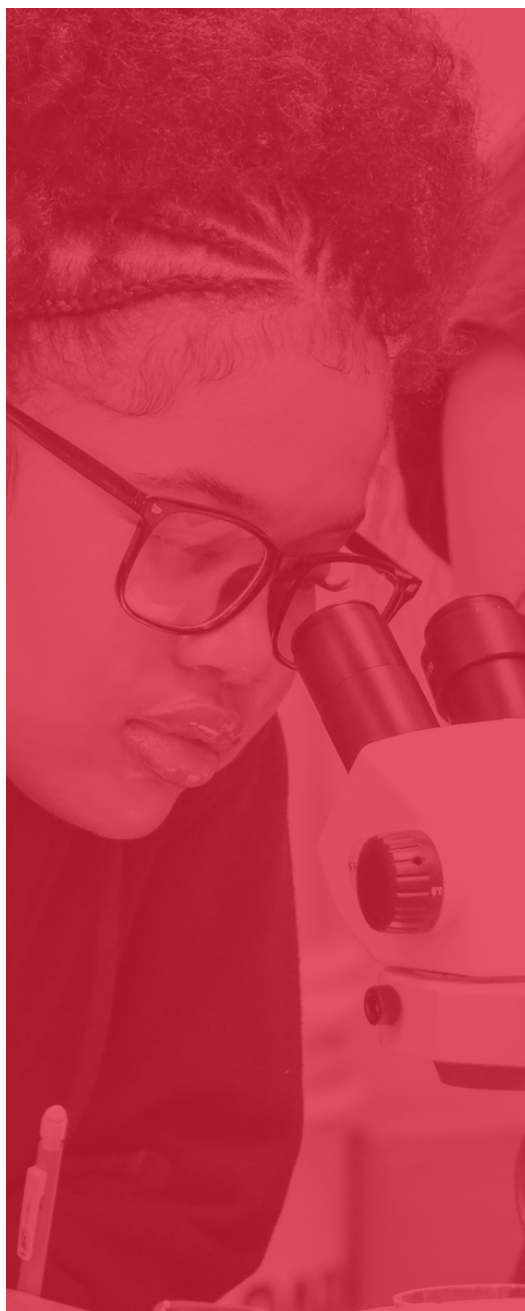




INNOVATE 2028

A Three-Year Action Plan
Hamilton Southeastern Schools
July 2025



26
schools and
programs

3rd
largest school
district in Indiana

100+
languages spoken
by students



99%
graduation rate
(Class of 2024)

94%
2024 IREAD3
3rd Grade Pass Rate

68%
2025 IREAD3
2nd Grade Pass Rate

300+

student-driven clubs,
athletic and performing
arts programs



849

AP scholar recipients
(Class of 2024)

235+

honors, AP, IB, and
dual credit courses

1/3

teachers have served
15+ years at HSE

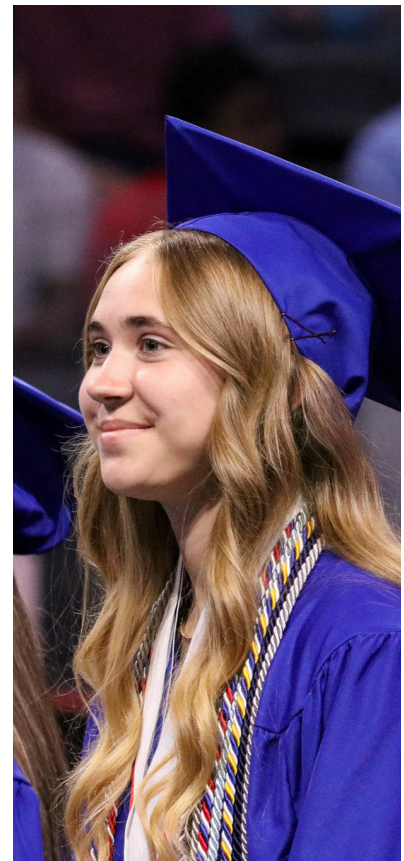


21

IHSAA state
championships

\$2M

in scholarships and
grants awarded
by HSEF since 2001



Acknowledgements

Hamilton Southeastern Schools sincerely thanks the following individuals and organizations for their dedication and contributions. Your insights, collaboration, and commitment helped shape unified action plans to benefit our district and community.

STUDENTS

Thank you for your curiosity, resilience, and passion for learning. You are at the center of this plan.

PARENTS & FAMILIES

Your partnership and support create the foundation for student success, and your engagement and advocacy continue to strengthen our district.

TEACHERS & STAFF MEMBERS

Your unwavering commitment to student success, innovation, and excellence ensures that every student has the opportunity to thrive.

BOARD MEMBERS

Your leadership, vision, and dedication to the district's success provide the guidance and governance needed to move us forward. Your commitment to students, staff, and the community is deeply valued.

COMMUNITY MEMBERS & PARTNERS

Your investment and collaboration drive meaningful progress, ensuring our schools remain a place of opportunity and success for all.

CONSULTANTS

Your expertise and guidance have been invaluable in helping the district to align strategies, implement best practices, and support district goals.



Letter to the District

Hamilton Southeastern Schools has a long-standing tradition of excellence built on strong community support, dedicated educators, and a relentless commitment to student success.

Building upon this legacy, we are proud to introduce INNOVATE 2028, our three-year action plan, designed to evaluate and enhance the strategies, programs, and practices that will propel our district forward.

This action plan is the result of a collaborative effort dating back to 2023 and incorporating valuable input from students, staff, parents, community members, and district leadership. It was shaped through our partnership with FNGL.

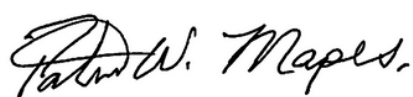
INNOVATE 2028 focuses on key priorities, including fiscal responsibility, student growth, and enhanced communication, while remaining deeply aligned with our mission.

"Hamilton Southeastern Schools, as a forward-thinking school district, provides excellence in education and opportunities to ensure the success of each and every student, to become a responsible citizen, and to positively influence an ever-changing world community."

We invite every member of our community to support this plan and advance these critical initiatives. Together, we can build on our successes and ensure that every student has the opportunity to thrive.

On behalf of Hamilton Southeastern Schools, thank you for your unwavering dedication to our students and community. Your partnership is essential in shaping the future of HSE, and we look forward to working together to make INNOVATE 2028 a success!

Respectfully,



Patrick W. Mapes
Superintendent



Dr. Juanita Albright
Board President

Introduction

2019–2022

In 2019, Hamilton Southeastern Schools launched the development of a Portrait of a Graduate, bringing together district leaders, teachers, and administrators to identify the essential knowledge, skills, and attributes students need to thrive in today's world. However, progress was disrupted in 2020 due to the global pandemic, which limited opportunities for collaboration. The initiative was revitalized in 2022 when HSE partnered with Ford Next Generation Learning to embark on a transformational journey. This effort united local workforce leaders, industry partners, educators, staff, parents, and students to create career-focused Networks, providing students with meaningful pathways for lifelong learning. As a result, The Journey of a Student was established—an ongoing district-wide commitment to ensuring that every student engages in deep, relevant learning experiences that equip them for lifelong success.

2023–2024

During the 2023–2024 academic year, Mr. Mapes built upon the foundational work initiated in 2019, working with the board and district leadership to bring stakeholders together to assess current conditions and collaboratively shape a strategic framework for the district's future.

In November 2023, the HSE School Board of Trustees commissioned Administrator Assistance to study the district's administrative structure, prioritizing the development of a strategic framework. The process began in Fall 2024 with stakeholder interviews, data analysis, and board executive sessions to establish district priorities and action plans. By Spring 2025, draft action plans outlining strategic objectives, resource allocation, and timelines were shared with district leadership, with final approval expected in May or June.

This framework, supported by multiple action plans, serves as a roadmap for progress—enhancing student learning, strengthening school culture, and supporting educators. The district remains committed to continuous improvement and meaningful, personalized learning experiences for all students through collaboration, resource alignment, and measurable goals.

2025–2028

Launching in July 2025, the three-year strategic framework, known as INNOVATE 2028, is built on action plans emphasizing key focus areas to drive progress and innovation.

Plan Summary

This action plan represents a **program inventory** and **alignment of initiatives**. This work constitutes the district's **current operational portfolio** – the ensemble of ongoing programs, projects, and interventions actively being implemented across the organization. The inclusion of these initiatives within the framework signifies their recognition as components of the district's formal operational strategy. The 'work' therefore encompasses the **programmatic activities, pedagogical approaches, administrative procedures, and targeted interventions** currently deployed to achieve specific outcomes related to student learning, organizational efficiency, and stakeholder engagement.

Focus Areas

INNOVATE 2028 is structured around three interconnected focus areas, each vital to achieving our district's goals. These areas combine to create a comprehensive approach to continuous improvement and student success.



ENHANCED STUDENT ACHIEVEMENT & WELL BEING

- Accelerate student success by tracking academic goals.
- Cultivate an innovative educational approach to high school.
- Generate resources for evolving student academic and emotional needs.
- Coordinate procedures to support exceptional learners.



FISCAL SUSTAINABILITY & TRANSPARENCY

- Elevate financial health to support enrollment and redistricting.
- Demonstrate responsible stewardship of taxpayer dollars.



CLEAR COMMUNICATION & COLLABORATION

- Activate a comprehensive communication plan for all stakeholders.
- Facilitate strong relationships with all stakeholders through consistent communication.

Guiding Principles

Hamilton Southeastern Schools strives to provide safe, secure learning and working environments for all. As a forward-thinking school district, HSE offers excellence in education and opportunities. This approach is designed to ensure all students' success and equip them with the skills to become responsible citizens and positively influence an ever-changing world.

As a school community, HSE ensures each student has the intellect and skills necessary to achieve their goals for higher education, careers, and life. These guiding Principles represent our shared values and commitments. They will guide decision-making at all district levels and build upon HSE Schools' core Values, Behaviors, and Outcomes. District leadership and the community will utilize these principles to ensure alignment and focus across all initiatives.

1

STUDENT SUCCESS

Students are at the center of all decisions.

2

FORWARD THINKING

Investments are sustainable and strategically aligned with future needs.

3

SAFETY AND SECURITY

Learning and working environments prioritize safety and well-being.

4

EDUCATIONAL EXCELLENCE

We are committed to providing a challenging, engaging, high-quality curriculum with dedicated educators.

5

COLLABORATION

Communication and collaboration are critical for the success of our students and our district community.

6

SKILLS FOR LIFE

We empower students with the knowledge, skills, and experiences necessary to achieve their aspirations through initiatives like the Journey of a Student.



Enhanced Student Achievement & Well Being



ACCELERATE: A Commitment to Academic Excellence

Our commitment to academic excellence is driven by a desire to ensure every student achieves their full potential. To accomplish this, we will continue implementing our robust progress monitoring system. Data from our vast catalog of district assessments will inform instructional practices and allow for targeted interventions to support students who need it most. Furthermore, a review of assessment data will be reviewed by the Board of School Trustees during the district review session. These review sessions will ensure that our leadership remains informed and engaged in driving continuous academic improvement across the district.

ACTION STEPS

- **Hold Board of School Trustees Data Review Sessions to analyze student data and inform school improvement plans that will be approved in the fall.**
- **Utilize data to drive instructional practices and implement targeted interventions**

As part of our commitment to academic growth, Hamilton Southeastern School Corporation offers a public preschool program for children starting at age three until they are eligible for kindergarten. This half-day program runs five days a week for three hours each day and is located at Brooks School Elementary, Sand Creek Elementary, and Hoosier Road Elementary. The curriculum is based on Indiana's Early Learning Foundations and is taught by licensed early childhood and special education teachers. Enrollment in the program begins each January. Placement in the preschool program is typically based on the home elementary school for kindergarten.

INTEGRATE: A District Approach to Meeting the Needs of Exceptional Learners

We are committed to ensuring that all students, including our exceptional learners, have equitable access to a high-quality education. The Department of Exceptional Learners will continue its internal program review to identify areas for improvement and maintain full compliance with IDOE. Key priorities include addressing the shortage of school psychologists through competitive compensation, developing a comprehensive procedures manual, and analyzing student data to close achievement gaps.

ACTION STEPS

- **Address the shortage of school psychologists through the development of a competitive compensation plan.**
- **Develop and implement a comprehensive written procedures manual for the Department of Exceptional Learners.**
- **Analyze ILEARN data for students with disabilities to develop a plan for closing the achievement gap.**

The Hamilton Southeastern Schools' commitment to the success of all students necessitates the full integration of the Exceptional Learners Action Plan across all district initiatives. The principles of differentiated instruction and individualized support are not solely the responsibility of the Department of Exceptional Learners, but rather a fundamental component of a high-quality education for every student.

CULTIVATE: A Commitment to Student Services

Our commitment to the well-being of our students extends beyond academics to encompass their social, emotional, and mental health. We will optimize our existing Student Services Department to address the evolving needs of students and families, particularly in the critical area of mental health. This will involve leveraging grant resources, maximizing parent resources, and strengthening collaborations with community partners to create a supportive and student-centered environment.

ACTION STEPS

- **Optimize existing Student Services resources to address student and family needs, especially in mental health.**
- **Expand mental health support by strategically utilizing grant funding and existing personnel.**
- **Strengthen community partnerships to enhance the range and effectiveness of student support services.**

INNOVATE: A Commitment to the Journey of a Student

We are dedicated to providing a dynamic and personalized educational journey that prepares students for future success in a rapidly changing world. Building upon foundational achievements like the 3E grant and the Ford NGL framework, we will continue to develop individualized pathways and immersive learning experiences. This includes fully developing the Freshman Seminar, operationalizing career-focused Networks, and significantly expanding Work-Based Learning Opportunities to bridge the gap between students and post-secondary options.

ACTION STEPS

- Fully develop and implement the Freshman Seminar by the end of the 2024–2025 academic year.
- Ensure all career-focused Networks are operational by the close of the 2025–2026 academic year.
- Substantially expand Work-Based Learning Opportunities by the start of the 2026–2027 academic year.

HSE is implementing a grade-level cohort model which assigns dedicated counselors and administrators to each high school grade (9–12), a practice seen in districts nationwide. This focused approach ensures educators deeply understand the unique academic, social, and emotional needs of each class. Students benefit from stronger relationships with their support team, receiving personalized guidance in academic planning, college and career readiness, and navigating grade-specific challenges.

Fiscal Sustainability & Transparency



ELEVATE: A Commitment to Financial Stewardship and Transparency

Maintaining the trust of our community requires a steadfast commitment to financial transparency and responsible stewardship of resources. To that end, we will continue to convene our standing Board President's Budget Committee, comprised of board members and other stakeholders. This committee will play a crucial role in enhancing fiscal decision-making, ensuring accountability, and providing oversight for the financial implications of key district policies, such as enrollment and redistricting. Regular reports to the Board of School Trustees will keep the public informed of the committee's activities and recommendations.

ACTION STEPS

- Continue the standing budget Board President's Budget Committee.
- Enhance fiscal decision-making and accountability through committee oversight.
- Provide regular reports on the Budget Committee's activities to the Board of School Trustees. This includes the reporting of redistricting and open enrollment progress and impact.

The Board President's Budget Committee will also provide reporting, guidance and oversight of the district's new open enrollment policy and future redistricting. This is in direct correlation to the impact these two initiative have on average daily membership.

Communication & Collaboration



COMMUNICATE: A Commitment to Strengthening the District's Communication

Effective communication is essential for fostering strong relationships and ensuring all stakeholders are well-informed. We will develop and implement a comprehensive communication strategy to enhance transparency, engagement, and understanding across the district. This will involve gathering feedback through surveys, updating our website and social media presence, establishing clear communication channels, and training school-level communication liaisons to ensure consistent and timely information sharing.

ACTION STEPS

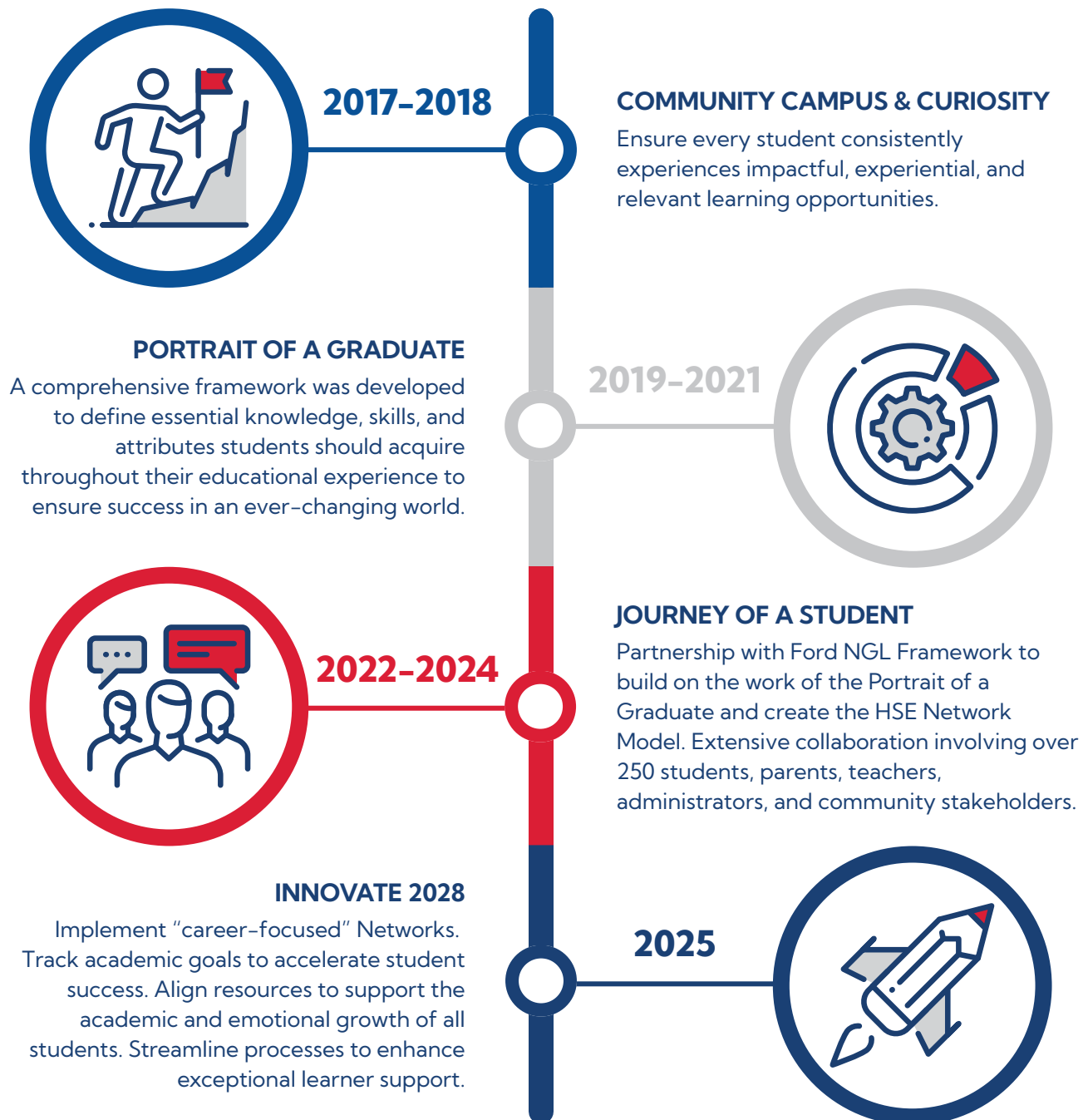
- **Develop and implement a comprehensive communication strategy based on stakeholder feedback.**
- **Update the district website and social media platforms to improve user-friendliness and engagement.**
- **Establish and train school/department communication liaisons to enhance information dissemination.**



A Rich Legacy

Building on years of strong community partnerships, collaboration, and best practices, HSE has an established foundation of innovative learning experiences. The combined minds and leadership of many have shaped and strengthened this lasting legacy.

INNOVATE 2028 will build on this legacy of initiatives, further advancing their impact.



Reviewing the Plan

This Action Plan is intended as a living document and is anticipated to adapt based on the district's needs. The plan will be used throughout the calendar year to evaluate progress and adapt goals within the focus areas. Through the implementation process, focus areas may change to emphasize essential opportunities or address topics identified by the district. These will be determined at key milestones in the academic year. The graphic below illustrates this implementation cycle for the INNOVATE 2028 action plan.

REVIEW CYCLE

