

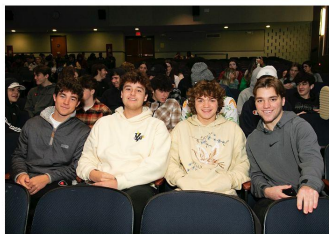
# Ramapo Indian Hills Regional High School District

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**

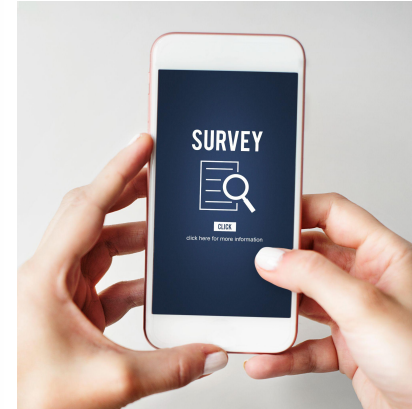
**14 INITIATIVES**

**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             | ▲ | ● Findings and Feedback |
| ▲ | ● Engage Stakeholders | ▲ | ● Vision and Goals      |
| ▲ | ● Data Review         | ▲ | ● 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"> <li>a. Research best practice school schedule ideas and conduct a minimum of three site visits/interviews with other districts</li> <li>b. Develop and share a summary of staff input about scheduling options</li> <li>c. Finalize recommendations with solutions to address impact on schools</li> </ul>	June 2023  November 2023  December 2023	Director CIA, Building Administration & Supervisors
		1.2 Align school start/end times to maximize student potential	<ul style="list-style-type: none"> <li>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</li> <li>b. Conduct research/analysis on school start/end time options, obstacles, and considerations</li> <li>c. Finalize recommendations with solutions to address impact on schools</li> </ul>	November 2023  February 2024  April 2024	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"> <li>a. Collect staff feedback on professional development programming</li> <li>b. Conduct a preliminary analysis of teacher professional development collaboration needs</li> <li>c. Implement new professional development programs</li> <li>d. Develop and approve an annual budget that supports recommended professional development practices</li> </ul>	October 2023  January 2024  September 2024  March 2024	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"> <li>a. Determine what mechanisms will be used to collect wellness data</li> <li>b. Collect baseline data for staff and students using surveys and focus groups</li> </ul>	January 2024  May 2024	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"> <li>a. Form a code of conduct committee to review current policies and regulations</li> <li>b. Make research-based recommendations with professional development to support restorative practices implementation</li> </ul>	January 2024  June 2024	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"> <li>a. Complete an evaluation of all available and potential staffing resources and develop recommendation(s) to support future programming</li> <li>b. Research and implement data driven school climate change process to promote systems level change and positive school climate</li> <li>c. Design and implement wellness day programs for students and staff that encourages a positive culture, supports mental health and addresses student behaviors</li> <li>d. Create a list of in-school wellness days, plan out the timing to set the tempo of the school year/marking period/ semester</li> </ul>	January 2024  April 2024  May 2024  June 2024	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"> <li>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</li> <li>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</li> </ul>	<p>August 2023</p> <p>March 2024</p>	Superintendent
		3.2 Define and communicate core values	<ul style="list-style-type: none"> <li>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</li> <li>b. Communicate the established core values to the RIH community</li> </ul>	<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"> <li>a. Collect and analyze data on culture and programming from students, teachers, and community</li> <li>b. Explore student interests and develop intentional programming that supports the District's core values and needs</li> <li>c. Create opportunities/ partnerships for community service projects that positively impact our greater community</li> <li>d. Enhance staff evaluation methods to reflect recommendations aligned with District goals</li> </ul>	<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"> <li>a. Organize student-led groups, staff, and teacher focus groups to gather qualitative data</li> <li>b. Use mechanisms such as ThoughtExchange to launch process to measure impact of programming related to culture</li> </ul>	<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	<ul style="list-style-type: none"> <li>a. Develop and implement in-class resource model</li> <li>b. Review special education audit and make recommendations to support programming</li> <li>c. Develop a committee to plan evolution of curriculum, instruction and assessment engaging student interest through project-based learning</li> <li>d. Identify the current competencies and align to those necessary for staff and students to administer an integrated curriculum</li> <li>e. Identify and explore school districts that have implemented new, innovative models to learn about new opportunities that benefit students</li> <li>f. Design experiences where students need to transfer their learning and apply it to complex situations in an ever-changing global environment</li> </ul>	<p>March 2023</p> <p>March 2023</p> <p>December 2023</p> <p>June 2026</p> <p>June 2026</p> <p>June 2026</p>	<p>Director Special Education &amp; Supervisors</p> <p>Director CIA &amp; Supervisors</p>

# 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



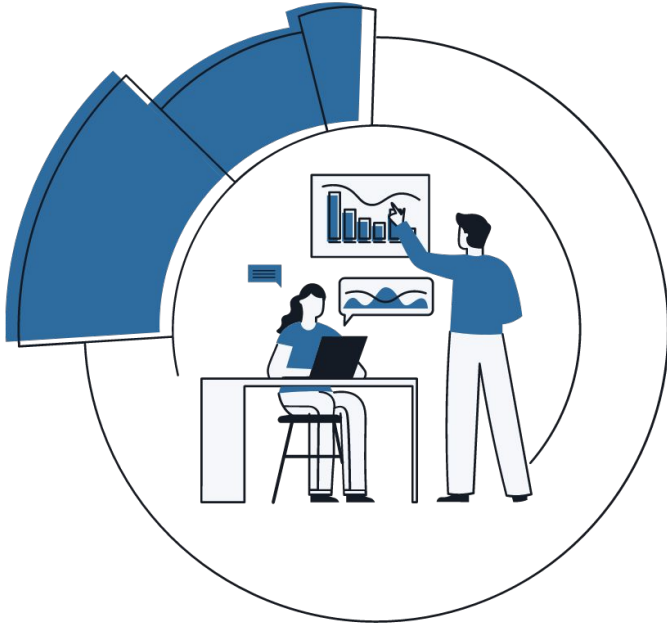
	GOALS	INITIATIVES	OBJECTIVES	TARGET DATE	TEAM LEADERS
TEACHING & LEARNING	4 - Learning is authentic, student-centered, cultivates curiosity and awakens creativity	4.2 Establish new pathways for college and career-based options post-graduation	<ul style="list-style-type: none"> <li>a. Develop a committee 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</li> <li>b. Utilize data (assessments, PSAT) to better identify students, engage families in discussions and expand opportunities in Advanced Placement (AP Potential)</li> <li>c. Develop new partnerships for dual credit programs</li> <li>d. Evaluate all available and potential staffing resources in the most effective and efficient manner to support future programming</li> <li>e. Explore and research new pathways for students in other school districts, including culminating senior capstone opportunity</li> <li>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</li> </ul>	<p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>March 2023</p> <p>June 2024</p> <p>June 2024</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	4.3 Design and launch professional development opportunities for teachers to support implementation of evolving curriculum	<ul style="list-style-type: none"> <li>a. Develop university partnership to provide faculty members with Teacher of Students with Disabilities (TOSD) certification</li> <li>b. Develop a committee to evaluate the professional development structure needed to support the demands of the evolving curriculum</li> <li>c. Use student learning data to provide targeted professional learning to address student learning gaps and increase student achievement and learning outcomes</li> <li>d. Research and explore evolving professional development best practices</li> <li>e. Establish capability to develop and provide high quality professional development</li> </ul>	<p>May 2023</p> <p>June 2024</p> <p>June 2025</p> <p>June 2025</p> <p>June 2025</p>	<p>Director Special Education &amp; Supervisors</p> <p>Director CIA, Building Administration &amp; 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	<ul style="list-style-type: none"> <li>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</li> <li>b. Seek input from parents and students to better understand their preferences and concerns</li> <li>c. Gather data on enrollment trends and examine the factors that influence student choice</li> <li>d. Analyze the similarities and differences in academic programs, extracurricular activities, athletics and resources offered at each school</li> <li>e. Identify and share the points of pride from stakeholders at each high school</li> <li>f. Present findings and recommendations on strategies to close the enrollment gap promoting the strengths of each school to potential students and families</li> </ul>	<p>December 2023</p> <p>January 2024</p> <p>May 2024</p> <p>May 2024</p> <p>June 2024</p> <p>June 2024</p>	<p>Building Principals</p> <p>Director CIA, Building Administration &amp; Supervisors</p>

# 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 Mungiello  
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](https://www.rih.org/strategic_plan)

# Ramapo Indian Hills Regional High School District

## QUESTIONS & COMMENTS



Strategic Plan  
2023 - 2028