

**CARBONDALE COMMUNITY HIGH SCHOOL DISTRICT 165
DRAFT STRATEGIC PLAN SWOT ANALYSIS**

Table 1 STRENGTHS/POINTS OF PRIDE	Table 2 STRENGTHS/POINTS OF PRIDE	Table 3 STRENGTHS/POINTS OF PRIDE
<ul style="list-style-type: none"> ○ Commendable ESSA State Status ○ Academic and Course Offerings ○ Extracurricular Athletics, Clubs, Offerings ○ High Teacher Retention Rate ○ Teacher Salary compared to state ○ Financial Stability ○ 1:1 Technology ○ Reduced Out of School Suspensions ○ Building and Grounds Needs/Wants 	<ul style="list-style-type: none"> ○ Diversity of Student Population ○ Student-Teacher Trust ○ 1:1 Technology ○ Strong Financial Stewardship ○ Willingness to try new ideas/approaches, continuously improve ○ Extracurricular Athletics, Clubs, Offerings ○ Restorative Practices Specialist ○ Academic and Course Offerings ○ Teacher Knowledge and Skills/High Quality Professionalism ○ Shared Leadership to Make Decisions 	<ul style="list-style-type: none"> ○ State Financial Profile Highest Rating ○ Graduation Rate ○ 1:1 Technology ○ Extracurricular Athletics, Clubs, Offerings ○ Facility Plans Using ESSER funding ○ Student-Teacher Trust/Class Size ○ Social Emotional Support for Students ○ Advance Placement and Dual Credit Course Opportunities
Table 4 STRENGTHS/POINTS OF PRIDE	Table 5 STRENGTHS/POINTS OF PRIDE	Table 6 STRENGTHS/POINTS OF PRIDE
<ul style="list-style-type: none"> ○ Extracurricular Athletics, Clubs, Offerings ○ Academic and Course Offerings/Program Coherence ○ Financial Stability ○ Teacher-Student Trust ○ Diversity, Inclusion, Equity, Continuous Improvement ○ Terrier Care ○ Dual Credit AP Course Offering ○ Strong Counseling Department ○ Admin-Student Ratio ○ Teacher Retention and Advanced Degrees 	<ul style="list-style-type: none"> ○ Strong Financial Stewardship ○ Academic and Course Offerings ○ Facility Plans Using ESSER funding ○ Student-Teacher Trust/Class Size ○ Student to Teacher and Student to Administrator Ratios ○ Extracurricular Athletics, Clubs, Offerings ○ Teacher Retention and Advanced Degrees ○ Learning environment ○ Socialization of Teachers ○ Academic and Course Offerings 	<ul style="list-style-type: none"> ○ Graduation Rate ○ Academic and Course Offerings ○ Days Cash on Hand/ State Financial Profile Rating Highest ○ Extracurricular Athletics, Clubs, Offerings ○ 1:1 Technology ○ Teacher Retention ○ Number of Advanced Degrees/Talented Staff ○ Belief in Continuous Improvement, Diversity, Inclusion and Equity

Facilitator Summary of Key Strengths (What distinguishes us from others of which we are proud):

- Graduation Rate
- Clarity and Variety of Academic and Course Offerings/Program Coherence
- Extracurricular Athletics, Clubs, Offerings
- Financial Stability and Stewardship
- State Highest Recognition for Finance Management
- Diversity, Inclusion, Equity, Continuous Improvement
- Teacher-Student Trust
- Teacher Retention, Advanced Degrees and Talented Staff
- 1:1 Technology
- Belief in Continuous Improvement, Diversity, Inclusion and Equity

Table 1 WEAKNESSES/CHALLENGES	Table 2 WEAKNESSES/CHALLENGES	Table 3 WEAKNESSES/CHALLENGES
<ul style="list-style-type: none"> ○ Space/Overcrowded ○ Communication, Collaboration, Alignment with Feeder Districts ○ Underrepresentation of low income and black students in on-track courses ○ Overrepresentation of low income in tardies, absenteeism, In School Suspensions 	<ul style="list-style-type: none"> ○ Chronic Absenteeism ○ Underrepresentation of low income and black students in on-track courses ○ Overrepresentation of Low Income in Tardies, Absenteeism, In School Suspensions ○ Achievement gaps among low income and black students compared to others ○ 12% students see value and relevance in high school ○ Tracking system ○ K-8 Student Achievement Improvement ○ K-8 Social and Emotional Needs 	<ul style="list-style-type: none"> ○ Achievement Gaps: Low Income and Black Student ○ Discipline Disparity ○ Communication, Collaboration, Alignment with Feeder Districts ○ Overrepresentation of low income in tardies, absenteeism, In School Suspensions ○ 12% students see value and relevance in high school ○ Limited Schedule Availability in Electives ○ Real World Time ○ Parent involvement of Low-Income Students ○ School advertisement utilizing more diverse student population
Table 4 WEAKNESSES/CHALLENGES	Table 5 WEAKNESSES/CHALLENGES	Table 6 WEAKNESSES/CHALLENGES
<ul style="list-style-type: none"> ○ Math Instruction, more students complete Algebra II ○ Student Achievement Gaps- low income and Black vs Others ○ Constant updating of Security Measures ○ Community Pride in CCHS ○ Relevant and Important Professional Development for Staff ○ Student buy-in and School Pride ○ Demographic Disparity in Advanced Coursework ○ Demographic Disparity among English and math tracks ○ Demographic disparity in Behavior Referrals, tardies, In School Suspensions ○ Schedule/More Requirement with Only 6 Hours in a Day 	<ul style="list-style-type: none"> ○ Chronic Absenteeism ○ Math Instruction/ math track inflexibility ○ Student Achievement Gaps- Low Income and Black Students compared to others ○ Demographic Disparity in Advanced Coursework ○ Demographic Disparity among English and math tracks ○ Tardies ○ Failure to Serve Detentions ○ Classroom Rigor ○ 6 hours period day/ schedule ○ Student Perception of Importance of High School 	<ul style="list-style-type: none"> ○ Chronic Absenteeism ○ Student Achievement Gaps among Low Income and Black students compared to Others ○ Demographic Disparity in Advanced Coursework ○ Demographic Disparity among English and math tracks ○ Perception of Safety ○ CTE/Certificates, Dual Credit Offerings ○ Math Instruction ○ Community and family involvement ○ Lack of external communication ○ 33% of students have below a 2.75 grade point average ○ Limited Schedule Availability In Electives and number of classes per day ○ Block Scheduling ○ Demographic disparity in referrals ○ Increase in low income students
<p>Facilitator Summary of Weaknesses (What we are doing that needs attention):</p> <ul style="list-style-type: none"> ○ Student Achievement Gaps- low income and Black vs Others ○ Demographic Disparity Among English and Math Tracks with Rigor ○ Demographic Disparity Among Behavioral Referrals, In School Suspensions, Tardies ○ Math Instruction ○ Chronic Absenteeism 		

- Schedule Flexibility- 6 period day, block schedules, opportunities to take electives, etc.
- Student Perception of Importance of High School
- Community and Family Involvement and Partnerships
- Student Perception of Family Supportiveness

Table 1 OPPORTUNITIES	Table 2 OPPORTUNITIES	Table 3 OPPORTUNITIES
<ul style="list-style-type: none"> ○ 3-year Science Requirement for Graduation ○ Recruitment and Hiring of a more diverse staff ○ Process for tracking and placement ○ Math Instruction/Course Sequence Flexibility ○ Exploration and Expansion of Career Readiness Opportunities 	<ul style="list-style-type: none"> ○ Recruitment and Hiring of a more diverse staff ○ Student Mental Health ○ Exploration and Expansion of Career Readiness Opportunities ○ Summer School Opportunities for CTE, electives, etc. ○ Communication, Collaboration, Alignment with Feeder Districts ○ Reimagine Student Behavior Interventions and Consequences 	<ul style="list-style-type: none"> ○ Honors, AP, Top Track opportunities for subgroup populations ○ Terrier Time, Individual and Group Community ○ Recruitment and Hiring of a more diverse staff ○ Continued Facility Upgrades ○ SIU/ community partnerships ○ Reimagine Discipline Consequences ○ Outreach for Students: After school opportunities
Table 4 OPPORTUNITIES	Table 5 OPPORTUNITIES	Table 6 OPPORTUNITIES
<ul style="list-style-type: none"> ○ Study Successful Schools with High Poverty Levels ○ Grant Opportunities ○ Celebrate Equity, Diversity, Inclusion and Unity ○ Expand parent involvement outside of school hours ○ Expand school and classroom opportunities ○ Communication, Collaboration, Alignment with Feeder Districts 	<ul style="list-style-type: none"> ○ Recruitment and Hiring of a more diverse staff ○ Communication, Collaboration, Alignment with Feeder Districts ○ Collaboration with SIU and JALC ○ Expansion of Career Education and CTE options ○ Grow our Social Emotional Learning Programs and Services ○ Use of space, building upgrade plans ○ SIU community partnerships ○ Student Mental Health 	<ul style="list-style-type: none"> ○ Use of space, building upgrade plans ○ Consistent enrollment vs increasing enrollment ○ Dorms covered for local kids at SIU ○ Dual credit through SIU ○ Equity ○ Homeroom/work time/support in school day

Facilitator Summary of Opportunities (What we are not doing but might improve our performance):

- Reimagine Student Academic Interventions in mathematics and English
- Recruitment and Hiring of a more diverse staff
- Professional Learning leading to innovation, real world relevance and high quality of student discussion
- Communication, Collaboration, Alignment with Feeder Districts
- Collaboration with SIU and JALC
- Expansion of Career Education and CTE options
- Use of space, building upgrade plans
- Expand learning opportunities for students, staff and families beyond the day and year
- Increase in inquiry-based 3-year science instruction for graduation
- Reimagine Student Behavior Interventions and Consequences

Table 1 THREATS	Table 2 THREATS	Table 3 THREATS
<ul style="list-style-type: none"> ○ Chronic Absenteeism ○ Truancy Support ○ Shortages: Teachers, Substitutes, Other Staff ○ JALC requirements for staff to teach dual credit courses ○ Student mobility ○ Equalized Assessed Evaluation decreasing and Tax Rate Increasing 	<ul style="list-style-type: none"> Social Media Trauma/environmental home lives 	<ul style="list-style-type: none"> ○ Covid Slide ○ Social Media ○ Property Values Diminishing ○ SIU Enrollment ○ Gun Violence ○ Community internships, service projects ○ Community loss of business ○ Student depression/anxiety on rise
Table 4 THREATS	Table 5 THREATS	Table 6 THREATS
<ul style="list-style-type: none"> ○ Reduction in State and Federal Funding ○ Covid Slide ○ More Requirements ○ Equalized Assessment Valuation decreasing, tax rate increasing ○ Increasing Salary Costs to be Competitive ○ Comparisons with Surrounding School Districts ○ SIU enrollment ○ Tech Literacy for Students and Staff ○ Teacher Shortage 	<ul style="list-style-type: none"> ○ Safety Perceptions ○ False Perceptions of CCHS ○ Equalized Assessment Valuation decreasing, tax rate increasing ○ Covid Slide ○ Changing Student Needs ○ Slightly Decreasing Student Enrollment ○ Business Development and Residential attraction ○ Alternate methods of education increasing- home, private, parochial, etc. 	<ul style="list-style-type: none"> ○ Equalized Assessment Valuation decreasing, tax rate increasing ○ Student Mobility ○ 19 credits to graduate ○ Leadership changes with Local CC and university partners
<p>Facilitator Summary of Threats (What is beyond our control but impacts our performance):</p> <ul style="list-style-type: none"> ○ False Perceptions of CCHS ○ Increases in Low Income and Mobility Within Student Population ○ Equalized Assessed Valuation decreasing and tax rate increasing ○ Business Development and Residential Attraction ○ Covid Slide and Recovery ○ Teacher Shortage, Substitute Shortage ○ State and National Funding and Stability/Political Climate 		

Carbondale Community High School District 165 Strategic Plan

DRAFT SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> ○ Graduation Rate ○ Clarity and Variety in Academic and Course Offerings/Program Coherence ○ Extracurricular Activities, Athletics, Clubs, & Offerings ○ Financial Stability and Stewardship ○ State Highest Recognition for Finance Management ○ Diversity, Inclusion, Equity, Continuous Improvement ○ Teacher-Student Trust ○ Teacher Retention, Advanced Degrees and Talented Staff ○ 1:1 Technology ○ Belief in Continuous Improvement, Diversity, Inclusion and Equity 	<p>Weaknesses</p> <ul style="list-style-type: none"> ○ Student Achievement Gaps- Low Income and Black vs Others ○ Math Instruction ○ Demographic Disparity Among English and Math Tracks with Rigor ○ Demographic Disparity Among Behavioral Referrals, In-School Suspensions, Tardies ○ Chronic Absenteeism ○ Schedule Flexibility- 6 period day, block schedules, opportunities to take electives, etc. ○ Student Perception of Importance of High School ○ Community and Family Involvement and Partnerships ○ Student Perception of Family Supportiveness
<p>Opportunities</p> <ul style="list-style-type: none"> ○ Reimagine Student Academic Interventions in mathematics and English ○ Reimagine Student Behavior Interventions and Consequences ○ Recruitment and Hiring of a more diverse staff ○ Communication, Collaboration, Alignment with Feeder Districts ○ Collaboration with SIU and JALC ○ Expansion of Career Education and CTE options ○ Use of space, building upgrade plans ○ Professional Learning leading to innovation, project based, real world relevance and high quality of student discussion ○ Expand learning opportunities for students, staff and families beyond the day and year ○ Increase in inquiry-based 3-year science instruction for graduation 	<p>Threats</p> <ul style="list-style-type: none"> ○ False Perceptions of CCHS ○ Increases in Low Income and Mobility Within Student Population ○ Equalized Assessed Valuation decreasing and tax rate increasing ○ Business Development and Residential Attraction ○ Covid Slide and Recovery ○ Teacher Shortage, Substitute Shortage ○ State and National Funding and Stability/Political Climate