

Ramapo Indian Hills Regional High School District

Strategic Plan 2023 - 2028



June 12, 2023

Dr. Rui Dionisio
Superintendent of Schools



12 MONTHS

10,000 PARTICIPANTS

7,000 SURVEY RESPONSES

145,000 SURVEY RATINGS

20 FOCUS GROUPS

200+ IN-PERSON SESSIONS

25 STEERING MEMBERS

4 GOALS

14 INITIATIVES

51 OBJECTIVES

2 HIGH SCHOOLS

1 DISTRICT

STAKEHOLDER SURVEY FEEDBACK



 **9,104**
Participants

 **7,389**
Thoughts

 **145,676**
Ratings

 **20**
Ratings Ratio

FACE TO FACE ENGAGEMENT

Strategic Plan Steering Committee

Superintendent Student Government Study Council

Student Focus Groups

Parent & Community Focus Groups

Faculty & Staff Focus Groups

Faculty & Department Meetings

BOE Committee Meetings

RIH Joint Cabinet Meetings



Process to Develop Our Strategic Direction

May - Sept 2022

Oct - Dec 2022



- Kickoff
- Engage Stakeholders
- Data Review

- Findings and Feedback
- Vision and Goals
- Designing Initiatives

▲ Denotes workshop with our consulting partners and steering committee



Process to Develop Our Strategic Direction



WE ARE HERE



Jan - June 2023

July '23 - June '28



- Roadmap
- Launch
- Public Comments
- Implementation
- Monitoring and Governance

 Denotes workshop with our consulting partners and steering committee

STRATEGIC PLAN GOALS 2023 - 2028



REIMAGINE TIME Time is optimized to support teacher and student wellness, school culture and student potential



HEALTH & WELLNESS Students and teachers are resilient because of our holistic approach to health and wellness



CULTURE & CLIMATE Our culture supports a growth mindset for a life filled with meaning and purpose



TEACHING & LEARNING Learning is authentic, student-centered, cultivates curiosity and awakens creativity



Reimagine Time

Time is optimized to support teacher and student wellness, school culture and student potential



- New school schedule
- Align school start/end times
- Meaningful teacher professional development

Health & Wellness

Students and teachers are resilient because of our holistic approach to health and wellness



- Collect & analyze information to make informed decisions that positively impact health and wellness
- Implement meaningful restorative practices
- Student and staff programming for health & wellness

Culture & Community

Our culture supports a growth mindset for a life filled with meaning and purpose



- Empower school leaders to lead the culture shift
- Define and communicate core values
- Develop systems of support to establish school culture and build values
- Develop a culture monitoring system

Teaching & Learning

Learning is authentic, student centered, cultivates curiosity and awakens creativity



- Evolve our curriculum & instructional programs
- Establish new pathways for college and career-based options
- Design and launch professional development opportunities
- Develop a committee to examine the enrollment disparity between both high schools

	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
REIMAGINE TIME	1 - Time is optimized to support teacher and student wellness, school culture and student potential	1.1 Research, develop, and implement a new school schedule that optimizes learning, wellness, and school culture	<ul style="list-style-type: none"> a. Research best practice school schedule ideas and conduct a minimum of three site visits/interviews with other districts b. Develop and share a summary of staff input about scheduling options c. Finalize recommendations with solutions to address impact on schools 	<p>June 2023</p> <p>November 2023</p> <p>December 2023</p>	Director CIA, Building Administration & Supervisors
		1.2 Align school start/end times to maximize student potential	<ul style="list-style-type: none"> a. Form committee to assess the impact of any changes to school start/end times including but not limited to teaching and learning, clubs, athletics and band b. Conduct research/analysis on school start/end time options, obstacles, and considerations c. Finalize recommendations with solutions to address impact on schools 	<p>November 2023</p> <p>February 2024</p> <p>April 2024</p>	District & Building Administration
		1.3 Integrate meaningful teacher professional development that allows for collaboration within the school / work day	<ul style="list-style-type: none"> a. Collect staff feedback on professional development programming b. Conduct a preliminary analysis of teacher professional development collaboration needs c. Implement new professional development programs d. Develop and approve an annual budget that supports recommended professional development practices 	<p>October 2023</p> <p>January 2024</p> <p>September 2024</p> <p>March 2024</p>	Director CIA, Building Administration & Supervisors

Initiative Deep Dive

1.1 Research, develop, and implement a new school schedule that optimizes learning, wellness, and school culture

- Research best practice school schedule ideas and conduct a minimum of three site visits/interviews with other districts
- Develop and share a summary of staff input about scheduling options
- Finalize recommendations with solutions to address impact on schools

1.3 Integrate meaningful teacher professional development that allows for collaboration within the school / work day

- Collect staff feedback on professional development programming
- Incorporate PD time into school calendar
- Implement new professional development programs



	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
HEALTH & WELLNESS	2 - Students and teachers are resilient because of our holistic approach to health and wellness	2.1 Develop capabilities to collect and analyze information in order to make informed decisions that positively impact student/staff health and wellness	<ul style="list-style-type: none"> a. Determine what mechanisms will be used to collect wellness data b. Collect baseline data for staff and students using surveys and focus groups 	<p>January 2024</p> <p>May 2024</p>	Director CIA, Director Special Education, Building Administration & Supervisors of Guidance
		2.2 Implement meaningful restorative practices to enhance the school climate	<ul style="list-style-type: none"> a. Form a code of conduct committee to review current policies and regulations b. Make research-based recommendations with professional development to support restorative practices implementation 	<p>January 2024</p> <p>June 2024</p>	Director CIA, Director Special Education, Building Administration & Supervisors of Guidance
		2.3 Develop integrative student and staff programming for health & wellness	<ul style="list-style-type: none"> a. Complete an evaluation of all available and potential staffing resources and develop recommendation(s) to support future programming b. Research and implement data driven school climate change process to promote systems level change and positive school climate c. Design and implement wellness day programs for students and staff that encourages a positive culture, supports mental health and addresses student behaviors d. Create a list of in-school wellness days, plan out the timing to set the tempo of the school year/marking period/ semester 	<p>January 2024</p> <p>April 2024</p> <p>May 2024</p> <p>June 2024</p>	Building Administration

	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
CULTURE & CLIMATE	3 - Our culture supports a growth mindset for a life filled with meaning and purpose	3.1 Empower school leaders to lead the culture shift	<ul style="list-style-type: none"> a. District and school leadership teams participate in professional development during administrative leadership retreats to expand learning and growth focused on vision of shared leadership b. Form a committee of students, staff and community members that will analyze the existing culture via surveys/focus groups, identify positive aspects that align with core values and mission 	<p>August 2023</p> <p>March 2024</p>	Superintendent
		3.2 Define and communicate core values	<ul style="list-style-type: none"> a. Form a committee of students, staff and community members that will gather information and define a set of core values that will serve as a foundation for the district b. Communicate the established core values to the RIH community 	<p>January 2024</p> <p>June 2024</p>	Superintendent

	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
CULTURE & CLIMATE	3 - Our culture supports a growth mindset for a life filled with meaning and purpose	3.3 Develop systems of support to establish school culture and build values	<ul style="list-style-type: none"> a. Collect and analyze data on culture and programming from students, teachers, and community b. Explore student interests and develop intentional programming that supports the District's core values and needs c. Create opportunities/ partnerships for community service projects that positively impact our greater community d. Enhance staff evaluation methods to reflect recommendations aligned with District goals 	<p>June 2025</p> <p>June 2026</p> <p>June 2026</p> <p>June 2027</p>	Director CIA, Building Administration & Supervisors
		3.4 Develop a culture monitoring system and adjust as necessary	<ul style="list-style-type: none"> a. Organize student-led groups, staff, and teacher focus groups to gather qualitative data b. Use mechanisms such as ThoughtExchange to launch process to measure impact of programming related to culture 	<p>June 2026</p> <p>June 2027</p>	Director CIA, Building Administration & Supervisors

	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
TEACHING & LEARNING	4 - Learning is authentic, student centered, cultivates curiosity and awakens creativity	4.1 Evolve our curriculum & instructional programs that support student learning and include integrated disciplines and options for student preference and project-based learning that is connected to experts and the world outside the classroom	a. Develop and implement in-class resource model	March 2023	Director Special Education & Supervisors
			b. Review special education audit and make recommendations to support programming	March 2023	
			c. Develop a committee to plan evolution of curriculum, instruction and assessment engaging student interest through project-based learning	December 2023	Director CIA & Supervisors
			d. Identify the current competencies and align to those necessary for staff and students to administer an integrated curriculum	June 2026	
			e. Identify and explore school districts that have implemented new, innovative models to learn about new opportunities that benefit students	June 2026	
			f. Design experiences where students need to transfer their learning and apply it to complex situations in an ever-changing global environment	June 2026	

Initiative Deep Dive

4.1 Evolve our curriculum & instructional programs that support student learning and include integrated disciplines and options for student preference and project-based learning that is connected to experts and the world outside the classroom

- Develop and implement in-class resource model
- Review special education audit and make recommendations to support programming

4.3 Design and launch professional development opportunities for teachers to support implementation of evolving curriculum

- Develop university partnership to provide faculty members with Teacher of Students with Disabilities (TOSD) certification



	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
TEACHING & LEARNING	4 - Learning is authentic, student-centered, cultivates curiosity and awakens creativity	4.2 Establish new pathways for college and career-based options post-graduation	a. Develop a committee to review our current pathways and programs and make recommendations to adjust to support all students' access to responsive, rigorous, engaging and student-centered opportunities	March 2023	Director CIA, Building Administration & Supervisors
			b. Utilize data (assessments, PSAT) to better identify students, engage families in discussions and expand opportunities in Advanced Placement (AP Potential)	March 2023	
			c. Develop new partnerships for dual credit programs	March 2023	
			d. Evaluate all available and potential staffing resources in the most effective and efficient manner to support future programming	March 2023	
			e. Explore and research new pathways for students in other school districts, including culminating senior capstone opportunity	June 2024	
			f. Identify a community of local experts who can partner with the district to enable students to explore multiple pathways to success (e.g. college, trades, certifications) through apprenticeships, mentorships and community-based opportunities	June 2024	

	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
TEACHING & LEARNING	<p>4 - Learning is authentic, student centered, cultivates curiosity and awakens creativity</p>	<p>4.3 Design and launch professional development opportunities for teachers to support implementation of evolving curriculum</p>	<ul style="list-style-type: none"> a. Develop university partnership to provide faculty members with Teacher of Students with Disabilities (TOSD) certification b. Develop a committee to evaluate the professional development structure needed to support the demands of the evolving curriculum c. Use student learning data to provide targeted professional learning to address student learning gaps and increase student achievement and learning outcomes d. Research and explore evolving professional development best practices e. Establish capability to develop and provide high quality professional development 	<p>May 2023</p> <p>June 2024</p> <p>June 2025</p> <p>June 2025</p> <p>June 2025</p>	<p>Director Special Education & Supervisors</p> <p>Director CIA, Building Administration & Supervisors</p>

	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
TEACHING & LEARNING	4 - Learning is authentic, student centered, cultivates curiosity and awakens creativity	4.4 Develop a committee that examines the enrollment disparity between both high schools	a. Coordinate a committee that includes district and high school administrators, supervisors, parents, teachers and students to research the disparity in student enrollment between both high schools	December 2023	Building Principals
			b. Seek input from parents and students to better understand their preferences and concerns	January 2024	Director CIA, Building Administration & Supervisors
			c. Gather data on enrollment trends and examine the factors that influence student choice	May 2024	
			d. Analyze the similarities and differences in academic programs, extracurricular activities, athletics and resources offered at each school	May 2024	
			e. Identify and share the points of pride from stakeholders at each high school	June 2024	
			f. Present findings and recommendations on strategies to close the enrollment gap promoting the strengths of each school to potential students and families	June 2024	

Monitoring progress towards our Strategic Direction



- Align monthly updates within the Superintendent's Report & Board Committee Agendas
- Provide end of semester progress update presentations for Board and community
- Formal annual report to the Board
- Ongoing alignment of school Board goals, community outreach efforts and Board Committee reports

STEERING COMMITTEE



Dr. Rui Dionisio, Superintendent
David Irwin, Thru Education Consulting

Daniel Guido, Co-Chairperson
Mariette Ng, Co-Chairperson

Mark Aramburu
Christina Berens
Amy Carangelo
Michelle Clancy
Elizabeth Fisher
Marisa Frissora
Michael Kaplan
Keely Leggour
Livio Mancino
Derek Eglinton Manner
Dr. Frank Mauriello
Michael Michels
John Mungiglio
Danielle Perneti
Dianne Poppe
John Russo
Travis Smith
Dr. Gregory Vacca
Joseph Verdon
Michael Walty
Kevin Weydig



#RIHReimagined

transforming the future for all students

https://www.rih.org/strategic_plan

Ramapo Indian Hills Regional High School District

QUESTIONS & COMMENTS



Strategic Plan
2023 - 2028