

**2022-2025**

# **Strategic Plan**



**STERLING  
REGIONAL HIGH  
SCHOOL DISTRICT**

# Introduction

## U-Knighted Vision '22 - '25

Strategic planning is the process of creating a vision of the desired future for an organization - in this case the Sterling Regional High School District - and then translating this vision into broad goals and strategic objectives. These strategic objectives are then further broken down into a series of action steps which, if taken, will result in the achievement of the vision.

Throughout the strategic planning process, participants identified priorities that helped to establish the core mission or purpose of the school district, as well as a vision for the future. This data and information was collected using the following strategies:

- Surveys were administered to all students, staff members, families of students enrolled in the district, and community members without children in the district. Over 1,500 survey responses were recorded.
- Three guided public forums where between 50 - 60 participants were asked to reflect upon what they are most proud of in the Sterling Regional High School District and opportunities for growth as the district plans for the future.
- Conversations were held with several affinity focus groups consisting of students, staff members, and Board of Education members.

After all of the data was collected using the methods described above, a group of students, staff members, and administrators formed three teams to fine tune the Mission, Vision, Goals, and Strategic Objectives found in this document. This dedicated team of individuals also worked to develop action steps that will serve as a pathway to achieving the goals and strategic objectives outlined in this plan.

We would like to thank all students, members of the community, staff members, and administrators who participated in this process, provided feedback and insight, and otherwise assisted with the development of U-Knighted Vision '22-'25.

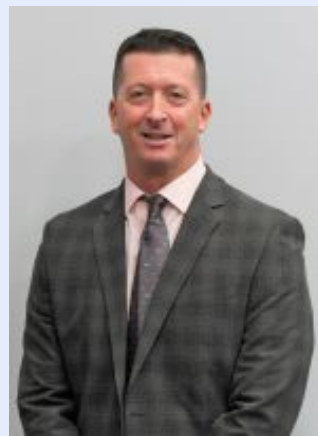
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# Message from the Superintendent

In late 2021, the Sterling Regional High School District made the commitment to engage the school community in a three-year, comprehensive Strategic Planning Process. Strategic Planning is a disciplined and thoughtful process that will allow the school district to create its own future by linking the values, mission, vision, and goals of the system with a set of coherent strategies designed to achieve those goals. A quality strategic plan establishes priorities, guides decision-making, and provides focus for the district.

The strategic plan that follows is the result of many hours of hard work by members of the Sterling Regional High School community, Board of Education, high school staff, student body, and administrative team. I'd like to thank them for their efforts in helping to shape the future of the Sterling Regional High School District.



Strategic Planning is a disciplined and thoughtful process that will allow the school district to create its own future by linking the values, mission, vision, and goals of the system with a set of coherent strategies designed to achieve those goals.



# Mission

Sterling Regional High School provides students with a relationship-centered, safe, and equitable school environment that allows them to grow academically, think creatively, and achieve a strong sense of identity.

# Vision

Sterling Regional High School students will U-Knight to form an inclusive, active, and forward-thinking school community that provides each student with the opportunities and skills necessary to make meaningful contributions to the world in which they will live.

# Priority Goals

There are three areas of focus - School Programs and Instruction, School Environment, and School Community - with a broad goal defined for each area. Within each goal are three strategic objectives that the strategic planning workgroup has determined are necessary to reach the goal and, ultimately, the desired vision for the future.

## 01. \_\_\_\_\_ School Programs and Instruction

The Sterling Regional High School District will design high-quality, engaging learning experiences that tap into student interests and passions as they explore chosen academic and career pathways.

## 02. \_\_\_\_\_ School Environment

The Sterling Regional High School District will create a safe and positive school climate and culture built on trust that values and represents the voice of all members of the school community.

## 03. \_\_\_\_\_ School and Community Partnerships

The Sterling Regional High School District will engage our Sterling community, including our PK-8 sending district partners, to investigate, design, and develop a PK-12 program that provides continuity and maximizes opportunities for student success.

# School Programs and Instruction

The Sterling Regional High School District will design high-quality, engaging learning experiences that tap into student interests and passions as they explore chosen academic and career pathways.



## Theory of Action

When we:

- maximize use of instructional time to provide both continuity and flexibility;
- incorporate engaging and rigorous instruction that uses data to determine what students need next; and
- understand a student's interests and deliver curriculum options that align with those interests;

Then, students will:

- leave SRHS equipped to realize their desired college and career options;
- be prepared to face the challenges of the complex world into which they will enter; and
- have the skills necessary to actively build their own skills and construct their own knowledge long after high school graduation.



## Equity Statement

An equitable instructional program includes:

- inclusive access to opportunities and resources that eliminates barriers and meets the needs of all students;
- diverse learning materials and a culturally responsive curriculum; and
- a framework for rigor that includes support for struggling students.



# School Programs and Instruction

The Sterling Regional High School District will design high-quality, engaging learning experiences that tap into student interests and passions as they explore chosen academic and career pathways.

## 01. — Academic Schedule

Develop a daily academic schedule that maximizes use of available time while prioritizing learning continuity and student engagement.

## 02. — Rigorous Academic Framework

Support teachers to increase the academic rigor for all students by adopting a common framework throughout all curriculum and content areas.

## 03. — Expansion of Trade and Career Opportunities

Increase the availability of hands-on, minds-on courses with an emphasis on application in technical education and the trades.

# School Programs and Instruction

## Action Plan Summary

While a strategic plan is a great way to set a realistic vision for a school system, achieving those goals requires specific strategies, targeted benchmarks, and specific timelines. While detailed action plans will be used by the team of educators within the district, below you will find a summary of those action plans for reference.

The Sterling Regional High School District will design high-quality, engaging learning experiences that tap into student interests and passions as they explore chosen academic and career pathways.

Strategic Objective	Strategies	Benchmarks
Develop a daily academic schedule that maximizes use of available time while prioritizing learning continuity and student engagement.	Survey students, staff, and parents; conduct school visits to collect information.	Survey results and visitation notes (Jan '23); develop consensus ideas (Feb '23); newly designed schedule (Apr '23)
Support teachers to increase the academic rigor for all students by adopting a common framework throughout all curriculum and content areas.	Develop common course procedures, staff/student expectations, and assessments; revise grading practices to balance accountability and equity.	Identify desired framework elements (Dec '22), research and select a framework (Jun '23), and prepare PD opportunities (Aug '23); Expand equity training (Feb '24) and present framework to BOE (May '24)
Increase the availability of hands-on, minds-on courses with an emphasis on application in technical education and the trades.	Integrate technical skills and trades into current and/or new courses and curriculum.	Survey students re: career choices and connect with local trade groups (Dec '22); identify existing courses with trade focus and design new courses (Feb '24); identify six potential internship organizations for students (Jun '24).

# School Environment

The Sterling Regional High School District will create a safe and positive school climate and culture built on trust that values and represents the voice of all members of the school community.



## Theory of Action

When we:

- cultivate a positive school climate grounded in strong relationships and trust;
- implement systems that elevate and honor the voices of in-school stakeholders, including students and staff; and
- recognize families and the community as important stakeholders in the educational process.

Then, students will:

- understand the importance of building trusting relationships as they achieve their goals;
- use their voices and their will to realize desired results; and
- develop a sense of belonging in their school community.



## Equity Statement

An equitable organizational culture includes:

- student, staff, and parent voice, choice, and agency;
- a staff that reflects the diversity of those we serve; and
- discipline data that mirrors the diversity of the student body.



# School Environment

The Sterling Regional High School District will create a safe and positive school climate and culture built on trust that values and represents the voice of all members of the school community.

## 01. ————— Transformative Student Voice

Create a systemic process for transformative student-initiated change.

## 02. ————— Teacher/Staff Leadership

Refine the role of the teacher leader to enable more staff voice and decision making.

## 03. ————— Community Voice

Create a community advisory group (CAG) to increase input, voice, support, and feedback from the community at large.

# School Environment

## Action Plan Summary

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Strategic Objective	Strategies	Benchmarks
Create a systemic process for transformative student-initiated change.	Review current model for student leadership for necessary revisions; review external models for student voice, select/develop SRHS model, and provide training.	Revisit current leadership election process, investigate and create best practices presentation (Mar '23); develop & adopt new model & program guide (Jun '23); train students and staff (Sep '23); begin implement (Feb '24).
Refine the role of the teacher leader to enable more staff voice and decision making.	Conduct bi-annual mtgs to elicit feedback from staff; redefine role and reach of teacher leader position; increase regularity and intentionality of meetings between staff and administration; and investigate alternative staff voice models.	Teacher leader mtg notes shared w/admin team (Dec '22); evaluate and update teacher leader responsibilities (Jun '23); Regular meeting sched teacher leader and admin team (Feb '23, ongoing); finalize alt process (Sep '23).
Create a community advisory group (CAG) to increase input, voice, support, and feedback from the community at large.	Brainstorm list of important community partnerships and conduct outreach seeking school-community team members; identify a community liaison.	List of community partners and email/outreach invitations (Dec '22) and determine interest (Feb '23); Develop calendar of mtg dates and kickoff mtgs (Apr '23); Identify liaison (Sep '23).



# School and Community Partnerships

The Sterling Regional High School District will engage our Sterling community, including our PK-8 sending district partners, to investigate, design, and develop a PK-12 program that provides continuity and maximizes opportunities for student success.



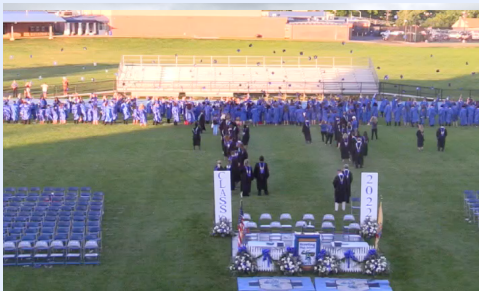
## Theory of Action

When we:

- expand opportunities for students from the SRHS and sending districts to work together at an earlier age;
- build a seamless, well-articulated PK-12 academic program; and
- work together between districts and municipalities to realize operational efficiencies and prioritize the needs of our students.

Then, students will:

- benefit from the districts' abilities to maximize the resources directed toward classrooms;
- enter high school with similar opportunities for success; and
- build friendships with young people from other diverse communities earlier in life.



## Equity Statement

Equitable school and community partnerships include:

- Elimination of opportunity gaps based on sending community;
- Communication available to families in home languages; and
- Elimination of barriers to participation (fees, transportation).



# School and Community Partnerships

The Sterling Regional High School District will engage our Sterling community, including our PK-8 sending district partners, to investigate, design, and develop a PK-12 program that provides continuity and maximizes opportunities for student success.

## 01. \_\_\_\_\_ Service to Community

Design opportunities for students enrolled in sending districts to participate in collaborative activities on the SRHS campus and for SRHS students to "give back" to their home communities through community service projects.

## 02. \_\_\_\_\_ Program and Curriculum Alignment

Enhance collaborative efforts between SRHSD and sending districts to ensure that all students have access to well-articulated, consistent learning opportunities prior to their entrance into SRHS.

## 03. \_\_\_\_\_ Feasibility of a Single PK-12 District

Investigate benefits and challenges of, and interest in, pursuing a single PK-12 school district.

# School and Community Partnerships

## Action Plan Summary

While a strategic plan is a great way to set a realistic vision for a school system, achieving those goals requires specific strategies, targeted benchmarks, and specific timelines. While detailed action plans will be used by the team of educators within the district, below you will find a summary of those action plans for reference.

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Strategic Objective	Strategies	Benchmarks
Design opportunities for sending district students to participate in collaborative activities on the SRHS campus and for SRHS students to "give back" to their home communities through community service projects.	Investigate current sending district clubs, sports, activities that can be hosted at SRHS; develop options for new activities offered to students from sending districts; identify SRHS students as mentors.	Develop lists of current activities and potential new ideas that can be hosted at SRHS (Dec '22); identify mentors (Jun '23); develop calendar of activities (Sep '23)
Enhance collaborative efforts between SRHSD and sending districts to ensure that all students have access to well-articulated, consistent learning opportunities prior to their entrance into SRHS.	Investigate expansion of shared services between sending/receiving districts; align learning platforms (technology SIS/ shared data platforms); align curriculum maps, create a K-12 aligned curriculum document; inter-district PD.	Scheduled admin and BOE mtgs to discuss shared services and alignment of programs (Jun '23); identify opportunities for shared/aligned services (Apr '24); implement new shared/aligned plans (Jul '24).
Investigate benefits and challenges of, and interest in, pursuing a single PK-12 school district.	Create a PK-12 panel of stakeholders to examine pros and cons of forming PK-12 district; Gauge community interest/support. Plan accordingly. Examine funding for feasibility study.	Schedule prelim mtgs between BOEs (Apr '23); investigate feasibility study options (Oct '23) and share data w consultant (Apr '24); schedule public mtgs (Oct '24) and plan vote, if desired (Apr '25).

# Acknowledgements

## Sterling Regional High School District

### Board of Education

William Hiltner, President

Dan Radcliff, Vice-President

Victoria Burckley

Kellie Stout

Jason Clark

Brian Healey

Shawn Nicholas

Emily Reich

Matthew Sheehan, Superintendent

James McCullough, Business Administrator/Board Secretary

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We would like to thank the members of the community, student body, staff, and administration for their participation in this process and the feedback they provided. Thank you for your continued support of the Sterling Regional High School District.

## Contact

Sterling Regional High School District

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