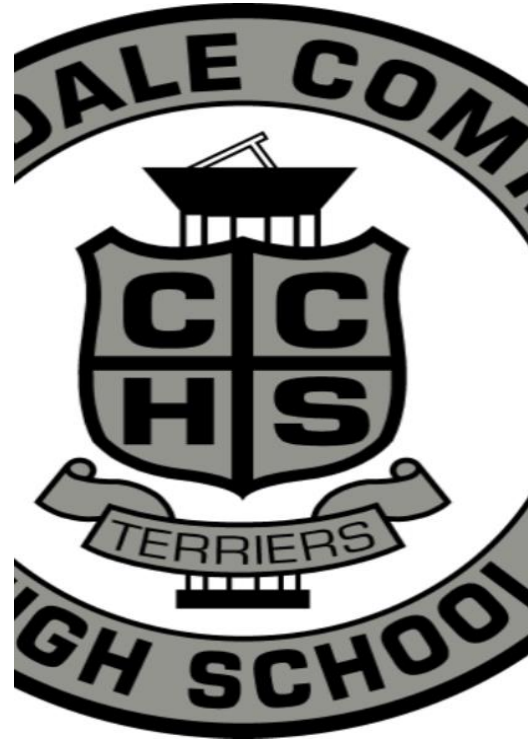




Strategic Planning

Final Plan Team Meeting



Welcome and Introductions

- **Who** is in the room?
- **What** are we here to do?
- **Why** is this an important event?

- **Communication**
- **Collaboration**
- **Grace**

Carbondale High School
District 165
Strategic Plan Logo

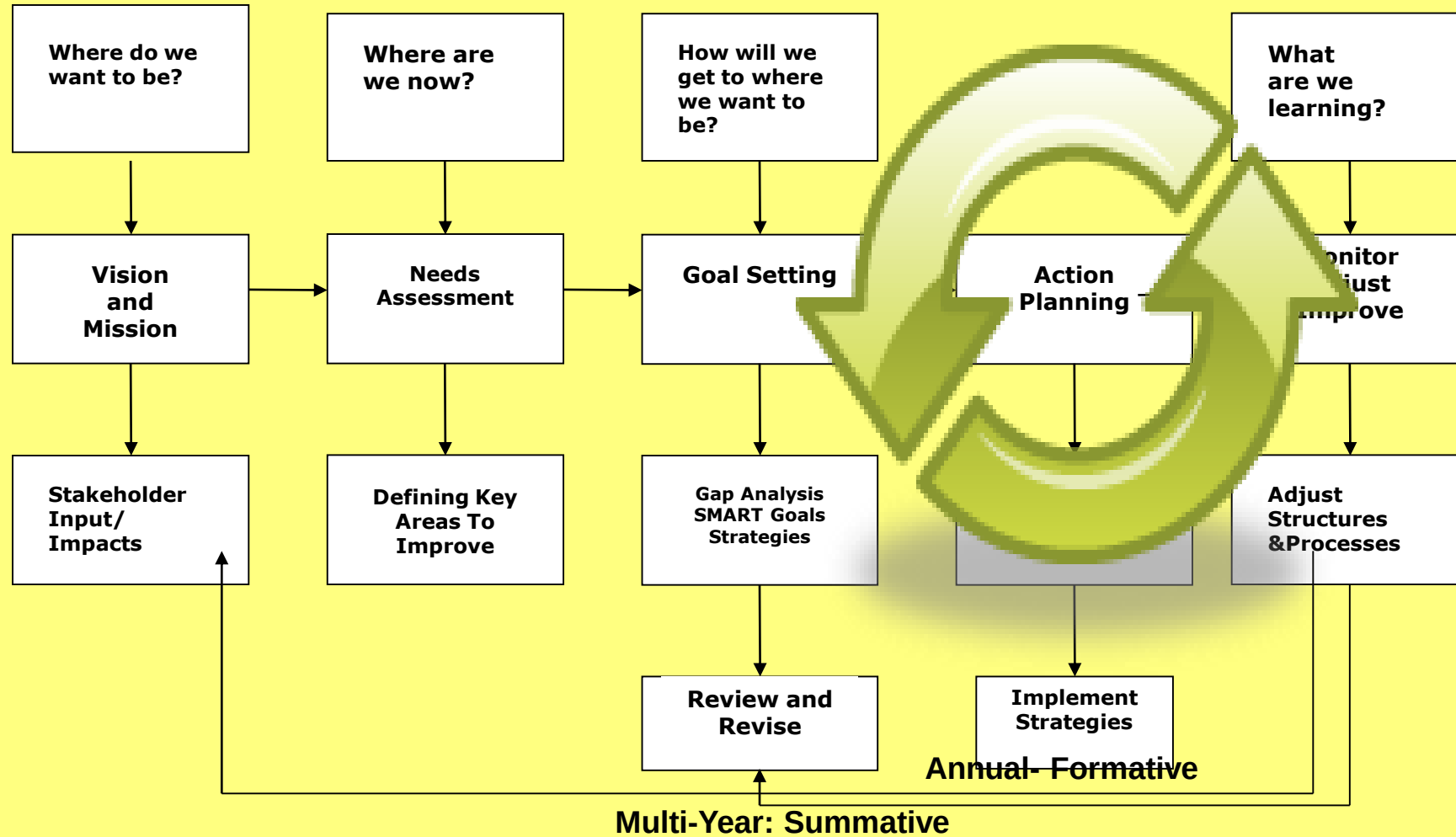




FOUNDATION OF CONTINUOUS IMPROVEMENT

Pillars	Guiding Question
MISSION	<i>What is our fundamental purpose; why do we exist?</i>
VISION	<i>What must we become in order to accomplish our fundamental purpose?</i>
GOALS	<i>How will we know if we are making a difference?</i>
VALUES	<i>How must we behave to achieve our mission, vision and goals?</i>

Strategic Planning Process





WHERE DO WE WANT
TO BE?

HOW DO WE GET FROM
WHERE WE ARE TO
WHERE WE WANT TO BE?

WHERE ARE WE NOW?

It is good to
have an end to
journey toward;

but it is the
journey that
matters in the
end.

Ursula K. LeGuin 1999

CONTINUOUS IMPROVEMENT

The FOUR Pillars of a Strategic Plan

Mission

Who we are?
Why do we
exist?

Vision

What must we
become?

Values

How must we
behave?

Goals and Objectives

How we gauge
our success?

Definitions
Connections
Criteria for Success



FINAL MEETING OUTCOMES

Answer the question *“What will be our final recommendation to the Board of Education to set forth a new district strategic plan?”*

Reflect on **STAKEHOLDER FEEDBACK** to revise the DRAFT of the strategic plan from our work at the Setting Direction Retreat.

- *Mission*
- *Vision*
- *Core Values*
- *Long-Range Goals*
- *Urgent Strategies for Improvement*

Outline **NEXT STEPS** toward plan approval and implementation

Stakeholder Feedback Report



RATING



IDEA



ADVICE



OPINION



RESPONSE



RESULT



COMMENT



SURVEY

FEEDBACK

KEYWORDS WITH ICONS



Carbondale Community High School #165 Draft Strategic Plan Report

December 20, 2021

Prepared by the Consortium for Educational Change (CEC)

Overview

A survey was developed jointly by the Carbondale Community High School #165 Strategic Planning team and CEC to gather feedback on the draft plan created by the Strategic Planning Team. The survey was available between December 13 and December 17, 2021. The district office electronically distributed and promoted the survey. In total, 268 people responded to the survey.

The survey respondents represented the following stakeholder groups:

- Students: 51 (19%)
- Staff: 88 (33%)
- Families: 129 (48%)

Stakeholder Feedback on Draft of Strategic Plan			
Component	Support	Not Support	Suggestions
Overall	93%	7%	NA
Mission	93%	7%	
Vision- Graduate Portrait	97%	3%	
Vision- Adult Portrait	96%	4%	
Vision- System Portrait	98.5%	1.5%	
Core Values	94.5%	5.5%	
Goal One and Aligned Strategies	95%	5%	
Goal Two and Aligned Strategies	94%	6%	
Goal Three and Aligned Strategies	93%	7%	Staff Diversity
Goal Four and Aligned Strategies	97%	3%	
Goal Five and Aligned Strategies	99%	1%	

ACTIVITY ONE:
75 minutes

Reflect on **STAKEHOLDER
FEEDBACK** to revise the DRAFT
of the strategic plan from our
work at the Setting Direction
Retreat.

- Long-Range Goals
- Aligned Urgent Strategies for Improvement

Each table team will begin with one of the following documents

- Goal One and aligned strategies
- Goal Two and aligned strategies
- Goal Three and aligned strategies
- Goal Four and aligned strategies
- Goal Five and aligned strategies

1

5

2

4

3



Long-Range Goals, Indicators and Strategies

Long Range Goals identify what we hope to achieve as we work on the strategic plan. Strategies specifically address what data and information told the strategic plan team are the critical initiatives that need attention and improvement. Indicators suggest what we will measure to see our impact and ensure we are growing and improving with our behaviors and actions.

Long Range Goal Statement	Aligned Strategies	Suggested Indicators
Student Growth and Achievement: Prepare all students for college, career, and post-secondary success.	<p>Improve overall student achievement while reducing current achievement gaps among subgroup student populations.</p> <p>Enhance with student input the overall student day and year through reimagining the daily schedule, course offerings, electives, periods in the day, and after day and summer learning opportunities.</p> <p>Enhance Career Readiness through CTEs, Dual Credit Opportunities, New Course Offerings, and Partnerships with Business and Educational Community Organizations.</p>	<p>Graduation Rate</p> <p>State Assessments in ELA and Mathematics</p> <p>9th Grade on Track</p> <p>English Language Proficiency</p> <p>Grade Point Average</p> <p>AP/CTE/ Dual Credit Participation</p> <p>Senior Exit Survey</p>

Long-Range Goals, Indicators and Strategies

Long Range Goals identify what we hope to achieve as we work on the strategic plan. Strategies specifically address what data and information told the strategic plan team are the critical initiatives that need attention and improvement. Indicators suggest what we will measure to see our impact and ensure we are growing and improving with our behaviors and actions.

Long Range Goal Statement	Aligned Strategies	Suggested Indicators
Learning Environment: Promote an environment that is respectful, innovative, inclusive, and supportive.	Reimage student academic interventions to achieve equity, inclusiveness, and continuous improvement. Reimagine opportunities to enhance student life skills, social emotional needs, behaviors, and attendance.	Student Enrollment Attendance/Chronic Absenteeism Class Size Student Behaviors Demographic Diversity Data Student Climate Survey 5E SEL Survey Life Success Survey Survey Participation Rates

Long-Range Goals, Indicators and Strategies

Long Range Goals identify what we hope to achieve as we work on the strategic plan. Strategies specifically address what data and information told the strategic plan team are the critical initiatives that need attention and improvement. Indicators suggest what we will measure to see our impact and ensure we are growing and improving with our behaviors and actions.

Long Range Goal Statement	Aligned Strategies	Suggested Indicators
High-Quality Workforce: Recruit, develop, and retain a high-quality workforce to ensure and strengthen workplace competencies, collaboration, and satisfaction.	Recruit and hire a more diverse workforce who collaborates with others to enhance cultural awareness and respect. Enhance professional learning leading to innovation, project-based, real-world relevance, high quality student discussion, and student voice.	Staff Enrollment by Diversity Staff Education Staff Retention Staff Performance Evaluation National Board-Certified Teachers Staff Satisfaction 5E Survey Staff Exit Survey Salaries & Benefits Professional Development

Long-Range Goals, Indicators and Strategies

Long Range Goals identify what we hope to achieve as we work on the strategic plan. Strategies specifically address what data and information told the strategic plan team are the critical initiatives that need attention and improvement. Indicators suggest what we will measure to see our impact and ensure we are growing and improving with our behaviors and actions.

Long Range Goal Statement	Aligned Strategies	Suggested Indicators
Family and Community Partnerships: Cultivate partnerships with families and the community to support and expand learning opportunities for students.	Enhance communication, collaboration, and alignment with all feeder elementary districts to ready students for high school. Enhance relationships with SIU, JALC, SIH, and other community partners to further the interests of all parties toward student success.	Parent Engagement, Attendance at Conferences, & Volunteerism Parent Satisfaction 5E Survey External Community Survey Parent Use of Digital Reporting Community and Stakeholder Engagement Number of Community Partners Number of Students Participating in Co-op Programs Community/Families Points of Contact Events and Activities

Long-Range Goals identify what we hope to achieve as we work on the strategic plan. Strategies specifically address what data and information told the strategic plan team are the critical initiatives that need attention and improvement. Indicators suggest what we will measure to see our impact and ensure we are growing and improving with our behaviors and actions.

Long Range Goal Statement	Aligned Strategies	Suggested Indicators
Resources: Make effective and efficient use of resources to maximize educational success.	Continue to make facility upgrades and provide better space utilization to enhance teaching and learning.	Annual Revenue Sources & Fund Balances Expenditures Equalized Valuation/Tax Rate State Financial Profile Operating & Instructional Expense Per Pupil Audit Findings Grant/Other Resources Space Utilization Life Safety Compliance Long-Range Facility Plan on Track Safety and Security

Within your team room assignment for each document:

- **Review stakeholder feedback and identify themes.**
- **Make any changes on the Google Doc**
- **Delete, Add, Combine, or Edit**



Combine

Goal One: Improve overall student achievement while reducing current achievement gaps among subgroup student populations.

Goal Two: Reimage student academic interventions to achieve equity, inclusiveness, and continuous improvement.

Goal One: Improve overall student achievement and reimagine student academic interventions to address achievement gaps and achieve equity, inclusiveness, and continuous improvement.



Combine

Goal One: Enhance Career Readiness through CTEs, Dual Credit Opportunities, New Course Offerings, and Partnerships with Business and Educational Community Organizations.

Goal Four: Enhance relationships with SIU, JALC, SIH, and other community partners to further the interests of all parties toward student success.

Goal Four: Further relationships with business and educational partners to enhance college, career, and life readiness through CTEs, Dual Credit Opportunities, New Course Offerings, and other two-way communication and collaboration.



Edit

Goal Four: Enhance communication, collaboration, and alignment with all feeder elementary districts to ready students for high school.

Goal Four: Enhance communication, collaboration, and articulation with all feeder elementary districts to ready students for high school.



Add or Delete

- Is there any other urgent action that we left out as we review the SWOT Analysis and the Preferred Future Statement?
- If so, add it.
- Is there any strategy listed that is not urgent? Remember less is more.
- If so, delete it.



Team One	https://docs.google.com/document/d/1adpGFH-Ok2QIEex8HTW_ohqCgVzkiwOoYiggMqn_S10/edit
Team Two	https://docs.google.com/document/d/1L46xN6WZ76nME_aWSwZGO7OczerrsqmwFOZyK5kXiFE/edit
Team Three	https://docs.google.com/document/d/1zlQ-z2Gsa47taNMSKNWQfxhoypXWwXIA8fugE68ITN0/edit
Team Four	https://docs.google.com/document/d/1RbyxaDHcXSfPzWPQPc2W6VwD5-RbMXEq/edit
Team Five	https://docs.google.com/document/d/1pK8PADTYc_4zBNNsQnKFVwZ0_FX-BWcEAjkuCof0oDE/edit
Team Six	https://docs.google.com/document/d/133zNeaGO-g3XDieb4YnkFHRuTUprPLAunUCxtFOrBTo/edit

Long Range Goal Statement	Aligned Strategies
Student Growth and Achievement: Prepare all students for college, career, and post-secondary success.	<p>Improve overall student achievement while reducing current achievement gaps among subgroup student populations.</p> <p>Enhance with student input the overall student day and year through reimagining the daily schedule, course offerings, electives, periods in the day, and after day and summer learning opportunities.</p> <p>Enhance Career Readiness through CTEs, Dual Credit Opportunities, New Course Offerings, and Partnerships with Business and Educational Community Organizations.</p>
Learning Environment: Promote an environment that is respectful, innovative, inclusive, and supportive.	<p>Reimage student academic interventions to achieve equity, inclusiveness, and continuous improvement.</p> <p>Reimagine opportunities to enhance student life skills, social emotional needs, behaviors, and attendance.</p>
High-Quality Workforce: Recruit, develop, and retain a high-quality workforce to ensure and strengthen workplace competencies, collaboration, and satisfaction.	<p>Recruit and hire a more diverse workforce who collaborates with others to enhance cultural awareness and respect.</p> <p>Enhance professional learning leading to Innovation, project-based, real-world relevance, high quality student discussion, and student voice.</p>
Family and Community Partnerships: Cultivate partnerships with families and the community to support and expand learning opportunities for students.	<p>Enhance communication, collaboration, and alignment with all <u>feeder</u> elementary districts to ready students for high school.</p> <p>Enhance relationships with SIU, JALC, SIH, and other community partners to further the interests of all parties toward student success.</p>
Resources: Make effective and efficient use of resources to maximize educational success.	<p>Continue to make facility upgrades and provide better space utilization to enhance teaching and learning.</p>

Component	Suggested Changes
Mission	
Vision	
Graduate Portrait	
Adult Portrait	
System Portrait	
Student Growth & Achievement Goal & related Strategies	
Learning Environment Goal & related Strategies	
Workforce Goal & Related Strategies	
Parent & Community Goal & Related Strategies	
Resource Goal & Related Strategies	

ACTIVITY TWO:
30 minutes

Reflect on **STAKEHOLDER
FEEDBACK** to revise the DRAFT of
the strategic plan from our work
at the Setting Direction Retreat.

- Mission
- Vision
- Core Values

Mission: This describes the founding purpose and major organizational commitments (what we do and why we do it)

Provide students a personal pathway to a productive future.



Vision: This Portrait serves as a *“North Star” for system transformation*. Providing strategic direction for the redesign of the overall education experience, CCHS District 165 for students, this **collective vision reinvigorates and re-engages students, staff, and community stakeholders**. This destination describes *where the district aspires to be by 2030*.

Graduate Portrait: Each Graduate Becomes:

College, Career, & Life Ready
A Problem Solver/Critical Thinker
Creators, Communicators & Collaborators
Digitally Literate
Adaptable, Resilient, Empowered & Self-Sufficient Learners
Personally Responsible with a Growth Mindset
A Cultural and Equity Advocate
An Empathetic Citizen

Adult Portrait: Each Employee Demonstrates:

Passion for Teaching and Learning
Clear Communication & Engaging Collaboration
Respectful, Ethical, & Trusting Relationships
Cultural & Equitable Advocacy
Adaptive & Progressive Team Player Skills
Innovation, Digital Literacy and Real-World Applications
Responsibility & Accountability
Student Agency Promotion

The System Supports and Provides:

Clarity of Purpose & Focus
Optimal Respect & Value of its Students, Staff, & Community
A Growth & Continuous Improvement Mindset
Opportunities for Shared Decision-making, Voice, & Feedback
A Sense of Community & Belonging
Cohesion in Working Toward Common Goals
Clear, Two-way Communication
Excellent Stewardship of Resources

Core Values: the following values will guide behaviors and actions.

Equity
Diversity & Inclusion
Growth & Continuous Improvement
Communication & Collaboration
Trusting Relationships & Partnerships
Responsibility
Innovation & Future Focus

<p>Mission: This describes the founding purpose and major organizational commitments (what we do and why we do it)</p> <p><i>Provide students a personal pathway to a productive future.</i></p>	
<p>Vision: This Portrait serves as a <i>“North Star” for system transformation</i>. Providing strategic direction for the redesign of the overall education experience, CCHS District 165 for students, this <u>collective vision reinvigorates and re-engages students, staff, and community stakeholders</u>. This destination describes <i>where the district aspires to be by 2030</i>.</p>	
<p><u>Graduate Portrait: Each Graduate Becomes:</u></p> <p>College, Career, & Life Ready A Problem Solver/Critical Thinker Creators, Communicators & Collaborators Digitally Literate Adaptable, Resilient, Empowered & Self-Sufficient Learners Personally Responsible with a Growth Mindset A Cultural and Equity Advocate An Empathetic Citizen</p>	<p><u>Adult Portrait: Each Employee Demonstrates:</u></p> <p>Passion for Teaching and Learning Clear Communication & Engaging Collaboration Respectful, Ethical, & Trusting Relationships Cultural & Equitable Advocacy Adaptive & Progressive Team Player Skills Innovation, Digital Literacy and Real-World Applications Responsibility & Accountability Student Agency Promotion</p>
<p><u>The System Supports and Provides:</u></p> <p>Clarity of Purpose & Focus Optimal Respect & Value of its Students, Staff, & Community A Growth & Continuous Improvement Mindset Opportunities for Shared Decision-making, Voice, & Feedback A Sense of Community & Belonging Cohesion in Working Toward Common Goals Clear, Two-way Communication Excellent Stewardship of Resources</p>	<p>Core Values: the following values will guide behaviors and actions.</p> <p>Equity Diversity & Inclusion Growth & Continuous Improvement Communication & Collaboration Trusting Relationships & Partnerships Responsibility Innovation & Future Focus</p>

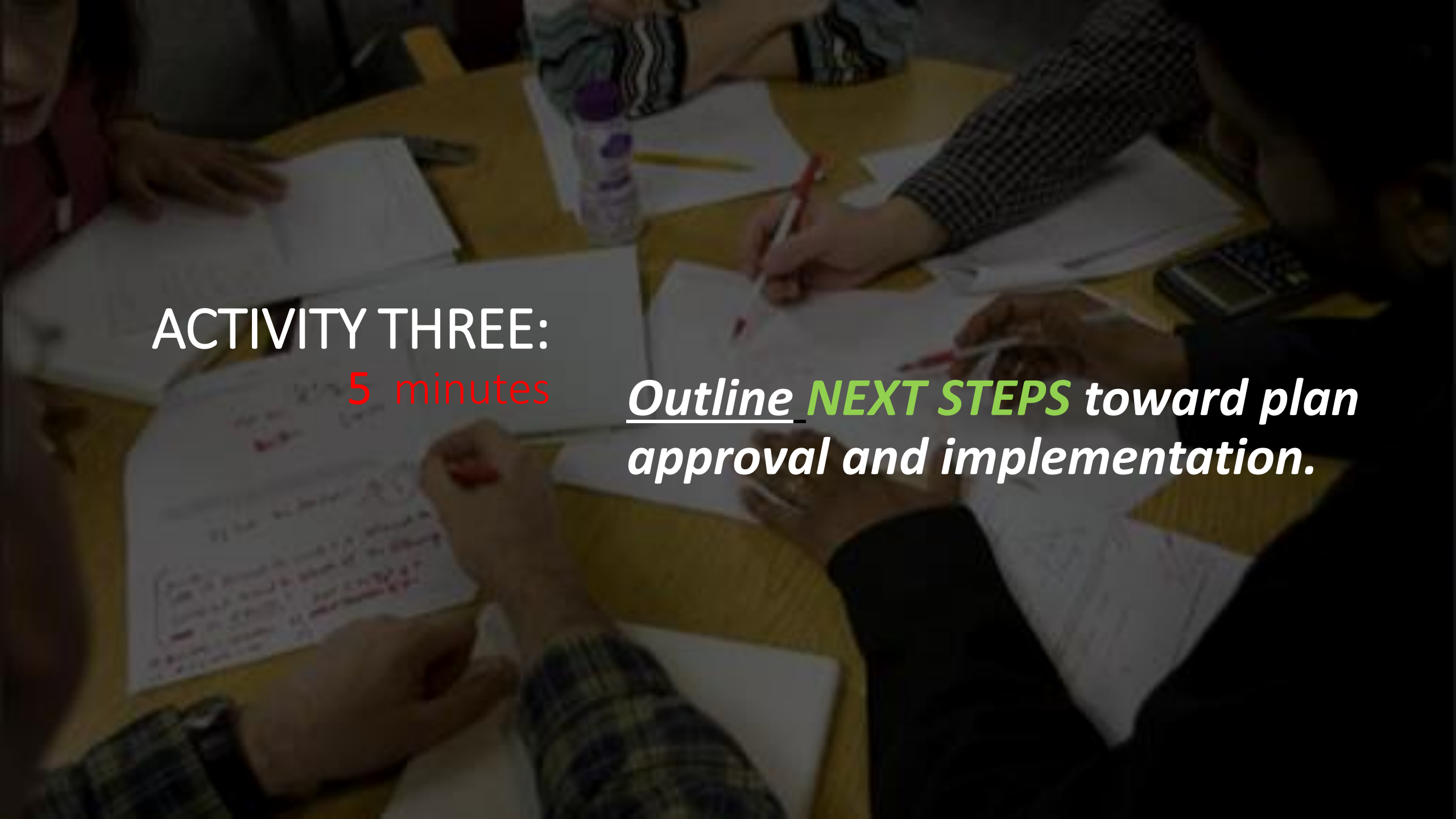
Component	Suggested Changes
Mission	
Vision	
Graduate Portrait	
Adult Portrait	
System Portrait	
Student Growth & Achievement Goal & related Strategies	
Learning Environment Goal & related Strategies	
Workforce Goal & Related Strategies	
Parent & Community Goal & Related Strategies	
Resource Goal & Related Strategies	

Team One	https://docs.google.com/document/d/1adpGFH-Ok2QIEex8HTW_ohqCgVzkiwOoYiggMqn_S10/edit
Team Two	https://docs.google.com/document/d/1L46xN6WZ76nME_aWSwZGO7OczerrsqmwFOZyK5kXiFE/edit
Team Three	https://docs.google.com/document/d/1zlQ-z2Gsa47taNMSKNWQfxhoypXWwXIA8fugE68ITN0/edit
Team Four	https://docs.google.com/document/d/1RbyxaDHcXSfPzWPQPc2W6VwD5-RbMXEq/edit
Team Five	https://docs.google.com/document/d/1pK8PADTYc_4zBNNsQnKFVwZ0_FX-BWcEAjkuCof0oDE/edit
Team Six	https://docs.google.com/document/d/133zNeaGO-g3XDieb4YnkFHRuTUprPLAunUCxtFOrBTo/edit

After you are inside your room:

- Pick a **timekeeper**
- Pick a **recorder**
- Have the recorder **click on the team link** sent to you for copied from the chat of the opening presentation today
- **Record your changes on each document**
- **Return to main room when you are finished OR by 11:10 whichever comes first**



A group of people are gathered around a yellow table, working on various papers. Some are using red markers to write or draw. A calculator is visible on the right side of the table. The scene is dimly lit, with the primary light source coming from above, creating a focused and collaborative atmosphere.

ACTIVITY THREE:

5 minutes

Outline **NEXT STEPS** toward plan approval and implementation.

Deliverables

- **One Page Strategic Plan-Vision, Mission, Core Values, Goals & Aligned Strategies**
- **Support Document containing details related to the One-Page Plan**



CEC Facilitator

Steps toward Implementation





LIVING THE PLAN

Align goals and strategies to a data system

- Identify key indicators, measures, and targets for all goals and strategies

Align the data system to a progress monitoring and reporting system for all stakeholders.

- Progress monitor and report growth and achievement while making adjustments to ensure improved results

Align the Plan to individual and team performance and program evaluation

- Align individual, team, school, and program goals and feedback to the data system

Align the Plan to the work structures and shared decision-making processes

- Align the plan to school, team, department and program structures and processes to ensure ownership, responsibility and accountability

Align the Plan strategies to PDSA action plans

- Make sure strategy actions plans follow a consistent SMART process *to develop a two-way collaborative communication system*

Align the Plan to resources of time and money

- Align budget and meeting agendas to the Plan *to ensure focus and priority.*

Superintendent

Final recommendation to Team January 10
First reading BOE January 20
Presentation and Approval BOE February 17

Steps toward approval



Thanks to the Strategic Plan Team

