

3D Strategic Plan

2019 -- 2024

Strategic Plan Executive Summary

Prepared for the

Lakeland Regional High School District

Facilitated by: NJSBA Field Services Department

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New Jersey School Boards Association
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3D Strategic Plan

Lakeland Regional High School District

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Acknowledgements

The Lakeland Regional High School District's 3D Strategic Planning process, completed during the 2018-2019 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Lakeland Regional Board of Education

Board Members

Robert Adams, President

Joseph Walker, Vice President

Maryann Brett

Carol Gardner

Bruce Gibson

John Griffin

Sam Nastory

Suzanne Raoul

Daniel Sinclair

Superintendent

Hugh Beattie

Business Administrator

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3D Strategic Planning Process

Executive Summary

A. Educating the Board to make an informed decision

At a regular meeting of the Board in the Summer of 2018, New Jersey School Boards Association made a presentation to the Board on the 3D Strategic Planning Services available through the Association.

The information included a review of the following information 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

The Board contracted with NJSBA for these services.

B. 3 D Strategic Plan Meetings

Kathleen Helewa, accompanied by fellow Field Service Representatives Matt Lee and Charlene Peterson, facilitated three Strategic Planning meetings. The following outcomes were derived from these meetings.

1. The vision of the future for the Lakeland Regional School District,
2. Strengths, opportunities of the District, and
3. Goals and objectives for the Lakeland Regional High School.

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

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 the following:

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

D. Next Steps

The Board of Education will adopt the plan and begin implementation.



LAKELAND REGIONAL HIGH SCHOOL DISTRICT MISSION STATEMENT

*The Lakeland Regional High School, a
New Jersey Star School in partnership
with the community, provides an
exemplary, comprehensive education
that develops all students to be
knowledgeable, responsible citizens in a
global environment.*



GOAL AREA # 1

Student Skills / Curriculum

Goal Statement: To provide students with a variety of educational programs to promote academic and career readiness for all learners.

Objectives:

1. Enhance and increase UPAL career-focused programs.
2. Increase awareness and accessibility for vocational and real-life experiences.
3. Foster a learning environment that promotes interpersonal communication skills across all disciplines.
4. Create productive and resilient citizens through school-wide community service projects
5. Provide and enhance support programs, which will serve to address the educational gaps with our district sub-groups.



GOAL AREA # 2

The Whole Child / Social-

Emotional Learning

Goal Statement: To provide a safe and supportive environment to increase resiliency and prepare students for post-graduation life.

Objectives:

1. Provide coping skills through curriculum and teacher involvement.
2. Generate an atmosphere of caring.
3. Boost school spirit so students can take pride in Lakeland.



GOAL AREA # 3

Community Connections / Branding

Goal Statement: To nurture and cultivate a safe, secure, and welcoming school environment that creates productive relationships with the surrounding communities.

Objectives:

1. Foster positive partnerships with all community stakeholders.
2. Develop consistent communications to proactively engage the community and create a recognizable brand.
3. Implement regular feedback opportunities for public input and participation regarding district offerings.



GOAL AREA # 4

Facilities

Goal Statement: To develop a safe and modern, accessible learning environment that affords our students and community the opportunity to develop 21st-century learning skills.

Objectives:

1. Maintain highest level of safety and security.
2. Reconfigure Media Center to become a collaborative learning hub.
3. Modernize classrooms to enhance collaboration, communication, and learning.
4. Provide an environment that addresses the needs of all students, i.e., athletic fields, auditorium, classrooms, cafeteria, music/performing arts.



Appendix "A"

Superintendent's State of the District Report



LAKELAND REGIONAL HIGH SCHOOL

STRATEGIC PLAN

2018-2023

State of the District Report

District Strengths

- Diverse Course Offerings
 - Facility Upgrades
 - Technology Infrastructure Updates
 - Strong Board of Education
 - Strong Faculty and Staff
 - Improved PARCC Scores
 - High SAT Scores
 - Strong Advanced Placement Scores
 - Robust Discipline Plan
 - High Graduation Rate
 - Fiscally Solvent
 - UPAL Program
 - Senior Options Program
-

District Strengths

- Strong Student Involvement
 - Outstanding Sports Programs
 - Large numbers of Opportunities for Student Involvement
 - Low Dropout Rate
 - Academic Supports and Outreach
 - Strong College Acceptances
 - Special Education Services
 - Strong Music and Arts Programs
 - Strong School Security
-

District Challenges

- Subgroups of SE and Economic Disadvantaged perform poorly on State Assessments
 - Losing over \$1million to PCTI
 - Communication with Stakeholders
 - Enhance School Spirit
 - Community Perspective
 - Engaging various demographic groups
-

Appendix "B"

Strengths & Challenges



Session 1: What Are the Strengths and Achievements of the Lakeland Regional High School District?

On September 26, 2018, community members, school district Administration and staff, students, and Board of Education members came together to initiate strategic planning. The group's charge is to create over three meetings a new, five-year plan to succeed the 2015-2018 Lakeland Regional High School Strategic Plan. The first evening's topic was focused on the current strengths and achievements of, and challenges and opportunities facing, the LRHS School District.

After greetings and opening remarks by Board President Rob Adams, we began the process with an overview of the strengths and challenges of the school and district by Superintendent Hugh Beattie. The purpose of and the methodology for creating a new Strategic Plan were presented to the participants. We then gathered in four randomly assigned, color-coded groups to identify the strengths and points of pride in our district, and to brainstorm what opportunities and challenges we believe the school district faces currently and in the future. After group discussion, each group identified their "top 10" (or thereabouts) list of strengths and challenges for the district.

The information that follows is the work of the small groups. As discussed with the meeting participants, all meeting outcomes will be recorded and made available to the group and the wider community.

Black Dot Group

Strengths/Accomplishments

- Extra curricular activities
- Athletics
- Senior options
- Strong teachers
- Cleanliness
- Safe
- Student outreach
- Course offerings

Challenges/Opportunities

- Articulation
- Mental health / wellness
- Communication → student
- Two buildings



- Career readiness
- Performing arts vs. PCTI
- Fields

Green Dot Group

Strengths/Accomplishments

- Experience provided to the students keeps them coming back (students become staff)
- Scholarship program
- Bring 3 schools into 1 high school and they become cohesive
- Great athletes and athletic program
- School spirit
- Great performing arts program
- Facilities used by community programs frequently

Challenges/Opportunities

- Communication with stakeholders (timely communication) (positive and negative)
- Outdated website
- Alumni involvement (news of achievements)
- Lack of trade programs and opportunities (ROTC)
- Technology infrastructure needs updating to support latest tech needs
- People bring back preconceived notions (both positive and negative)
- School spirit
- Auditorium needs to be updated

Yellow Dot Group

Strengths/Accomplishments

- School spirit
- Clubs / activities
- Staff caring
- Food



- Freedom
- Good communication
- Variety of classes
- Student wellbeing is prioritized (Guidance / Psych)

Challenges/Opportunities

- School spirit: Sports vs. Arts
- More niche electives
More academic electives
- Academics—too challenging vs. too easy
- Clubs—focus quality vs. quantity
- More “giving back” to the community
- More proactive checking in on student wellbeing
- More school events catering to LRHS demographics
~~Pep Rallies~~
Football—Good

Orange Dot Group

Strengths/Accomplishments

- Strong Admin & faculty
- Alumni
- School offerings
 - Electives
 - Sports
 - Arts
- Security
- Community school
- Large campus—continually improving facility
- Course offerings
- Team spirit

Challenges/Opportunities

- Sharing information & communicating in a timely manner
- Streamline communication
- PCTI—How to market better
 - Create a brand
- Finance



- Digital distraction
- Social Media
- Lack of interaction with senior citizens
- Time management

After sharing our small group results with all the evening's participants, all were thanked for their wide-ranging contributions and collaborative work.

Our next meeting is set for Wednesday, October 10, at 7pm in the Lecture Hall. Check will begin at 6:30pm. We will engage in a Visioning Activity to help refine our collective vision for the school, which promises to be a truly *fun* exercise!

The Lakeland Regional High School District Board of Education and Administration greatly appreciates our committed participants' participation in helping to help create a roadmap for our district for the next five years. We look forward to working together at our future sessions.



Appendix "C"

Visioning Exercise Outcomes



Session 2: What Is Our Vision for Lakeland Regional High School?

On October 10, 2018, community members, school district Administration and staff, students, and Board of Education members came together to initiate strategic planning. The group's charge is to create over three meetings a new, five-year plan to succeed the 2015-2018 Lakeland Regional High School Strategic Plan. The first evening's topic was focused on the current strengths and achievements of, and challenges and opportunities facing, the LRHS School District.

The evening's topic focused on creating a shared vision for Lakeland Regional High School. The meeting began with remarks from Board President Rob Adams and some words from Superintendent Hugh Beattie. We then engaged in a visioning exercise: each of us imagined being away from the district and community for five years and coming back, only to find our schools on the cover of Time Magazine, as a national example of "21st Century Success"! The group was asked to ponder, *what would you envision occurring in the school system to make this happen? What would be the title of such an article, touting such astonishing success? What would be the key visions in the article—meaning, what would be the means the district would have used to make exemplary 21st-century learning success a reality?* Participants then gathered in four randomly assigned, color coded groups to develop a shared vision.

The information that follows in the next two pages is the work of the small groups, each of which wrote a title for the hypothetical Time Magazine article described above, and key visions that would comprise that article. As discussed with the meeting participants, all meeting outcomes will be recorded and made available to the group and the wider community.

Black Dot Group

Title of Article: "Expanding the Walls of Education: Not You Momma's School!"

Key Visions:

- Travel
- Project-based learning/vocational/real-life experiences/ 1 year community experience
- The WHOLE Person
- School without walls
- Flex scheduling, easy transitions
- Mobile technology, Segueways, technology, Chromebooks



- Curriculum of interpersonal skills & communication
- More space for athletics, arts
- Self-Advocating, responsible students
- Financial awareness
- Flexible schedule, alternate schedule, teen schedule: start later, 4-day week
- Metacognition philosophy: thinking about thinking

Orange Dot Group

Title of Article: "We are Lakeland—Local Education For Global Thinking—Niche Down"
 #YourCommunitySchool, #PrideofPassaicCounty, #LancerChampions

Key Visions:

- Contemporary Mission Statement
- Leader in emerging STEM technologies
- Leader in performing/fine arts programs
- Leader in college alternative programs
- Leader in collaborative relationships
 --PCCC / Businesses / Consortium / Distance Learning
- State-of-the-art athletic facilities for all students
- Chief Information Technology Officer
- Specialized schools within the school
- LRHS as a magnet school

Blue Dot Group

Title of Article: "Lakeland Provides Relevant Experiences for All Learners"

Key Visions:

- Exposure to various disciplines and academic options
- Safe, secure Community Center
- Prepare → Financial Literacy
- Empathetic, community approach
- Digital citizenship in the global marketplace
- Resiliency → Growth Mindset
- Shared responsibility among students, parents, staff, community
- Lancer Identity → Future, Current, Former



Red Dot Group

Title of Article: Lakeland Regional High School: Community School Across the Globe"

Key Visions:

- Up-to-date facility (state-of-the-art)
- Individual wellness plan
- Student pride
- Re-branding of the school (showcase)
- Environment that fosters communication
- Community service
- Prepare students to be college / career ready – globally
- Versatility in course offerings
- Bridging tradition with the future
- Alumni mentor program

From these outcomes, which were shared with the larger group, we noted the emergence of identified common "threads":

- **Student skills – relevancy**
- **Whole Child / student centered**
- **Community connection**
- **Branding**
- **Curricular offerings**

The above themes will be refined into the goal areas for Lakeland's new Strategic Plan.

Our next, and final, Strategic Planning Session will be held on **Monday, November 19 at 7pm** in the **Lecture Hall**. Participants will select the goal area they would like to explore. We will be writing a **Goal Statement** and the **Objectives** for each of the goal areas for the Strategic Plan.

* * *

The Lakeland Regional High School District Board of Education and Administration greatly appreciate our committed participants' participation in helping to help create a roadmap for our district for the next five years. We look forward to working together at our final session.



Appendix "D"

Action Plans

