



STRATEGIC PLAN

2022 - 2025

MISSION

*Engaged to Learn * Equipped to Achieve * Empowered to Succeed*

Tri-Creek School Corporation commits to **engage** all in relevant learning experiences, **equip** them with meaningful knowledge and skills, and **empower** them with the confidence to thrive.

VISION

*High Achievement * Growth * Equity * Pride * Well-Rounded Experiences*

The Tri-Creek School Corporation of students, staff, and community endeavors to be a **recognized leader for high achievement** and **exceptional growth**. **Innovative and equitable approaches** build upon **strong community pride** and provide all students with **well-rounded educational experiences** to prepare for future successes.

TRI-CREEK STRATEGIC PLAN 2022 - 2025

GUIDING PRINCIPLES: Standards of Organizational Mentality and Behavior

Safe, Positive Environment

Promotes Productive Relationships, Engagement, and Achievements

- Prioritize school safety
- Encourage risk-taking
- Advocate for self and others
- Cultivate relationships within the community
- Invest in relationships amongst staff-students, staff-parents, staff-staff, students-students
- Promote and celebrate positive behaviors and choices
- Provide proactive and timely communication
- Provide social and emotional support
- Celebrate diversity

Shared Responsibility

Requires Investment and Ownership by All

- Facilitate collaborative input with all levels of stakeholders
- Listen to learn; seek to understand
- Embrace challenges
- Be informed by facts and consider all options
- Commit to responsible use of resources
- Act with integrity
- Be transparent
- Maintain a team mindset and approach

Continuous Improvement

Builds Capacity and Growth for All

- Provide and support leadership opportunities
- Conduct consistent and timely evaluation of programs
- Think creatively and explore new options in our practices
- Create and monitor aligned systems across the district
- Agree upon outcomes for learning opportunities
- Retain and recruit highly qualified staff
- Recognize and celebrate achievements
- Seize teachable moments
- Embrace shared goals (academic, behavioral, etc.) at the district and building levels
- Leverage strengths and seek opportunities for improvement
- Be adaptive and dynamic to meet evolving needs
- Engage in reflection, support self-improvement, and be receptive to feedback

Focus on Solutions

Overcomes Challenges Through Critical and Creative Thinking

- Communicate effectively
- Embrace innovation
- Promote and seek opportunities for collaboration
- Make informed decisions based on data and evidence
- Connect decision-making to Guiding Principles
- Leverage professional learning communities
- Commit to high standards and expectations
- Pursue positive conflict resolution
- Value research and best practices
- Maintain a growth mindset
- Respect different perspectives

GOAL AREAS: Primary Focus for Accomplishment

Goal Area #1: Academic Achievement and Growth

“Maximize the academic achievement and personal growth of each district student.”

Academic Achievement and Growth Objectives

- Align the curriculum, instruction, and assessment vertically and horizontally in accordance with the Indiana Department of Education.
- Monitor growth in individual student achievement.
- Develop strong readers, writers, and thinkers across all grade levels and content areas.
- Provide employees with relevant professional development.
- Ensure the instruction of positive social and emotional skills in order to develop growth in all students and employees.
- Recruit and retain high-performing and invested faculty and staff.
- Identify and place students appropriately in challenging courses, programs, and interventions.
- Design systems and norms for professional learning communities.
- Maximize daily classroom instructional time.
- Leverage instructional coaching opportunities and feedback.
- Meet and/or exceed established academic expectations.

Goal Area #2: Fiscal Well-Being

“Ensure resources are available to sustain, support, and implement effective and innovative programs and facilities.”

Fiscal Well-Being Objectives

- Establish short-term and long-term financial goals.
- Continually monitor expenditures and identify opportunities to maximize resources.
- Analyze programming to ensure effectiveness and efficiency.
- Thoroughly review purchasing options, quotes, and bids.
- Develop systems to allow district personnel to make informed financial and resource allocation decisions.
- Pursue opportunities to increase funding.



GOAL AREAS: Primary Focus for Accomplishment

Goal Area #3: Facility and Infrastructure

“Provide facilities to meet the current and future needs of curricular and extracurricular programs that promotes pride in our community.”

Facility and Infrastructure Objectives

- Ensure adequate learning spaces to accommodate student enrollment.
- Create flexible learning environments conducive to a variety of teaching methods.
- Design facilities to be aesthetically appealing and inviting.
- Maintain and ensure the functionality and care of current facilities.
- Conduct facility assessments that establish short- and long-range projects.
- Continue to assess technology accessibility and connectivity to best support organizational needs.
- Cultivate intergovernmental partnerships.
- Update facilities to accommodate extracurricular programming and promote a sense of community pride.

Goal Area #4: Relationships and Community Engagement

“Foster connections within the schools and in partnership with families, organizations, and local businesses.”

Relationships and Community Engagement Objectives

- Build trusting relationships through open and honest communication.
- Seek and seize opportunities to give back to the community and share the story.
- Foster a welcoming, kind atmosphere for all.
- Increase parent involvement.
- Expand the number of community-business partnerships.
- Create and increase opportunities for the Board of School Trustees and district employees to interact with community members.
- Recognize and celebrate the accomplishments of students and staff.
- Inspire community-wide confidence and pride in our schools through engagement, partnerships, communication, and celebration of district accomplishments.



PLAN DEVELOPMENT

A. APPROACH

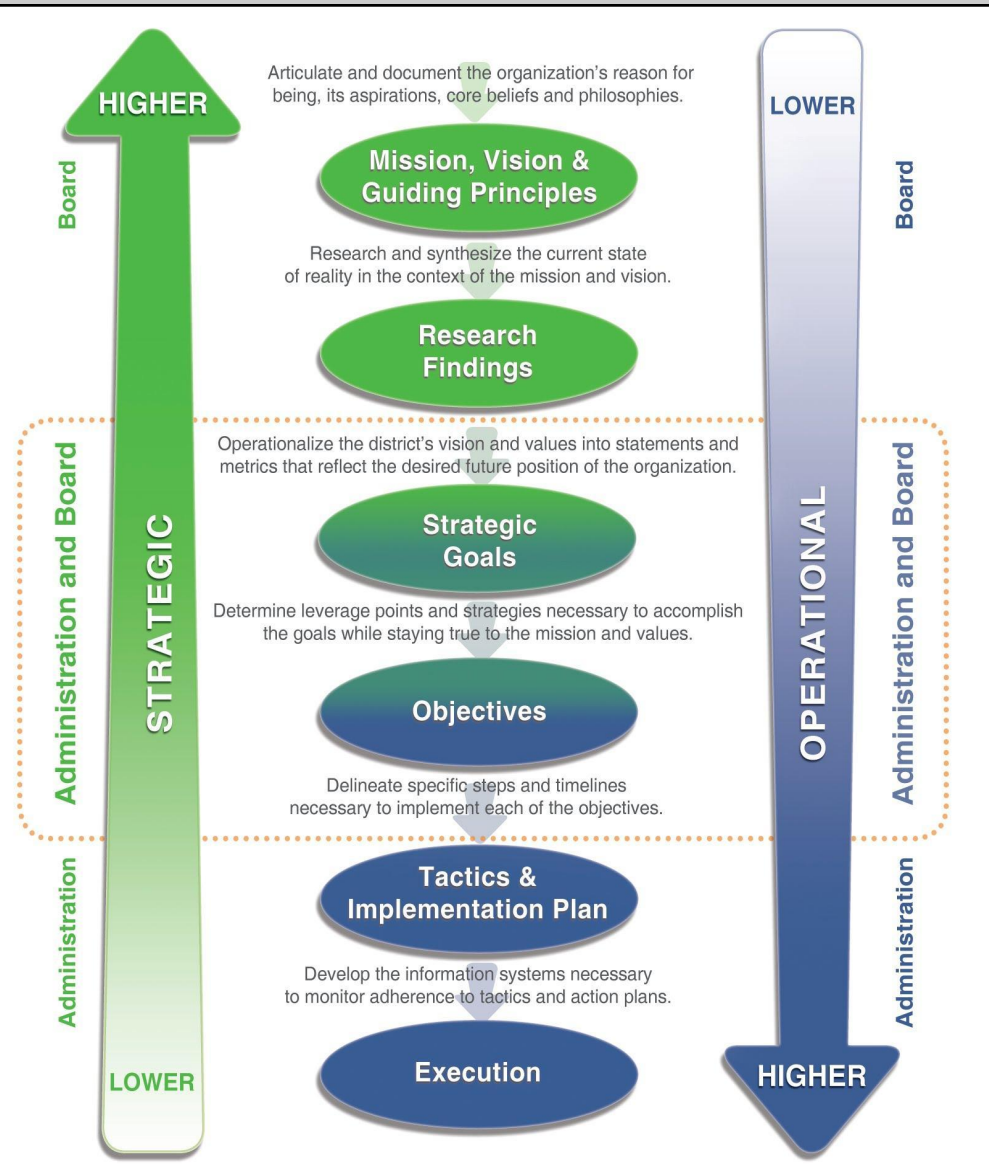
The model to the right is a visual representation of the strategic planning model used in the district. It identifies the engagement processes designed to address the development of various components of the Strategic Plan. To this point, the Board of School Trustees and administration, along with other district stakeholder groups, in partnership with Hazard, Young, Attea & Associates (HYA), have participated in a process aimed at identifying the aforementioned strategic goals and objectives designed to achieve the desired future position of the district.

This Strategic Plan document contains the first four components. The Mission was reviewed, and a Vision for the future and Guiding Principles for decision-making emerged. Data were collected and synthesized in the context of the district's Guiding Principles, Mission, and Vision and articulated into research findings. Strategic goals were extracted from the research findings with consideration for the Vision and Guiding Principles. Finally, a process aimed at understanding the strategic goals and the current state of reality resulted in the development of a set of objectives to accomplish the goals.

It is the role of administration to develop the **Tactics and Implementation Plan** to accomplish the objectives and the **Execution**.

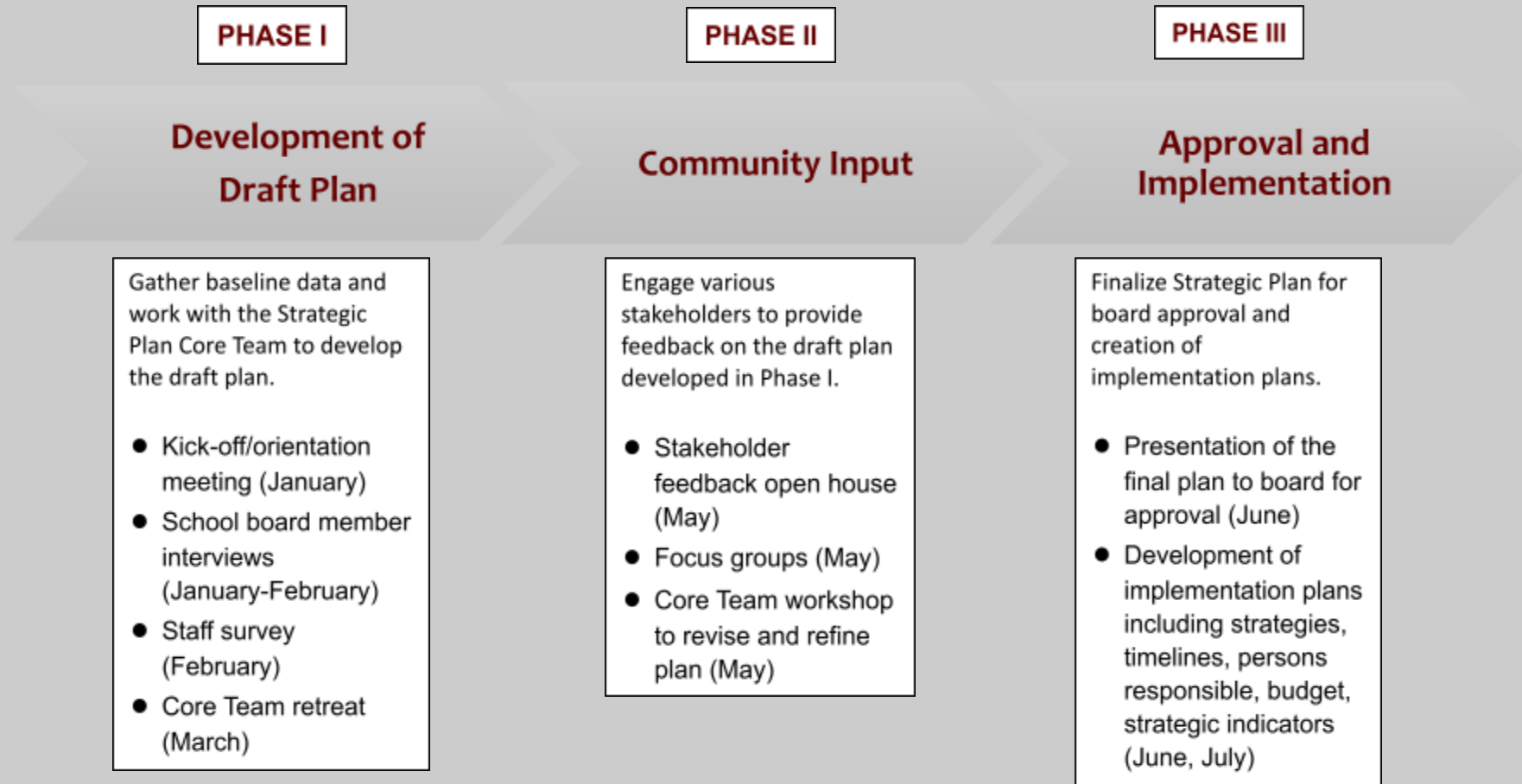
This document captures the Timeline and Process, Definition of Key Terms, Researched Findings, Research Findings, Analysis of information, and a comparison from previous to current regarding the recalibration of the previous Strategic Plan dated 2015 - 2018.

Special thanks is extended to HYA Associate Bill Melshiemer for taking the lead on this project.



B. TIMELINE AND PROCESS

The process included three phases from January to June 2022. Every effort was made to provide an opportunity for all interested parties to be involved by affording time before school, during school, after school, and evenings for interviews, meetings, data collection, discussions, survey analyses, drafting, and revisions.



C. DEFINITIONS

The following definitions provide context to the components of the Strategic Plan.

Guiding Principles, Mission, and Vision: *The organization's reason for being, its Core Beliefs, aspirations, and philosophies.*

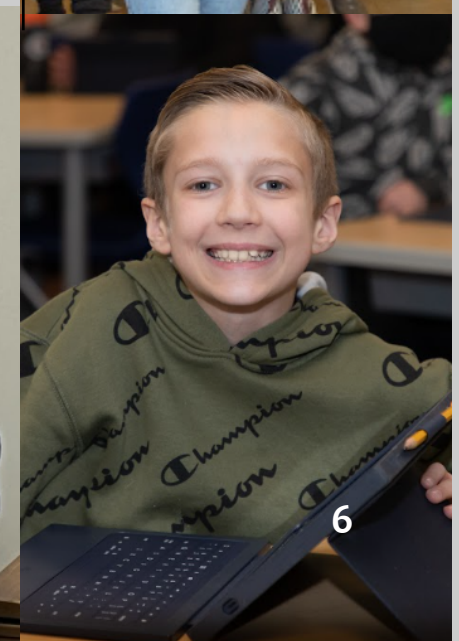
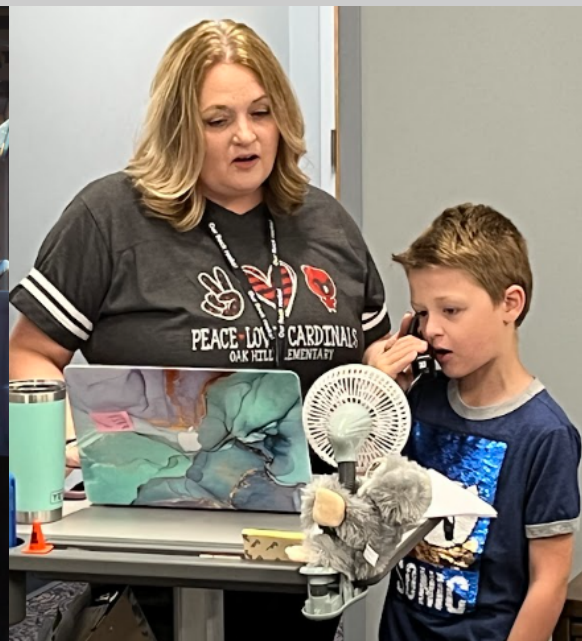
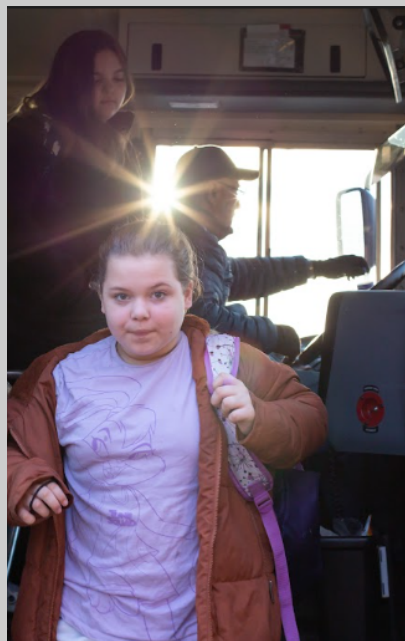
Research Findings: *The current state of reality in the context of the Mission and Vision.*

Strategic Goals: *Statements that reflect the desired future position of the organization.*

Objectives: *Leverage points and strategies necessary to accomplish the strategic goals while staying true to the Mission and Core Beliefs.*

Tactics and Implementation Plan: *Specific steps and timelines necessary to implement each of the objectives.*

Execution: *The information systems necessary to monitor adherence to tactics and action plans.*



RESEARCH FINDINGS

A. DATA SOURCES

The following tables show the data sources HYA used to develop the components of the Tri-Creek School Corporation Strategic Plan.

Archival Data Provided by the School District	
District Core Values	2011
District Mission Statement	2011
District Vision Statement	2011

Surveys	
Administrative, Faculty, and Staff	February 2022

Interviews and Focus Groups*	
Core Group and Board Initial Kickoff	January 18, 2022
1:1 Board Member Interviews	January-February 2022
Parent and Community Work Session	May 10, 2022
Lowell High School Faculty/Staff	May 11 and 20, 2022
Lowell Middle School Faculty/Staff	May 24, 2022
Lake Prairie Elementary School Faculty/Staff	May 19, 2022
Oak Hill Elementary School Faculty/Staff	May 23, 2022
Three Creeks Elementary School Faculty/Staff	May 16, 2022
Tri-Creek Transportation Center	May 18, 2022
District-Wide Leadership Team	February-June 2022

*Focus groups consisted of more than approximately 178 participants.

Group Reports	
Board Member Interviews	March 2022
Achievement Analysis	March 2022
Focus Group Summary	May 2022



B. ANALYSIS

HYA analyzed, synthesized, and triangulated the data to identify themes and trends, which determined the research findings. The Guiding Principles, research findings, strategic goals, and objectives contained in this report were developed based on these findings. Findings are summarized below and include the specific data sources and documents containing evidence to support each finding.

⇒ Global Finding

There is a strong sense of community among Tri-Creek School Corporation stakeholders, who are close-knit and proud of their schools. The district prides itself on outstanding students, teachers, leadership (through the Board of School Trustees and administrators), staff, parents, and engagement from the community as a whole. Parents and community members are active in their support of the district and feel the schools provide a high-quality education to the students they serve. The Board of School Trustees has indicated that the district has a highly capable and competent central administration who work well together. The Board of School Trustees also believes that the building-level leaders and teachers are excellent and care deeply about their students and each other. The district leaders and constituents are committed to planning proactively for the future to achieve a common vision and ensure that the district continues to be an excellent place to learn and work.

Evidence:

- District Board of School Trustees Interview Summary (HYA, January-February 2022)
- District Stakeholder Focus Group Summary (HYA, May 2022)
- District Administrator/Faculty/Staff Survey Results Analysis (HYA, February-March 2022)

⇒ Vision and Values

In regards to the district having a clear and compelling shared vision for the future, more than half (53%) of the stakeholders believe this is the case. And most (60%) of the stakeholders think that the district is heading in the right direction. That same majority (60%) support the fact that the district has high performance standards for all students. The district has been working diligently to close achievement and opportunity gaps, and its decisions are based on information from data and research.



⇒ Teaching and Learning

The district provides a well-rounded educational experience for all students as viewed by 63% of the administration, faculty, and staff. There is significant agreement that the teachers (77%) personalize instructional strategies to address individual learning needs, and technology is integrated into the classroom experience. The faculty and staff provide broad-based offerings and opportunities for the students. The stakeholders believe that the social-emotional needs of the students are being addressed. The vast majority (90%) of all involved state that the district schools are safe and secure for both students and staff. There is agreement that the students are on track to be ready for the next grade and ultimately career and college ready.

Evidence:

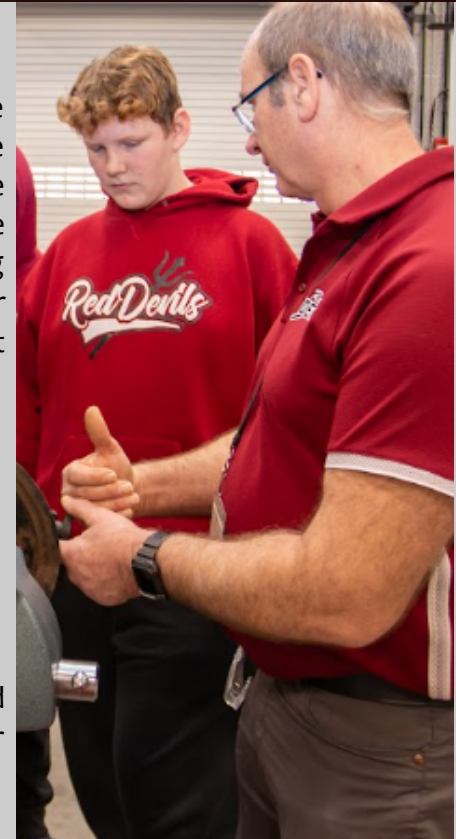
- District Student Achievement Data Analysis (HYA, Historical Longitudinal 2015-2021)
- District Board of Education Interview Summary (HYA, January-February 2022)
- District Stakeholder Focus Group Summary (HYA, May 2022)
- District Administrator/Faculty/Staff Survey Results Analysis (HYA, February 2022)

⇒ Community Engagement

Most of the stakeholders agree that the district needs to focus on community outreach and communication. And yet, many believe that the district does engage with the community as a partner to improve the school system.

⇒ Management

The district is expected to provide an ongoing safe environment for students and employees. The facilities must continue to be well maintained and to support a contemporary teaching and learning program. The district must be fiscally responsible and is obligated to maintain a high level of fiscal health. The district employs effective teachers, administrators, and support staff in its schools and provides an effective professional development program. Employees are held accountable to high expectations and standards. District technology infrastructure is sufficient to support the use of and integration of technology in the classroom.



RECALIBRATION OF MISSION, VISION, GUIDING PRINCIPLES

A. MISSION STATEMENT

2015 TRI-CREEK SCHOOL CORPORATION MISSION STATEMENT

The Tri-Creek School Corporation and Community... Engaged to Learn... Equipped to Achieve... Empowered to Succeed

2022 TRI-CREEK SCHOOL CORPORATION **MISSION STATEMENT**

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B. VISION STATEMENT

2015 TRI-CREEK SCHOOL CORPORATION VISION STATEMENT

Tri-Creek School Corporation students, faculty, and staff are inspired to engage in a rigorous and safe learning environment leading to both fulfillment and high student achievement. Students, faculty, staff, and community members engage collaboratively to ensure that all stakeholders are equipped with the support, opportunities, and resources to assure personal and professional growth. TCSC students are empowered as self-motivated learners to thrive in an ever-changing world.

2022 TRI-CREEK SCHOOL CORPORATION **VISION STATEMENT**

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C. GUIDING PRINCIPLES

HYA recommended enhancing the district's proposed Mission and Vision statements with additional stakeholder values that emerged through the research process. In addition, belief statements found in Tri-Creek School Corporation's 2015 Core Values were modified and converted to Guiding Principles. The purpose of Guiding Principles is to establish a collective set of main beliefs and values that determine how the school district will work together to successfully accomplish the goals, objectives, and activities that constitute the Strategic Plan.

2015 TRI-CREEK SCHOOL CORPORATION CORE VALUES

The Tri-Creek School Corporation inspires, equips, and empowers all learners through:

- A rigorous and relevant student-centered education
- High student achievement with connections to careers and college
- Positive, respectful relationships based on integrity, honesty, and responsibility
- Accurate, timely, and transparent communication
- A collaborative and accountable culture
- A safe and engaging learning environment
- Continuous growth and learning for all
- Innovative and research-based, data-driven practices
- Student experiences enhanced through partnerships and technology



2022 TRI-CREEK SCHOOL CORPORATION GUIDING PRINCIPLES

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