

THREE RIVERS
COMMUNITY SCHOOLS

STRATEGIC PLAN



TRCS MISSION

Educate, motivate, and inspire all students to reach their full potential, become successful adults, and pursue their dreams.

TRCS VISION

To become a district of choice in St. Joseph County.

TRCS VALUES

- ▶ **Student-Centered:** We put students' learning, growth, and well-being at the center of every decision.
- ▶ **Excellence:** We pursue high expectations and continuous improvement in all we do.
- ▶ **Belonging:** We foster safe, inclusive, and respectful schools where everyone feels valued.
- ▶ **Integrity:** We act with honesty, transparency and accountability.
- ▶ **Collaboration:** We work together with families, staff, students, and the community to achieve shared success.
- ▶ **Innovation:** We embrace creativity, adaptability, and new ideas to prepare students for the future.

TRCS

STUDENT PROFILE

Critical Thinker: Analyzes information, solves problems, makes informed decisions, and applies learning to real-world situations.

Effective Communicator: Communicates clearly and respectfully, listens to understand, and collaborates effectively with others.

Self-Directed Learner: Demonstrates curiosity, resilience, responsibility, and ownership of learning.

Innovative Collaborator: Works effectively with others, embraces creativity, and adapts to changing challenges and opportunities.

Responsible Citizen: Acts with integrity, empathy, respect, and a commitment to serving others and contributing positively to the community.

KNOW 🐾 THINK 🐾 APPLY 🐾 LEAD

Know: Core academic knowledge.

Think: Analyze, evaluate, and solve problems.

Apply: Use learning in authentic situations.

Lead: Demonstrate character, responsibility, and collaboration.



THREE RIVERS COMMUNITY SCHOOLS

2026-2029 STRATEGIC PRIORITIES



1 - Wellness and Safety

- 1.1: Maintain and enhance a safe, supportive, and welcoming learning environment.
- 1.2: Promote wellness, mental health, and resilience.

2 - Academic Excellence & Future Readiness

- 2.1: Increase student achievement for all learners.
- 2.2: Ensure all students make progress towards the “Student Profile” for future success.

3 - Exceptional Team

- 3.1: Improve recruitment and retention of effective staff.
- 3.2: Cultivate leadership capacity across all staff to drive district excellence and organizational succession.
- 3.3: Promote employee engagement and professional growth.

4 - Community Partnership

- 4.1: Strengthen communication and stakeholder engagement.
- 4.2: Expand partnerships with families, business, and community organizations.

5 - Innovative Learning Environments

- 5.1: Establish sustainable capital investment and replacement cycles for facilities, infrastructure, and instructional technology, to ensure fiscal responsibility, system reliability, and uninterrupted learning environments.
- 5.2: Collaborate with instructional teams to proactively plan, evaluate, and develop learning spaces, facilities, and technology that align with instructional needs, enhance student learning, and maximize the effectiveness and sustainability of district investments.

A core foundation of Safety, Long-Term Financial Stability and Operational Excellence enables the District to execute its Mission and pursue its Vision.



STRATEGIC PRIORITY 1:

Wellness and Safety

Description:	Foster safe, supportive, and inclusive learning environments where all stakeholders feel connected, valued, and empowered to thrive.
Goals:	1.1: Maintain and enhance a safe, supportive, and welcoming learning environment. 1.2: Promote wellness, mental health, and resilience.
Activities:	• Increase partnership and participation in district operations with external agencies in collaboration with stakeholders. (1.1, 1.2) • Align Multi-Tiered Systems of Support (MTSS) initiatives with the student profile to increase academic and behavioral excellence. (1.2) • Refine Behavior Threat Assessment Management (BTAM) to align with updated district values and student profile including establishing KPIs for BTAM assessments. (1.1, 1.2) • Explore employee wellness programs. (1.2)
Key Performance Indicators:	🐾 Documentation of events in which outside agencies are participating or co-hosting. 🐾 Student, Staff, and Parent survey metrics indicate an increase when compared to previous year's metrics. 🐾 Student profile indicators are present in exit interviews. 🐾 Variety of wellness programs identified and provided to employees.





STRATEGIC PRIORITY 2:

Academic Excellence & Future Readiness

Description:	Ensure every student experiences rigorous, engaging, and differentiated learning that prepares them for success in college, careers, and life.
Goals:	2.1: Increase student achievement for all learners. 2.2: Ensure all students make progress towards the “Student Profile” for future success.
Activities:	• Provide targeted coaching and professional development to staff on research-based instructional practices. (2.1) • Collaborate with ISD Career Tech staff on K-12 career pathways, including strategic focus on elementary exposure to potential post-secondary opportunities. (2.1, 2.2) • Implement Educational Development Plans and career readiness experiences. (2.2) • Develop Exit Interview Process to include Student Profile indicators (Grades 5 and 8); refine Grade 12 exit interview process to include Student Profile indicators. (2.2)
Key Performance Indicators:	🐾 4-year cohort graduation rate. 🐾 Student growth and proficiency. 🐾 Exit Interviews (Grades 5, 8, and 12). 🐾 College enrollment rates and career placement statistics.





STRATEGIC PRIORITY 3:

Exceptional Team

Description:	Recruit, develop, support, and retain effective educators and staff who inspire student success.
Goals:	3.1: Improve recruitment and retention of effective staff. 3.2: Cultivate leadership capacity across all staff—administrators, teachers, paraprofessionals, and support personnel—to drive district excellence and organizational succession. 3.3: Promote employee engagement and professional growth.
Activities:	• Explore alternative pathways for teacher program support and refine our current staffing model. (3.1) • Investigate educational financial assistance initiatives for our staff to encourage ongoing career advancement. (3.1, 3.2, 3.3) • Develop clear advancement tracks for all staff categories to encourage long-term career progression. (3.1, 3.2, 3.3) • Prioritize staff retention strategies within our labor contract frameworks and upcoming negotiations. (3.1)
Key Performance Indicators:	🐾 Staff Retention Rates (Support, Probationary, Tenured). 🐾 Staff Survey: Leadership Skills, Support, and Agency. 🐾 Internal Mobility and Career Pathways. 🐾 Professional Learning, Credentials, and Network Engagement.





STRATEGIC PRIORITY 4: Community Partnership

Description:	Build strong relationships with families, students, staff, and community partners through engagement and shared responsibility.
Goals:	4.1: Strengthen communication and stakeholder engagement. 4.2: Expand partnerships with families, business, and community organizations.
Activities:	• Annually survey and track participation rates of stakeholders. (4.1). • A process will be created to gather numbers of community members on committees/volunteering. (4.2) • Students and staff are frequently recognized socially and internally. (4.1) • Create an alumni recognition program. (4.1) • Increase focus on public relations to improve communication and engagement. (4.1, 4.2)
Key Performance Indicators:	🐾 Improvement of annual survey participation rates and results related to communication and engagement. 🐾 A focus on more community members on committees/volunteers through a district-wide process.





STRATEGIC PRIORITY 5:

Innovative Learning Environments

Description:	Maximize teaching effectiveness and student achievement by leveraging state-of-the-art technology, high-quality learning environments, and supportive physical spaces that enhance learning, improve operational efficiency, and promote long-term fiscal sustainability.
Goals:	5.1: Establish sustainable capital investment and replacement cycles for facilities, infrastructure, and instructional technology to ensure fiscal responsibility, system reliability, and uninterrupted learning environments. 5.2: Collaborate with instructional teams to proactively plan, evaluate, and develop learning spaces, facilities, and technology that align with instructional needs, enhance student learning, and maximize the effectiveness and sustainability of district investments.
Activities:	• Formalize district-wide lifecycle assessment processes to guide facility and technology replacement planning, while ensuring adaptable capital, budgeting, and staffing strategies that support evolving instructional priorities and long-term fiscal sustainability. (5.1) • Perform instructional technology and learning environment effectiveness audits. (5.2) • Coordinate cross-departmental evaluation of technology, facility resources, and capital investments to support evolving instructional needs. (5.2)
Key Performance Indicators:	🐾 Districtwide facility and technology assessments to establish asset lifecycle replacement schedules. 🐾 Multi-year capital improvement plan that aligns replacement cycles and staffing needs with budget projections to maintain system reliability. 🐾 Routine evaluation and alignment of facilities, instructional resources, and technology investments with educational priorities, accessibility, operational reliability, and long-term sustainability.

