

# Team Vigo: Our Community, Collaborating for Our Children

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Strategic Plan 2020-2025



# A message from the Vigo County School Corporation Board of Trustees

We love our schools in Vigo County.

Over the last 18 months, we have been listening to our community in preparation for the following strategic plan. Our community has offered ideas and dreams focused on preparing our children to contribute to a rapidly changing world. Our community has identified points of pride for our schools and areas in which we must improve.

At the close of many of these 91 community meetings, the conversation turned back to what we have in common here in Vigo County: a love for our children and schools.

The environment in which our schools operate is evolving. As we seek to implement this strategic plan, we face challenges. We must prepare our children to be lifelong learners, independent thinkers, and exemplary citizens within the constraints of a shrinking school population, declining school funding, and a statewide teacher shortage. A demographic study conducted in 2017 indicates that the Vigo County School Corporation will have fewer children at the end of our strategic plan implementation than we do now. The dedication of our teachers, staff, students, parents, and community partners will be key to the realization of our goals.

In the pages that follow, you will find a detailed plan to proactively address our challenges in order to produce the best possible Vigo County School Corporation. Simply reacting to declining enrollment and funding is not acceptable. We must find innovative ways to evolve our school corporation into a leader in the state of Indiana while ensuring that our practices are sustainable as we address our challenges.

We have high expectations for our schools, because we've listened to your own high expectations. We invite you to read this plan and ask: How can I contribute to our children's success?

Sincerely,

Board of School Trustees  
Vigo County School Corporation

# Vigo County School Corporation: Strategic Planning Process

## Overview of Strategic Planning Process

Our strategic planning process started with our community.

Through community meetings at all 28 schools and other organizations throughout the Wabash Valley, parents, teachers, and other staff participated alongside business and industry members, not-for-profit leaders, higher education representatives, and other interested citizens to contribute written and oral feedback about educational priorities. In addition, opportunities for participation in written surveys enabled staff and other local citizens unable to attend the community meetings to contribute to the Team Vigo strategic planning process.

Feedback from widespread participation enabled the district to begin visioning and goal setting for the strategic plan. In a second round of meetings, community stakeholders were encouraged to contribute ideas, look at additional partnerships, and assist in identifying priorities for specific goals and activities. Key initiatives were identified through the large-scale community engagement process.



### **Fall 2018-Winter 2019: Community Meetings**

The Vigo County School Corporation strategic planning process began with several community meetings in Fall 2018, kicking off a thoughtful, community-minded approach to our new strategic plan. A meeting was held in each school in the district, as well as in local businesses and not-for-profits.

A list of meeting dates and locations may be found in the back of this document.

### **Spring 2019: Committee Meetings**

The Vigo County School Corporation convened the following committees in Spring 2019 to set goals in key areas. The members of these committees included Vigo County School Corporation staff as well as a large number of community partners.

### **Summer 2019: Board-level Strategic Planning Meetings**

The Board of School Trustees engaged in public work sessions regarding strategic planning under the leadership of Dr. Brad Balch on: June 17, June 24, July 8, July 22, August 6, August 19, September 23, and October 7.

### **Fall 2019: Referendum-focused Meetings**

While focused on information regarding the upcoming operational referendum vote, citizens had the opportunity to attend 50 community meetings and give feedback on future spending cuts and revenue enhancement ideas.

### **Winter 2019/20: Drafting and Approval of Strategic Plan**

Once drafted, the Strategic Plan went through a consultation process that included sub-committees, the administrators association, the teacher's association, and two public community meetings.

The process concluded with board approval of the strategic plan on February 10, 2020.

# Vigo County School Corporation: Strategic Plan

## Vision

Working together with our community, we inspire our students to discover their talents and rise to their greatest potential.

## Mission

Building on the strengths of our diverse community, we create an engaging, comprehensive educational environment that supports the growth of lifelong learners.

## Values

- We are committed to always asking/answering: “What is in the best interest of each student?”
- Leading by example, we are committed to personal accountability and work habits, honesty, and respect.
- We are committed to a safe, secure, and welcoming environment.
- We are committed to practices of inclusive excellence that value differences.
- We are committed to respecting the voice of all district stakeholders through collaborative engagement.
- We are committed to developing students who improve the quality of life for the Wabash Valley.

## Critical Challenges

The critical challenge for the Vigo County School Corporation over the next five years will be to prepare students to be lifelong learners, inspiring independent thinkers, and growing exemplary citizens within the constraints of a shrinking school population, shrinking school funding, and a statewide teacher shortage. A demographic study conducted in 2017 indicates the VCSC school enrollment will continue to decline over the next several years.

**To meet those challenges, the VCSC will address the following:**

- Accountability in terms of governance, finance, delivery of educational services, and application of this strategic plan across the district.
- Providing safe, nurturing student and family-centered environments conducive to learning and growing for staff, faculty, students.
- Communicating consistently and strategically with students, parents, faculty, staff and the community with the challenge of social media and increasing expectations for transparency.
- Providing adequate facilities while addressing the aging infrastructure of existing schools.



# Vigo County School Corporation: Key Initiatives

## Technology

The Board of School Trustees will continue to engage teachers, staff, parents, and community partners in creating learning experiences that provide the right supports for all learners to flourish. The Board of School Trustees sees investments in technology as a critical priority. The district's current investment in online educational resources has expanded the number of children we reach with a quality educational experience. Increasing student access to technology throughout our brick and mortar schools is also a key strategic initiative for the district as technology can be a powerful tool for lifelong learning. Technology can help advance relationships between teachers and their students, shrink long-standing accessibility gaps, and increase the depth of learning experiences for all children. To realize the benefits of technology the Board of School Trustees will provide the necessary professional development educators need to use technology effectively in their practice. The Board will use the latest pedagogical tools to ensure the best possible learning experience for our children. We will also leverage these tools to expand innovations with online education, professional development and networking with other professionals.

## Career and College Pathways

The VCSC will continue to develop excellent learning opportunities for children from birth to graduation through adulthood in a comprehensive educational framework. Growing strong readers in the early grades will promote the love of learning and empower children to explore new talents for the future. Classroom instructional activities will engage and inspire children as they develop college, career, and life readiness. Through the use of rich technology, our classrooms will prepare our future citizens through exploration, creation, and collaboration. Highly-skilled educators will assist children in growing their career skills and abilities so they can become productive and responsible citizens. Our career pathways will be aligned with post-secondary and career opportunities in our community and state to address access, employability, and completion.

## **Fiscal Responsibility and Facility Management**

The Board of School Trustees will maintain a balanced budget and a cash reserve equal to 10% of our operations, education, and rainy day budget, while supporting academic excellence and expanding resources for students and staff.

## **Facilities**

A key facet of our strategic plan is the improvement of our facilities, focused on delivering a 21<sup>st</sup> century education while analyzing how we can use our facilities to most efficiently deliver that education in a time of population decline.

The Vigo County School Corporation interviewed architects for facilities planning on May 5 and May 15, selecting Fanning/Howey as the architect on June 4.

## **Community Engagement**

The Vigo County School Corporation will serve as a convening body to work on community issues. The Board of School Trustees will invest in strengthening current community partnerships while exploring potential new strategic alliances throughout the Wabash Valley. This investment means we will work in deep collaboration with our community and proactively coordinate efforts with other K-12 districts, higher education partners in our region, local businesses, local workforce development agencies, faith-based institutions, and not-for-profit communities. Our community engagement will focus on long- and short-term partnerships to meet the educational needs of lifelong learners throughout our community. Partnerships will be based on research, best practices, and our ability to develop sustainable practices.

The Vigo County School Corporation will also invest our time, energy, and resources into building a community that works for people of all ages and life stages. Communities save money when public facilities meet multiple needs and serve the most people. The socioeconomics of our area and a high population of senior citizens supports the need for shared-space facilities and shared-space agreements. After the school day, school facilities can support family and senior activities to maintain healthy lifestyles.

## Student Leadership Opportunities

The Vigo County School Corporation will invest in student activities and leadership programs. The VCSC believes that schools provide a unique setting to develop leadership skills through student government, performing and visual arts activities, athletics, and other club activities. Student activities instill a sense of pride in school and community, and teach work ethic, teamwork, and self-discipline. Educationally-based activities staff will be trained to not only to teach children activity skills, but skills that help children do well in life.

## Early Childhood Education

The Vigo County School Corporation will collaborate with the community to provide stronger pre-kindergarten programs in Vigo County. Longitudinal studies have found that an investment in early childhood education provides long-term benefits, especially in closing achievement gaps and developing children who are ready for school. In 2019, the Vigo County School Corporation served nearly 500 early learners, and moving forward we will work with community partners to create Early Learning Centers and train teachers and staff to create a positive environment for young children in Vigo County.



# Vigo County School Corporation: Power Goals *Academic Quality*

Advance the academic quality of the Vigo County School Corporation as measured by the following:

- Meet or exceed the IREAD-3 state average.
- Increase student engagement with technology use in all classrooms.
- Meet or exceed graduation rate state average.
- Increase the percentage of students in career and technical education programs.
- Increase the percentage of children earning postsecondary and/or industry credentials.

Goals	Actionable Items	Measurement
1. Ensure a strong reading foundation for future learning	<ul style="list-style-type: none"> <li>• Utilize research-based reading programs and pacing guides</li> <li>• Strengthen reading performance with progress monitoring and interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Reading Recovery rates</li> <li>• IREAD-3 scores</li> <li>• Graduation rate</li> </ul>
2. Engage and inspire children with digital learning opportunities	<ul style="list-style-type: none"> <li>• Implement 1:1 technology devices in all classrooms</li> <li>• Deliver technology-rich content through a Learning Management System</li> <li>• Provide professional development that increases technology use in classrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Technology device participation</li> <li>• Learning Management System report</li> <li>• Professional Growth Points</li> </ul>

3. Ensure preparation for college and career success

- Conduct research-based professional development in STEM areas
- Provide career pathways that align with post-secondary and career opportunities in our community
- Connect children to college and career experiences and programs

- STEM professional development
- Industry certifications
- Dual credits
- Career Pathway Credits



# Vigo County School Corporation: Power Goals *Student Support*

Advance the student support quality of the Vigo County School Corporation as measured by the following:

- Maintain and stabilize Vigo County School Corporation enrollment by utilizing virtual education
- Enhance student safety
- Strengthen positive behavioral intervention and supports

Goals	Actionable Items	Measurement
4. Implement the Vigo Virtual Success Academy (VVSA)	<ul style="list-style-type: none"> <li>• Invest in a virtual school by building and training a staff to meet the needs of children K-12</li> </ul>	<ul style="list-style-type: none"> <li>• Enrollment in VVSA</li> <li>• Retention of students in VVSA</li> <li>• Graduation rates</li> <li>• Decrease in dropout rate</li> </ul>
5. Explore new school schedules	<ul style="list-style-type: none"> <li>• Study and implement new schedules that meet the needs of all children</li> </ul>	<ul style="list-style-type: none"> <li>• Number of children meeting Graduation Pathways Requirements</li> </ul>
6. Enhance student safety	<ul style="list-style-type: none"> <li>• Develop and align district and school safety plans</li> <li>• Enhance the process for hiring, training, and developing consistent procedures for school protection officers and school staff</li> </ul>	<ul style="list-style-type: none"> <li>• Yearly school safety survey to random stakeholders</li> </ul>

<p><b>7. Strengthen positive student intervention and supports</b></p>	<ul style="list-style-type: none"><li>• Train school assistance teams in evidence-based practices within Multi-Tiered Systems of Support (MTSS)</li><li>• Provide intensive and direct services to students using community specialists</li></ul>	<ul style="list-style-type: none"><li>• Principal and teacher participation and feedback</li><li>• Number of intensive services</li></ul>
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# Vigo County School Corporation: Power Goals Communication

Improve Vigo County School Corporation communications by:

- Strengthening the external communication of the Vigo County School Corporation
- Strengthening the relationship among schools, families, and community partners through improved communication
- Creating and maintaining internal communication outlets that prepare Vigo County School Corporation employees to speak and act as one

Goals	Actionable Items	Measurement
<p>8. Strengthen the external communication of the Vigo County School Corporation</p>	<ul style="list-style-type: none"> <li>• Develop messaging for media requests.</li> <li>• Implement new website</li> <li>• Produce crisis communications plan</li> <li>• Utilize social media</li> <li>• Establish new brand/logo and brand guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Increased media coverage</li> <li>• Increased website traffic</li> <li>• Increased page likes and post engagement</li> <li>• End of year communication report</li> </ul>

<p>9. Strengthen the relationship among school, family, and community partners of the VCSC</p>	<ul style="list-style-type: none"> <li>• Streamline communication delivery</li> <li>• Increase text message availability</li> <li>• Create newsletter aimed at all Vigo County taxpayers to inform about schools</li> <li>• Deliver information regarding community activities and partnerships</li> <li>• Lead community efforts to drive growth in Vigo County</li> </ul>	<ul style="list-style-type: none"> <li>• End of school year communication report</li> <li>• Text message signup numbers</li> <li>• Creation of new website</li> <li>• Community Relations Coordinator hire</li> </ul>
<p>10. Create and maintain internal communications outlets that prepare Vigo County School Corporation employees to speak and act as one</p>	<ul style="list-style-type: none"> <li>• Along with Director of Technology, create intranet to streamline HR processes and provide employees with easy access to internal documents</li> <li>• Distribute monthly employee e-newsletter highlighting stories in all VCSC departments</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of intranet</li> <li>• Creation of monthly e-newsletter</li> </ul>

# Vigo County School Corporation: Power Goals *Student Activities*

Advance the quality and the number of participants in student activities in the Vigo County School Corporation by the following:

- Increase the total number of participants in the visual and performing arts by improving the quality of visual and performing arts programs.
- Increase the total number of participants in the athletics by improving the quality and number of programs.
- Increase the total number of student activity offerings.

Goals	Actionable Items	Measurement
11. Improve the quality of visual and performing arts programs	<ul style="list-style-type: none"> <li>• Increase access to technology for visual and performing arts students</li> <li>• Leverage community partners to increase the number of opportunities for students to participate in extracurricular programming in visual and performing arts.</li> </ul>	<ul style="list-style-type: none"> <li>• 1:1 technology</li> <li>• Equipment inventory</li> <li>• Increased field trips</li> <li>• Increased clubs with community partners</li> <li>• New format for 5<sup>th</sup> grade strings</li> </ul>
12. Explore the addition of elementary school athletic programming and community club opportunities	<ul style="list-style-type: none"> <li>• Establish elementary athletic opportunities for students.</li> </ul>	<ul style="list-style-type: none"> <li>• Established elementary athletic opportunities</li> </ul>

<p>13. Improve feeder school programs, scheduling, and participation at the middle school level</p>	<ul style="list-style-type: none"> <li>• Expand middle school athletic schedules.</li> <li>• Create improved feeder system.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded athletic schedules</li> <li>• Revised code of conduct and handbook</li> </ul>
<p>14. Strengthen high school athletic programs</p>	<ul style="list-style-type: none"> <li>• District athletic director for consistent programming.</li> <li>• Improve strength and conditioning program</li> </ul>	<ul style="list-style-type: none"> <li>• Successful hire/stipend for district athletic director</li> <li>• Successful hire for strength and conditioning coaches</li> <li>• Nutrition guidelines for athletes</li> <li>• Upgraded facilities</li> </ul>



# Vigo County School Corporation: Power Goals *Resource Management*

Improve the operational quality of the Vigo County School Corporation by the following:

- The Board of School Trustees will maintain a balanced budget and a cash reserve equal to 10% of our operations and education approved budget, while supporting academic excellence and expanding resources for students and staff.
- All employee groups will have a completed evaluation and an end of the year meeting to discuss the results of the evaluation scores before July 2020.
- Increase our recruitment of diverse candidates within the VCSC.

Goals	Actionable Items	Measurement
15. Improve employee data	<ul style="list-style-type: none"> <li>• Review and select financial management and human resource software to replace current outdated software.</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of new software</li> </ul>
16. Create a culture of continuous improvement	<ul style="list-style-type: none"> <li>• Internal controls and financial/accounting planning</li> <li>• Benefit analysis/review, group health, natural gas, P&amp;C insurance, worker's comp.</li> <li>• Establish a system to evaluate every VCSC employee each year</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of audit recommendations</li> <li>• % of employees with complete evaluation on file.</li> </ul>

<p>17. Ensure highly effective and diverse staff</p>	<ul style="list-style-type: none"> <li>Recruit staff earlier to secure highest-quality candidates</li> <li>Recruit highly qualified and diverse staff members</li> <li>Make personal visits to multiple and diverse colleges and communicate to career centers</li> <li>Hire Director of Civility and Inclusion to assist HR in recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Increased numbers of qualified and diverse candidates</li> </ul>
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**Transportation**

- Restructure Bus Replacement Plan: Delay annual bus purchases until 2021

Goals	Actionable Items	Measurement
<p>18. Improve route efficiency</p>	<ul style="list-style-type: none"> <li>Invite First Student to VCSC for an audit of department, focusing on efficiency and productivity.</li> <li>Based on Fall 2019 audit, make necessary recommendations to be implemented in 2020-21 school year</li> </ul>	<ul style="list-style-type: none"> <li>Miles driven</li> <li>Number of stops</li> </ul>
<p>19. Create transportation department as a separate entity</p>	<ul style="list-style-type: none"> <li>Establish transportation department as separate from General Services</li> </ul>	<ul style="list-style-type: none"> <li>Efficiency of operation</li> <li>Staff hours</li> </ul>

## School Nutrition Program

- Provide more nutritious options for children
- Reduce waste

Goals	Actionable Items	Measurement
20. Improve student health	<ul style="list-style-type: none"> <li>• Create more nutritious menu options for children</li> </ul>	<ul style="list-style-type: none"> <li>• Student participation</li> <li>• Student sales increase</li> </ul>
21. Create and develop recycling program and establish VCSC recycling standards	<ul style="list-style-type: none"> <li>• Procure paper straws</li> <li>• Switch to budget-conscious paper disposables</li> </ul>	<ul style="list-style-type: none"> <li>• Number of foam trays purchased</li> <li>• Removal of plastic straws</li> <li>• Numbers of paper plates and trays purchased</li> </ul>
22. Reduce and/or eliminate food waste	<ul style="list-style-type: none"> <li>• Improve usage of food sharing tables, especially at secondary level</li> <li>• Use wedged/sliced fruit instead of whole fruit</li> </ul>	<ul style="list-style-type: none"> <li>• Food service audit</li> </ul>



# Vigo County School Corporation: Dashboard Measurements

The Vigo County School Corporation will measure the success of this plan through the following measurements. The measurements will be updated regularly through a dashboard on [vigoschools.org](http://vigoschools.org).

The following measurements are the 2018-19 numbers, unless noted.

**91.1%**

IREAD-3 pass  
rate

**83.25%**

Graduation Rate  
(IN average: 86.99%)

**14,190**

Fall 2019  
Enrollment

**20**

Expulsions

**7,391.5**

Dual Credits

**1092**

Combined average  
SAT score  
(IN average: 1080)

**\$5,528,919**

Utility Costs: 2019

**46**

Unfilled teaching  
positions

**6,550**

Devices for  
student use

**-\$7,221,034**

Deficit spending  
(2019 calendar year)

**447**

Early learners in a  
VCSC high-quality  
preschool

# Vigo County School Corporation: Spending Cuts

A key facet of our strategic plan, especially as we seek to retain a more than 10% cash balance, are spending cuts.

Key spending cuts include:

## Reduction of Administrative Costs

- \$20,000 cut for superintendent compensation
- Reduction of administrative positions through retirement/resignation

## Elementary School Consolidation

- Phase 1 of the plan calls for a task force comprised of teachers, administrators, staff, and citizens.
- In phase 2, the task force will identify a consolidation plan to reduce the number of elementary schools from 18 to 16.
- In phase 3, the task force will identify a consolidation plan to reduce the number of elementary schools from 16 to 15.

## Alternative Education Redesign

- Booker T. Washington High School and Vigo Virtual Success Academy hosts future alternative education programs
- McLean Education Center staff will not lose their jobs—they will fill open positions, including new positions at Booker T. Washington, and in special education classrooms at traditional high schools
- McLean repurposed for IT, vacated space potentially used for office space, for-profit daycare, other uses as identified by board

## Bus Replacement Plan

- One-year pause in bus replacement, saving \$1,700,000.

## Focus on Retirement/Resignation

- Goal is to consolidate positions based on retirements and resignations, rather than layoffs. Every position will be scrutinized upon retirement/resignation.

# Vigo County School Corporation: *Facility Planning*

A key facet of our strategic plan is the improvement of our facilities, focused on delivering a 21<sup>st</sup> century education while analyzing how we can use our facilities to most efficiently deliver that education in a time of population decline.

The Vigo County School Corporation interviewed architects for facilities planning on May 5 and May 15, selecting Fanning/Howey as the architect on June 4.

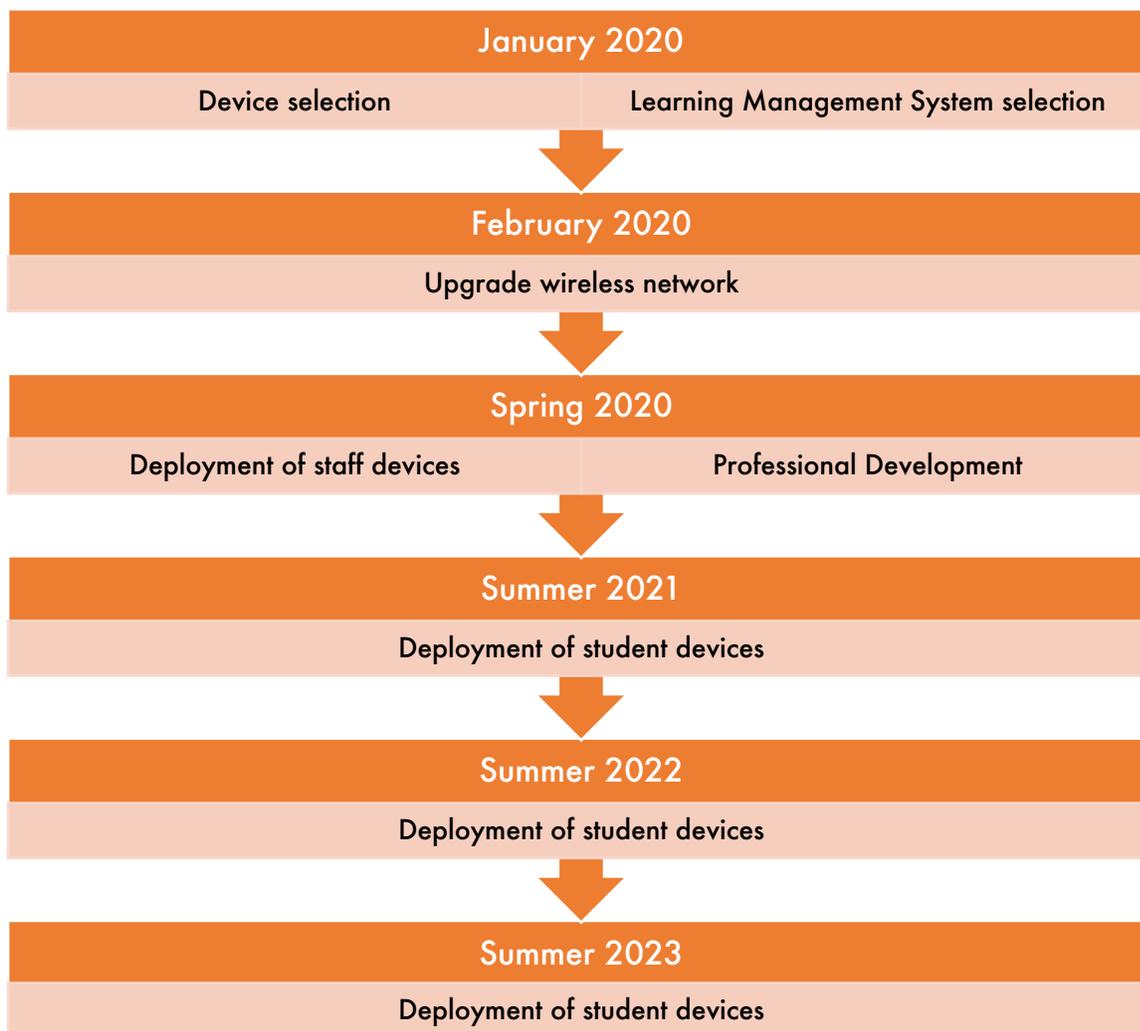
Winter 2019/20	Spring 2020	Summer/ Fall 2020
<ul style="list-style-type: none"><li>• Architects complete facility analysis, presented in public meetings</li><li>• Research alternative financing options for renovation and construction of facilities</li><li>• Announcement of parent, community, and staff facility committee</li></ul>	<ul style="list-style-type: none"><li>• Development of multiple-facility plan options to address architect findings</li><li>• Announcement of committee to address the number of elementary schools</li><li>• Financing options for facility models presented to Bond Steering Committee</li></ul>	<ul style="list-style-type: none"><li>• Host community forums to discuss and narrow options for facility plan, including online community meetings</li></ul>
Fall/Winter 2020	Winter 2020/21	
<ul style="list-style-type: none"><li>• Present facility plan for school board consideration</li></ul>	<ul style="list-style-type: none"><li>• School board action on facility plan</li></ul>	

# Vigo County School Corporation: *Technology Integration Plan*

Our goal is to build a relationship with technology that moves beyond the simplicity of 1:1 technology and fosters a truly technologically-rich and nimble environment in which our children and staff can work.

We will fund these technology enhancements through the use of (a) General Obligation bond(s).

We will strive for the following timeline:



# Vigo County School Corporation: 2018-19 Community Meetings

October 18, 2018: Davis Park, Deming, Dixie Bee

October 23, 2018: DeVaney, Farrington Grove, Sugar Creek Consolidated

October 25, 2018: Fayette, Franklin, Fuqua

October 29, 2018: Hoosier Prairie, Lost Creek, Meadows, Vigo County Retired Teachers Association

November 2, 2018: Terre Haute Chamber of Commerce

November 6, 2018: Ouabache, Riley, Rio Grande

November 7, 2018: Terre Haute Regional Hospital

November 8, 2018: Sugar Grove, Terre Town, West Vigo Elementary

November 13, 2018: North Vigo, South Vigo, West Vigo High and Middle

November 15, 2018: Honey Creek, Otter Creek, Sarah Scott, Woodrow Wilson, Ivy Tech Community College, Rose-Hulman Institute of Technology

November 16, 2018: Indiana State University

November 29, 2018: Saint Mary-of-the-Woods College, Vigo County Education Foundation

December 4, 2018: Faith-based Education Roundtable

December 5, 2018: Quality of Place

December 10, 2018: Union Hospital

December 11, 2018: Trade Unions, First Financial Bank

January 8, 2019: Vigo County Farm Bureau

January 16, 2019: Not-for-profit Roundtable

January 17, 2019: Launch Terre Haute

# Vigo County School Corporation: *Committee Membership*

**Resource Management:** Tom Lentes, Kerry Hampton, Cindy DeHart, Jeanne Conley, Steve Joseph, Ryan Easton, Jasen Gibbens, Emily Astrosky, Paul Utterback, Leah Twitchell, Kris Behnke, Kay Ponsot, Alpa Patel, Curtis Bodine, Greg Gauer, Jessica Baash, Jaimee Huxford, Heather Powell, Melinda Bonnett, Teena Feuquay, Amanda Childress, Arpita Bavishi, Kami Whitt

**Committee Leadership:** Bruce Perry, Jerry Hargis, Rick Long, Rob Haworth

**Student Services:** John Plasse, Jason Brentlinger, Norm Loudermilk, Dorene Hojnicky, T.J. Warren, Bernice Helman, Richard Payonk, Brad Newman, Deb Kesler, Ashley Luken, Jeanne Conley, Michelle Tracy, Pat Carlson, Brandon Halleck, Health Department, Hamilton Center, Harsha Behavioral Center, Minority Health Coalition, Mental Health America, Indiana State University Inclusion, Rose-Hulman Inclusion

**Committee Leadership:** Tom Balitewicz, Ashley Bennett, John Newport, Rick Stevens

**Curriculum/Instruction:** Julia Williams, Deanna King, Molly Joseph, Wendy Walter, Rene Hankins, Judy Sheese, Jean McCleary, Frank Bailey, Liz Kauffman, Bob Fischer, Sarah Gore, Mary Beth Harris, Jane Nichols, Susan Powers, Ryan Penrod, Renee Henry, Jeff Hogue, Jay Christiansen, Hilda Andres

**Committee Leadership:** Karen Goeller, Janet Brosmer, Doug Miller

**Communications:** Betsy Peperak, Dee Reed, Max Jones, Frank Rush, Sarah DeWeese, Mark Gibson, Mike Latta, Teresa Exline, Tim Sturgess, Kim LaGrange, Michelle Nutter, Robin Smith, Jason Thomas, Nathan Simpson, Traci Kyle

**Committee Leadership:** Christi Fenton, Katelynn Liebermann

**Athletics:** Roland Shelton, Mike Harding, Paul Stanley, David Patterson, Michelle Ealy, Ryan Easton, Todd McIntyre, Rick Moore, David Breiding, Brian Payne, Jodi Moan, Linda Biggs, Bill Smith, Steve Joseph, Chris Barrett, Jeff Cobb, Josh Lee, Donna Henson, Jeff Burress, Sherrard Clinkscales, Jack Hill, Gus Scank, Randy Jensen, Yvette Cress, Kenny Pearson, Brian Mancuso, John Lee, Denise Herring, Lucas Utterback, Nick Utterback, Holly Hyland, Eric Williams, David Hamilton, Kris Painter, Jeff Jenkins, Bobby Moore, Kim Keyes, Mike Morris, Matt McNichols, Jeremiah Lemmons, Bruce Rosselli, Amanda Childress, Bryan Archer, Mike Rogers, Melissa Morris

**Committee Leadership:** Stacy Mason

**Arts:** Chris Gelb, Tim Murphy, Rodney Foster, Teresa Stuckey, Scotia Brown, Tammy Rowshandel, Brian Ingram, Jenny Power, Karen Crispen, Amanda Childress, David Bowden, Sandy Mutchler, Community Theatre, Cynthia Phillips-Sabla, Children's Theatre, Chris Olsen, Dan Tryon, Hilda Andres, Tracy Richardson, Rebecca Andrews, Alden Cavanaugh, Jana Weeks, Brittany Perez, Addie Thompson, Judith Irving, Janet Brosmer, Tina Ginopolos, Michelle Azar

**Committee Leadership:** Jeff Clutter