

**Southwestern
Consolidated School
District of Shelby County**

**Corporation
Strategic 3 Year Plan
2022-2024**

“Help Students Succeed”

January 1, 2022 - December 31, 2024

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Mission Statement

**Southwestern Consolidated
Schools' mission is to
encourage, challenge,
explore, and strive for
excellence.**

Belief Statements

***The purpose of schools is to provide a nurturing environment in which each student will desire to develop the ability to use one's mind well and the necessary skills to participate fully in an ever changing world.**

***Every student can and will learn when presented with learning opportunities to do so.**

***Learning opportunities are determined by the nature of the work students are assigned or are encouraged to undertake. It is the responsibility of teachers and administrators to provide students with forms of work at which they will succeed and which will be of value to the student, community, and society. Students will complete their work and be active participants in classroom activities.**

***It is the obligation of the family and community to guarantee each child the support needed to be successful in school and thus in life.**

***Schools will provide knowledge work that encourages active learning by the students. "Knowledge work" is defined as the employing of ideas, concepts, symbols, and abstractions to solve problems, produce products, deliver services, or otherwise provide some useful outcomes.**

***Students and the work students are expected to do, will be the primary focus of the school.**

***Principals are encouraged to be leaders of leaders. Teachers, as leaders, are encouraged and empowered to design or invent work that responds to the needs of their students. All are accountable for the quality of work provided to the students and committed to continuous improvement.**

***The mission of the school board and superintendent is to give direction and support for the work of the school.**

***A primary responsibility of the superintendent is to initiate interaction among state and local government officials, community, parents, teachers and staff to promote school programs.**

***Parents, teachers, staff, students and community by their interaction will model behavior that demonstrates the strong value of education, social responsibility, and lifelong learning.**

Corporation Goals

Started: 1-12-2022

Goal 1: All Southwestern Schools will have a learning environment where parents/guardians choose to send their student(s).

Objective 1: SWCSD employs highly qualified teachers for each position throughout the district.

Evaluation Methodology:

- Employee license and evaluation
- Number of awards and recognitions
- Hiring requirement for reference checks and extended criminal history checks
- Additional certifications and degrees
- Number of grants received
- Documentation of going above and beyond for student(s) and staff

Objective 2: SWCSD expects our teachers to challenge students academically while providing a safe, nurturing learning environment that values each student's academic, social, and physical growth.

Evaluation Methodology:

- IREAD 3 pass rates
- Dual credits earned by students
- AP scores of 3 or above
- SAT scores
- Band, choir performance awards
- Artifacts proving data driven instruction for differentiation of individual student needs
- School A-F Accountability Grade

Objective 3: SWCSD is committed to providing safe schools that are equipped to optimize each student's learning.

Evaluation Methodology:

- Corporation School Safety Plans are in place in each building
- Law enforcement coverage during the school day and at after school events
- Security procedures for school entry are in place in each building
- IDOE Safety Audit is compliant in each building
- Corporation yearly "Bullying Reports" are reviewed by administrative staff
- Updated Spartan Nation Plan

Objective 4: SWCSD will continuously review and modify its educational program and course curricula to ensure we offer opportunities for all students to reach their full potential and become career and college ready upon graduation.

Evaluation Methodology:

- Evaluate annual course listings
- Curriculum guides for each subject area
- State Standards are mapped out for every class offered
- Focus is on college and career readiness upon graduation
- Focus on individual student plans upon graduation
- Ivy Tech partnerships and Dual Credit opportunities are examined each year
- Provide students with strategies to overcome obstacles as they arise

Objective 5: SWCSD offers a variety of extra-curricular and co-curricular opportunities at each school to address student interest and provide life skills and lessons that focus on competition, teamwork, leadership, and character development.

Evaluation Methodology:

- Number of participants in each activity is evaluated yearly by the principal
- Stated purpose and/or goals for each group or activity is approved by the principal
- Student handbooks address the expectations
- IDOE and IHSAA recognition of the programs where applicable

Objective 6: SWCSD will continue to uphold the values and expectations of the community as we govern our schools and provide educational opportunities for our students.

Evaluation Methodology:

- Community Survey
- Staff Survey
- Student Survey
- Out of District Parent Survey
- NEOLA Policy and Administrative Guidelines for the district

Objective 7: SWCSD will focus on improving attendance of students across the district. SWCSD will strive to have a 97% attendance rate for the Corporation and each of our buildings.

Evaluation Methodology:

- Student reward programs
- PowerSchool attendance records
- Truancy referrals to the prosecutor
- Parent conferences
- Home visits

Goal 2: Southwestern Consolidated Schools is a place where we help students succeed.

Objective 1: Individual, school-wide and corporation-wide student academic results will be documented, monitored and compared to prior year results and to state and national results.

Evaluation Methodology: (May change with new IDOE / ESSA requirements)

- I-READ 3 test results
- SAT and ACT results
- PSAT results
- ILEARN or equivalent state test results
- NWEA test results
- ClearSite Results

Objective 2: Student attendance and behavior records will be recorded and compared with state and national data.

Evaluation Methodology:

- Bullying Reports
- Number of discipline and attendance referrals
- Bus write-ups
- Expulsion and suspension reports
- Documented interventions analyzed for effectiveness

Objective 3: Students are offered extended learning opportunities for enrichment and remediation through credit recovery programs, A.P. courses, dual credit courses, and other on-line opportunities.

Evaluation Methodology:

- AP and Dual Credit Courses offered at SWHS
- Special classes for remediation or enrichment at each building are examined for effectiveness (PLATO LAB)
- High Ability curriculum is examined yearly at each building

Objective 4: SWCSD teachers, counselors, and support staff provide an academic and social development network that monitors student's success. Appropriate support mechanisms will be offered through Rtl and special services for all students.

Evaluation Methodology:

- Rtl results
- Behavior Plans
- IEP's
- Transition Plans
- 504 Plans
- TAP program in each building
- Social Emotional strategies developed
- Growth in Trauma Information

Objective 5: SWCSD provides a comprehensive K-12 educational program that will offer a variety of opportunities for student success through CTE offerings. The expansion of our INdustry and INstruction initiative will be a focus to build local partnerships over the next three years.

Evaluation Methodology:

- Listing of options available at each school and needs assessment of each program
- Number of students participating in each CTE program at each building
- Number of students participating in an internship program

- Number of new programs or activities enhancing STEM opportunities
- Number of community industry experts speaking to our students in a classroom setting
- Number of on-site visits to local industry by students

Objective 6: SWCSD offers a variety of co-curricular and extracurricular activities to address student interest and provide an opportunity for individual and team success.

Evaluation Methodology:

- List of academic teams and tracking of their success
- List of athletic teams and tracking of their success
- List of performing groups
- List of specialized clubs
- Periodic survey of students to identify potential new clubs/organizations
- Continued IHSA membership

Objective 7: SWCSD will provide opportunities for parents to monitor their student(s) attendance and academic information through on-line access to students' grades through PowerSchool and email connection with individual teachers.

Evaluation Methodology:

- Record of PowerSchool usage by parents
- Record of parent contacts by teachers
- Parent-Teacher Conference attendance

Goal 3: Southwestern Consolidated Schools will be a place where highly qualified people want to work.

Objective 1: Southwestern Consolidated Schools offers a competitive salary and fringe benefit package for each position in the district.

Evaluation Methodology:

- Salary schedules need to be examined each year for competitiveness
- Employee Health Clinic usage tracked
- Effective Evaluation providing teacher growth
- Weekly gift certificate drawing for nominated staff that goes above and beyond
- Beneficial Professional Development activities
- Create an environment of “belonging” where staff feels valued and appreciated
- Provide monetary and nonmonetary leadership opportunities for staff members

Objective 2: SWCSD will have well-equipped and well maintained facilities to teach, coach, and work in.

Evaluation Methodology:

- Fieldhouse added in 2021
- Physical assets are examined as needed and concerns addressed
- Updated technology – bandwidth, devices, WiFi access
- Monitor maintenance schedules for preventative success

Objective 3: SWCSD has a long history of strong academic achievement gained through high expectations for students and staff.

Evaluation Methodology:

- DOE reports
- Historical academic records
- Hall of Fame recipients
- Lilly Scholar Program
- Scholarship totals (dollars earned)
- IDOE A-F Individual School Accountability Grades

Objective 4: SWCSD encourages staff to try new ideas and be creative in their instructional strategies.

Evaluation Methodology:

- Special programs being used for instruction in the classroom
- Teacher's evaluation summary regarding effectiveness of instruction
- Grants received to help develop and nurture new programs
- Professional Development activities offered to the staff

Objective 5: SWCSD offers safe places to work and each building has a family atmosphere where staff members feel valued and work collaboratively to improve student learning.

Evaluation Methodology:

- Staff surveys
- Team meeting and faculty meetings
- Special events to help colleagues/families
- Building and Corporate Discussion topics

Objective 6: SWCSD provides on-going, meaningful professional development activities to all employees.

Evaluation Methodology:

- Professional development activities are available to all staff members
- On-line P.D. opportunities are made available to staff
- Grant monies are used to offset cost of training/college courses when required

Goal 4: Southwestern Consolidated Schools is a place the community is proud to support.

Objective 1: SWCSD offers meaningful partnerships with the community to enrich student learning opportunities.

Evaluation Methodology:

- Community experts speak to our students about various careers
- Advertising and fund raising activities involve our community
- Sponsorships are made available to our community partners
- Service projects are done by our students

Objective 2: SWCSD provides low cost or no cost access to the district's facilities so the community can host events.

Evaluation Methodology:

- Facility usage guidelines are user friendly
- Facilities are kept up to date and clean for hosting events

Objective 3: SWCSD students perform well academically, show competitiveness and sportsmanship, and behave appropriately when representing the school district.

Evaluation Methodology:

- IDOE academic records
- Athletic and academic competition results
- Performance group honors (Band and Choir)
- All-state, all-conference and all-county award winners
- Sectional, Regional, Semi-State, and State Championships in IHSAA sports
- Celebrate student athletes on social media platforms

Objective 4: SWCSD is transparent in its fiscal operations, governance, and educational programs.

Evaluation Methodology:

- Annual budget hearings
- Monthly budget reports at Board meetings
- Financial records access
- Website information
- Social media information
- App information

Objective 5: The corporation's buildings and grounds are well kept and well maintained.

Evaluation Methodology:

- Maintenance reports
- Inspection from State Fire Marshal
- OSHA reports

Objective 6: SWCSD hires employees of high ethical character that serve as good role models for students and are valuable members of the community.

Evaluation Methodology:

- Reference checks
- Extended criminal history checks
- Performance reviews
- School Board Policies Governing Employee Behavior
- Retention levels of employees

Goal 5: All Southwestern certified staff members will be provided a series of professional developments centered on trauma informed best practices and given the tools to support students exhibiting Tier 1 trauma behaviors.

Objective 1: SWCSD will employ a certified trauma consultant on a two year program to educate the staff on trauma informed best practices and how that may affect students' behavior, their ability to learn, and have success.

Evaluation Methodology:

- Funding from Lilly Counseling Grant to employ a trauma consultant
- Outline and send trauma concerns to the trauma consultant
- Develop a 2 year program of professional development for staff with consultant
- Schedule four early release days each year for training over a two year period

Objective 2: SWCSD will educate certified staff members on Adverse Childhood Experiences (ACE's) giving them a foundation on why students' behavior may be triggered in certain situations or why they struggle in certain situations.

Evaluation Methodology:

- Staff will be educated on how trauma [manifests](#) in students
- Staff and students may take an ACE's quiz [here](#)
- Students and staff may explore information on the CDC page outlining ACE's [here](#)
- Staff will be provided resources on ACE's like this [video](#)

Objective 3: SWCSD will educate certified staff members on interventions to understand a students' statement of private logic.

Evaluation Methodology:

- Professional training with brainstorming sessions
- Google document for collaboration and growth
- Resources with interventions to address statements of private logic
- Anecdotal data kept by certified staff members of successes
- Continued training with certified trauma consultant

Objective 4: SWCSD will educate and professionally develop certified staff members on how they may reframe students' behavior to provide a higher rate of success for the students.

Evaluation Methodology:

- Professional training with brainstorming sessions
- Google document with reframing strategies and interventions for collaboration
- Celebrate staff members success stories reframing students behavior
- Anecdotal data kept by certified staff members of successes
- Continued training with certified trauma consultant