

STRATEGIC PLAN

2025-2029





A Message From Our Superintendent

Reflecting on the School Town of Munster's rich history and envisioning its future fills me with optimism and pride. Our unwavering commitment to excellence has established us as a premier educational institution in Indiana. This success is a testament to the collective efforts of our dedicated educators, engaged parents, supportive community members, and, most importantly, our exceptional students.

This strategic plan, thoughtfully developed with input from stakeholders, outlines our ambitious goals and priorities. It serves as a roadmap to a future where every student reaches their full potential. Our strategic focus areas include:

- **Ensuring High-Quality Education for Every Student:**
Ensuring all students have access to high-quality education and opportunities to succeed.
- **Welcoming, Positive, and Supportive Schools:**
Creating a safe, inclusive, and welcoming learning environment for every student.
- **Family & Community Partnerships:**
Fostering strong relationships with families and the community to support student success.
- **Recruit, Support, and Retain the Highest Quality Educators:**
Attracting and retaining talented educators who inspire and empower our students.
- **Operational Excellence - Financial Stewardship and Modernization:**
Providing modern, innovative facilities that enhance the learning experience.

Thank you for your unwavering support and dedication to our shared mission. Let us move forward with confidence, determination, and a shared commitment to excellence. **#WeAreMunster**

Dr. Bret Heller
Superintendent of Schools

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THE STRATEGIC PLAN STRUCTURE

School Town of Munster

The strategic plan serves as a roadmap to guide the district from its current state to its ideal state. The development process focuses on aligning the district's current and future initiatives, as well as available resources, with the priorities, aims, and goals that matter most to the district community. Each strategic priority is connected to specific aims and goals, ensuring a cohesive and targeted approach to district growth and improvement.

Aims reflect the changes the district plans to achieve, while goals represent the measurable targets the district will use to determine progress towards each aim. Reaching an aim requires accomplishing the associated goals. This plan represents a roadmap for district leaders to achieve the School Town of Munster's Strategic Plan, using aims and goals to measure the district's progress along the way.



THE STRATEGIC PLAN PROCESS

School Town of Munster

School Town of Munster's Strategic Plan reflects what we have learned about our community's hopes and needs. School Town of Munster leadership actively reviewed district data and engaged in gathering feedback from community members to use while drafting the strategic plan. The timeline below outlines the three phases of this process:

PREPARATION

FALL 2023 - WINTER 2024

During the Fall of 2023/Winter of 2024, STM's district leaders worked together to ensure the district was prepared and organized to begin the strategic planning process. The district engaged in the following preparatory projects and initiatives:

FORMED THE STRATEGIC PLANNING COMMITTEE



This committee is comprised of board members, parents, community members, educators, district leaders, and school administrators.

LAUNCHED THE STRATEGIC PLAN DIAGNOSTIC SURVEY



The *Diagnostic Survey* collected feedback from school and district leaders on priorities and performance.

WORKSHOP #1



The Strategic Planning Committee participated in a workshop that focused on the district's mission, vision, and core values.

RESEARCH

WINTER 2024 - SUMMER 2024

Between Winter and Summer of 2024, STM's leaders and Hanover Research engaged with stakeholders to identify key successes, challenges, and focus areas for the district's short and long-term future. This process was instrumental in shaping the district's priorities and strategies moving forward:

PERCEPTION DATA



Parents, community members, educators, and students provided feedback to guide development of priorities.

FOCUS GROUP FEEDBACK



Student focus groups provided feedback to capture student experience.

OUTCOMES DATA



Hanover Research analyzed historical data to identify strengths, pinpoint areas for improvement, and inform goal setting.

DRAFTING

SUMMER 2024 - FALL 2024

During the Summer and early Fall 2024, in partnership with Hanover Research, STM's leadership reviewed and finalized goals and accountability measures for School Town of Munster's Strategic Plan.

WORKSHOP #2 AND #3



The Strategic Planning Committee participated in a two-day workshop that focused on goal setting.

REVIEW AND REFINE GOALS/KPIs



Draft goals, KPIs and plan accountability measures were reviewed and revised for clarity and to drive action.

ACTION PLANNING



School and district teams aligned action plans to the 2025-2029 Strategic Plan.



MISSION STATEMENT

Dedicated to Excellence - Every Student, Every Day

Our mission is to cultivate excellence, empowering every student to realize their full potential and achieve high levels of learning.

VISION STATEMENT

A school community where all students have a sense of belonging, take ownership of their learning, and find joy, passion, and purpose in their continued growth.

CORE VALUES

Growth & Achievement

Continuous Improvement

High Expectations

Culture of Collaboration
& Respect

Proactive Communication

Resilience

Community Partnerships

Fairness & Belonging

Leadership Development

Our district's history of academic excellence is a testament to our unwavering commitment to quality education. However, we recognize that excellence is an ongoing journey. We are dedicated to continuous improvement and adapting to the evolving needs of our students. Our mission, "*Dedicated to Excellence - Every Student, Every Day*", focuses the efforts of our educators to empower each student to reach their full potential. In the School Town of Munster, we recognize that 'educator' encompasses all of us – teachers, support staff, administrators, and every individual employee who contributes to the success of our students.

To prepare our students for the future, we have identified five essential competencies that define our Portrait of a Graduate:



Effective Communication

The ability to express ideas clearly and concisely.



Respect

Valuing diversity, treating others with kindness, and demonstrating empathy.



Critical Thinking

Analyzing information, solving problems, and making informed decisions.



Resilience

Overcoming challenges and persevering in the face of adversity.



Empathy

Understanding and responding to the feelings of others.

These essential competencies equip students with the skills necessary to thrive in college, career, and life, fostering success through strong interpersonal relationships, problem-solving abilities, and emotional intelligence.

As we navigate the challenges and seize the opportunities of the future, I am confident that the School Town of Munster will continue to be a beacon of excellence. Together, we will create a legacy of achievement for generations to come.





Overview of District Priorities

The Munster Strategic Planning Committee has identified five key priorities to guide district improvement efforts. These priorities were determined through comprehensive data analysis, including community perception data, a climate and culture survey, and a review of academic performance trends over the past five years. These priorities represent the specific areas of policy or practice where the district aims to drive meaningful change.

1

Ensuring High-Quality Education for Every Student

2

Welcoming, Positive, and Supportive Schools

3

Family and Community Partnerships

4

Recruit, Support, and Retain the Highest Quality Educators

5

Operational Excellence: Financial Stewardship and Modernization

For each of the five identified priorities, the district has developed specific goals to outline the desired outcomes. Additionally, measurable key performance indicators (KPIs) have been identified to track progress and ensure accountability in achieving the strategic plan's aims.

Aims are broad, overarching statements that define the long-term vision and desired outcomes of a district.

Goals are key to strategic planning, focusing on clear, equity-focused, measurable, timely and mission-aligned objectives that drive a district's success and growth.

Key Performance Indicators (KPIs) are essential metrics for gauging a district's success in meeting its objectives, guiding progress, decision-making, strategic alignment, performance monitoring, and ensuring accountability.

PRIORITY #1

Ensuring High-Quality Education for Every Student

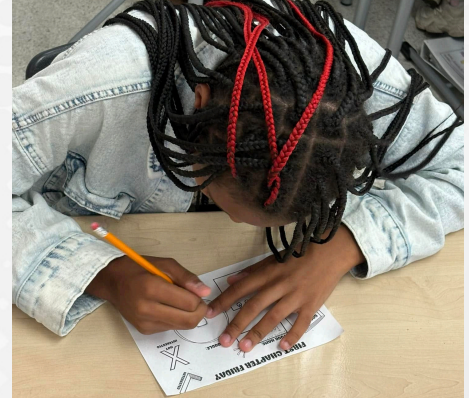
AIM

1a. Increase academic achievement to maximize growth for all students.

GOALS

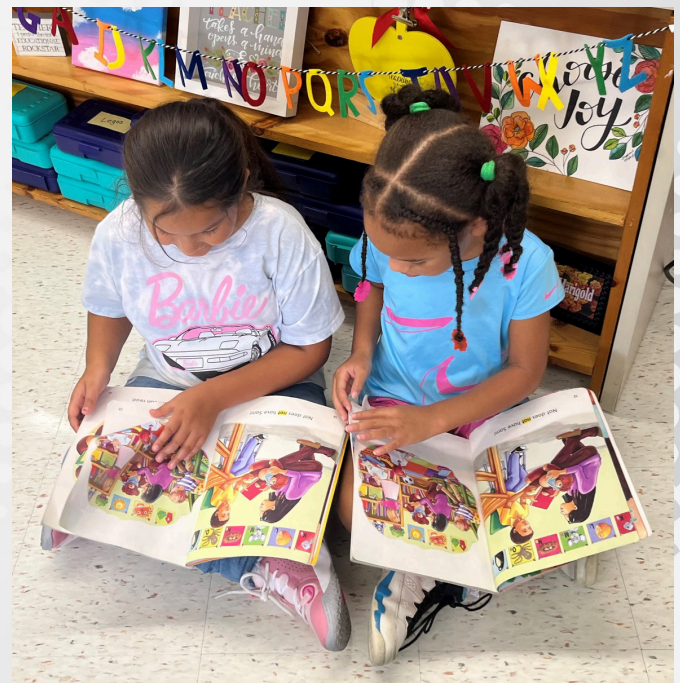
By 2029:

- 80% of students in grades 3-5 will be proficient in Math as measured by ILEARN.
- 70% of students in grades 6-8 will be proficient in Math as measured by ILEARN.
- 65% of students in grade 11 will be proficient in Math as measured by SAT.
- 75% of students in grades 3-5 will be proficient in English Language Arts as measured by ILEARN.
- 77% of students in grades 6-8 will be proficient in English Language Arts as measured by ILEARN.
- 85% of students in grade 11 will be proficient in Evidenced Based Reading & Writing as measured by SAT.
- 98% of students in 3rd grade will be proficient in Literacy as measured by IREAD 3.



KEY PERFORMANCE INDICATORS

- Proficiency scores for all core academic areas
- School intervention plans align best practices with student achievement data
- Progress Monitoring Data



A I M | 1b: All students receive high-quality instruction aligned with their learning needs to promote access to academic success.

GOALS

By 2029:

- Increase the percentage of all STM educators who effectively align instruction to student strengths and needs.
- Increase the percentage of students who indicate their academic needs have been met.



KEY PERFORMANCE INDICATORS

- Endorsed MTSS protocols and practices
- MTSS student assistance team data
- Classroom walkthrough data (differentiated instruction)
- Student perception data
- Student intervention plans at all schools align instruction and intervention with student data
- Data indicating student enrollment across the range of curriculum content



A I M | 1c. Develop and implement a guaranteed and viable curriculum for all core courses within our district.

GOALS

By 2029, all grade-level core content courses will have an identified curriculum that includes the following:

- Priority Standards
- Supporting Standards
- Curriculum Map
- Scope and Sequence
- Key Vocabulary
- Proficiency Scales for Priority Standards

KEY PERFORMANCE INDICATORS

- Implemented curriculum and accompanying assessments adhere to state and district standards
- Teacher ratings of school curriculum accessibility and utility (HRS 3.2)
- Evidence in school improvement plans of goals focused on target growth for student achievement (HRS 3.4)

PRIORITY #2

Safe, Supportive, and Collaborative School Culture

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2a. Increase student sense of belonging across all schools in the School Town of Munster.

GOALS

- Increase the percentage of students reporting a strong sense of belonging at school by 5% each year through 2029.
- Increase the percentage of students reporting a positive, trusting relationship with a staff member each year through 2029.
- Increase the percentage of students who report feeling valued as individuals each year through 2029.

KEY PERFORMANCE INDICATORS

- Percentage of students reporting a positive relationship with a staff member
- Percentage of students reporting feeling valued as individuals
- Percentage of students who agree they can confide in a staff member
- Incidents of bullying, harassment, and student conflict
- Percentage of teachers indicating having strong connections with their students

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2b. Increase the percentage of educators reporting positive levels of self-care and wellness.

GOALS

By 2029:

- 90% of staff will indicate positive well-being.
- 90% of staff will recognize the importance of educator self-care and awareness.
- 90% of staff will identify the Staff Wellness Committee's efforts as valuable.



KEY PERFORMANCE INDICATORS

- Percentage of staff who report positive well-being
- Percentage of staff indicating a supportive working environment
- Percentage of staff who participate in activities sponsored by the Staff Wellness Committee
- Percentage of staff who believe the Staff Wellness Committee's efforts are valuable

GOALS

- By 2029, 90% of students, parents, and staff will rate their schools as safe and orderly.

KEY PERFORMANCE INDICATORS

- Percentage of students, parents, and staff reporting the school environment as safe and orderly.
- Percentage of student, parent and staff reporting effective systems/processes for providing input into the optimal functioning of the school
- Student discipline referral rates
- Student suspension rates
- Incidents of bullying, harassment, and student conflict

2c. Ensure all our campuses have a safe and orderly school environment.

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2d. Increase student awareness and engagement with district counseling staff and activities.

GOALS

- STM will increase the percentage of students reporting their awareness of the opportunities offered by the counseling staff each year through 2029.
- STM will increase the percentage of students reporting their participation in the opportunities offered by the counseling staff each year through 2029.

KEY PERFORMANCE INDICATORS

- Number of students meeting with counseling staff
- Number of students accessing support groups

PRIORITY #3

Family and Community Partnerships

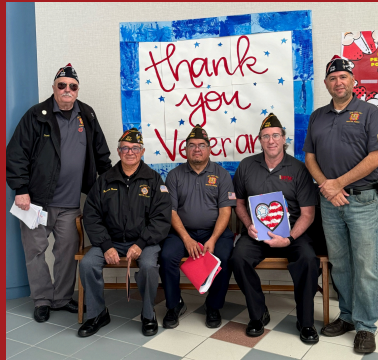
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3a. Enhance student, parent, and staff communication alignment.

GOALS

By 2029:

- 100% of staff will consistently use district-approved communication tools to engage with students and families.
- 100% of staff will respond to emails from parents, students, and colleagues within 48 hours during regular business days to ensure timely and effective communication.
- 100% of teachers will input student grades into the gradebook in a timely fashion to ensure accurate and up-to-date reporting of academic progress.
- 80% of all stakeholders will report that communication supports effective partnership.



KEY PERFORMANCE INDICATORS

- Percentage of staff utilizing district-approved communication tools to engage with all students and families
- Percentage of parents who feel informed about their child's academic progress through district communication tools
- Percentage of parents who find school-provided resources helpful in supporting their child's learning
- Percentage of parents with a positive perception of our schools
- Percentage of community members indicating positive perceptions of our schools

3b. Enhance a sense of belonging, inclusion and trust among school families and communities.

GOALS

By 2029:

- Our district will ensure that 80% of all members of our community will report a sense of belonging, trust, and inclusion in STM.
- Increase the percentage of community members who rate the district as a positive public partner.
- Increase the percentage of individuals without school-aged children as effective partners by 20% each year.



KEY PERFORMANCE INDICATORS

- Number of active partnerships with community organizations
- Percentage of students participating in work-based learning and/or internships as part of their graduation plan
- Percentage of students reporting a connection between school learning and what they plan to pursue after graduation
- Positive feedback from community partners

KEY PERFORMANCE INDICATORS

- Percentage of parents reporting trust in our schools
- Percentage of parents reporting feeling welcomed in our schools
- Percentage of students, parents, and community members perceiving the school environment as safe, supportive, and orderly (HRS 1.2)
- Students, parents, and the community have formal ways to provide input regarding the optimal functioning of the school (HRS 1.6)
- Percentage of community partners rating the district as effective partners
- Percentage of community members indicating positive perceptions of our school

3c. Increase opportunities that connect student learning to real-world experiences through community engagement.

GOALS

By 2029, 75% of students will engage in community-based learning opportunities that demonstrate a clear connection between in-school learning and real-world applications.



PRIORITY #4

Recruit, Support, and Retain the Highest Quality Educators

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4a. STM will actively seek to hire the most highly qualified candidates to maximize student growth.

GOALS

- By 2029, 100% of STM's new certified staff hires will meet our criteria as highly qualified.
- Maintain a fill rate of 95% of non-certified staff.



KEY PERFORMANCE INDICATORS

- Percentage of certified hires meeting criteria as highly qualified
- Perceptions of students regarding staff cultural competence
- Fill rate for all positions

4b. New certified staff will receive onboarding and mentorship that prepare the staff to be effective.

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GOALS

- By 2029, 90% of newly hired certified staff will report feeling highly satisfied with the onboarding process and mentorship program.

KEY PERFORMANCE INDICATORS

- Percentage of new certified staff who provide positive ratings for onboarding and mentorship programs
- Percentage of new certified staff who are satisfied and/or highly satisfied with the mentorship program
- Retention of certified staff new to the profession and/or new to the district
- Number of new teachers utilizing instructional coaching supports

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4c. Certified staff will meet criteria rating of "Effective" or "Highly Effective" in every school.

GOALS

- By 2029, 95% of staff will be rated as "Effective" or "Highly Effective".

KEY PERFORMANCE INDICATORS

- Percentage of teachers meeting success criteria for effective teaching/professional duties
- Percentage of staff meeting success criteria for a highly effective evaluation rating
- School/district walkthrough data (HRS 2.3)

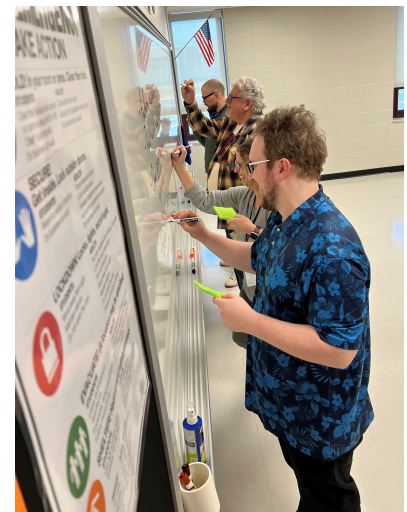
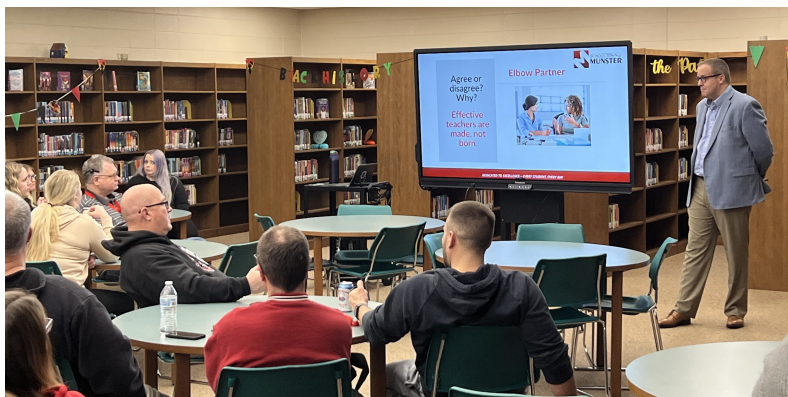
4d. Increase retention of staff rated as "Effective" or "Highly Effective".

GOALS

- By 2029, the STM will achieve a 95% retention rate for certified staff rated as "Effective" or "Highly Effective."

KEY PERFORMANCE INDICATORS

- Percentage of departing staff completing an exit survey
- Percentage of departing teachers completing an exit survey
- Team meeting dates and minutes indicating certified staff involvement in decision-making
- Number of teachers utilizing instructional coaching supports



4e. Ensure all teachers and staff receive the necessary training, resources, and supervision to feel supported, grow professionally, and enhance student outcomes.

GOALS

- By 2029, 85% of teachers and staff will report satisfaction with the professional development activities, resources, and supervision provided to support their effectiveness.

KEY PERFORMANCE INDICATORS

- Percentage of teachers and staff satisfied with the quality and relevance of professional development opportunities
- Percentage of teachers and staff who indicate they have the necessary resources to support student learning
- Percentage of certified staff who indicate that professional development and support are ongoing and effective to maintain or increase teacher effectiveness

PRIORITY #5

Operational Excellence: Financial Stewardship and Modernization

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5a. Demonstrate fiscal responsibility.



GOALS

By 2029:

- STM will maintain or surpass an A+ S&P Bond Rating.
- STM's five-year fiscal management will yield trends of positive cash balances.
- STM's staffing levels will be maintained to maximize student growth and meet student needs.
- Ensure that STM facilities are used efficiently and effectively.



KEY PERFORMANCE INDICATORS

- Monitor:
 - ADM Analysis (Bi-Annual)
 - Demography Study
 - Cash Balance vs Approved Budget (Quarterly)
 - Cash Balance vs Expenditures Analysis (Monthly)
 - Cyber Security Review (Yearly)
 - Monthly, semi-annual, and annual Revenue and Expenditure Reports
 - Monthly, semi-annual, and annual District Fund Balance
 - Utility company rebates from the design, purchase and installation of energy efficient equipment
 - 7-Year Cash Balance Projections
- Maintain or improve S&P Rating of A+
- Maintain recommended Cash Balances by DUAB standards



GOALS

By 2029:

- All instructional and performance spaces will have been renovated and/or remodeled to meet modern standards and student needs.
- Increase course offerings and participation in academic programs during the school day.
- Increase opportunities for students to participate in athletic and extracurricular programs immediately after school.
- Achieve a 90% satisfaction rate regarding facility conditions.

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5c. Ensure optimal facility maintenance and upkeep.

GOALS

By 2029:

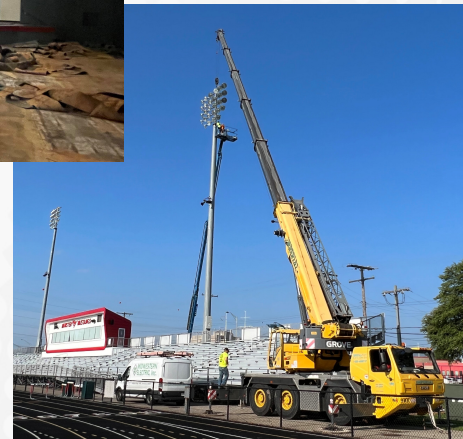
- Achieve a 95% compliance rate for scheduled maintenance tasks completed on-time.
- Reduce the average response time to facility maintenance requests to 48 hours.
- Maintain a facility uptime rate of 98%, ensuring minimal disruptions.
- Attain a community satisfaction rate of 90% or higher regarding facility appearance and cleanliness.
- Decrease incidents related to facility conditions, such as slips, trips, and falls, by 20% through proactive hazard identification and safety enhancements.

5b. Optimize district facilities to meet the evolving needs of students, supporting the expansion of programs previously limited by space and resources.

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KEY PERFORMANCE INDICATORS

- Student participation rates in academic, athletic, and extracurricular programs
- Percentage of students, parents, and staff with a positive perception of our facilities
- Completion of renovation projects
- Facility usage schedule



KEY PERFORMANCE INDICATORS

- Work order response time
- Facility uptime
- Percentage of community members with a positive perception of facility appearance and cleanliness
- Monitor health and safety metrics
- Maintain recommended preventative maintenance compliance

