

SCHOOL CITY OF HAMMOND



**STRATEGIC PLAN
2023 - 2028**



NOTE FROM THE SUPERINTENDENT

Dear School City of Hammond Community Member,

This document represents our ideals, our goals, and our hopes and dreams for the School City of Hammond for the next 5 years. It is a roadmap and north star for how we will prioritize our time, talents, and resources to help bring about improved student success. All initiatives over the next 5 years will tie back to one of the 6 identified district priorities.

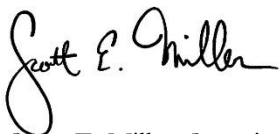
This plan was made possible by the efforts of many people, both within SCH and from the community. I can attest that the values and priorities contained within this plan come from people who know and live in the Hammond community and earnestly desire the best for our Hammond students. They see our schools as one of the main ways that community transformation can occur in Hammond. They devoted their time and efforts to this plan because they believe our best investment in our children is to provide them with an amazing education.

Many of the goals contained within this plan are lofty, but I believe are obtainable through consistent and coordinated efforts from all Hammond stakeholders. This means that for School City of Hammond to achieve these goals, it will take buy-in and max-effort from not only our teachers and staff, but also from our students, our parents, and our community partners. Only when we are working together with a like mind and toward a common goal of increased student success will this plan be successful.

If you're reading this, you are already part of the solution. You are already invested enough in our students that you have set aside time to learn about our goals and priorities as a district. Thank you. If you aren't already plugged in at SCH in some capacity, please consider doing so. We have volunteer opportunities at all grade levels where you can be the difference in a child's life. Talk to a building or district leader or reach out to me directly and we will find a place in SCH where you can utilize your gifts to help positively impact the next generation of students.

A final note to say thank you to all who donated their time, talents, and resources to bring this plan to fruition. We needed you then and we will continue to need you over the next 5 years to help advise, revise, and support all the work that needs to be done to improve student outcomes.

Sincerely,

A handwritten signature in black ink that reads "Scott E. Miller". The signature is fluid and cursive, with the first name "Scott" and last name "Miller" clearly legible.

Scott E. Miller, Superintendent
School City of Hammond



SCHOOL CITY OF HAMMOND STRATEGIC PLAN 2023-2028

School City of Hammond's strategic plan encompasses the core values, vision, mission, and priorities that our Board of School Trustees, administration, staff and community have developed collaboratively based on district data and stakeholder input.

The strategic plan is intended to be a dynamic, living, breathing document that is assessed and revised as needed by our administrative team leaders in conjunction with the school board, staff, and community. This is a five-year strategic plan designed with measurable outcomes to focus our school leaders on activities that will enhance opportunities for positive results in our schools.

CORE BELIEFS

School City of Hammond believes in:

- Equity for all.
- Mutual respect for all.
- Open communication that builds trust.
- Being fully engaged in opportunities for academic advancement and whole-child growth.
- Measurable objectives that are clear, consistent, equitable and fair for all students and stakeholders.
- Promoting mental health, wellness, and safety within our school-communities.
- Students and all stakeholders giving their best effort while setting high standards for lifelong success.

VISION STATEMENT

Through strengthened relationships, we create positive and inclusive learning environments that build on the ability of all scholars to be healthy, confident, socially responsible, critical thinkers and problem solvers.

MISSION STATEMENT

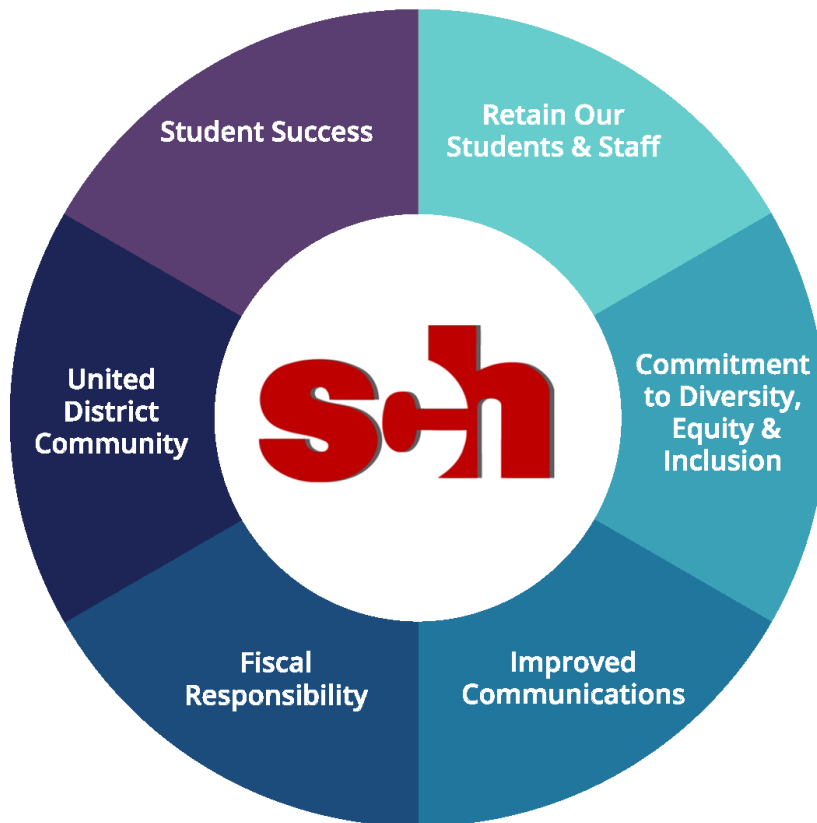
Building on our rich history and proud legacy of success, we empower our diverse group of scholars by advocating for and providing equitable educational outcomes.

DISTRICT PRIORITIES

District Priorities are numbered for reference, not priority. With that said, “*Student Success*” is the driving force behind all priorities.

1. Student Success.
2. Retain our Students and Staff.
3. Commitment to Diversity, Equity, & Inclusion (DEI).
4. Improved Communications at all levels.
5. Fiscal Responsibility throughout SCH.
6. United District Community.

DISTRICT PRIORITIES





PRIORITY 1: STUDENT SUCCESS

Summary

School City of Hammond exists to meet the needs of our students and to help them along their educational journey to achieve their best possible outcome. A significant challenge is the number of students entering and leaving the district over the course of their educational career, but we will endeavor to grow every child who walks through our doors. This growth addresses the whole child and seeks to help students identify their strengths and put them to use in positive ways. We will also aggressively pursue high-achieving goals for all of our students and minimize negative outcomes.

Goals

- 1.1 Increase the number of children attending early learning programs.
 - 1.2 Achieve a 90 percent pass rate on IREAD3.
 - 1.3 Improve ILEARN pass rates by 25% in grades 3-8.
 - 1.4 Performance on SAT accountability exam would exceed state average.
 - 1.5 Graduation rate to increase to 90 percent.
 - 1.6 Increase number of Hammond students attending ACC by 25%.
 - 1.7 Reduce number of failures (F-grades) by 25% district-wide.
 - 1.8 Reduce number of suspension and expulsion each year by 10%.
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Strategies and/or Indicators of Success

- Develop marketing campaign around the importance of early learning. (1.1)
- Partner with new parents in weekly birth to 4-year-old program. (1.1)
- Implement Science of Reading in all elementary schools. (1.2)
- Participate in IDOE Science of Reading coaching program. (1.2)
- Continue to assess and improve the diversity of curricular resources and library resources. (1.2)
- Develop annual process to update and improve curriculum maps and pacing guides. (1.2, 1.3, 1.4, 1.5)
- Fully staff our schools. (1.2, 1.3, 1.4, 1.5, 1.7, See also Goal 2.2, 2.3, 5.7)
- Continue commitment to 1-to-1 device policy. (1.2, 1.3, 1.4, 1.5)
- Achieve STEM certification at all secondary schools. (1.3, 1.4, 1.5)
- Fully implement New Tech Project-Based-Learning (PBL) at both high schools. (1.4, 1.5)
- Provide Career Awareness activities/lessons in grades K-8. (1.5, 1.6)
- Fully implement career pathways for all high school students. (1.5, 1.6, 1.7)
- Add a minimum of 3 new pathways at the ACC. (1.5, 1.6, 1.7)



PRIORITY 1: STUDENT SUCCESS

Strategies and/or Indicators of Success (Continued)

- Implement MTSS fully at all grade levels to support students in need of academic, behavior or social-emotional support. (1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8)
 - Implement restorative justice practices to having meaningful discipline. (1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8)
 - Move Social-Emotional Learning (SEL) lessons from stand-alone to integrated into the core educational program. (1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8)
 - Continue to work with mental-health and therapy partners to help support our students and families in crisis. (1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8)
 - Continue to support the Alternative Education Program to keep students in school. (1.3, 1.4, 1.5, 1.6, 1.7, 1.8)
 - Focus Professional Development on improving Tier 1/2 Instruction. (1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8)
 - Ensure teachers are utilizing formative assessment data to drive instructional practice. (1.2, 1.3, 1.4, 1.5, 1.7, 1.8)
 - Implement a high-ability program at elementary. (1.2, 1.3, 1.7, 1.8)
 - Continue to support non-traditional learners through eLearning options. (1.3, 1.4, 1.5, 1.7, 1.8)
 - Develop district wide late-work policy. (1.7)
 - Continue to support the Dual-Language Program and evaluate a 2nd site. (1.2, 1.3)
 - Achieve a 10% year-to-year increase in WIDA proficiency for ELL students. (1.2, 1.3, 1.4, 1.5, 1.7)
 - Exceptional learners will increase their reading and math proficiency by one grade level. (1.2, 1.3, 1.4, 1.5, 1.7)
 - Provide professional development and implement universal design for learning (UDL) to improve the accessibility of lessons for all learners. (1.2, 1.3, 1.4, 1.5, 1.7, 1.8)
 - Continue to support the Early College program and pursue more on-campus classes for students. (1.4, 1.5, 1.7)
 - Continue to expand HAPA programming into K-12 to provide increased opportunities for students to participate in the arts. (1.2, 1.3, 1.4, 1.5, 1.7, 1.8)
 - Continue to support civic leadership through JROTC Pathway. (1.4, 1.5, 1.7, 1.8)
 - Increase dual-credit faculty so both schools can offer the Indiana College Core. (1.4, 1.5)
 - Utilize extended learning opportunities, such as summer school and tutoring, to help students to bridge learning gaps. (1.2, 1.3, 1.4, 1.5, 1.7)
 - Work with community partners to increase number of work-based-learning opportunities and service-based learning opportunities for students. (1.5, 1.6, 1.7, 1.8, See also Goal 6.1)
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PRIORITY 2: RETAIN OUR STUDENTS & STAFF

Summary

For SCH to continue to offer our robust catalog of internal programs and extra-curricular activities, our student enrollment must stabilize. Over the course of this plan, we desire to attract more students than we lose through strategic efforts to retain them. Further, SCH needs to make sure that talent at all levels of the organization feels valued, respected, supported and well-compensated. Addressing each of those 4 areas will result in a measurable decrease in staff leaving the organization.

Goals

- 2.1 Minimize the loss of students and turn that loss into a gain over the course of this plan.
 - 2.2 Reduce the number of employees leaving the organization for reasons SCH can impact.
 - 2.3 No open position after 30 days of a new posting.
 - 2.4 Increase diversity of talent coming into the organization.
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Strategies and/or Indicators of Success

- Provide an annual report to the Board on where our students are going. (2.1)
- Create an exit survey to provide to families leaving the district. (2.1)
- Conduct an annual customer satisfaction survey with our parents. (2.1)
- Create student advisory councils to listen to the needs of our students. (2.1)
- Improved external communication. (2.1, See also Priority 4.2)
- Achieve “IDOE Family Friendly School” designation. (2.1)
- Conduct customer service training with front office staff. (2.1)
- Continue to improve new parent experience through SCH Welcome Center. (2.1)
- Improve student outcomes. (2.1, See also Priority 1)
- Improve facilities to be attractive to students and families. (2.1, See also Goal 5.2)
- Ensure our schools are safe and healthy. (2.1, 2.2)
- Continue to administer exit surveys to staff and provide an annual report to the Board. (2.2)
- Conduct an annual employee satisfaction survey with staff. (2.2)
- Develop/refresh new employee onboarding for all employee groups. (2.2)
- Utilize mentorship program for new employees across the organization. (2.2)
- Develop employee appreciation program for all levels of SCH. (2.2)



PRIORITY 2: RETAIN OUR STUDENTS & STAFF

Strategies and/or Indicators of Success (Continued)

- Explore providing employee childcare as an added benefit. (2.2)
 - Explore working remotely/flexible hours as an added benefit. (2.2)
 - Improve internal communication. (2.2, See also Goal 4.1)
 - Provide competitive compensation packages for all employee groups. (2.2, 2.3, 2.4, See also Goal 5.7)
 - Implement an employee referral bonus program. (2.3)
 - Participate in local and college recruitment fairs. (2.3, 2.4)
 - Implement incentive program for positions that remain unfilled for more than 30 days. (2.3)
 - Promote unfilled positions to paid listings after 30 days of being unfilled. (2.3)
 - Continue Education Profession's pathway at the high schools. (2.3, 2.4)
 - Continue subsidizing costs for staff to become licensed. (2.3, 2.4)
 - Directly recruit from HBCUs and HSI Education Programs (2.4)
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PRIORITY 3: COMMITMENT TO DIVERSITY, EQUITY & INCLUSION (DEI)

Summary

SCH recognizes that in serving a near 90% minority student base that we must be committed to the principles of Diversity, Equity, and Inclusion (DEI) at all levels of the organization. We also recognize that while a major component of DEI initiatives is race and ethnicity, a true commitment to DEI also considers the needs of those of all abilities, genders, sexualities, ages, and religions. We believe that all students and staff should feel a sense of belonging to the SCH community and that our differences provide strength and should be celebrated.

Goals

- 3.1 Commitment to improve SCH culture with an emphasis on diversity, equity and inclusion.
 - 3.2 Ensure all students and staff feel accepted and valued.
 - 3.3 Identify professional development and educational interventions to reduce student achievement gaps, foster an equitable environment, and ensure success for all.
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Strategies and/or Indicators of Success

- Communicate out the strategic plan to all stakeholders. (3.1)
 - Improve internal and external communication. (3.1, See also Priority 4)
 - Ensure all learning environments are representative of the student's we serve. (3.1, 3.2)
 - Improve transparency on how educational materials and resources are distributed. (3.1)
 - Improve both opportunities to strengthen children's cultural identity and communicate those experiences to families. (3.1, 3.2)
 - Provide PD to teaching staff on how to incorporate student's cultural references in all aspects of learning. (3.1, 3.2, 3.3)
 - Provide PD and discussion on how Grade 6-12 teachers can bridge the engagement gap reported by students.
 - Survey feedback on the Code of Conduct and how to improve. Continue to work with teachers on improving the code. (3.1, 3.2, 3.3)
 - Implement district-wide committee to address bullying concerns. (3.1, 3.2, 3.3)
 - Commitment to include building-level personnel earlier in decision-making processes. (3.1)
 - Add late-starts to provide for professional-development time at all levels. (3.3)
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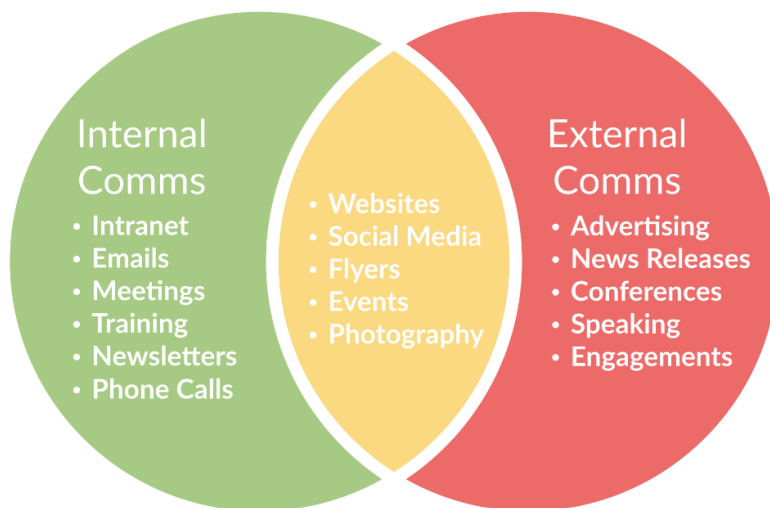
PRIORITY 4: IMPROVED COMMUNICATIONS AT ALL LEVELS

Summary

Communication in a large district like SCH can prove challenging and SCH acknowledges that we must be more deliberate in sharing information with both internal and external stakeholders. Positive and timely internal communication will help SCH to achieve our goals and to improve efficiency at all levels of the organization. Effective external communication helps our community to stay involved, provides them with opportunities to interact, and ultimately helps our students to be successful when their parents/guardians are informed.

Goals

- 4.1 Provide timely and effective internal communication for all employees.
- 4.2 Improve external communication with parents.
- 4.3 Improve external communications with community stakeholders.



Strategies and/or Indicators of Success

- Develop new digital document solution so employees can access needed documents/procedures in a centralized location. (4.1)
- Improved district scheduling and calendar to eliminate conflicts and improve attendance at events. (4.1)



PRIORITY 4: IMPROVED COMMUNICATIONS AT ALL LEVELS

Strategies and/or Indicators of Success (Continued)

- Develop a consistent SCH e-mail signature to promote brand unity and identity. (4.1)
 - Publish an internal brand and logo catalog to provide consistency and clarity in communications. (4.1, 4.2, 4.3)
 - Updated SCH website for improved usability and navigation. (4.1, 4.2, 4.3)
 - Continue to offer parents training on communication channels such as ParentSquare, PowerSchool, etc. (4.2)
 - Publish quarterly newsletter in both print and digital formats and distribute to parents and the community. (4.2, 4.3)
 - Continued commitment to provide digital recordings of all public board meetings. (4.1, 4.2, 4.3)
 - Produce a podcast that will highlight educational leaders, promote our success stories, and discuss issues in education. (4.1, 4.2, 4.3)
 - Continue to utilize the radio program to get news into the community and highlight student success. (4.1, 4.2, 4.3)
 - Continue to invest in targeted social media promotion to highlight district success and keep stakeholders informed. (4.2, 4.3)
 - Continue to publish communications in English, Spanish and other languages as our parents and communities need. (4.2, 4.3)
 - Continue to offer English classes for our non-English speaking parents to improve communication with them. (4.2)
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PRIORITY 5: FISCAL RESPONSIBILITY THROUGHOUT SCH

Summary

SCH will responsibly manage its fiscal and capital resources to deliver a quality education, providing taxpayers a good value and return on investment with financial decisions that prioritize students while proactively managing its finances in a climate of changing funding patterns and increased mandates from state and federal government.

Goals

- 5.1 Seek operating referendum renewal to maintain staffing and operations at near current levels.
- 5.2 Seek capital project referendum to address long-term facility needs as identified in the facility study and to provide a degree of equity amongst school facilities.
- 5.3 Increase cash balances across 3 major accounts (Education, Operations, Referendum Operating) to recommended levels.
- 5.4 Implement new financial system and improve efficiencies in all operations.
- 5.5 Increase opportunities for local, minority, women, and veteran-owned businesses to partner with School City of Hammond.
- 5.6 Continue to fund high-value academic programs that contribute to student success.
- 5.7 Provide compensation packages for staff that are of high-value and competitive.

Strategies and/or Indicators of Success

- Hammond voters will approve an operating referendum renewal. (5.1, 5.6, 5.7)
 - Hammond voters will approve a capital projects referendum. (5.2)
 - Periodically update the facility study to current status. (5.2)
 - Cash balances will approach 15% and district will not require tax-anticipation warrants (TAW) to operate. (5.3)
 - LINQ financial system implementation will successfully streamline SCH operations to digital workflows from paper-based workflows. (5.4)
 - Work with Board to develop a policy to encourage MBE, WBE, VBE, and local business participation. (5.5)
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PRIORITY 6: UNITED DISTRICT COMMUNITY

Summary

SCH recognizes that for us to be our best and for our students to achieve their highest level of success, all stakeholders must work together as one united community. This includes, but isn't limited to our school board trustees, our district administration, our teachers and staff, our parents, our students, our civil leaders, our higher-education partners, our community partners, and our local businesses.

Goals

6.1 To see strong evidence of all community partners working together to benefit SCH schools.

Strategies and/or Indicators of Success

- Evidence of MOUs and partnership with area universities, including Purdue NW, IUN, Calumet College, and Ivy Tech. (6.1)
 - Evidence of partnership with community partners fulfilling active roles in our schools, especially the Hammond Public Library. (6.1)
 - Evidence of parents taking a greater role in their child's education through increased PTA membership, increase attendance at open houses and parent events. (6.1)
 - Evidence of student engagement through increased participation in extra-curricular programming, additional teams created, and/or increased event attendance. (6.1)
 - Evidence of teachers and administrators partnering with parents through increased PTA membership and attendance at meetings. (6.1)
 - Evidence of staff commitment through increased attendance at extra-curricular events. (6.1)
 - Evidence of civic leaders partnering with our schools and our students supporting and attending civic events. (6.1)
 - Evidence of business involvement through increased opportunities for students to participate in work-based learning (WBL). (6.1)
 - Increased volunteerism from our parents and community members in our schools. (6.1)
 - Creation of Superintendent's Advisory council to provide input on matters important to the community. (6.1, See also Goal 4.2, 4.3)
 - Evidence of positive and supportive relationship between all school board trustees and district administration. (6.1)
 - Commitment from district administration and all school board trustees to advocate for the district in a positive manner that is supportive and recognizes that unity is critical. (6.1)
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IN APPRECIATION

School City of Hammond would like to thank the following people for their contribution to this plan and their commitment to student success.

Trustee Carlotta Blake-King	Anita Cox
Trustee Manny Candelaria	Barry Tyler Jr.
Trustee Lisa Miller	Celina Garcia
Trustee Cindy Murphy	Lou Gikas
Trustee Kelly Spencer	David Jasper III
Former Trustee John Czulno	Deborah Trevino
Superintendent Scott Miller	Debra Lakie
Dr. Brad Balch	Efrain Valdez
Franklin Reed	Greg Erminger
Milton Reed	Katie Farmer
Attorney Monica Conrad	Kendrick Harris
Ana Lopez	Linda Randolph
Eric Kurtz	Rina Horgan
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Dr. Cassandra Shipp	Tammy Randle
Dr. Amy Rauch	Tiffany English
Tony Salinas	William Lewter
Dr. Leslie Yanders	Wilma Reed
Dr. Johnny Goodlow, Jr.	Xelha Jetzemani Chavez-Ibarra
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