

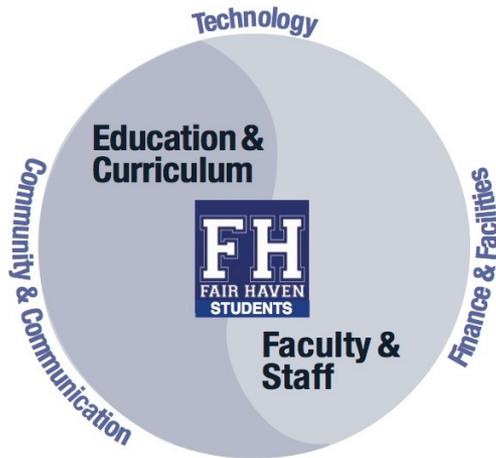


# STRATEGIC PLAN VISION 2020

The mission of the Fair Haven School District, a small caring community that values education, is to provide students with a broad academic foundation based on the New Jersey Student Learning Standards, to nurture their talents and abilities, and to inspire them to become lifelong learners.

# Why do we have a Strategic Plan?

- The Strategic Plan is a three to five year roadmap for accomplishing a set of goals and advancing the District's efforts toward our aspirational mission.
  - **Goals** are what we want to achieve either along the way or by the end of the three to five year period.
  - **Objectives** are the guardrails that keep leadership focused as we transition from one year to the next.
  - **Outcomes** are how we measure our effectiveness and ensure that we are being successful.



## INTRODUCTION

The goal of the Fair Haven School District Vision 2020 project was to conduct a strategic planning process for the purpose of defining the decisions and actions that shape and guide the future direction of the school district over the next three to five years. The following introduction summarizes results of three community/staff focus groups conducted over several planning sessions. The focus groups reflected diversity of opinion and positions regarding the current status and future of the Fair Haven School District and articulated interesting, thought provoking, and in some cases almost unanimous agreement on the current and future direction of the district.

### SESSION 1: “POINTS OF PRIDE”

On October 7th, 2015, over 120 residents and district staff met for the purpose of strategic planning. This planning aided the efforts of the Fair Haven School District to gather community input around future thinking and improvement needs for the District. This meeting was the first of three sessions and focused on “*Points of Pride*” in our community. During this session participants worked in small groups to identify what is working well in Fair Haven Schools.

Their first task was to think individually about this topic and to record their thoughts. Following this, participants shared their individual thinking in small group discussions. Consensus was reached on points of agreement on what is working well. These consensus points were then presented by the small groups to the full group of meeting participants. Members of the large group then discussed, compared and contrasted the results of thinking across the small groups.

### SESSION 2: “EXPECTATIONS FOR THE FUTURE”

On November 11th, 2015, community members and district staff met to participate in Session Two of strategic planning and focused on “*Expectations for the Future*”. After collectively studying the key findings from the first session the nearly 100 participants focused on the question: “*If we were here together three years from now, looking back over those three years that have passed, what would have happened in the Fair Haven School District that would make you feel proud of the accomplishments of the District?*” Individually, participants recorded and then shared their thinking with others in small groups. These discussions were focused, tapered discussions based on the key points identified on October 7th. Participants then, through consensus, identified the points they agreed should be brought to the full participant group. The goal was to identify priority goal areas.

### SESSION 3: “CREATING AN ACTION PLAN”

On December 1, 2015 close to 80 community members and District staff convened for a third session to consider the priority goal areas identified through the work of Session Two. These goal areas include:

- Education & Curriculum
- Teachers, Staff & Administration
- Technology
- Community & Communication
- Finance & Facilities

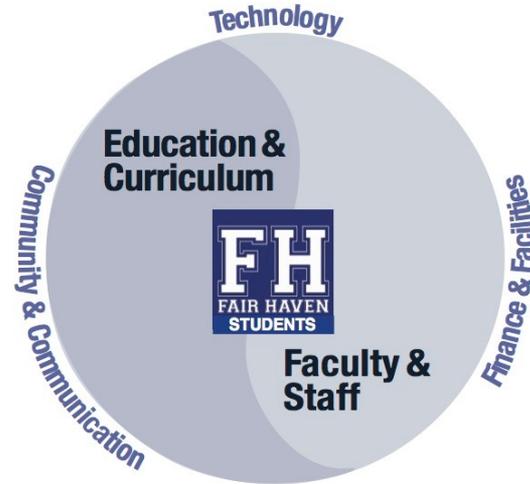
Session participants worked in small groups and carousel brainstormed the five goal areas of work. Following the brainstorming activity, the groups identified action steps they believed would be important to take. What follows is a summary of the work accomplished during this third planning session.

# District Priorities:

The Fair Haven School District pursues its mission through five inter-dependent and mutually supportive priority areas; two core mission priorities and three organizational priorities:



**#FHLeads**



## Core Mission Priorities:

1. Education & Curriculum
2. Faculty & Staff

## Organizational Priorities

1. Technology
2. Community & Communication
3. Finance & Facilities



## Core Mission Priority: EDUCATION & CURRICULUM

Fair Haven Schools will ensure that all students achieve the New Jersey Student Learning Standards. Furthermore, student performance at all levels will be enhanced by exceptional educational programs and activities to support 21st century learning and allow students to achieve their greatest academic potential.

### GOALS

1. **Teach, follow and maintain a rigorous curriculum that is aligned with the New Jersey Student Learning Standards.**
2. **Effectively utilize assessment data to drive differentiated instruction and to create individualized learning plans for students.**
3. **Collaborate with Tri-District schools regarding curriculum & instruction to ensure equal preparedness and cost savings across districts.**
4. **Maximize effective use of technology in the learning process.**
5. **Become a leader in innovative learning, i.e.: STEAM, Innovation Lab, Arts Integration, etc.**

Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
<p><b>GOAL #1:</b></p> <ul style="list-style-type: none"> <li>• Update current curriculum documents.</li> <li>• Implement new curriculum.</li> <li>• Ongoing curriculum focused professional development.</li> </ul>	<ul style="list-style-type: none"> <li>• Create curriculum writing committees</li> <li>• Rewrite curriculum</li> <li>• Obtain BOE approval</li> <li>• Provide teachers with the updated curriculum &amp; PD to support implementation.</li> <li>• Plan continued professional development in updated curriculum.</li> </ul>	<p>Year 1</p> <p>Year 1, Complete by 2017-18</p> <p>Current &amp; Ongoing</p>	<p>Superintendent Administrative Team Teachers BOE</p> <p>Administrative Team Teachers</p> <p>Superintendent Administrative Team</p>	<ul style="list-style-type: none"> <li>• BOE Agendas</li> <li>• Curriculum posted to District Website</li> <li>• Rubrics for evaluating curriculum materials</li> <li>• Evaluation &amp; feedback from staff</li> <li>• Establish scope &amp; sequence for each unit of study</li> <li>• Establish curriculum maps to ensure District-wide articulation</li> <li>• Summer PD for initial needs assessment</li> <li>• Fall PD as determined by initial needs assessment</li> <li>• Continued feedback from staff through PLCs</li> <li>• Data collection from new District benchmark assessments</li> <li>• Distribution of newly adopted curriculum materials &amp; universal access to unit plans for staff</li> <li>• Continued needs assessment through faculty meetings &amp; PLCs</li> <li>• Potentially create days of study for staff</li> <li>• Embed PD days into District calendars</li> <li>• Collaborate with other Districts through Monmouth County Curriculum Consortium (MCS), Peninsula Curriculum Consortium (PC3+), TCRWP Staff developer visits</li> </ul>

# Core Mission Priority: EDUCATION & CURRICULUM

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Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
<p><b>GOAL #2:</b></p> <ul style="list-style-type: none"> <li>Provide professional development in the areas of differentiated instruction and project-based learning.</li> <li>Create classroom conditions to allow for differentiated instruction and individualized learning</li> <li>Perform regular student assessment and continually apply assessment data to instruction</li> </ul>	<ul style="list-style-type: none"> <li>Plan professional development in differentiated instruction.</li> <li>Plan professional development in project-based learning.</li> <li>Provide opportunities for teachers to meet with and plan with colleagues at grade level.</li> <li>Provide support teachers &amp; coaches for classroom assistance</li> <li>Provide flexible grouping &amp; small-group instruction based on student needs.</li> <li>Maintain class sizes no larger than low 20s to allow teachers to provide these kinds of experiences to students.</li> <li>Pre-assess students regularly on understandings and skills.</li> <li>Develop continuity of progress and assessments for understandings and skills.</li> <li>Develop actionable goals with students.</li> </ul>	<p>Current and Ongoing</p> <p>Current and Ongoing</p> <p>Current and Ongoing - Piloting iReady 2016-17 - Potential adoption 2017-18</p>	<p>Superintendent Administrative Team Teachers Consultants</p> <p>Superintendent Administrative Team Teachers BOE</p> <p>Administrative Team Teachers</p>	<ul style="list-style-type: none"> <li>Math PBL activities aligned to the NJSL</li> <li>Expand STEM classes and Innovation Lab work</li> <li>Tri-District Articulation with Rumson on differentiation</li> <li>Co-Teaching Models &amp; coaching with ICR teachers</li> <li>Establish PBL potential PBL extensions in the different unit plans</li> <li>Create learning environments which support collaborative student work (tables, flexible seating, portable tech devices, Google Classroom, access to cloud based platforms)</li> <li>iReady (or similar), Pre-Assessments and Formative Assessments</li> <li>Create District benchmark assessments and timelines</li> <li>Create one repository for student data to monitor student progress and targeted interventions (RtI Direct, I&amp;RS Direct, updates to PS or secure other platform)</li> </ul>
<p><b>GOAL #3:</b></p> <ul style="list-style-type: none"> <li>Initiate horizontal and vertical alignment evaluation meetings among Tri-District teachers &amp; administration.</li> <li>Initiate collaboration planning sessions among Tri-District administration.</li> <li>Provide shared professional development for teachers in the Tri-District.</li> </ul>	<ul style="list-style-type: none"> <li>Schedule subject-area meetings with "transition level" teachers from the Tri-District.</li> <li>Schedule regular meetings for administration of Tri-District.</li> <li>Schedule regular meetings with Tri-District Education Committees.</li> <li>Schedule planning sessions with Tri-District administration</li> <li>Generate collaborative goals with Tri-District administration</li> <li>Facilitate visitations by teachers to sister classes in other Districts.</li> <li>Plan PD in Tri-District curriculum.</li> </ul>	<p>Current and Ongoing</p> <p>Current and Ongoing</p> <p>Current with increased emphasis for 2017-19</p>	<p>Superintendent Administrative Team 6th - 8th grade teachers in Rumson &amp; Fair Haven 9th grade teachers at RFH BOE Education Committee</p> <p>Tri-District Administration BOE Tri-District Committee</p> <p>Superintendent BOE Tri-District Committee</p>	<ul style="list-style-type: none"> <li>Calendar of Tri-District meetings for the year</li> <li>Agendas &amp; minutes of resulting Tri-District meetings</li> <li>Feedback forms for staff to share effectiveness of model and meetings</li> <li>Agendas &amp; minutes from Tri-District meetings</li> <li>Report goals to BOE &amp; community annually</li> <li>Collaborate with Rumson &amp; RFH with keynote speakers &amp; ongoing PD</li> <li>Continue with Tri-District Articulation meetings with grades 6th - 8th and guidance</li> <li>Tri-District curriculum collaboration and peer observations</li> </ul>



# Core Mission Priority: EDUCATION & CURRICULUM

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Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
<p><b>GOAL #4:</b></p> <ul style="list-style-type: none"> <li>Continue to support teachers as they move toward a blended learning classroom environment.</li> <li>Adopt a formal technology use matrix.</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing subscriptions, providing PD, use of LMS (Google Classroom), continuing upgrading &amp; maintaining tech and infrastructure.</li> <li>Review and adopt a technology matrix.</li> </ul>	<p>Current and Ongoing</p> <p>Current and Ongoing</p>	<p>Superintendent Administrative Team Teachers</p> <p>Superintendent Administrative Team Teachers</p>	<ul style="list-style-type: none"> <li>Establish SMART goals to determine efficacy and productivity of the different platforms.</li> <li>Provide matrix to all teaching staff and include in updated curriculum documents.</li> </ul>
<p><b>GOAL #5:</b></p> <ul style="list-style-type: none"> <li>Heighten awareness and access to emerging programs, techniques, etc.</li> <li>Provide professional development in STEAM initiatives.</li> <li>Implement STEAM initiatives in the classroom.</li> </ul>	<ul style="list-style-type: none"> <li>Survey top Districts &amp; Universities/Colleges concerning their curriculum and resources for STEAM.</li> <li>Preview materials aligned with New Jersey Student Learning Standards for Science.</li> <li>Continue &amp; expand on partnership with Kennedy Center and arts integration &amp; Innovation Lab.</li> <li>Identify resources or programs to embed STEAM based activities into cross curricular everyday classrooms.</li> <li>Create and attend professional development regarding STEAM initiatives.</li> <li>Plan instructional activities to align with new curriculum materials.</li> <li>Work with Tri-District, as much as possible, to develop full application of STEAM initiatives.</li> </ul>	<p>Conduct surveys in Spring 2017 &amp; provide ongoing access to resources, activities and PD</p> <p>Current and Ongoing specific plans for years 1, 2, 3</p> <p>Current and Ongoing</p>	<p>Superintendent Administrative Team Teachers</p> <p>Superintendent Administrative Team Teachers Consultants</p> <p>Administrative Team Teachers</p>	<ul style="list-style-type: none"> <li>All classrooms will integrate STEAM into their current curriculum</li> <li>Evidence will include curriculum documents &amp; lesson plans</li> <li>Familiarization with ISTE teaching/student standards</li> <li>Adopt and maintain Future Ready aligned schools</li> <li>Teachers will present STEAM PDP personal goals for year one, Principals will present their building goals for STEAM in year two, &amp; Superintendent will present District Goals for STEAM in year three.</li> <li>Lesson Plans demonstrating planning of STEAM activities</li> <li>Teacher observation data demonstrating the actual implementation STEAM activities in daily instruction</li> </ul>



## Core Mission Priority: FACULTY & STAFF

The Fair Haven School District values its faculty and staff and strives to empower them through effective training opportunities as well as offering formal education and professional development in best educational practices.

### GOALS

1. **Seek, hire and retain talented, committed, inspirational leaders (*teachers, staff and administration*) to staff our schools.**

Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
Provide support for new staff.	<ul style="list-style-type: none"> <li>• Create a thorough, multi-day in-house orientation that covers the following topics: Faculty Manual information, Facilities tour, Community tour, Compensation and Insurance Overview, etc.</li> </ul>	Annually	Administrative Team Business Administrator	<ul style="list-style-type: none"> <li>• Effective and engaged faculty/staff</li> <li>• Annual surveys of new staff members</li> <li>• Increased retention rate of new staff</li> </ul>
Provide well-planned and relevant professional development reflective of staff needs.	<ul style="list-style-type: none"> <li>• Build capacity by bringing in experts to conduct professional development for staff on best practices in areas such as PARCC Testing, changing curriculum standards, teacher evaluation, differentiation for various disciplines.</li> <li>• Take advantage of in-house talent by offering trainings provided by our own staff who excel in topics of interest.</li> <li>• Facilitate open staff discussions on best practices on topics which are important to both staff and District.</li> <li>• Continue In-District opportunities to collaborate on content areas with counterparts in Regional School District.</li> <li>• Conduct Tri-District meetings of Regional School District constituencies.</li> <li>• Schedule PLC's across grade levels &amp; content areas.</li> <li>• Survey all staff hires: what are we doing well/what could be better</li> </ul>	Multiple times annually	Superintendent Administrative Team, primarily building principals	<ul style="list-style-type: none"> <li>• Surveys after development days</li> <li>• Increased participation in PD</li> <li>• Tri-District Meeting Minutes</li> <li>• PLC notes</li> </ul>
Define professional expectations and staff needs.	<ul style="list-style-type: none"> <li>• Create accurate job descriptions</li> </ul>	Year One	Administration	<ul style="list-style-type: none"> <li>• Data collection through interviews and surveys</li> </ul>



# Organizational Priority: TECHNOLOGY

Recognizing the ever-evolving nature of technology, the Fair Haven School District is committed to preparing students to effectively use technology in the 21st century.

## GOALS

### 1. Ensure our educational technology strategy supports curricular objectives and serves as a vehicle to communicate with a global audience.

Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
Enhance & adjust existing technology infrastructure to further support learning in the classroom and enable staff to teach in a variety of ways.	<ul style="list-style-type: none"> <li>Ongoing evaluation of current technology to ensure technology meets curriculum needs.</li> <li>Provide professional development at staff meetings and through one-on-one trainings, modeling usage in the classroom for teachers and students.</li> </ul>	Ongoing	Superintendent Administrative Team	<ul style="list-style-type: none"> <li>Speed tests</li> <li>Future Ready Benchmark Test</li> <li>PARCC Infrastructure Test</li> <li>Web Filter Reporting</li> </ul>
Identify funding using both internal and external partners.	<ul style="list-style-type: none"> <li>Further improve and build relationships with partners and vendors to ensure we are obtaining best pricing.</li> <li>Partner with the Education Foundation, PTA and pilot BYOD programs. Utilize pilot programs to provide students with exposure to cutting edge technology.</li> </ul>	Ongoing	Superintendent Business Administrator Administrative Team	<ul style="list-style-type: none"> <li>Annual audit of funding sources</li> </ul>
Educate students, families and staff on the importance of digital citizenship	<ul style="list-style-type: none"> <li>Through BOE meetings, staff meetings and parent meetings offer workshops, trainings and speakers on the importance of our students maintaining positive digital footprints.</li> </ul>	Ongoing	Superintendent Administrative Team BOE Staff	<ul style="list-style-type: none"> <li>Survey participants</li> <li>Agendas &amp; Sign-ins</li> <li>Discipline Data</li> </ul>
Extend opportunities to students exposing them to technology of the future	<ul style="list-style-type: none"> <li>Utilize resources to expose students and staff to cutting edge technology</li> </ul>	Ongoing	Administrative Team BOE Staff	<ul style="list-style-type: none"> <li>Curriculum Reviews</li> <li>Teacher Evaluation Data</li> </ul>
Set an expectation that faculty will integrate technology within their instruction	<ul style="list-style-type: none"> <li>Provide PD on various tools and best practices such as blended learning and flipped learning</li> <li>Adopt a technology matrix</li> </ul>	Ongoing	Superintendent Administrative Team BOE Staff	<ul style="list-style-type: none"> <li>PD opportunities logged</li> <li>Lesson plan reviews</li> <li>Teacher Evaluation Data</li> </ul>



# Organizational Priority: COMMUNITY & COMMUNICATION

The Fair Haven School District acknowledges and celebrates the fact that our schools are an integral part of our community and that as such communication, both internal and external is critical.

## GOALS

1. Improve Communication and partnership between community, families, students and the BOE.
2. Increase the efficiency and quality of internal communication within the District.

Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
Draw from wealth of resources to leverage a connected community to provide communication and partnerships to further enhance student education and pride in community. (Target -COMMUNITY)	<ul style="list-style-type: none"> <li>• Mentors: Create &amp; sustain relationships with alumni, community members, community experts, universities, colleges &amp; virtual mentors to help with classroom studies, provide access to natural and local resources, enhance Innovation Labs with “makerspace” activities and partnerships.</li> <li>• Community Service Projects: In cooperation with local organizations, students will create both school based and community based opportunities for philanthropic endeavors.</li> <li>• Create Alumni Network: establish online database of FH grads to provide transition advice from middle school to HS OR HS to college/vo tech/military, etc.</li> </ul>	<p>Year 1 Ongoing</p> <p>Year 1 Ongoing</p> <p>Year 2 Ongoing</p>	<p>Superintendent Administrative Team BOE Teachers Students Parents</p>	<ul style="list-style-type: none"> <li>• Evidence of Alumni Network database that is revisited and updated annually</li> <li>• Assessment of community service projects via surveys of participants, families, community members and students.</li> </ul>
Facilitate increased opportunities, formal and informal, to build understanding about district initiatives, student performance/progress & curriculum best practices. (Target - FAMILIES)	<ul style="list-style-type: none"> <li>• Conferences: Offer conferences in the fall and spring with the spring being student-led.</li> <li>• Streamline existing communication patterns between Stakeholder groups.</li> <li>• Revise and update District Website to become more user friendly.</li> <li>• Create a PR plan to engage parents, and the non-parent public.</li> </ul>	<p>Year 1</p> <p>Year 1</p> <p>Year 2 Ongoing</p>	<p>Superintendent Administrative Team BOE</p>	<ul style="list-style-type: none"> <li>• 2017-18 District Calendar reflecting change in conference schedule</li> <li>• Establish &amp; publicize Chain of Command documents for individual families as well as parent organizations</li> <li>• Review evidence of website revisions and feedback from community surveys assessing user friendliness</li> </ul>
Establish more student driven learning opportunities (Target - STUDENTS)	<ul style="list-style-type: none"> <li>• Provide social media education.</li> <li>• Allow more student partnerships (ie: 5th graders host orientation for 4th, 6th for 5th, RFH freshmen for 8th).</li> </ul>	<p>Year 1 Ongoing</p>	<p>Superintendent Administrative Team Teachers Students</p>	<ul style="list-style-type: none"> <li>• Evidence of Social Media Education Plan established and implemented</li> <li>• Evidence of the establishment of student driven learning opportunities</li> <li>• Evidence of an academic schedule that provides increased opportunity for student driven learning experiences</li> </ul>



# Organizational Priority: FINANCE AND FACILITIES

Be a responsible steward of District resources, making sure that money is spent prudently to deliver the best possible education for our students. This includes ensuring that our facilities remain operational and safe for our students, and that the facilities are able to meet the needs of the District in the near and long term.

## GOALS

1. Set a clear vision and priorities for the District and allocate resources to best achieve those results.
2. Develop a comprehensive long-term facilities plan that addresses the current and future needs of our District and takes into account the input of the community in assessing those needs.

Objective	Tactics	Timeframe	Responsible Person/Unit	Assessment of Goal
Fulfill our financial responsibilities to the District and the community	<ul style="list-style-type: none"> <li>Adopting a budget that is both efficient and effective in its use of tax dollars.</li> <li>Adopting a tax rate that is sufficient to fund the budget while seeking out additional revenue sources to maintain a reasonable tax levy.</li> <li>Monitoring the District's financial statements on an ongoing basis.</li> <li>Making sure that accounts are audited by an external auditor at the end of the year and informing the community of those results.</li> </ul>	Ongoing	Superintendent Business Administrator BOE	<ul style="list-style-type: none"> <li>Zero-based budget development employed for budget creation that addresses identified needs</li> <li>Tax rate adopted was the minimum amount necessary to fund the budget</li> <li>Approve financial statements at every BOE meeting and approve the audit at year-end.</li> </ul>
Ensure the values that Fair Haven puts on education be reflected in our school facilities.	<ul style="list-style-type: none"> <li>Review 2016 planning and school surveys to understand current perception and importance of schools to our community.</li> <li>Incorporate information from above into facility plan.</li> </ul>	Year 1 Years 1-2	BOE Business Administrator Superintendent Community Focus Group	<ul style="list-style-type: none"> <li>Demonstrate alignment of facilities &amp; community input surveys</li> <li>evidence of increased student achievement</li> </ul>
Create facilities that support 21st Century learning	<ul style="list-style-type: none"> <li>Continue investigating best practices in K-8 education.</li> <li>Define needs for educational support and extracurricular spaces.</li> <li>Evaluate and pursue property as dictated by demonstrated needs.</li> </ul>	Years 1-2 Years 1-2 Years 2-4	BOE Business Administrator Superintendent	<ul style="list-style-type: none"> <li>Demonstrate alignment with research on 21st Century learning</li> </ul>
Foster community support and understanding of curriculum, facilities and finances.	<ul style="list-style-type: none"> <li>Utilize social media to educate the community about curriculum and facilities and school finances.</li> <li>Hold Superintendent Coffee Chats on these topics.</li> <li>Build a positive relationship with Borough Council.</li> <li>Empower PTA, FHEF, Boosters &amp; Footlight Club to advocate and support District goals.</li> </ul>	Ongoing	BOE Business Administrator Superintendent	<ul style="list-style-type: none"> <li>Develop a town-wide survey to measure community understanding</li> </ul>
Provide a safe and secure environment.	<ul style="list-style-type: none"> <li>Constantly evaluate safety protocol.</li> <li>Conduct table top drills.</li> <li>Continue to implement best practices in K-8 security.</li> </ul>	Ongoing	BOE Business Administrator Superintendent	<ul style="list-style-type: none"> <li>Due to safety concerns, assessment will be internal &amp; presented annually to the BOE.</li> </ul>