

# 3D Strategic Plan

2018 - 2023

## 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*



# 3D Strategic Plan

Fair Lawn Schools

## Table of Contents

Acknowledgements

Executive Summary of Strategic Planning Process  
District Mission Statement

Goal Areas

Goals and Objectives

Goal #1 – Health, Wellness & Social Purpose

Goal #2 – Culture, Community & Family

Goal #3 – Personalized Learning & Academic Excellence  
For All

Goal #4 – Technology

Appendix A – State of the District Report

Appendix B – Outcomes from Meetings 1 and 2

Appendix C – Action Plans

## **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. 3 D 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**



---

# State of the District

---



Fair Lawn School District  
October 11, 2017

---

- 
- **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.**

## **Mission**

---

# 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

Number of District Placements 81

### Demographics

63% White

14% Asian

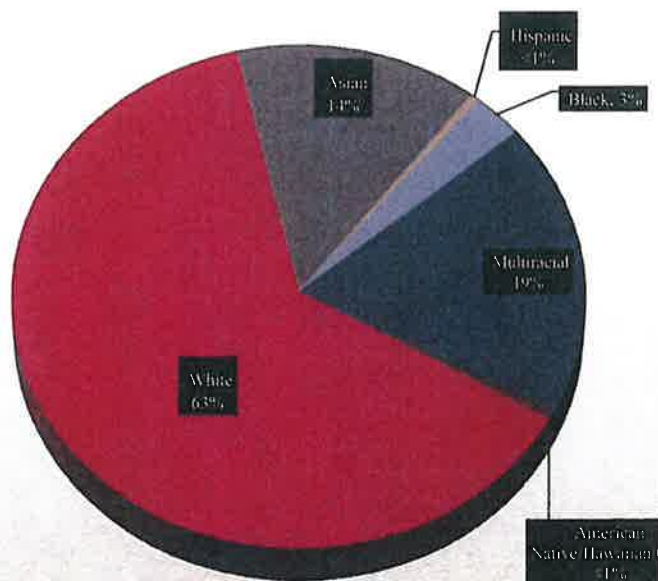
1% Hispanic

3% Black

9% Multiracial

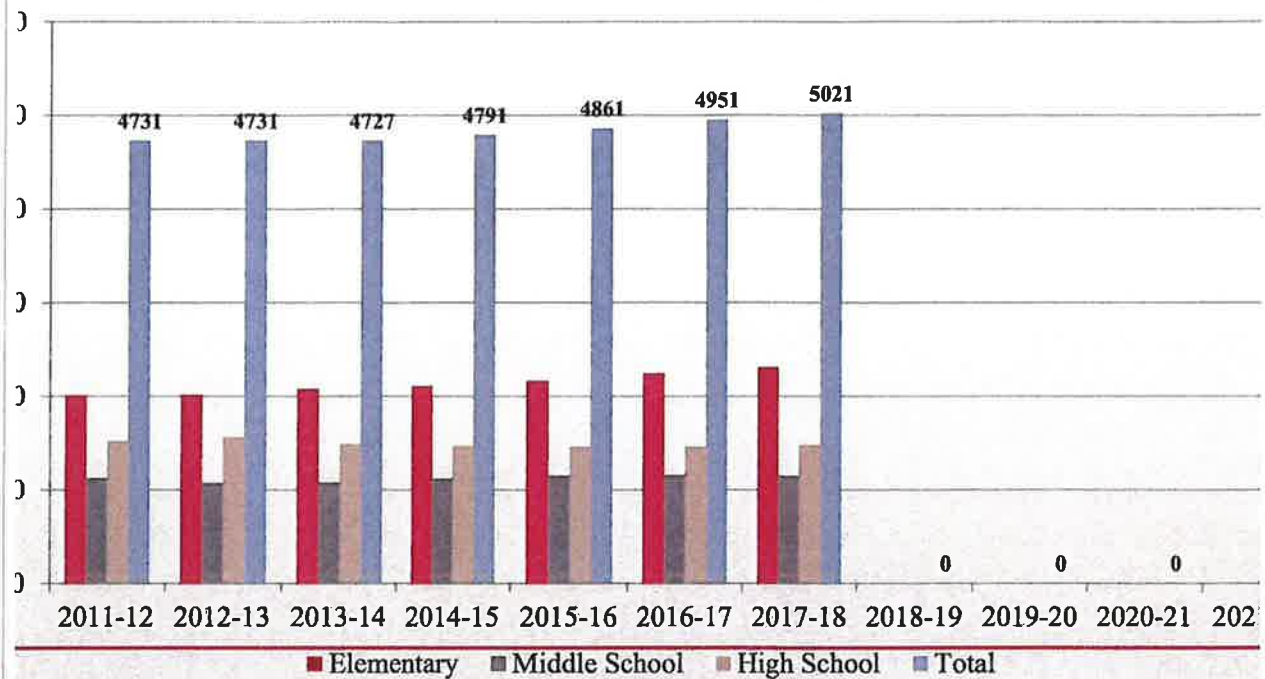
1% American Native/Hawaiian/OPI

Enrollment by Ethnicity



■ White ■ Asian ■ Hispanic ■ Black ■ Multiracial ■ American Native/Hawaiian/OPI

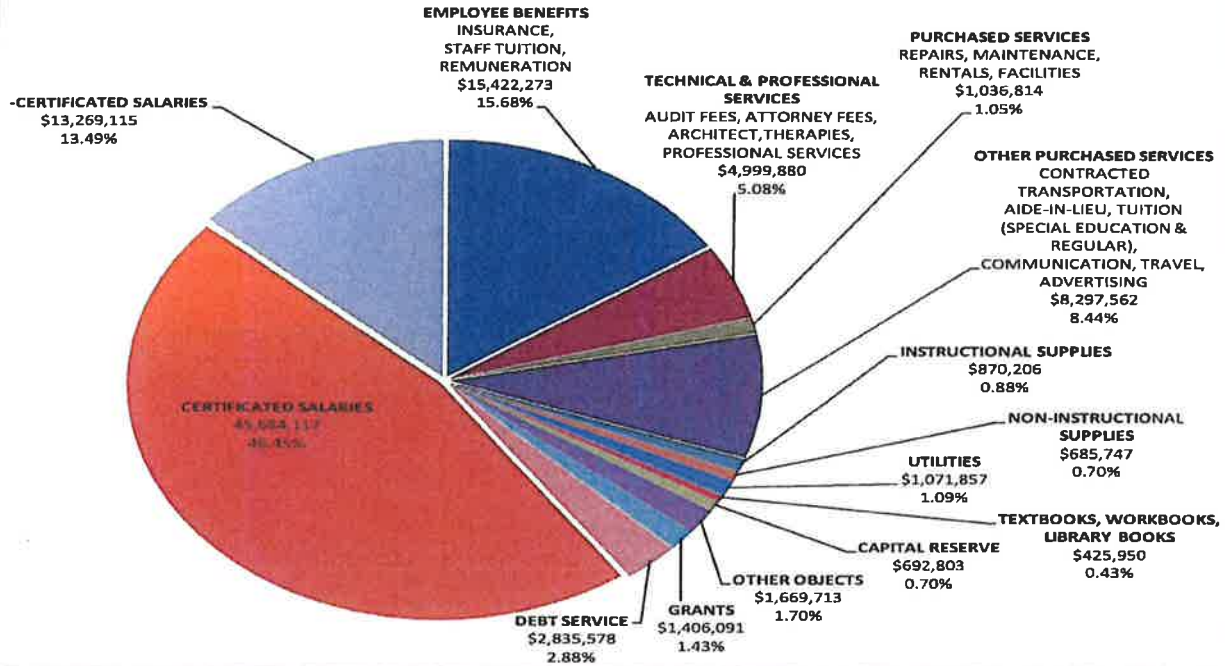
## Enrollment by Year (As of the October ASSA Report)



- **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

## PROJECTED EXPENSES 2017/2018 BUDGET TOTAL \$98,367,706



### 2016-17 Actual Spending Per Pupil Cost NJDOE

District	Per Pupil
Elmwood Park	\$ 11,498
Wood-Ridge	\$ 12,639
Little Ferry	\$ 13,043
North Arlington	\$ 13,184
Fairview	\$ 13,837
Hasbrouck Heights	\$ 14,011
Oradell	\$ 14,017
Lyndhurst	\$ 14,232
Crasskill	\$ 14,477
Rutherford	\$ 14,835
Emerson	\$ 16,203
Dumont	\$ 16,212
New Milford	\$ 15,502
Saddle Brook	\$ 15,656
Bergenfield	\$ 16,196
Closter	\$ 16,244
Leonia	\$ 16,305
Fair Lawn	\$ 16,348
Wallington	\$ 16,417
River Vale	\$ 16,459
Northvale	\$ 16,573
Waldwick	\$ 16,758
River Dell	\$ 16,798
River Edge	\$ 16,832
Glen Rock	\$ 16,843
Tenafly	\$ 17,049
Palisades Park	\$ 17,121
Cliffside Park	\$ 17,212
Allendale	\$ 17,243
Upper Saddle River	\$ 17,437
Englewood	\$ 17,715
Edgewater	\$ 17,774
Maywood	\$ 17,804
Ridgefield Park	\$ 17,924
Montvale	\$ 17,952

District	Per Pupil
Ho Ho Kus	\$ 18,288
Moonachie	\$ 18,288
Paramus	\$ 18,826
Demarest	\$ 18,842
Fort Lee	\$ 18,988
Ridgewood	\$ 19,129
Remapo	\$ 19,479
South Hackensack	\$ 19,492
Hackensack	\$ 19,628
Westwood	\$ 19,803
Norwood	\$ 19,807
Teaneck	\$ 19,922
Bogota	\$ 19,973
Lodi	\$ 20,205
Rochelle Park	\$ 20,230
Ridgefield	\$ 20,505
Old Tappan	\$ 20,652
Hilldale	\$ 20,714
Wyckoff	\$ 21,033
Harrington Park	\$ 21,686
Ramsey	\$ 21,800
East Rutherford	\$ 21,912
Oakland	\$ 22,141
Garfield	\$ 22,234
Englewood Cliffs	\$ 22,608
Mahwah	\$ 22,657
Carlstadt	\$ 23,084
Woodcliff Lake	\$ 23,083
Midland Park	\$ 23,568
Heworth	\$ 23,682
Park Ridge	\$ 24,792
Franklin Lakes	\$ 24,857
Saddle River	\$ 29,692
Alpine	\$ 30,765

# 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  
186 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/Orchestra/Choral  
 Peers for Peace Club  
 Ping Pong Club  
 Production Club  
 Reading Club  
 School Newspaper  
 School Store  
 Student Council  
 Word Masters  
 World Cultures Club  
 Yearbook

## HIGH SCHOOL STUDENT ACTIVITIES/CLUBS

Academic Decathlon	F.B.L.A.	Musical	Ski Club
Animal Rights Club	FLHS E.M.T. Club	National Art Honor	Social Studies Honor
Big Brother/Big Sister	Flight Simulation Club	Society	Society
Biology League	French National Honor Society	National English Honor	Sophomore Class
Black Student Union	Freshman Class Council	Society	Council
Boptones Rock Bank	Freshman Math League	National Honor Society	Student Government
Breaking the Chain	Gay-Straight Alliance	Operation Smile	Association
Through Education	Habitat for Humanity	Peer Leadership	Student Movement
Chemistry League	Helping Hands	Photography Club	Against Cancer
Chinese National Honor	Hispanic National Honor	Physics League	Student Tech Squad
Society	Society	Ping Pong Club	Tri-M Music Honor
Crimson Crier School	Interact	Pit Orchestra	Society
Newspaper	J.E.T.S.	Political Action Club	Ultimate Frisbee
Crimson Tide Yearbook	Jazz Ensemble	Production Club	Varsity Law Team
Cutter Corner-School	Jr. Division Computer League	Red Cross Club	Vegan/Vegetarian
Store	Marathon	Scarlet Letters	Club
Debate Team	Masques ~ Drama Club	Science National Honor	Women's Activism
E.R.A.S.E.	Math League	Society	
Engineering Design Club	Math National Honor Society	Senior Class Council	
Environmental Club	Mindfulness	Senior Division	
Fair Lawn Fitness	Model U.N.	Computer League	
Fellowship of Christian		Short Stories Club	
Athletes			

## 4 Year Colleges Attended By Graduates of FLHS Class of 2017

American University	Elon University	Monmouth University	School of Visual Arts	West Virginia University
Arizona State University	Emerson College	Montclair University	Seton Hall University	William Paterson University
Bobson College	Emory University	Muhlenberg College	St. John's University	Worcester Polytechnic University
Binghamton University	Fairleigh Dickinson University	New Jersey City University	Steven's Institute of Technology	Yale University
Cornell University	Ferris State University	NJIT	Stockton University	
Cornell University	Florida Atlantic University	Northeastern University	SUNY University at Albany	
Cornell University	Florida International	Pace University	SUNY University at Buffalo	
Cornell University	Florida State University	Penn State University	Syracuse University	
Cornell University	George Washington	Pratt Institute	Temple	
Cornell University	Hartford University	Princeton University	UCLA	
Cornell University	Harvard University	Quinnipiac University	University of MA, MI, MN, RI, TX, WA	
Cornell University	Hofstra University	Ramapo College	University of New Haven	
Cornell University	Husson University	Rensselaer Polytechnic University	University of San Diego	
Cornell University	Johnson & Wales University	Rowan University	University of Southern California	
Cornell University	Kean University	Rutgers University	University of Tampa	
Cornell University	Lehigh University	Salve Regina	Virginia Tech	

### 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+++

## **Referendum March 13, 2018**

- 
- 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.



## Group Consensus: Strengths/Achievements & Challenges/Opportunities

### Red Dot Group:

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



### Green Dot Group:

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

### Black Dot Group:

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





## Blue Dot Group:

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

### 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? 21<sup>st</sup> 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

