share with coaches and advisors during a fall meeting each year.
Start Date: 8/2018 End Date: 9/2020
Person Responsible: Presentation Team selected by Activities/Athletic Director
5. Share with parents and community via email from Superintendent and sharing on the website and through the Avon Grove Sun. Updates on progress of the plan will be communicated twice per year.
Start Date: 8/2018 End Date: 6/2021
Person Responsible: Activities/Athletic Director and Superintendent
6. Share with students via individual student email and AGTV at the beginning of each school year
Start Date: 8/2018 End Date: 9/2020
Person Responsible: Presentation Team

Goal #1 : Avon Grove School District will provide sufficient, high quality extracurricular programs to meet the needs of all students (ctd.)

7. Share with Sports Booster, Music Boosters, Parent Action Committee and the Board Extracurricular Subcommittee at a fall meeting each school year.
Start Date: 8/2018 End Date: 9/2020
Person Responsible: Presentation Team
8. Create Public Schoology Group page to provide bimonthly updates on this plan.
Start Date: 8/2018 End Date: 6/2021
Person Responsible: Activities/Athletic Director

Assistant Activities/Athletic Director: Hire an additional part time position

1. Create an Assistant Director for Athletics and Activities position. This position would handle some of the day to day responsibilities including scheduling, communication, equipment management, student eligibility etc.
Start Date: 10/2018 End Date: 7/2019
Person Responsible: Activities/Athletic Director, Building Principal, Superintendent

Partnerships: Develop school and community partnerships

1. Explore partnerships with diversity clubs and community organizations to increase participation in extracurricular activities to better represent the diversity of the student population in AGSD.
Start Date: 8/2019 End Date: 6/2021
Person Responsible: Activities/Athletic Director in partnership with the Education Foundation

Funding: Ensure equitable funding of teams and clubs while keeping costs for families as low as possible.

1. Establish a committee to develop procedures and guidelines regarding the spending by organizations. This will include evaluating the amount charged to families through the activity fee and additional booster fees to ensure equal opportunity and access for all students. Compare to other districts in Chester County.
Start Date: 1/2019 End Date: 6/2020
Person Responsible: Activities/Athletic Director in partnership with the committee which will include a representative from the Business Office

Goals

Goal #1 : Avon Grove School District will provide sufficient, high quality extracurricular programs to meet the needs of all students (ctd.)

Communicate Clear Consistent Expectations: Develop an all inclusive handbook to ensure consistency across programs as much as possible.

1. Create one handbook to include athletics and activities. This will include responsibilities, expectations for volunteer coaches, volunteer advisors, volunteer assistants, advisors, directors, assistant directors, coaches, assistant coaches, and students as well as guidelines for programs, policies and procedures.
Start Date: 8/2019 End Date: 2/2020
Person Responsible: Handbook Committee

Goal #2 : Develop and implement plans to increase school spirit and pride in Avon Grove School District.

Indicator of Effectiveness: Student survey data specific to school spirit and pride will increase 5% each year from a baseline established in September 2018.

Action Steps:

AG Pride Leadership Academy: Establish an AG Pride Leadership Academy. Students in grades 10, 11 and 12 will apply to participate in this group. Once selected, these volunteers will help facilitate school spirit and pride events throughout the school year in all buildings.

1. Identify minimally 2 staff advisors, one from athletics and one from activities, to oversee this group.
Start Date: 1/2019 End Date: 2/2019
Person Responsible: Activities/Athletics Director
2. Create and establish application criteria.
Start Date: 2/2019 End Date: 3/2019
Person Responsible: AG Pride Advisors
3. Create and establish a selection committee and publicize application for students.
Start Date: 3/2019 End Date: 6/2019
Person Responsible: AG Pride Advisors

Goal #2 : Develop and implement plans to increase school spirit and pride in Avon Grove School District (ctd.)

4. Select students for the AG Pride Leadership Academy.
Start Date: 10/2019 End Date: 10/2019
Person Responsible: AG Pride Advisors
5. AG Pride Leadership Academy will meet weekly during the school day to create and plan the events in which they will participate, in addition to pep rallies and field days.
Start Date: 11/2019 (or in accordance with I/E cycle) End Date: 6/2021
Person Responsible: AG Pride Advisors
6. Pair up all teams and clubs to increase school spirit and support. AG Pride Leadership Academy will assign partner teams/clubs and brainstorm a list of ways students in each group can support each other (i.e. attending each other's events, supporting their fundraisers, sending positive messages, making a banner etc.)
Start Date: 8/2020 End Date: 10/2020
Person Responsible: AG Pride Advisors

Maroon and Gold Pride K-12: Introduce maroon and gold pride in all buildings through field day at PLE and AGI, pep rallies at FSE and homecoming spirit week at AGHS.

1. Students in grades K-12 will be assigned a color. A-K will be gold and L-Z will be maroon. This assigned color will continue through to graduation.
Start Date: 9/2019 End Date: 6/2021
Person Responsible: Activities/Athletic Director, Building Principals, Superintendent and AG Pride Advisors
2. Staff and faculty will also be assigned a color using the same breakdown (A-K gold, L-Z maroon)
Start Date: 9/2019 End Date: 6/2021
Person Responsible: Activities/Athletic Director, Building Principals, Superintendent and AG Pride Advisors

Goals

Goal #2 : Develop and implement plans to increase school spirit and pride in Avon Grove School District (ctd.)

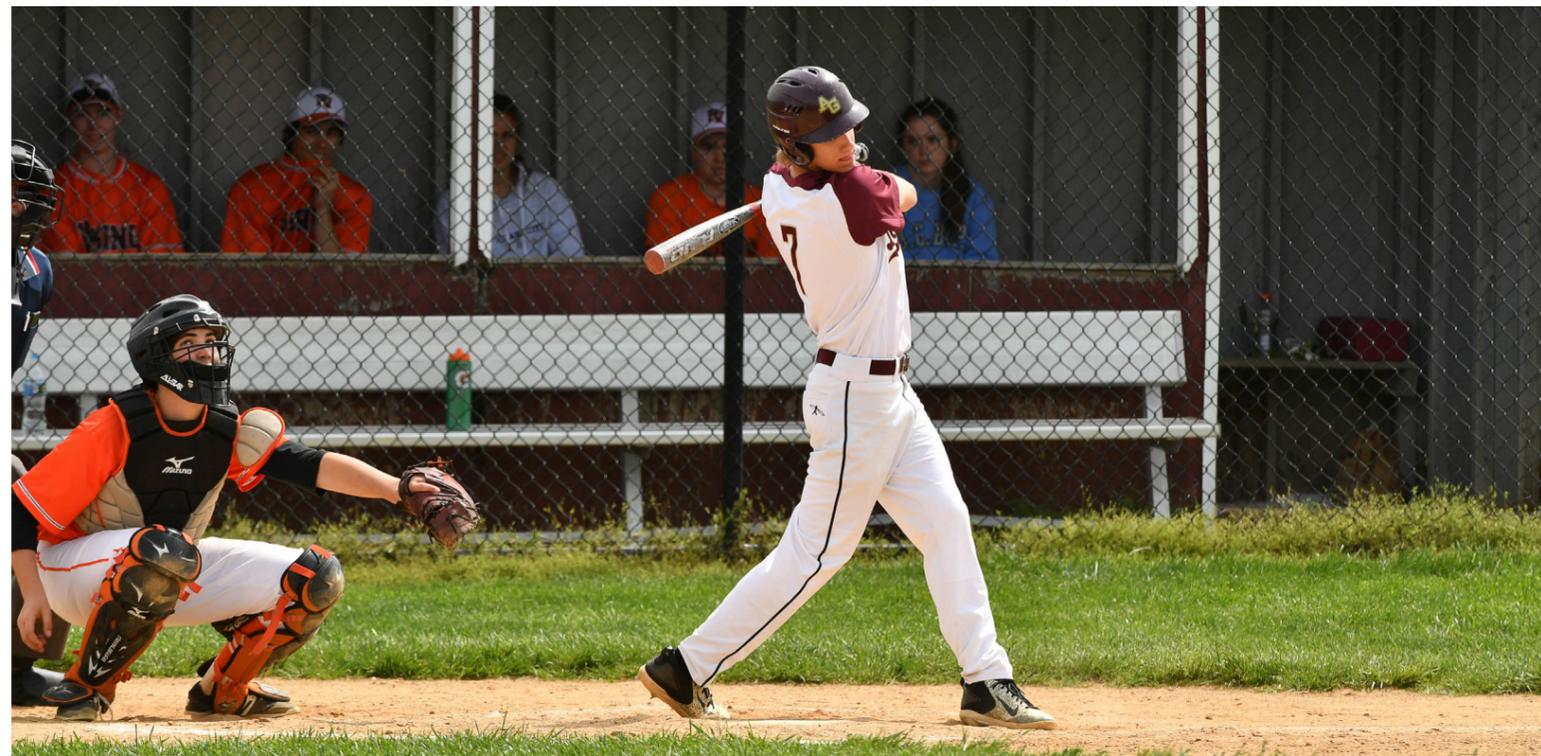
Updated Mascot: Redesign the mascot based on feedback from students, parents, staff and community.

1. Hire a graphic designer to develop several options for a new mascot.
Start Date: 7/2019 End Date: 9/2019
Person Responsible: Activities/Athletic Director and Superintendent
2. Survey parents K-12, students in grades 2-12 and all district staff and faculty to make a final selection and communicate results to all stakeholders.
Start Date: 2/2020 End Date: 6/2020
Person Responsible: Activities/Athletic Director, Superintendent, Building Principals and district Communications/Media specialist
3. Incorporate the new mascot into uniforms, spirit wear, website, signage, and all other communications.
Start Date: 7/2020 End Date: 6/2021 and beyond based on budget
Person Responsible: Activities/Athletic Director, Superintendent, Director of Technology and district Communications/Media specialist

Goal #2 : Develop and implement plans to increase school spirit and pride in Avon Grove School District (ctd.)

Incentive and Recognition Programs: Increase attendance at district events and highlight accomplishments of former graduates and employees.

1. Develop a committee to establish an incentive program to encourage HS students to attend events. This committee will also be charged with developing outreach opportunities to increase elementary and middle school student attendance and community attendance.
Start Date: 3/2020 End Date: 6/2021
Person Responsible: Activities/Athletic Director
2. Develop an Alumni Committee to establish an AGSD Hall of Fame and Alumni Association.
Start Date: 8/2020 End Date: 9/2020
Person Responsible: Activities/Athletic Director
3. Contact schools that have a Hall of Fame in place for examples
Start Date: 9/2020 End Date: 11/2020
Person Responsible: Activities/Athletic Director & Alumni Committee
4. Create criteria for Hall of Fame nominations and publicize application process to prepare for induction of first group in the 2021-22 school year.
Start Date: 12/2020 End Date: 6/2021
Person Responsible: Activities/Athletic Director & Alumni Committee
5. Increase communication to alumni and plan alumni events.
Start Date: 9/2020 End Date: 6/2021
Person Responsible: Alumni Committee



Timeline of Goal Implementation

YEAR 1: 2018-19

May 2018

(G1) Establish a baseline number and percentage of students participating in at least one extracurricular activity and continue to monitor that number annually. (completed May 2018)
Person Responsible: Activities/Athletic Director

June 2018

(G1) Create a short video with the Presentation Team (selected by Activities/Athletic Director) to use for consistent communication to additional stakeholder groups. (completed August 2018)
Person Responsible: Activities/Athletic Director

August 2018

(G1) Share with K-12 staff during opening week gathering each year. (completed August 2018 and each August in subsequent years)
Person Responsible: Activities/Athletic Director and Superintendent

(G1) Share with coaches and advisors during a fall meeting each year. (completed August 2018 and each August in subsequent years)
Person Responsible: Presentation Team selected by Activities/Athletic Director

(G1) Share with parents and community via email from Superintendent and sharing on the website and through the Avon Grove Sun. Updates on progress of the plan will be communicated twice per year. (completed June 2021)
Person Responsible: Activities/Athletic Director and Superintendent

(G1) Share with students via individual student email and AGTV at the beginning of each school year. (completed August 2018 and each August in subsequent years)
Person Responsible: Presentation Team

(G1) Share with Sports Booster, Music Boosters, Parent Action Committee and the Board Extracurricular Subcommittee at a fall meeting each school year. (completed August 2018 and each August in subsequent years)
Person Responsible: Presentation Team

(G1) Create Public Schoolology Group page to provide bimonthly updates on this plan. (completed June 2021)
Person Responsible: Activities/Athletic Director

YEAR 1: 2018-19

October 2018

(G1) Create an Assistant Director for Athletics and Activities position. This position would handle some of the day to day responsibilities including scheduling, communication, equipment management, student eligibility etc. (completed July 2019)
Person Responsible: Activities/Athletic Director, Building Principal, Superintendent

January 2019

(G1) Establish a committee to develop procedures and guidelines regarding the spending by organizations. This will include evaluating the amount charged to families through the activity fee and additional booster fees to ensure equal opportunity and access for all students. Compare to other districts in Chester County. (completed June 2020)
Person Responsible: Activities/Athletic Director in partnership with the committee which will include a representative from the Business Office

(G2) Identify minimally 2 staff advisors, one from athletics and one from activities, to oversee this group. (completed February 2019)
Person Responsible: Activities/Athletics Director

February 2019

(G2) Create and establish application criteria for the AG Pride Leadership Academy. (completed March 2019)
Person Responsible: AG Pride Advisors

March 2019

(G2) Create and establish a selection committee for the AG Pride Leadership Academy and publicize application for students. (completed June 2019)
Person Responsible: AG Pride Advisors

Timeline of Goal Implementation

YEAR 1 STRATEGIC PLAN TIMELINE

	Sept. 2017	Oct. 2017	Nov. 2017	Dec. 2017	Jan. 2018	Feb. 2018	March 2018	Apr. 2018	May 2018
Collaborate with the AGSD administration to develop a timeline and procedures for the strategic planning process	■								
Share overview of plan with Co-Curricular Subcommittee at their meeting on 10/3/17)		■							
Assist the AGSD administration with the formation of a steering committee (26)		■							
Three evening work sessions with the steering committee (Thurs. 11/2, Mon. 11/13 and Mon. 11/27 5:30-8:30 in the MS Library) and develop Mission, Vision and Core Values			■						
CCIU to develop an internal needs assessment and program evaluation questions based on the National Interscholastic Athletic Administrators Association Quality Program Award			■						
Execute the internal needs assessment with smaller stakeholder representation of 6-10 people.				■	■				
Hold several evening focus group sessions, inviting students, parents and community member using program evaluation questions as a guide. Dates TBD				■	■				
Collect any additional data, as needed				■	■				
Identify questions for a perception surveys of students, staff, coaches/advisors, and parents				■	■				
Conduct electronic perception surveys of students, staff, coaches/advisors and parents					■				
CCIU to compile data from all sources						■			
Collaboratively review all data with steering committee and make recommendations for action plans. (Mon. 2/12/18 5:30-8:30 Snow date of Mon. 2/26/18)						■			
Develop action plans (Goals/Implementation Steps) with smaller stakeholder representation						■	■		
CCIU to compose a final report								■	
Present to board subcommittee (5/1/18 @ 6:00)									■
Support AGSD administration as they deliver the report to the AGSD School Board (5/10/18 @ 6:00)									■

YEAR 2: 2019-20

July 2019

(G2) Hire a graphic designer to develop several options for a new mascot. (completed September 2019)
 Person Responsible: Activities/Athletic Director and Superintendent

August 2019

(G1) Explore partnerships with diversity clubs and community organizations to increase participation in extracurricular activities to better represent the diversity of the student population in AGSD. (completed June 2020)
 Person Responsible: Activities/Athletic Director in partnership with the CCIU Education Foundation

(G1) Create one handbook to include athletics and activities. This will include responsibilities, expectations for volunteer coaches, volunteer advisors, volunteer assistants, advisors, directors, assistant directors, coaches, assistant coaches and students as well as guidelines for programs, policies and procedures. (completed February 2020)
 Person Responsible: Handbook Committee

September 2019

(G2) Students in grades K-12 will be assigned a color. A-K will be gold and L-Z will be maroon. This assigned color will continue through to graduation. (completed September 2019)
 Person Responsible: Activities/Athletic Director, Building Principals, Superintendent and AG Pride Advisors

(G2) Staff and faculty will also be assigned a color using the same breakdown. A-K will be gold and L-Z will be maroon. (completed September 2019)
 Person Responsible: Activities/Athletic Director, Building Principals, Superintendent and AG Pride Advisors

October 2019

(G2) Select students for the AG Pride Leadership Academy. (completed October 2019)
 Person Responsible: AG Pride Advisors

Timeline of Goal Implementation

YEAR 2: 2019-20

November 2018

(G2) AG Pride Leadership Academy will meet weekly during the school day to create and plan the events in which they will participate, in addition to pep rallies and field days. (completed June 2021)
Person Responsible: AG Pride Advisors

February 2020

(G2) Survey parents K-12, students in grades 2-12 and all district staff and faculty to make a final selection and communicate results to all stakeholders. (completed June 2020)
Person Responsible: Activities/Athletic Director, Superintendent, Building Principals and district Communications/Media specialist

March 2020

(G2) Develop a committee to establish an incentive program to encourage HS students to attend events. This committee will also be charged with developing outreach opportunities to increase elementary and middle school student attendance and community attendance. (completed June 2021)
Person Responsible: Activities/Athletic Director

YEAR 3: 2020-21

July 2020

(G2) Incorporate the new mascot into uniforms, spirit wear, website, signage and all other communications. (through June 2021 and beyond)
Person Responsible: Activities/Athletic Director, Superintendent, Director of Technology and district Communications/Media specialist

August 2020

(G2) Pair up all teams and clubs to increase school spirit and support. AG Pride Leadership Academy will assign partner teams/clubs and brainstorm a list of ways students in each group can support each other (i.e. attending each other's events, supporting their fundraisers, sending positive messages, making a banner etc.) (completed October 2020)
Person Responsible: AG Pride Advisors

(G2) Develop an Alumni Committee to establish an AGSD Hall of Fame and Alumni Association. (completed September 2020)
Person Responsible: Activities/Athletic Director

September 2020

(G2) Contact schools that have a Hall of Fame in place for examples. (completed November 2020)
Person Responsible: Activities/Athletic Director & Alumni Committee

(G2) Increase communication to alumni and plan alumni events. (completed June 2021)
Person Responsible: Alumni Committee

December 2020

(G2) Create criteria for Hall of Fame nominations and publicize application process to prepare for induction of first group in the 2021-22 school year. (completed June 2021)
Person Responsible: Activities/Athletic Director & Alumni Committee



Appendix B

Focus Group Themes

What are the qualities of a superior extracurricular program?

Students - Focus is on student learning and leadership, versus wins and losses (4/5 focus groups)

Leadership - Adult leaders are dedicated, passionate and knowledgeable in the sport or skill activity as well as child development and sound instructional strategies to create the best possible conditions for learning. (4/5 focus groups)

Opportunity - Wide range of inclusive opportunities. (3/5 focus groups)

Communication - Clear, frequent communication to student participants and parents in all programs. Programs communicate and work together to create a strong sense of community. (3/5 focus groups)

Funding - Well-funded programs with adequate compensation for all adult leaders involved. (3/5 focus groups)

What are the strengths of the current extracurricular program in AGSD? (Includes feedback from surveys)

Opportunity - Variety of diverse opportunities for students. (5/5 focus groups)

Leadership - Staff are dedicated and passionate. (3/5 focus groups)

Success - The success of teams/groups and individual students has increased over the years as reflected in championships, awards and recognition both regionally and nationally. (3/5 focus groups)

Support - Increased parent and community support (3/5 focus groups)

Appendix B

Focus Group Themes

What are the key issues/obstacles that need to be addressed in the next five years? (Includes feedback from surveys)

Funding - Lack of funding by the district. Participation fees are high. Lack of transparency/communication regarding allocation of funds for different groups. Activity advisors not adequately paid. (5/5 focus groups)

Opportunity - Need more participation opportunities, specifically 9th grade sports and athletic clubs. (4/5 focus groups)

Facilities - Limited or outdated space/facilities for practices, rehearsals and meetings for larger groups. (4/5 focus groups)

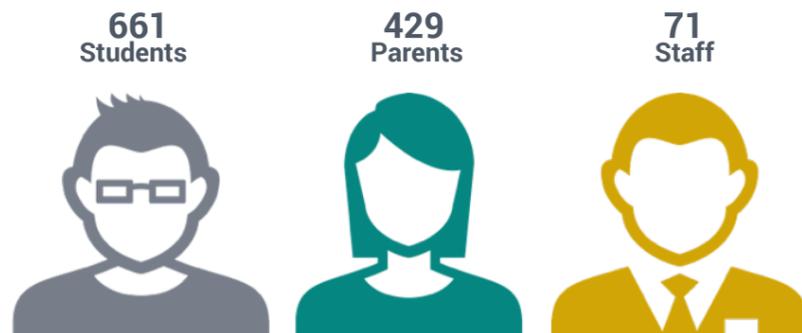
Equity - Lack of equal support and funding for clubs and sports. Lack of transportation for students to stay after school. (3/5 focus groups)

Communication - Lack of communication from the district to parents and students regarding the activities/clubs available to students. Lack of communication between coaches/advisors to students, parents and the school. (2/5 focus groups)

Appendix C

Survey Results

Response Summary

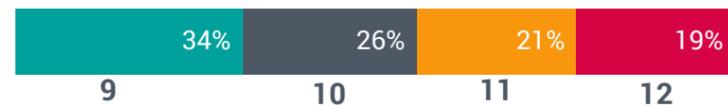


Student Results

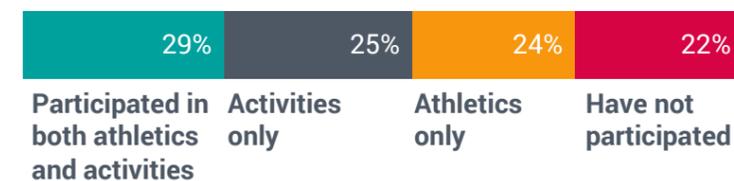
Gender



Current Grade Level



Participation in extracurricular activities at AGHS currently or in the past

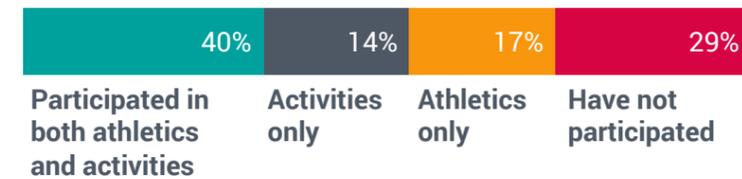


Appendix C

Survey Results

Parent Results

Participation in extracurricular activities at Fred S. Engle MS or AGHS currently or in the past



Staff Results

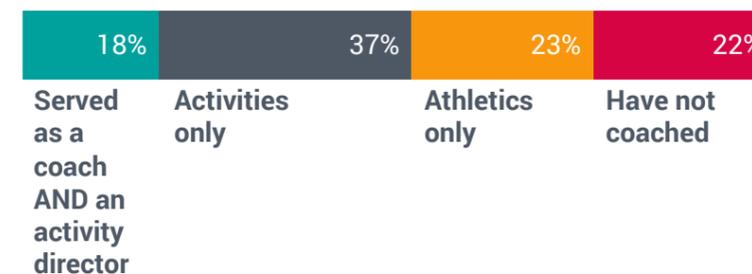
Years in the district



Building



Participation as a coach, director or sponsor of extracurricular activities at FEMS or AGHS currently or in the past



Appendix C

Survey Results

Coaches and advisors establish good working relationships with their students



Coaches and advisors have strong support from parents



Appendix C

Survey Results

The coaches and advisors support the concept that academics come before extracurricular activities



Students are treated consistently regardless of which extracurricular activity they participate in



Appendix C

Survey Results

The students at AGHS are accepting of diversity among fellow students



The sports teams and clubs represent the diversity of students at AGHS



Appendix C

Survey Results

While representing AGHS, students demonstrate good sportsmanship toward other schools



All students who represent AGHS in competition or performance are held to the same expectations of behavior, regardless if they are in sports, music, drama or other extracurricular activities



Appendix C

Survey Results

I have great pride in Avon Grove High School



I like and have pride in the Red Devil as the AGHS mascot



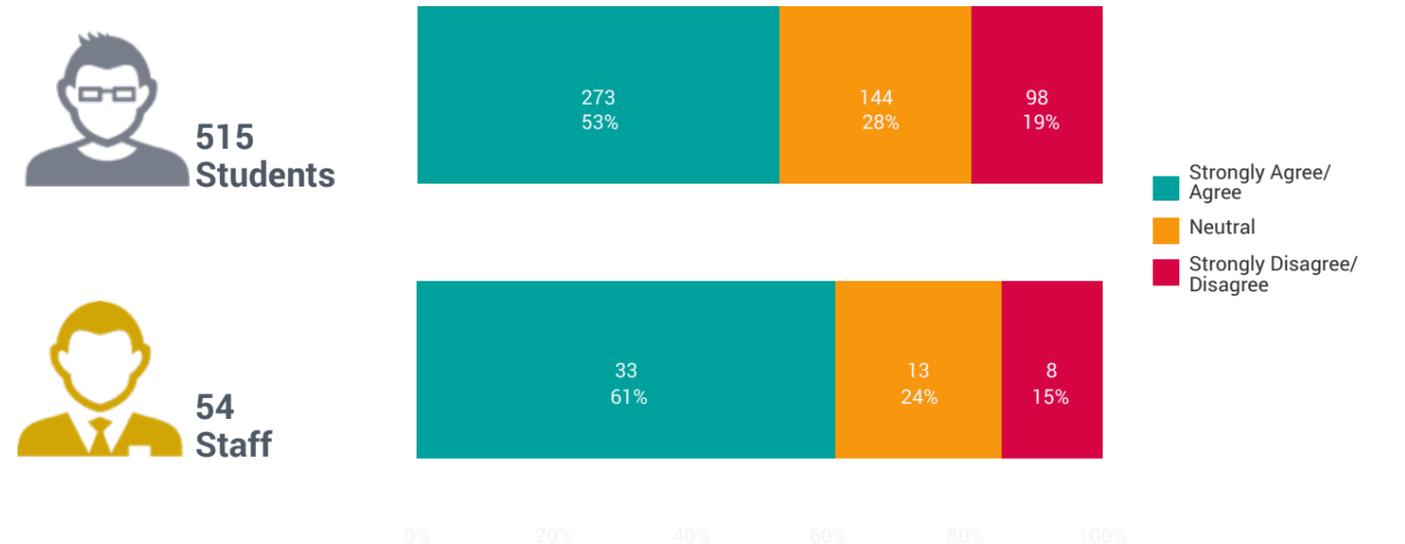
Appendix C

Survey Results

Teachers and staff at AGHS support my/students' involvement in extracurricular



Coaches and advisors support all other teams and clubs



Appendix C

Survey Results

Students at AGHS support each other's teams/clubs



Athletes at AGHS have the commitment to train so that they can compete with the best teams in the state



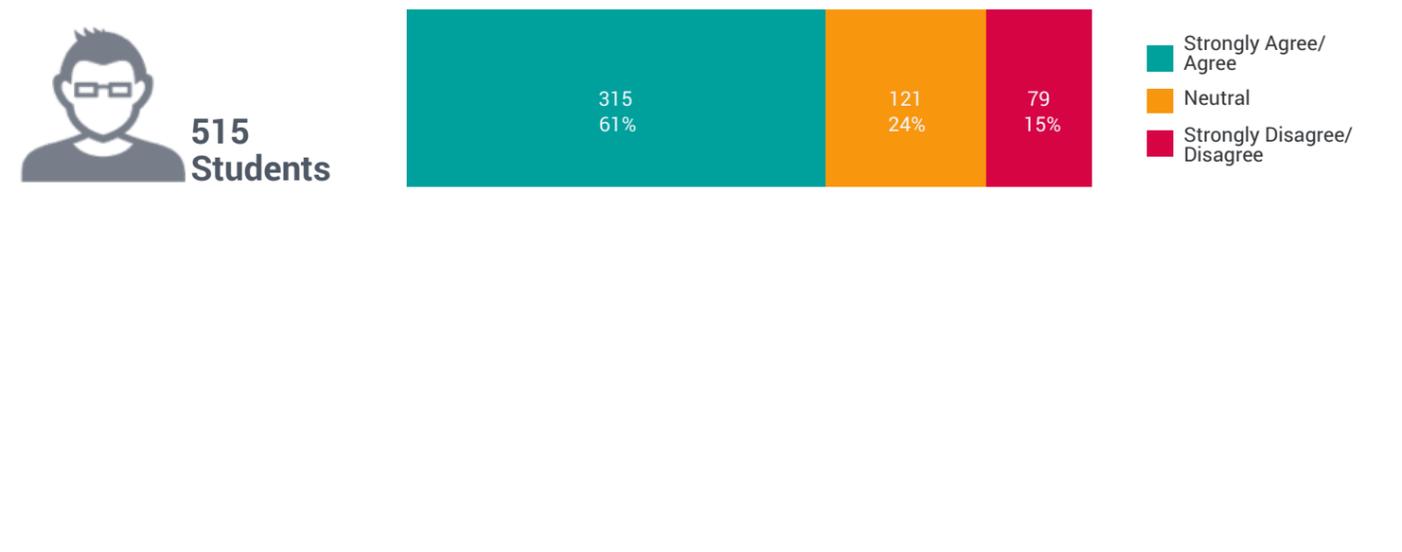
Appendix C

Survey Results

Being a part of a team/club is one of the most fulfilling experiences I/my child



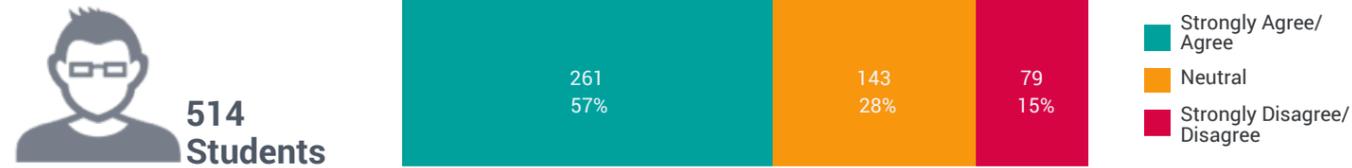
When I was in middle school I really looked forward to participating in the extracurricular activities at AGHS



Appendix C

Survey Results

Participants in extracurricular activities have a strong belief in the concept that the team is more important than the individual



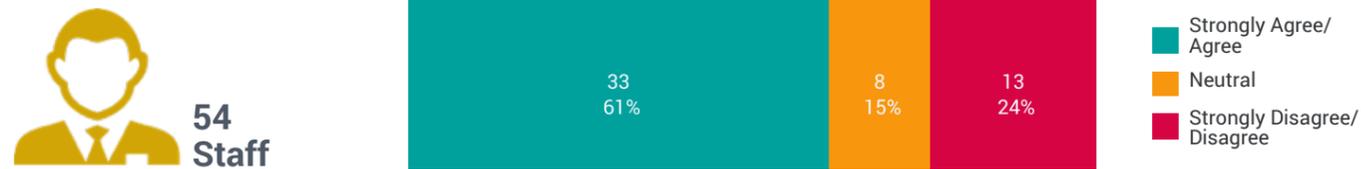
Appendix C

Survey Results

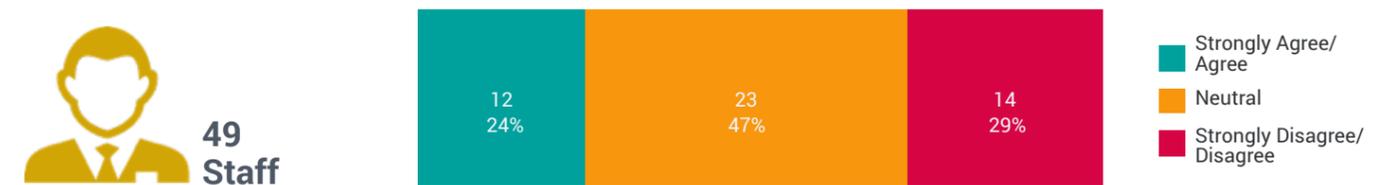
Strong school spirit for sports teams is based on whether or not a team is winning



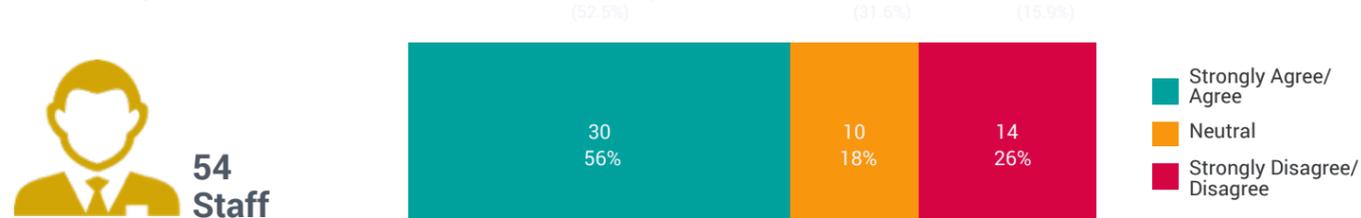
Students who are participating in away games/contests or performances should be allowed to leave class early as designated by the team schedule



The fitness center/weight room meets the needs of the students to improve their fitness and conditioning for performance



Students who must leave school early for games/contests or performances make up their missed work in a timely fashion





*Created by Dara Kline of the
Chester County
Intermediate Unit
on behalf of the Avon Grove School District*