The French-American School of New York, humbled by the trust of its families, inspired by the leading example of its alumni, and galvanized by the passion of its faculty, has resolved to strengthen its mission to develop globally literate, multicultural lifelong learners by committing to the following strategic plan, which, developed over the next five years, will shape its entire future.
Approach

- Collaborative work based on analysis of information gathered throughout the 2016 – 2017 school year.
- Comprehensive parent and staff survey.
- Focus groups with parents, trustees, friends of FASNY, students, faculty and staff.
- Retreat involving over 30 members of our community.
- Guided by a consultant with extensive experience in Strategic Planning.
- Conceived as a living document to be assessed, reviewed, and modified accordingly.
Mission

FASNY develops globally literate, multicultural lifelong learners through a unique program that integrates French, American and international curricula.

We educate students to understand, contribute to and thrive in an interdependent world. FASNY holds its students to the highest standards of academic excellence, supports them in their personal development, and fosters a spirit of inquiry, service, and social responsibility to the environment and the global community.
Values

We believe that an international education, built on bilingualism and multiple approaches to learning, opens minds, teaches adaptability, and prepares children for tomorrow.

We believe that critical and creative thinking, rigor, and curiosity drive academic excellence.

We believe that a complete education goes well beyond academics.

We believe that embracing diversity and inclusiveness shapes better people.

We believe that students thrive in a safe and nurturing environment.

We believe that empathy, integrity and responsibility are at the core of global citizenship.
<table>
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<tr>
<th>Academic Milestones</th>
<th>Facilities History</th>
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<tr>
<td><strong>2017</strong> Project to open an International Program in Grade 9 in 2018.</td>
<td>FASNY receives a special permit and site plan approval for a revised project to build a Middle and High School campus on the former Ridgeway Country Club site.</td>
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<td>The first graduating IB class registers 100% success, continuing the tradition of excellence.</td>
<td>FASNY opens its High School on the newly renovated, rented Harbor Campus.</td>
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<td><strong>2015</strong> Opening of the International Baccalaureate Diploma Program.</td>
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<td><strong>2011</strong> FASNY acquires the Ridgeway Country Club with the project of consolidating all campuses in one location.</td>
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<td><strong>2009</strong> First senior graduating class. Stellar results on the French Baccalaureate with “Option Internationale” as well as on college admissions.</td>
<td>3 rented campuses: Scarsdale for Preschool Larchmont for Lower School Mamaroneck for Middle &amp; High Schools</td>
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<td><strong>2005</strong> 2 Preschool classes in one classroom.</td>
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<td><strong>1980</strong> FASNY opens in Larchmont.</td>
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Building on a well-established tradition of successfully combining a rigorous bilingual and international curriculum with rich co-curricular experiences, we endeavor to broaden and publicize the educational program that supports the beliefs and values at the core of a FASNY education.

**Strategic Goal I**

Ensure that the School offers the best of an American, a French, and an international education, building on existing initiatives.

**Key Initiatives – We will:**

- Develop a statement defining a well-rounded, happy, well-prepared FASNY graduate.
- Develop a social-emotional intelligence curriculum.
- Broaden students’ experience outside of the classroom, in particular by expanding international trips and exchanges, by creating internship opportunities, and by developing an entrepreneurship program.
- Articulate reasoning approaches of both French and American educations. Publicize and communicate to internal constituents (faculty, staff, parents) and external entities (prospective families, employers) the advantages of a FASNY “beyond bilingualism” education.
- Articulate the FASNY IB program and publicize its specificity. Develop an implementation plan for an international track leading to the IB Diploma program. Define metrics to assess the success of the program.
- Develop a Science, Technology, Engineering, Arts, and Mathematics (STEAM) curriculum, maker spaces, and sustainability programs. Develop a technology integration plan.
- Study the feasibility of integrating theater and drama into the curriculum and more generally of expanding visual and performing arts offerings.
- Study the feasibility of broadening the athletics offerings through Physical Education and interscholastic programs.
- Study the feasibility and the relevance of opening new programs such as a French immersion program for Lower School students, a two-year-old program, a half-day Nursery program, as well as diversifying the third language offerings.
Our School brings together students from 50 nationalities with varied socio-economic backgrounds, and an international, French and American faculty. We strive to support a diverse population of students in their language acquisition, and in their social engagement in the school, locally, and internationally.

Envision FASNY as a unique environment where students from diverse cultural and socioeconomic backgrounds study, live and dream with equal opportunities in French and English.

Key Initiatives – We will:

- Define the language profile of each student to address his/her specific needs and aim for language and cultural fluency in French and English.

- Expand support for families without French at home. We will assess and further develop FLE initiatives.

- Develop further the ESL program to serve the needs of non-English speaking students. We will enhance ESL support by increasing the ratio of English classes from N-2nd grade for non-English speakers. We will promote family involvement in acquiring the English language.

- Expand student opportunities at school to explore their individual, personal goals in both French and English.

- Promote and secure continued socio-economic and cultural diversity by increasing financial aid and refining allocation criteria.

Strategic Goal II
Preparing each student for success and fulfilment is at the center of every educator’s practice. At FASNY, we recognize that the essential element in educating children is the quality, the motivation, and the stability of the faculty.

**Strategic Goal III**

Attract, retain, support and develop faculty and staff of distinction.

**Key Initiatives – We will:**

- Articulate the ideal profile of a FASNY teacher and staff member for recruiting and professional development purposes.

- Strengthen professional development through regular assessment of the needs, comprehensive faculty and staff evaluation, and appropriate budget allocation. We will develop a formalized internal development program based on staff members sharing their domain of expertise with their peers.

- Create on every campus a think tank of educators who have an interest in considering and assessing research and innovation in the field of education and sharing the results of their investigations with their peers.

- Regularly assess the competitiveness of salaries and benefits. We will develop a plan to make sure that compensation remains attractive.
Functional learning spaces are conducive to implementing best teaching practices. We strive to continue improving our current buildings and play areas while increasing our control over our facilities.

Strategic Goal IV

Increase the quality of and control over our current facilities with the goal of owning a permanent campus in the future.

Key Initiatives – We will:

- Evolve the current classrooms and social / co-curricular spaces (library, student lounges, conference rooms) to suit different learning styles, best serve the curriculum, and reflect our mission.

- Improve the look, feel, and functionality of each campus, while preserving the sense of unity across the divisions.

- Improve and expand facilities for the visual and performing arts, sports and athletics, sciences, and co-curricular activities to best serve our curricula.

- Increase control over our facilities through lease arrangements, agreements on use of space, ownership, and any other initiative.
While we are committed to continue delivering a high quality international and bilingual education in renovated or new facilities, we will ensure that FASNY remains affordable and financially sustainable.

Key Initiatives – We will:

- Build and develop the endowment.
- Develop new fundraising initiatives (such as micro-capital campaigns for specific projects).
- Create and carry out a comprehensive plan to market and tie FASNY to French and other international companies in the New York City and “Fairchester” areas.
- Develop awareness of FASNY and visibility within the local community.
- Cultivate relationships with local banks / lending institutions and French-American organizations.
- Build a tuition strategy to protect revenue while maximizing attractiveness for new families and retention for existing families. We will look closely at the value proposition for the Preschool.
- Identify entry points for non-French speakers beyond Preschool.
- Build on partnerships with local independent schools or other organizations to enhance programs and / or increase cost efficiencies.
- Apply systematic financial discipline to new and existing programs to determine their financial value proposition.
STRATEGIC PLAN 2017–2022

Strategic Plan Implementation Steering Committee:

Chair: Head of School
Assistant Head of School
Director of Finance and Operations
Board of Trustees Chair
Board of Trustees Vice Chair
Chair of the Board Communications Committee
Chair of the Board Governance Committee
Trustee
FASNY PTA Co-Chair