Carbondale High School District 165 Athletic Department Strategic Plan Team Orientation Handout

Orientation Participant Handout

The Orientation session is to answer the question, "Who are we and what are we being asked to do?" The Orientation session paints the "Big Picture" of the strategic planning process so that all strategic planning team members have a shared understanding of the process and their roles and responsibilities in helping the district set clear direction for the future.

At the Orientation, team members will meet one another and learn the stakeholder group that each member of the team represents. Stakeholder groups include community members, families, students. certified staff, non-certified staff, management, board, and union.

The Orientation session will include opportunities to learn about the current plan and the status of plan execution and results.

Common Vocabulary

Change management	A structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state.
Organizational alignment	The existence of a consistently clear understanding of the district's mission, vision, and strategy throughout the entire organization. An aligned organization is one where everyone understands how what they do contributes to the aspirations of the organization and it is clear how departments, teams and employees interact to create value for the organization's customers and connect to the organization's vision.
Perspective	A view of organization strategic performance viewed through a particular lens. Typical perspectives include financial stewardship, customer service, internal processes and organization capacity for learning and growth.
Strategic Goal	The specific continuous improvement activities balanced across the perspectives, that down strategy into components and make strategy actionable. The long-range goals that if accomplished will allow the district to fulfill its mission and vision. Goals must be specific, measurable, actionable, results-oriented, and timely (SMART)
Strategy	The choices made and the actions taken, from many choices and actions that are potentially available to move the organization from its current state to some desirable future state. A "game plan" to address the top priorities that if accomplished will position the district to better achieve its mission, vision and goals.

Strategic Plan	The document used to communicate throughout an organization and to its stakeholders the organization's mission, vision, core values, goals, and strategies. The document that sets "Big Picture" direction, the focus and helps the district align its resources of people, time and money to that direction.
Strategic Planning	An organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results and assess and adjust the organization's direction in response to a changing environment. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. The result of the planning process is a strategic plan.

An organization has two choices: Be intentional about the path the organization follows or turn on the organization's autopilot. If you are running your organization without a plan, you are just using the navigation system and not paying attention to how you are moving your organization to a higher level of performance. Strategic planning is not about taking on additional work; it is about taking all those numerous daily decisions and initiatives and making them part of an integrated focus system. Strategic Planning is a continuous improvement process based on key questions:

1. **Where are we now?** (How would you describe what is working and what needs attention? What are the strengths, weaknesses, opportunities, and threats as described by data, information, and perceptions?)
    a. Mission statement
    b. Motto statement
    c. Data Review- perception and evidenced-based
    d. SWOT (data analysis to identify strengths, weaknesses, opportunities, and threats
2. **Where do we want to be?** (What are your best hopes for the future? What do you want to be different 5-10 years from now compared to what it is currently? What is the preferred future?)
    a. Vision statement
    b. Portraits (System and Characteristics)
    c. Values statement/commitments
    d. Sustainable competitive advantage
3. **How will you get from where you are to where you want to be?** (What will everyone do differently to get improved results? What research-based strategies will you implement with fidelity? How will what you do drive your professional development planning and implementation?)
    a. Long-range goals
    b. Critical strategies
4. **What are you learning?** (How will you be certain that your implementation of the research-based strategies is adding value and improving your results? How will you monitor and report your progress?)
    a. Action plans
    b. Progress monitoring
    c. Short-term goals, priorities, and initiatives
    d. Execution
    e. Progress reporting

Surprising strategic planning stats:

- ✓ 95% of a typical workforce does not understand its organization's strategy.
- ✓ 90% of organizations fail to execute strategies successfully.
- ✓ 86% of executive teams spend less than one hour per month discussing strategy.

✓ 60% of organizations don't link strategy to budget.

Strategic Plans:

- Are based on the pillars of mission, vision, values/commitments, and goals.
- Reflect the values of the organization and define commitments and non-negotiables.
- Set focus and priorities and Connect initiatives to needs and requirements.
- Define the criteria for measuring success
- Define what we ALL need to do well together.
- Inspires action to achieve a big future
- Guides everyone in daily decision making

ACTIVITY ONE: Learn who is on the team and what the charge is for the team. Learn why this plan is important to the school district and to the Athletic Department. Review the team roster, meeting schedule, and roles and responsibilities of the plan team. Ensure commitment of plan team's members.

- **See Team Roster**
- **See Meeting Schedule**
- **Team Responsibilities**

<u>The responsibilities of the planning team members include:</u>

- Attend all meetings of the planning team.
- Prepare for each meeting by reading materials aligned to each agenda.
- Explore educational, demographic, political, economic, social, and technological impacts on the future of the athletic program.
- Value the feedback and opinions/perspectives of those not on the team.
- Explore research-based, effective practices of high performing athletic departments/programs
- Review and revise the department's shared mission, vision, core values/commitments and goals.
- Set long-range goals and identify high leverage strategies that define what priorities need attention to move the athletic department to a higher level of performance
- Recommend the athletic department strategic plan to the superintendent.

ACTIVITY TWO: Resources	
Resources to help us do our work	
Learn about the resources that will help us do our work:	
Resource	**Notes:**
Athletic Department Handbook	

IHSA	
2024 Best High School Athletic Programs in Illinois	
Other Athletic Department Strategic Plans **https://cdn.vanderbilt.edu/vu-URL/wp-content/uploads/sites/325/2020/02/19225022/Vanderbilt-Strategic-Plan-for-Athletics-2020.pdf**	
Current District 165 Strategic Plan	
Athletes, Families, and Coaches Surveys	
Department SWOT	

Key Performance Indicators State Report Card	

ACTIVITY THREE: REVIEW THE STRATEGIC PLANNING PROCESS

Take notes to help you understand the Big Picture of strategic planning:



Readiness

Orientation

Data Retreat

Vision Retreat

Setting Direction Retreat

Recommendation

Living the Plan

ACTIVITY FOUR: REVIEW THE STATUS OF THE CURRENT STRATEGIC PLAN

The Current Plan as outlined in the Athletic Department Handbook

Mission	The primary purpose of our Athletic Program is to develop individuals who would be considered "winners". The individuals who are "winners" will be useful and loyal members of society, will desire to achieve excellence, and will strive to live a healthful and purposeful life, have a deep respect for their fellow persons and willing to make personal sacrifices for the benefit of the majority. Probably the most important factor is that a "winner" is willing to live by high moral codes. Athletes are challenged in athletics to become "winners.
Vision	Athletics are an integral part of our American culture. Each student-athlete at Carbondale Community High School will develop positive attitudes and traits to prepare them to be positive citizens in the future. • They must offer students the ability to appreciate the value of discipline and dedication. • They must provide a means of teaching desired values and goals that can aid in developing individuals into positive citizens in society. • They must provide a positive arena to help out athletes learn the meaning of teamwork and develop a great work ethic, which will be a positive asset to their future. • They must ensure the opportunity for participation in a wide variety of student-selected activities as a vital part of the student's educational experiences.
Core Values	Core Values guide our behaviors and our actions • Adhere to good conduct and character • Engage the mind and body • Elevate the spirit and the integrity • Stimulate the best effort • Commit to excellence • Put team above self • Be modest in victory, accepting of defeat
Quality Characteristics	**TO LEARN SPORTSMANSHIP**-Accepting defeat is easier, knowing that athletes have done their best. Being a gracious winner in victory as a student-athlete in defeat is a quality which each athlete should be proud to possess. **TO WIN**-Our society is very competitive. Athletes will not always win, but, they will succeed if they continually strive to do so. They can learn to be good losers if assured that they have earnestly dedicated themselves in attempting to succeed. **TO ENJOY ATHLETICS**-It is important that athletes have satisfaction in their accomplishments and positive attitudes in their participation. They should willingly give of themselves to develop personally and to improve the total program. **TO ACCEPT ATHLETICS AS PART OF THE SCHOOL**-Athletics are important parts of th total school program and are sponsored by the school for the educational value. The

	academic achievement and the personal welfare of the athlete are essential purposes of the program. Being part of Terrier Athletics is a privilege, not a right. Student-Athletes will conduct themselves appropriately. **TO CONDUCT THE ATHLETIC DEPARTMENT IN ACCORDANCE WITH EXISTING BOARD OF EDUCATION POLICIES, RULES, AND REGULATIONS**-At all times the athletic program must be conducted in a way that justifies it as an education activity.		
Long-Range Goals and Metrics	**Goal One: Academic Excellence: Ensure that athletics is a model department achieving a high level of academic success**	○ Annually achieve a graduation rate that is higher than the rate of the whole student body. ○ Achieve a student-athlete GPA that is higher than the student body each semester. ○ Achieve a student-athlete GPA that is higher than 2.8 on a 4.0 scale. ○ Annually achieve an SAT score that is higher than the student body each semester. ○ Annually achieve an SAT mathematics score that is higher than the state average ○ Annually achieve an SAT reading score that is higher than the state average	This past year we worked to help athletes • Strive to pass 5 classes to remain eligible • Get a higher GPA In the future we need to ensure a personalized academic plan for each student to monitor and track their performance. We need to set academic goals/targets. We need to target athletes most in need of academic support. We need to consider: • Regaining credits • Academic advising • Study hall • Tutoring and Study Groups
	Goal Two: Equity, Diversity and Inclusion: Foster a culture that values equity, diversity, and promotes inclusion.	○ Be in full compliance with Title IX. (participation, scholarships, Treatment). ○ Meet or exceed expectations on annual student-athletes and department survey results reporting feedback on existing culture, climate, and success of the Athletic Department. ○ Eligibility checks for each sport throughout the school year.	There did not appear to be any organized efforts to address this goal last year directly aligned with the Athletic Department. In the future we need to examine data and information aligned to this goal and determine next steps both for the athletes and their families as well as the Booster Club.

		○ Attract and retain diverse student-athletes and coaches and staff who are integrated into the campus community. ○ Report the donations and contributions to the program from alumni and booster organizations. ○ Professional development opportunities for coaches.	
	Goal Three: Competitive Excellence: To be the best athletics program in the conference and among public high schools.	○ Win the conference in at least two sports. ○ All teams finish in the top three within the conference. ○ Have at least 3 athletes participate in post-secondary athletics annually.	There did not appear to be any organized efforts to address this goal last year directly aligned with the Athletic Department other than winning the conference In the future we need to identify stages/levels or success and then have each sport select their level and develop actions to move to the next level. • Certainly long range goal is to win the conference but not the right goal for all sports. Not achievable at the moment • What about Best Athletic program in Jackson County?
	Goal Four: Dedication to Strength and Conditioning.	○ No. of students with a PE waiver.	Made progress in this goal area but there is still work to do. We are missing KPIs. How do we set goals, targets, track progress, display results?: • Strength • Agility

			• Endurance • Injuries • Hire a Strength Coach • Explore a class during the day as an elective • Design a new schedule to encourage more participation • Focus also on non-athletes
	Goal Five: Facilities: Provide student-athletes an opportunity to practice and compete in first class facilities with first class equipment and other essential program materials.	○ Ensure athletic facilities are safe, and secure. ○ Ensure athletic facilities meets or exceeds programmatic needs. ○ Ensure athletic equipment is safe and secure. ○ Ensure athletic equipment meets or exceeds programmatic needs. ○ Ensure replacement equipment and supplies meets or exceeds programmatic needs.	Made progress in this goal area but there is still work to do. • Is there a long-range facilities plan for the Athletic Department? • How do we communicate each year what we have accomplished in this area? • What connections can we make to increase available dollars for facility needs?
	Goal Six: Community/ Elementary District Engagement: Enhance engagement with community organizations, alumni, and families throughout the Carbondale area.	○ Report the number of high school student-athletes who complete a minimum of 200 volunteer hours each academic year. ○ Increase the booster club membership.	Made progress in this goal area but there is still work to do. • Intensify efforts to bring about consistencies among all elementary districts sending students to CCHS. • Once a Terrier Always a Terrier- grow and develop • Increase community engagement • Seek greater collaboration with sports clubs and special athletic programs • Seek greater collaboration with SIU Athletic department

	Goal 7: Financial Accountability: Increase annual revenue, maximize all available financial resources and operate within our budget parameters.	○ Increase the number of season tickets sold in each sport ○ Increase the overall ticket revenue ○ Annually operate within the parameters of the Athletic Department Budget ○ Explore and secure new sources of revenue for the department's ongoing budget ○ Increase scholarships.	There did not appear to be any organized efforts to address this goal last year directly aligned with the Athletic Department

ACTIVITY FIVE: EXAMINE AN ATHLETIC DEPARTMENT STRATEGIC PLAN

https://achs.ankenyschools.org/	**Notes**

ACTIVITY SIX: PREVIEW THE DISTRICT'S STRATEGIC PLANNING WEBSITE

Share a transparent location for the Athletic Department Strategic Plan Team as well as stakeholders who want to follow the process.

https://www.cchs165.jacksn.k12.il.us/Athletics/athletic_strategic_plan

ACTIVITY SEVEN: PREVIEW THE DATA RETREAT

Date: September 13
Time: 9:00 am – 3:00 pm
Purpose: To paint a picture with data and other information of "where the district is now" with its performance.

- Athletic Department Academic Data and Information
- Athletic Department Culture and Climate Data and Information
- Resources Data and Information

We will examine trend, cohort, subgroup, and comparative data.
We will develop a shared understanding of what is going well (strengths) and what needs our attention (Weaknesses, Opportunities).
We will produce a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats

"Strategic planning is not about taking on additional work; it is about taking all those numerous daily decisions and initiatives and making them part of an integrated focus system. Strategic Planning is a continuous improvement process based on key questions." - Van Clay, Soldwedel, and Many 2011

Thanks for a great session!