Strategic Plan
Executive Summary

Prepared for the

Fair Lawn School District
Fair Lawn, NJ

Facilitated by: NJSBA Field Services Department
Matt Lee, Field Service Representative
Charlene Peterson, Field Service Representative

New Jersey School Boards Association
Serving Local Boards of Education Since 1914
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Acknowledgements

The Fair Lawn 3D Strategic Planning process, completed during the 2017 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

**Fair Lawn Board of Education**

Eugene M. Banta, President

Mary Monahan Wallace, Vice President

Ron Barbarulo

Elyss Frenkel

Jeffrey Klein

Joan Piela

Michael Rosenberg

Mark Spindel

Cindy Quackenbush

Dr. Ernest Palestis, Interim Superintendent of Schools

Brooke Bartley, Business Administrator/Board Secretary

**Staff, Parents, and Community Members**

Thank you for your participation and your support of the Fair Lawn Schools.

**New Jersey School Boards Association**

Matt Lee and Charlene Peterson

Field Services Representatives
3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

New Jersey School Boards Association provided information to the district on the 3D Strategic Planning Services available through the Association.

The information included a review of the following considerations and requirements:

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- the Board's role in the process
- potential participants to be included in the process

As part of its contracted services with Fair Lawn Schools, the Board engaged NJSBA for these services. A planning meeting took place on September 11, 2017.

B. 3D Strategic Plan Meetings

On October 11, November 13, and December 11, 2017, Matt Lee and Charlene Peterson, Field Service Representatives, facilitated three Strategic Planning meetings. Outcomes of these meetings include:

1. Strengths/ Accomplishments and Challenges/ Opportunities
2. The vision of the future for your district
3. Goals and Objectives

Outcomes in the Strategic Planning Notebook are from all three of the Strategic Planning Meetings.

C. Developing the Action Plans

The Superintendent and Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans will include:

1. The actions needed to accomplish the goals and objective
2. Select measures for accountability
3. Resources required
4. A timeline for implementation
MISSION
STATEMENT

The mission of the Fair Lawn Public Schools is to promote continuous improvement and high levels of learning, to foster self-confidence and support success for all students and to engender productive and humane citizens empowered by the critical, technological, and communication tools necessary to function democratically in a global society. Our expectation is that all students achieve the New Jersey Student Learning Standards at all grade levels.
GOALS

The four goal areas that emerged from the group work are:

1. Health, Wellness & Social Purpose

2. Culture, Community & Family

3. Personalized Learning & Academic Excellence For All

4. Technology
GOAL AREA # 1

Health, Wellness & Social Purpose

Goal Statement:

To support the mental, emotional, and physical well-being of students to enable them to maintain a healthy balance between school and social life.

Objectives:

1. Provide opportunities for students to develop empathy and appreciation for diversity.
2. Provide programs that support the emotional and mental health of students.
3. Create a sense of belonging, community, and acceptance within each school building (with an emphasis on social media).
GOAL AREA # 2

Culture, Community & Family

Goal Statement:

To create a culture and climate of inclusion, fostering respect for and tolerance of diversity.

Objectives:

1. To review, update and strengthen curriculum at all levels with an emphasis on culture, community and family.
2. To explore best practices that enables diverse families to participate in the school community.
3. To create cultural opportunities for all to learn about and share their heritage.
4. To provide the tools that our students will need to create a positive and empathetic culture.
GOAL AREA # 3

Personalized Learning &
Academic Excellence For All

Goal Statement:

To develop a comprehensive curriculum that engages and supports students of all ages and abilities.

Objectives:

1. Critical thinkers → more problem solving
2. Personalized learning/alternative learning; more course offerings
3. Effective communication; collaborative learning initiatives
4. College and/or career readiness
GOAL AREA # 4

Technology

Goal Statement:

Develop digital learning environments to foster Student understanding for success in the 21st century.

Objectives:

1. Increase access to virtual learning experiences.
2. Ensure the technology infrastructure meets district needs.
3. Increase integration of technology with the curriculum.
4. Create a professional development plan for the teachers.
5. Prepare students to participate in a technical world.
Appendix "A"

State of the District Report
The mission of the Fair Lawn Public Schools is to promote continuous improvement and high levels of learning, to foster self-confidence and support success for all students, and to engender productive and humane citizens empowered by the critical, technological, and communication tools necessary to function democratically in a global society. Our expectation is that all students achieve the New Jersey Student Learning Standards (NJSLS) at all grade levels.
2017-2018 District Goals

- Increasing Achievement in Mathematics Grades K-5
- Achieving New Jersey Standards Grades K-12
- Introducing Digital Literacy Grades 6-12
- Special Education Leadership K-12
- Plan for New Grade Level Configuration/Construction
- Mental Health
- Kindergarten and Grade 1 Articulation
- Strategic Plan

Enrollment

Total Students: 5021
Males: 2584
Females: 2437
Total of District Placements 81

Enrollment by Ethnicity

- White 1106
- Asian 133
- Hispanic 225
- Black 142
- Multiracial 46
- American Native/Hawaiian/OPI 41

Legend:
- White
- Asian
- Hispanic
- Black
- Multiracial
- American Native/Hawaiian/OPI
- 506 Certificated staff members
  - 79% hold advanced degrees (Masters or higher)
  - 1.6% hold a Doctoral degree
- Special Services Child Study Teams
  - (8) School Social Worker, (6) Learning Teacher Disability Consultant (LDTC), (9) School Psychologist, and (14) Speech and Language Pathologist at each building
  - (1) Physical Therapist and (6) Occupational Therapist and (1) Behaviorist – District wide
- School Nurse at each building
- Media Specialist at Middle Schools and High School
- School Counselors – Grades 6 to 12
- Gifted Opportunities in Grades K-12
- 166 Paraprofessional Educators
  - 100% are HQT by completing at least 2 years of study at an institution of higher education; have obtained an Associate’s (or higher degree) or passed the academic assessment.

Professional Staff
TECHNOLOGY

Infrastructure
- 1 GB/ps Internet connection
- 1 GB/ps connection to desktops with 10GB/ps backbone between wiring closets
- 1GB/ps connection among all schools
- Cisco and PaloAlto firewalls
- Smoothwall internet content filter
- Wireless access system available district wide with 350 access points
- Windows 2008 system servers
- Windows 7 professional on all computers

Hardware
- Approximately 1800 desktop computers
- Approximately 1600 laptops computers
- 175 iPads and 36 Chromebooks
- Approximately 330 SMART boards and projectors in classroom
- 700 VoIP telephone
- 185 Security Cameras in district
- 17 Door Access Control Systems

Software, Programs and Apps
- Genesis Student Management System
- School Messenger Notification System
- School Messenger system web site hosting for district and middle and elementary schools
- Destiny library management system
- Google district domain and Google classroom
- Office Professional 2010 productivity software
- RealTime system utilized for IEP and 504

Other Technology
- Everyday Math, Connect Ed and Typing Pal for Elementary schools
- Logger Pro, Sketch Pad and TI-Nspire and Tinkerplots in middle schools
- AutoCad for FLHS STEM lab
- ExamView and discovery Education district wide
- iPads for Special Education
- DXL
- Learning Ally

Athletics

- 18 Teams qualified for the Bergen County Tournament
- 24 Teams qualified for the State Tournament
- School Year 2016-17 (4) scholarships were received for Division 1
# MIDDLE SCHOOL STUDENT ACTIVITIES/CLUBS

**Memorial Middle School**
- Arts and Craft Club
- Boy's Intramurals Coordinators
- Celebrate America
- Choral Music
- Computer League
- Destination Imagination
- Environmental Club
- Future Business Leaders of America
- Girls' Intramurals Coordinators
- Instrumental Music
- Literacy Magazine
- Mathematics League Advisor
- Peers for PEACE
- Production Club
- School Newspaper Advisor
- School Store
- Strings
- Video Production Club
- Webmaster
- World Culture Club
- Yearbook Advisor
- National Junior Honor Society
- Stem League
- Gardening

**Thomas Jefferson Middle School**
- Anime Club
- Arts and Crafts Club
- Boys'Girls' Intramurals
- Character Counts/Celebrate America
- Chess Club
- Computer Club
- Debate Team
- Drama Club
- The Environmental Club and Animal Rescue Club
- Guitar Club
- Literacy Magazine
- Math League
- Media Squad
- Music-Band/Ochestra/Choral
- Peers for Peace Club
- Ping Pong Club
- Production Club
- Reading Club
- School Newspaper
- School Store
- Student Council
- Word Masters
- World Cultures Club
- Yearbook

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# HIGH SCHOOL STUDENT ACTIVITIES/CLUBS

**Academic Decathlon**
**Animal Rights Club**
**Big Brother/Big Sister**
**Biology League**
**Black Student Union**
**Boptones Rock Band**
**Breaking the Chain**
**Through Education**
**Chemistry League**
**Chinese National Honor Society**
**Crimson Crier School Newspaper**
**Crimson Tide Yearbook**
**Cutter Corner-School Store**
**Debate Team**
**E.R.A.S.E.**
**Engineering Design Club**
**Environmental Club**
**Fair Lawn Fitness**
**Fellowship of Christian Athletes**

**F.B.I.A.**
**FLHS E.M.T. Club**
**Flight Simulation Club**
**French National Honor Society**
**Freshman Class Council**
**Freshman Math League**
**Gay-Straight Alliance**
**Habitat for Humanity**
**Helping Hands**
**Hispanic National Honor Society**
**Interact**
**J.E.T.S.**
**Jazz Ensemble**
**Jr. Division Computer League**
**Marathon**
**Masques ~ Drama Club**
**Math League**
**Math National Honor Society**
**Mindfulness**
**Model U.N.**

**Musical**
**National Art Honor Society**
**National English Honor Society**
**National Honor Society**
**Operation Smile**
**Peer Leadership**
**Photography Club**
**Physics League**
**Ping Pong Club**
**Pit Orchestra**
**Political Action Club**
**Production Club**
**Red Cross Club**
**Scarlet Letters**
**Science National Honor Society**
**Senior Class Council**
**Senior Division**
**Computer League**
**Short Stories Club**

**Ski Club**
**Social Studies Honor Society**
**Sophomore Class Council**
**Student Government Association**
**Student Movement Against Cancer**
**Student Tech Squad**
**Tri-M Music Honor Society**
**Ultimate Frisbee**
**Varsity Law Team**
**Vegan/Vegetarian Club**
**Women’s Activism**
### 4 Year Colleges Attended By Graduates of FLHS Class of 2017

<table>
<thead>
<tr>
<th>School Name 1</th>
<th>School Name 2</th>
<th>School Name 3</th>
<th>School Name 4</th>
<th>School Name 5</th>
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</thead>
<tbody>
<tr>
<td>American University</td>
<td>Brown University</td>
<td>Monmouth University</td>
<td>School of Visual Arts</td>
<td>West Virginia University</td>
</tr>
<tr>
<td>Arizona State University</td>
<td>Emerson College</td>
<td>Montclair University</td>
<td>Seton Hall University</td>
<td>William Paterson University</td>
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<tr>
<td>Boston College</td>
<td>Emory University</td>
<td>Mount Union College</td>
<td>St. John's University</td>
<td>Worcester Polytechnic University</td>
</tr>
<tr>
<td>Binghamton University</td>
<td>Fairleigh Dickinson University</td>
<td>New Jersey City University</td>
<td>Stevens Institute of Technology</td>
<td>Yale University</td>
</tr>
<tr>
<td>Binghamton University</td>
<td>FDU</td>
<td>NJIT</td>
<td>Stockton University</td>
<td></td>
</tr>
<tr>
<td>Boston Architectural College</td>
<td>Florida Atlantic University</td>
<td>Northeastern University</td>
<td>SUNY University at Albany</td>
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<tr>
<td>Brandeis University</td>
<td>Florida International</td>
<td>Pace University</td>
<td>SUNY University at Buffalo</td>
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<tr>
<td>Bryant University</td>
<td>Florida State University</td>
<td>Penn State University</td>
<td>Syracuse University</td>
<td>Temple University</td>
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<tr>
<td>Bucknell University</td>
<td>George Washington University</td>
<td>Pratt Institute</td>
<td>Temple</td>
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<tr>
<td>Colby College</td>
<td>Amherst College</td>
<td>Pomona College</td>
<td>Northwestern University</td>
<td>University of Illinois at Urbana-Champaign</td>
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<tr>
<td>Columbia University</td>
<td>Barnard College</td>
<td>Vassar College</td>
<td>University of Southern California</td>
<td>Florida State University</td>
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<tr>
<td>Cornell University</td>
<td>Harvard University</td>
<td>Quinnipiac University</td>
<td>New York University</td>
<td>UCLA</td>
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<tr>
<td>Dartmouth College</td>
<td>Hofstra University</td>
<td>Rutgers University</td>
<td>University of New Haven</td>
<td>University of Southern California</td>
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<tr>
<td>Washington University</td>
<td>University of Chicago</td>
<td>University of San Diego</td>
<td>University of California, Berkeley</td>
<td>University of Southern California</td>
</tr>
<tr>
<td>Yale University</td>
<td>University of Pennsylvania</td>
<td>University of California, Los Angeles</td>
<td>University of California, Irvine</td>
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<td>Johns Hopkins University</td>
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<td>University of California, Berkeley</td>
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<td>University of Chicago</td>
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<td>University of California, Los Angeles</td>
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<td>Duke University</td>
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<td>Yale University</td>
<td>University of California, Los Angeles</td>
<td>University of California, Berkeley</td>
</tr>
</tbody>
</table>

### Art and Music
- Art History
- Studio Art: 2-D Design
- Studio Art: 3-D Design
- Studio Art: Drawing
- Music Theory

### English
- English Language and Composition
- English Literature and Composition

### Math
- Calculus AB
- Calculus BC
- Computer Science A
- Statistics

### Science
- Biology
- Chemistry
- Environmental Science
- Physics 1
- Physics C: Electricity and Magnetism
- Physics C: Mechanics

### Social Studies
- European History
- Macroeconomics
- Microeconomics
- Psychology
- United States History

### World Language
- Chinese Language and Culture
- French Language and Culture
- Spanish Language and Culture

### FLHS Advanced Placement Courses
- Full Day Kindergarten
- Rated A+ Number 21 Best School District in New Jersey according to Niche
- Police presence at both middle schools

Recent District Accomplishments

- Thomas Jefferson Middle School
  - 14 Classrooms, new kitchen, cafeteria upgrades, cafetorium, air conditioned auditorium

- Memorial Middle School
  - 9 Classrooms, new kitchen, cafeteria upgrades, new media center, air conditioned auditorium

- Elementary Schools
  - Grade 5 students will move to expanded middle schools to free up classroom space in all elementary schools

- High School
  - Air conditioned auditorium

+++Estimated tax increase on an average home in Fair Lawn between $106-$125 per year+++
- Monday, November 13, 2017 at 7:00 P.M. in the High School Cafeteria “D”
- Monday, December 11, 2017 at 7:00 P.M. in the High School Cafeteria “D”

FUTURE Strategic Plan Meetings
Appendix "B"

Outcomes of Meetings 1 and 2

- Strengths/Accomplishments
- Challenges/Opportunities
  and
- Visions
Session 1 of 3 - What are the Strengths/Achievements and Challenges/Opportunities of the Fair Lawn Public Schools?

On Wednesday, October 11, 2017 Fair Lawn Public School District administrators, staff, Board members, parents, and community members came together to initiate strategic planning. The first evening’s topic focused on the Strengths/Achievements, and challenges/opportunities of the Fair Lawn Public Schools. The meeting began with welcoming remarks by Eugene Banta, President of the Board of Education. Dr. Ernest Palestis, Interim Superintendent, provided an informative overview of the district. Facilitators Matt Lee and Charlene Peterson from the New Jersey School Boards Association introduced the strategic planning methodology and assisted throughout the process.

More than 40 community, parent and staff participants gathered in four randomly assigned groups to identify the Strengths/Achievements and Challenges/Opportunities of the Fair Lawn Public Schools through brainstorming and the sharing of ideas. After discussion, each group came to a consensus on its top 10 Strengths/Achievements and top 10 challenges/opportunities and presented those to the full group of meeting participants.

The information that follows is a summary of the work of the small groups. All consensus points are recorded and posted on the district’s website (http://www.fairlawnschools.org) to share the group work during the course of the strategic planning process.
## Red Dot Group:

<table>
<thead>
<tr>
<th>Strengths/Achievements</th>
<th>Challenges/Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing arts – music, band, etc.</td>
<td>Class size</td>
</tr>
<tr>
<td>Diversity</td>
<td>Overcrowding</td>
</tr>
<tr>
<td>Sports programs</td>
<td>Borders (hard/soft)</td>
</tr>
<tr>
<td>High quality educators</td>
<td>Infrastructure</td>
</tr>
<tr>
<td>Amazing PTO's</td>
<td>Technology</td>
</tr>
<tr>
<td>Strong sense of community</td>
<td>Attendance/truancy</td>
</tr>
<tr>
<td>High rankings (academic)</td>
<td>STEM/STEAM</td>
</tr>
<tr>
<td>College acceptance</td>
<td>Parental involvement</td>
</tr>
<tr>
<td>Comprehensive offerings, curriculum, etc.</td>
<td>Communication</td>
</tr>
<tr>
<td>Special education</td>
<td>Workplace readiness</td>
</tr>
<tr>
<td>BOE - Master</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Communication - live streaming, website etc.</td>
<td>Scheduling</td>
</tr>
<tr>
<td></td>
<td>Transportation</td>
</tr>
<tr>
<td></td>
<td>IEP/504 education for parents</td>
</tr>
<tr>
<td></td>
<td>Consistency</td>
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<tr>
<td></td>
<td>Inclusion</td>
</tr>
<tr>
<td></td>
<td>Gifted/talented programs</td>
</tr>
<tr>
<td></td>
<td>Houses</td>
</tr>
<tr>
<td></td>
<td>New superintendent</td>
</tr>
</tbody>
</table>
### Green Dot Group:

<table>
<thead>
<tr>
<th>Strengths/Achievements</th>
<th>Challenges/Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff; teachers: commitment, student focus</td>
<td>Growth of district: how do we continue to provide A+ education?</td>
</tr>
<tr>
<td>Technology: computers, online, library, A/C</td>
<td>How do we support current program and additional?</td>
</tr>
<tr>
<td>Communication: school to parents</td>
<td>Transition of grade 5 to middle school</td>
</tr>
<tr>
<td>Adaptable: loss of state aid</td>
<td>2% cap</td>
</tr>
<tr>
<td>Growth of district</td>
<td>Improve efficiency of budget/spending</td>
</tr>
<tr>
<td>Parents: PTO, supportive</td>
<td>Adjusting grade 1 to support full day kindergarten</td>
</tr>
<tr>
<td>Curriculum: strong, well-rounded, extracurricular, move forward</td>
<td>Supporting special education population at home school</td>
</tr>
<tr>
<td>Fiscally responsible</td>
<td>Adult transition (autistic program)</td>
</tr>
<tr>
<td>Levels of administrative support / PD support (specialists, supervisors)</td>
<td>Providing for gifted and talented: socially</td>
</tr>
<tr>
<td>Solicit from all stakeholders</td>
<td>How do we individualize learning with (growing) population?</td>
</tr>
<tr>
<td></td>
<td>Technology changes fast</td>
</tr>
<tr>
<td></td>
<td>How do we connect with businesses/industry more?</td>
</tr>
<tr>
<td></td>
<td>Socializing middle school/high school</td>
</tr>
</tbody>
</table>

### Black Dot Group:

<table>
<thead>
<tr>
<th>Strengths/Achievements</th>
<th>Challenges/Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputation; credibility</td>
<td>Vocational / trade programs</td>
</tr>
<tr>
<td>Quality and qualifications of all staff</td>
<td>Future ready (preparing students to be)</td>
</tr>
<tr>
<td>After school activities extracurricular, Athletics</td>
<td>Wider range of course offerings: early exposure, part of rotation</td>
</tr>
<tr>
<td>Music offerings early in schools</td>
<td>Offer choice of world languages in elementary school</td>
</tr>
<tr>
<td>Every school is a quality school</td>
<td>Large class sizes</td>
</tr>
<tr>
<td>Consistent curriculum</td>
<td>Respect for organizational theory</td>
</tr>
<tr>
<td>Positive student/school culture</td>
<td>Diversity and inclusivity of population</td>
</tr>
<tr>
<td>Special education programs</td>
<td>Social media and changing interpersonal communication</td>
</tr>
<tr>
<td>Diversity and inclusivity of population</td>
<td>Bullying</td>
</tr>
</tbody>
</table>
Blue Dot Group:

<table>
<thead>
<tr>
<th>Strengths/Achievements</th>
<th>Challenges/Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special education programs</td>
<td>Enrollment</td>
</tr>
<tr>
<td>Strong financial health</td>
<td>Technology</td>
</tr>
<tr>
<td>Extracurricular opportunities</td>
<td>Budget</td>
</tr>
<tr>
<td>Strong Pre-K/K Foundation</td>
<td>State mandates/standards</td>
</tr>
<tr>
<td>Communication, trust between home and school</td>
<td>Referendum</td>
</tr>
<tr>
<td>Diversity of cultures</td>
<td>Soft borders</td>
</tr>
<tr>
<td>Incredible teachers, healthy school climate</td>
<td>School lunch</td>
</tr>
<tr>
<td>Support of our students from central office, Board of Education</td>
<td>Vocational opportunities</td>
</tr>
<tr>
<td>Strong PTO/PTA/FLASE involvement and commitment</td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td></td>
</tr>
</tbody>
</table>

Session 2 of 3
Developing a Vision for the Fair Lawn School District in the Next 5 Years

On November 13, 2017 Fair Lawn School District administration, staff, parents, and community members came together to continue the strategic planning process. The second meeting’s topic focused on creating a shared vision for the Fair Lawn School District in the next five years.

The meeting, facilitated by Matt Lee and Charlene Peterson from New Jersey School Boards Association, began with an overview of the Strategic Planning process and the steps taken at the October 11, 2017 meeting.

To begin the visioning process, participants were asked to picture themselves away from the district for 5 years, and returning to find the Fair Lawn School District on the cover of TIME magazine, with the caption “Schools that Succeed.” The participants were asked to envision what was written in the magazine article that warranted such high recognition—what programs/services/curriculum/student outcomes/best practices/facilities would you expect to see in your school that are succeeding? 21st century skills were highlighted in a video clip.

The various stakeholders then gathered in four randomly assigned groups to brainstorm their visions of how the district achieved this remarkable success. Each group was asked to write a title for the article and come to a consensus on up to 10 key visions. Each
Group's outcomes were shared with all meeting participants. The session concluded with the identification of common threads throughout the groups' work and four broad goal areas for the next meeting.

**Group Work**
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's website (http://www.fairlawnschools.org) to share the group work during the course of the strategic planning process. Individual responses for those who were unable to attend this session can be shared via a Strategic Planning link on the district's website.

**Green Dot Group: “Learning Beyond the Walls”**
Key Visions – Year 2023:
- Students become inquiry-based problem solvers
- Collaboration - moving students to address community and social issues
- Students are supported in their developing social and emotional awareness (empathy)
- Harnessing the power of technology to promote physical and mental health
- Students leave their Fair Lawn experience understanding world religions and cultures
- Critical thinking
- Outdoor classrooms/experience
- Digital literacy/teaching digital awareness
- Face-to-face collaboration/thinking
- Community connections

**Blue Dot Group: “Fair Lawn Schools Releasing the Future”**
Key Visions – Year 2023:
- More course offerings/options
- Collaboration with community
- Critical thinker/problem-solving
- Fluency in a second language
- Each child is prepared for college/career
- No more textbooks/tech-based instruction
- Socially, emotionally and physically well
Orange Dot Group: “Preparing Children of Fair Lawn with a Strong Foundation for Success”
Key Visions – Year 2023:
- Technology of all kinds including coding, application; keep up with constantly changing world; tool for all content areas for teaching and learning; 1:1
- Social-emotional learning/health and well-being
- Social consciousness
- Personalized learning
- Mindful decisions about home-school connection
- Research/evidence-based decisions about best practices
- Closing the achievement gap while simultaneously allowing all students to progress from where they are at
- Bilingual
- Opportunities for alternative learning
- Remaining shining beacon/gem that it is today for the community as a whole

Black Dot Group: “Fair Lawn Schools Set the Bar”
Key Visions – Year 2023:
- Students collaborating to solve problems
- Effective communicators
- State-of-the-art STEAM labs
- Students with their own vision and purpose
- Socially, emotionally conscious students
- Balance between school/social life

Broad Goal Areas:
Four goal areas emerged from the common themes identified by the group at large:
- Health, Wellness & Social Purpose
- Culture, Community & Family
- Personalized Learning & Academic Excellence For All
- Technology
Session #3 of 3

Developing a Broad Goal Statement and Supporting Objectives for Each Goal Area

On December 11, 2017 Fair Lawn Public Schools administration, staff, parents, board members and community members came together to continue the strategic planning process. The third and final meeting’s topic focused on developing a broad goal statement and 4-5 supporting objectives for each of the four goal areas identified at the conclusion of the November 13, 2017 meeting. These goals will represent a shared vision for Fair Lawn Public Schools over the next five years.

Matt Lee and Charlene Peterson from the New Jersey School Boards Association facilitated the strategic planning process. The group was provided with an overview of the October 11 and November 13 meetings and then the goal writing process was introduced that included definitions, the connection to the work from the first two meetings, and the components of a goal statement. Participants were able to self-select a goal area of interest to them – Health, Wellness & Social Purpose; Culture, Community & Family; Personalized Learning & Academic Excellence For All; and Technology. Each goal area group was tasked with writing a broad goal statement and developing around four to five accompanying objectives that reflected the strengths, challenges, and visions relative to their goal area as determined in Meetings 1 and 2.

Group Work
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’s website to share the group work during the course of the strategic planning process.

The outcomes of that work are the goal statements and objectives in this report.
Appendix “C”

Action Plans