Findings of the Athletic Department Data Retreat

The Athletic Department Strategic Plan Team met on Friday, September 13 to answer the question, "***Where are we now"?*** The Data Retreat was an opportunity to share data and information about CCHS Athletics to develop a shared understanding of the current performance of the athletic program. **The agenda included:**

- **Activity One:** To identify points of pride and opportunities for improvement as perceived by the strategic plan team.
- **Activity Two:** To review and prioritize results from the athletes, athletes' families, and coaches' recent satisfaction survey. What were our strengths? What were the perceived opportunities for improvement from those directly engaged in the program?
- **Activity Three:** What does the data tell us about Athlete's academic success and Athlete's competition success? What does the data tell us about the Athletic program's culture and climate? (Attendance, behavior, engagement, sportsmanship, relationships, communication, collaboration, working conditions, coaching experience, etc.). What does the data tell us about the Athletic program's finances, facilities, equipment, uniforms, and other supply needs?
- **Activity Four:** Looking at all the data and information that defines the current performance of the Athletic Department. How can we summarize the performance metrics to share with others?
    - **STRENGTHS: What are we most proud of? What do we consider to be the results of our best work? What advantages do we have? What do others say about us in a positive way?**
    - **WEAKNESSES: What are we not doing well? What are we most criticized for or receive the most complaints about? What do we seem to have a hard time doing well? What needs our immediate attention?**
    - **OPPORTUNITIES: What opportunities for improvement do we know about, but have not addressed? Where with a little work could we change a weakness into a strength? What are we not doing currently that might be the opportunity for us to improve?**
    - **THREATS: Who or what threatens us the most? What challenges are coming that we must respond to? What might block our progress? What do we have little control over that might impact our results?**

The findings of the plan team are summarized below. The fifty members of the team consisting of representatives from athletes, athletes' families, community partners, coaches/other staff, and administration met in small table teams of 6-7. Each team's findings are identified. The facilitator then summarized in the colored box the performance indicators most often identified across all teams.

Activity One: OUR PERCEPTIONS. Perceptions of the Athletic Department Strategic Plan Team		
Points of Pride: What is going well and needs to be celebrated? 8 Table Teams/ Consensus		
• Academics count • Challenging competition • Youth camps • Support from administration • Facilities • High expectations • Great coaches • Team importance • Sportsmanship	• Participation and enrollment increasing • Students are conscious of academic importance • Training has been a focus • Facilities • Facility upgrades • Commitment to academic excellence • Participation from all feeder districts	• Athlete to coach ratio • Athletic director • Booster Club • Level of care for athletes • Conference champ- multiple sports • Facilities for competition above average • Administrative support • Numerous sport opportunities for boys and girls • Top coaches in the area • Increasing enrollment in sports
• Diversity of athletes and increasing diversity in coaches • High participation that continues to grow • Strong deep coaches- knowledgeable, caring • Social media coverage • Admin support/ AD • High expectations for athletes • Academic importance • Social and emotional importance • Strong organization/ team	• Most coaches work together • Focus on student first, athlete second • Athletes are leaders of the school • Culture of the school is mainly supportive of program • Athletes like their coaches • Enrollment/participation is growing • Lots of sports for both boys and girls • Student diversity • Care of student athletes by coaches • Team success- conference champs in several sports • Athletic Director • High expectations for athletes	• Variety of sport offering for boys and girls • Support from administration • Athletic Director • Training staff available when needed • Long tenure of coaches- recognized best in the area • Diversity of student athletes • Knowledge and experience of coaches
• Athletic Director • CCHS provides diversity within teams and programs • Trainer access • Coaches dedication • Importance of academics and life skills of athletes • 7 teams won conference champs last season • Rarely hear no when it comes to financial support • Administration support • Numerous opportunities in sport activity for both boys and girls • Multiple sport encouragement	• Athletic Director communication and collaboration • History of great athletes • Facilities compared with others • Importance of academics • Increasing participation in sports • Variety of sports offerings for girls and boys • Encouragement of multiple sport participation • Coaches experience, tenure, knowledge, skills • Improved access to weights	• Athletic Director and support from administration • Strong coaching with tenure, experience, knowledge, recognized as best in area • Sport offerings numerous for both boys and girls • Facilities above average in area • Conference success • Diversity of athletes and increasing diversity of coaches • Academic importance as part of athletic program • Budget increasing and financial support • Encouragement of multiple sports

Activity One: OUR PERCEPTIONS. Perceptions of the Athletic Department Strategic Plan Team		
Areas for Improvement: What needs attention? 8 Table Teams/ Consensus		
• Facility updates • Transportation for some athletes • Food for some athletes • Multi-sport athletes • Specialization • Feeder elementary district communication and collaboration • Practice space	• Better communication and cohesiveness of coaches • Student preparation coming into high school • Strength and conditioning • More wholistic fundraising • Student GPA focus • Coaching knowledge and tenure • Weight room- conditioning coach • Communication of coaches across all sports	• Practice space • Training equipment • Staff engagement in events/games • Financial struggles of our families • Transportation- bus • Student attendance • Student behaviors • Strength and conditioning • Feeder district alignment • False perceptions about athletics keeping students from participating
• PE waivers • Discipline/ student behaviors • Practice facilities • Summer programs/workouts • Community support for all sports • Better family communication and engagement • Feeder district facilities/ program alignment • Strength and conditioning program • Food/nutrition for some athletes • Specialization sports/clubs	• South 7 Conference • Keeping all kids supported and engaged • IEP student athletes • Strength and conditioning program/ coach • Scheduling issues • Academic support during the season • Educating families about portal • Travel- charter bus • Feeder district exposure to HS sports/ alignment • Community support/ fund raising/ financial support • Finding line between constructive criticism and negative feedback • Multi-sport athletes	• Strength and conditioning program • Communication with families • Feeder district participation, consistencies, alignment with HS Athletics • Student behavior • Student attendance • Equity with male and female sports • Recruitment of students in different sports • Facility practice space • Facility upgrades • Academic support during season
• Parent engagement and support • Equipment updates • Facility updates • Strength and conditioning programs • Lack of funds to fulfill all needs • Improved conference success • Data and metrics to track by sport growth and improvement • Inadequate/insufficient feeder district system • Space for practices • Coaches supporting coaches • Focus on new to a sport- practice, skills • Economic needs of students • Academic support during the season	• Athletes less pressure • Athletes quitting when challenges • Transportation to and from for some athletes • Snacks before practice • Community buy in and support for all sports • Better coach to coach relation ships • Consistent communication, rules, consequences • Fan/staff attendance and support • Healthy athletes • Connection between the city and the athletic department • Connection between SIU and the athletic department	• Facility upgrades • Practice space • Equipment updates • Strength and conditioning program • Academic support during the season • Healthy athletes: food, nutrition, struggling family economics • Inadequate/insufficient feeder district system • Community support for all sports • Athlete behaviors and attendance • Coach to coach communication, cohesion, collaboration

Activity Two: OTHERS' PERCEPTIONS. ATHLETES 91 RESPONSES		
What were Athletes most proud about? List TOP 5		
1. Head coach focused on my grades 2. Head coach made the sport enjoyable 3. I trusted my head coach 4. Practices helped my team improve 5. Good communication with head Coach	1. Enjoyed the sport 2. Opportunity to communicate with head coach 3. Athletes trust head coach 4. Head coach lots of knowledge and skills 5. Coaches display fairness for matter the outcome	1. Strong care for student athletes on all aspects 2. Send of community, team, collaboration, sportsmanship 3. Athlete to coach relationships 4. Admin support ensuring positive procedures and expectations 5. Athlete to coach ratio
1. Head coach knowledge and skills 2. Opportunity for good relationships and communication 3. Trust my head coach 4. Head coach focuses on grades and academics 5. Practices help me improve/ overall enjoyment	1. Knowledge of rules and skills 2. Trust my head coach 3. Coach showed fairness with wins and losses. 4. I improved as a player 5. Athletic coach good communicator	1. Trust my coach 2. I improved as a player 3. Learned a lot from splaying sport and it was enjoyable 4. Coaches displayed fairness during both wins and losses. 5. Sportsmanship- being a team player
1. Importance of team unity 2. Beneficial practices 3. Communication 4. Coaches' skills and knowledge 5. Focus on academics as well as athletics	1. Knowledge and skills of coaches 2. Trust my coach 3. Availability of coach 4. Made sport enjoyable 5. Commitment athletic/academic wholistic	1. Knowledge and skills of coaches made playing enjoyable 2. Trust in my coach/ good relationship 3. Focus on academics/grades and well as athletics 4. Being an improved team player 5. Communication and expectations

Activity Two: OTHERS' PERCEPTIONS. ATHLETES 91 RESPONSES		
What were their GREATEST CHALLENGES for the Future? List TOP 5		
1. Uniforms 2. Staff coming to games and events 3. More time in weight and conditioning, more coaching 4. Parent engagement- celebrating, congratulating another team 5. Ability to make more team decisions	1. Parent behavior at competition 2. Practice- organized, productive, content 3. Appearance- uniforms and equipment 4. Opponents not always our size or ability 5. Weight room concerns	1. Transportation needs to and from practice 2. Consistency in code of conduct/sequences across all sports 3. Coordination between coaches across all sports 4. Training room/ weight room access, space, coaching 5. Balancing athlete participation and learning/playing with competition and winning
1. Ability to make more team decisions 2. Uniforms and equipment 3. Time in weight room/ conditioning 4. Amount of playing time 5. Team we played new our ability	1. Weight /conditioning room time 2. Training room hours 3. Staff support us at games/events 4. Equipment in good condition 5. Uniforms in good condition	1. Uniforms 2. Equipment 3. Playing conditions in facilities
1. Equipment 2. Weight room 3. Ability to make more team decisions 4. Uniforms	1. Uniforms 2. Facilities upgrades/condition 3. Equipment 4. Staff attend games/events 5. Weight room/conditioning programs	1. Uniforms and Equipment 2. Condition/upgrades in Facilities 3. Weight room/conditioning programs time and space 4. Feeling included to make more team decisions 5. Staff attending more games/events

Activity Two: OTHERS' PERCEPTIONS. ATHLETES' FAMILIES 45 RESPONSES		
What were Athletes Families most proud about? List TOP 5		
1. Knowledge of coaches 2. Trust in coaches 3. Level of Sportsmanship	1. Athlete improved as a player 2. Coach fostered strong sense of team unity 3. Sportsmanship/ Fairness 4. Trust in coaches 5. Knowledgeable and make sport enjoyable	1. Fairness and sportsmanship 2. Liked and trusted head coaches 3. Understanding of other school related commitments 4. Head coach has adequate knowledge, skills, rules 5. Full seasons with difficult schedules/ good competition
1. Sportsmanship 2. Fair number of games 3. Trust in coaches 4. Good condition of equipment/facilities 5. Coach Integrity	1. Head coach adequate skills and knowledge 2. Trust in coaches 3. Like head coaches 4. Team showed sportsmanship during wins and losses 5. Showed fairness and sportsmanship this season during wins and losses	1. Coaches show care and concern for student athletes 2. Athlete to coach ratio/ relationships 3. Practices help improvement 4. Offering a wide range of sports to athletes- girls and boys 5. Coaches display fairness with wins and losses
1. Sense of community 2. Wide range of sports offerings to boys and girls 3. Training staff 4. High level of care from coaches 5. Talented coaches	1. Fairness and sportsmanship showed by coaches wins or losses 2. Coaches' knowledge of rules and strategies to compete 3. Understanding of other high school students needs and commitments that must be balanced 4. Team showed good sportsmanship in wins and losses 5. Trust in coach; liking of coaches	1. Like and trust coaches 2. Coaches show fairness and sportsmanship in wins and losses 3. Athlete-coach relationship and ratio 4. Coaches knowledgeable and make participation enjoyable for athletes and themselves 5. Wide range of sports offerings for both girls and boys

Activity Two: OTHERS' PERCEPTIONS. ATHLETES' FAMILIES 45 RESPONSES		
What were Athletes Families GREATEST CHALLENGES for the Future? List TOP 5		
1. Parents coaching from the stands 2. Weight room/Conditioning program 3. Teachers show up to support at games	1. Locker rooms in good condition 2. Facility upgrades/in good condition 3. Teachers/admin show up to events/games 4. Weight room hours, space, coaching	1. Weight conditioning program is weak 2. Teachers/admin show up to events/games 3. Locker room facilities in good condition 4. Overall experiences was not rated as high as would like 5. Feeling included to make more team decisions
1. Locker room condition 2. Weight conditioning program 3. Players input into team decisions 4. Parent/fans sideline coaching 5. Teachers/admin show up to support at games/events	1. Head coach provide athletes more input into team decisions 2. Parent coaching from side lines 3. Locker room facilities in good condition 4. Hours and operation of weight/conditioning room 5. Teachers/admin show up to support at games/events	1. Weight/conditioning program 2. Transportation to and from practice 3. Providing athletic training staff that responsible, knowledgeable and engaging
1. Feeder elementary school alignment with athletic program 2. Economic struggles of many athletes' families 3. Long range facilities, uniforms, equipment plans and needs 4. Communication with families and colleges 5. Academic success of athletes	1. Let athletes have voice into team decisions 2. Overall experience was not highest 3. Locker room facilities; facility upgrades 4. Teacher and admin attend games/event to show support 5. Time in weight room. Conditioning, quickness, strength needs to be better addressed	1. Locker room conditions 2. Weight and conditioning programs to better strength and quickness 3. Feeder elementary district alignment with athletic program 4. Teacher and admin to attend games/events to show support 5. Athlete input into team decisions

Activity Two: OTHERS' PERCEPTIONS. COACHES 19 RESPONSES		
What were Coaches most proud about? List TOP 5		
1. I improved as a coach 2. Proud to coach in this district 3. Displayed fairness and sportsmanship 4. Full engaged during practices 5. Opportunity available to communicate with other coaches	1. Knowledge of rules, skills and strategies to compete 2. Trust Athletic Director 3. Communication between athletes and coaches/ relationships 4. Team unity/ sportsmanship 5. Fully engaged in practices	1. Enjoyed coaching my team 2. Improved as a coach 3. Terrier Pride 4. Trust and Respect 5. Uniforms looked nice
1. Healthy athlete to coach ratio 2. High level of care and concern for athletes 3. Athletic training staff that is responsive and knowledgeable 4. Admin support for a high-quality athletic program 5. Strong effort to meet needs of all student athletes	1. Enjoyed coaching my team 2. Improved as a coach this past season 3. Proud to coach in this district 4. Displayed fairness and sportsmanship during both wins and losses 5. Coaches in department respect our AD	1. Coach job satisfaction 2. Strong and effective AD 3. Communication between athletes and coaches 4. High level of care and concern for all athletes 5. Adequate staffing
1. High level of care for student athletes from coaches 2. Administrative support 3. Strong effort to meet needs of all student athletes 4. Healthy athlete to coach ratio 5. Providing athletic trainer	1. Practices are positive 2. Good sportsmanship 3. Enjoy coaching/proud to be coaching in D165 4. Equipment and uniforms in OK condition 5. Athletic Director- coaches relationships	1. Coach job satisfaction/ Proud to coach in D165 2. High level of care and concern for all athletes 3. Strong admin and AD support, communication and collaboration 4. Healthy athlete to coach ratio and relationship 5. Athletic trainer

Activity Two: OTHERS' PERCEPTIONS. COACHES 19 RESPONSES		
What were COACHES GREATEST CHALLENGES for the Future? List TOP 5		
1. Training room hours 2. Teachers/Admin at games for support 3. Locker Room facilities in good condition 4. Weight room/ conditioning to improve strength and quickness 5. Parents/fans coaching from the sideline	1. Parents coaching from sidelines 2. Training room hours of operation 3. Facilities in good condition 4. Teachers/admin coming to game/events 5. Weight room/ conditioning program	1. Department getting along- communication and collaboration 2. Weight Conditioning Program 3. Hours of Operation 4. Whole school district support
1. Coordination between coaches 2. Meeting economic struggles of many athletic families 3. Supporting the "whole needs" of athletes 4. Transportation to the from for those who need it 5. Balancing enjoyment vs results	1. Recognition for accomplishments 2. Locker room, weight room, conditioning program 3. Not fairly compensated 4. Lack of attendance at games by teachers and admin 5. Parent behavior- side line coaching, language	1. Funding 2. Whole athlete needs part of athletic department mission and vision 3. Need for feeder school alignment 4. Consistent behavior rules and consequences across all sports 5. Weight training and conditioning program
1. Larger facility- fieldhouse 2. Workouts before and after school 3. Theater school involvement 4. Community involvement 5. Struggling families/economics/ student motivation	1. Staff attend games and events to show support 2. Recognition and better compensation 3. Locker room facilities/cleanliness 4. Parents/fans coaching from side line 5. Weight room/ conditioning program for strength and quickness	1. Weight and conditioning program 2. Economic struggles of many athletes' families 3. Consistent behavior rules and consequences across all sports 4. Locker rooms- cleanliness, condition 5. Staff attendance at games and events to show support

Activity 3: Summary Findings from the three Evidenced-based Data Reports

Athletic Competition and Academics	Culture/Climate/Life Skills	Finance, Facilities,
• Competitive success within Conference (Champs in 6 sports 23-24 • 350 student athletes our of 1,085 total students • 120 freshmen, 93 sophomores. 65 juniors, 72 seniors • Athletes Graduation Rate 99% • Grade Point Average 3.12 athletes compared to 2.87 all students • Athletes Grade Point Average 68% 2.75 or higher • Athletes Grade Point Average 43% 3.5 or higher • Freshman passing 5 classes 99% athletes compared to 95% all students • 157 Athletes out of 350 Total Athletes receiving Free and Reduced Lunch • 77% Athletes compared to 75% all students enrolled in an AP/Dual Credit/CTE/Honors Course • Eligibility 14% not eligible for 1 week • Post High School Athletes 11 2022, 13 2023, 12 2024	• Enrollment in athletics growing for last three years • Some athletes participate in 3 sports • 70-80 more boys enrolled than girls • Approximately 50% non-white • Coaches' demographics improving but do not mirror athletes. 74% white; 26% non-white • Booster Club big part of culture • Membership and Dues up for Boosters • Athletes 80 % athletes meet the 91% attendance rate; • 1/3 of tardies attributed to athletes. 3063 in 2023-24 • 30% disciplinary referrals attributed to athletes; 2674 referrals in 2023-24 • Insubordination the greatest number of referrals; failure to serve detention, and multiple tardies next two reasons • 42 athletes had an in-school suspension in 2023-24; 3 athletes had an out of school suspension in 2023-24 • Athlete satisfaction is mostly positive • Areas of athlete dissatisfaction include uniforms, equipment, weight room program/space/time/coach, cleaner facilities • Athlete Family satisfaction is very positive • Areas of athlete family dissatisfaction include facility upgrades, lock rooms, gym access, weight and conditioning program/space/time/coach, Staff attendance at games and events • Coaches' satisfaction is positive • Areas of coaches' dissatisfaction include locker room facilities, weight and conditioning program/space/time/coach, Hours of training room, Staff attendance at games and events, parent engagement	• Budget increasing every year- $72,000 2024 • Balanced budget, living within our means • Added fund raising to support an event or a particular sport need • Budget formed by assessing needs- allocated accordingly • Boys and Girls Ticket revenues collected for most sports. Revenues to district to offset athletic budget, etc. • Season Tickets sold reserved seats 45 football, 26 basketball • Booster Club passes sold • Booster membership 50 this year; 4 Business Club members • Athletic Scholarships. 11 2022, 13 2023, 12 2024 • Many examples last few years of upgrades in facilities • Facility needs: softball and baseball locker rooms and press box, Tennis covering over spectator area, Lights west soccer field • Gymnasium overbooked • Many examples of addressing equipment needs/uniform replacement every 4-5 year • Equipment needs: wrestling mat for competition, Infield baseball hitting cage, • Need long range forecasted plan for facilities, equipment, uniforms, capital projects, etc. • Possible bond issue for second gym/fieldhouse • Examples of foundation donations for single project- scoreboard • Practice space/ availability • Outdoor space during inclement weather • $125,000 scoreboard donation • T-Mobile $1000 donation • $1000 Firehouse #2 donation • Will need to redo turf Football/soccer field 2030 for approximately $200,000; redo softball field turn 2030 $75,000; redo baseball poles and netting 2032 $100,000; basketball resurface 2025 $50,000

Activity Four: SWOT Analysis. Each table team reviewed all data and information and listed up to ten Strengths, Weaknesses, Opportunities, and Threats. The facilitator did the consensus.		
STRENGTHS: What are we most proud of? What do we consider to be the results of our best work? What advantages do we have? What do others say about us in a positive way?		
• Coaching staff knowledge • Enrollment of Athletes growing • Athlete performance in classroom • Athletes' graduation rate high • Healthy Athlete to Coach ratio • High level of Athlete enjoyment/satisfaction • Performing well in conference • Diversity • Athletic training staff	• Athlete academic performance • Transparency • Strength of schedule/competition • Sense of community pride and collaboration • Current facilities • Diversity of student athletes/coaches • Booster Club upswing • Strong effort to meet non-academic needs of athletes • Coach and staff retention • High quality and experienced coaches	• Support from administration and board for athletics • Importance of academics to program • Diversity of athletes • Social media exposure • Coaching culture • Rich history • Enrollment of athletes and school students • Access to required college courses via school counselors
• Athlete graduation rate • Dedicated and knowledgeable coaches • Facilities upgrades • Athletes leading the charge- doing the right things. 1/3 of school • Leadership- district and school administrators/ AD • Communication and collaboration between athletes and coaches • Booster Club engagement • Enrollment in sports- continuing to grow • Athletic budget increasing each year and balanced	• Strong and increasing budget • Different sports with more opportunities for athletes • Coaches care • Athletes academic success • Post high school planning • CCHS athletics is an enjoyable experience- high athlete satisfaction • Collecting data to monitor and track all aspects of the athlete	• Athlete attendance higher than all students • Above average facilities for game day competition • Access to gym at any given time • Providing 2.75 GPA students with hometown college options at SIU • Booster Club engagement and performance • 43% student athlete 3.5 GPA or above • All coaches sacrifice and invest in athletes as people • Team/Individual success • Financial resources for teams • Competitiveness winning culture
• Recognize importance of upgrading facilities • Good playing surfaces • Academic success of student athletes • High level of opportunities to enroll/participate • 1/3 of student body are athletes • Scholarship opportunities • Competitive in conference • High level of concern for all aspects of the athlete- athletic, academic, non-academic	• Administration and Athletic Director support, knowledge, passion • Booster Club support and engagement • Athlete Graduation rate • Continuous work on upgrading facilities • Academics GPA- are performing better than all students • Attendance of athletes better than all students • Donations • Diversity, inclusive, IEP athletes	• Athlete graduation rate • Athlete 43% 3.5 GPA or above • Growing enrollment: 1/3 of students are athletes • Diversity of athletes • Competition conference success- high number of boys and girls sport offerings • Administration/Athletic Director support, knowledge, passion • Growing success of Booster Club • Financial resources- growing & balanced budget/ project funding • Balanced interest in athlete non-athletic needs with athletics • Scholarship opportunities- College pathway

WEAKNESSES: What are we not doing well? What are we most criticized for or receive the most complaints about? What do we seem to have a hard time doing well? What needs our immediate attention?		
• Facility distribution • Adequate strength and condition • Eligibility process • Funding for non-essential supplies and equipment • Weight room facility • Outdoor off-season facility Athletes supporting other athletes	• Strength and conditioning • Indoor practice space • Feeder school collaboration • Lack of multi-sport athletes • Additional facility upgrades • Youth sports participation and collaboration • Behavioral issues • Need charter buses for long distance games • Lack of communication/planning between sports schedules for multi-sport athletes	• No girls wrestling • No boys volleyball • Weight and conditioning program/time/space • Connection with feeder elementary districts • Athlete behavior referrals • Lack of awareness of past successful CCHS athletes • Community engagement • Cleanliness and sanitary facilities
• Practice space • Strength and condition program/space/time/coach • Financial resources- more stipends • More involvement from staff/teachers • Transportation to and from practice for students who need it • Eligibility awareness and clarity • Communication and collaboration among all coaches across all sports	• Strength and conditioning • Student athlete retention • Marketing and advertisement • Athletes' behaviors, tardiness, off season as well as during season • More female participation • Athlete involvement in community	• Transportation • Fan engagement • Indoor practices space during inclement weather • Losing in Murphy 3 years in a row • 30% athletes behavior referrals/issues • Feeder school alignment • Systematic approach to facility/uniform/equipment needs • Indoor practice space during inclement weather • Maintenance staff not large enough to handle needs
• Cleanliness • More pregame, postgame meals • Strength and conditioning program/staff/time/space • Lack of funding for large projects • Athletes behaviors/referrals • Fans and other student support/spirit • Facility space • Gymnasium	• Crime increasing • Funding/other resources for athletes • Weight training facility • Tutoring/peer tutoring program • Student athlete behaviors/discipline • Student athlete attendance/motivation • Transportation for long trips • Facilities upgrades/enhancements • Gymnasium • Reputation of community • Cultural insensitivity • Strength and conditioning programs • Coaching demographics to mirror athletes' demographics	• Facility upgrades, enhancements, cleanliness, maintenance • Strength and conditioning program/space/time/coach • Athlete attendance and motivation • Athlete behaviors/discipline • Feeder elementary district communication & collaboration • Communication & collaboration among all coaches across all sports • Eligibility confusion and approach • Indoor practice space • Main gymnasium over crowdedness and access • Funding for large projects

OPPORTUNITIES: What opportunities for improvement do we know about, but have not addressed? Where with a little work could we change a weakness into a strength? What are we not doing currently that might be the opportunity for us to improve?		
• Explore grants to provide nutritional and functional needs • Celebrate conference wins within community • Junior sports night at every sport • Exploratory committee for new conference • Corporate present and opportunity • Tailgates or food trucks • Rout 13 style conference • Feeder school camp or tournaments • Highest GPA team recognition • Specialized seating •	• Facility long range plan/upgrades • Fundraising • New ways to collaborate with youth sports programs • New ways to collaborate with feeder districts • New strength training programs/time/approach • Community and alumni engagement • Longitudinal data tracking and benchmarking • Collaborate with SIU athletics • Volunteer opportunities for student athletes • Incentivize multi-sport athletes	• Study tables/space • Out of season grades and discipline • College exposure for athletes • Team GPAs • One app coaches use for communication for all feeder schools • Long range facility plan • Long range equipment/uniform plan
• Partnership with SIU athletics • Collaboration with elementary schools • History video to play at games • Broadcast games “Carbondale sports” • Special seating end zone • Feeder school tournaments • Club broadcasting, social media • Social media director	• Communication • Parent engagement • Facilities- long range plan, lock rooms, new gym • Booster club growth • Freshmen recruitment • Coaches’ communication and collaboration • Lack of post-secondary sports	• Tracking GPA per team • New conference • College recruitment • Financial support/assistance for poverty athletes • Volunteers hours for athletes- community service • Connect with SIU athletics • Advertising Community groups/activities • Family engagement • Girls flag football
• Middle school strength and conditioning • Increase incentives for being a 3-sport athlete • Explore new ways to communicate and collaborate with feeder districts • Carbondale Junior Sports coaching to high school • Engaging more with community • Incentives for SIU students to come to CCHS • Grow Booster Club • Student engagement with Booster Club	• Coach buses • Community support • Conditioning and training off season • Disaggregate data by sport • School staff participation in district games/activities- spirit • Collaboration with elementary feeder districts • Ways to provide athletes with assistance in academic and behaviors	• Increase incentives for being a 3-sport athlete • Increase spirit, passion, celebrations, and financial resources among community business, agencies, alumni, and individuals • Grow Booster Club • Provide a long-range athletic plan for facility upgrades, uniform needs, equipment needs, future growth needs • Track and report athletic department success metrics, disaggregate by sport • Explore partnerships with SIU athletics

THREATS: Who or what threatens us the most? What challenges are coming that we must respond to? What might block our progress? What do we have little control over that might impact our results?		
• 45% athletes are low income free and reduced lunch participants • Conference unstable and could dissolve • Local economy could reduce resources • SIU enrollment • Poverty rates • Crime rate- undesirable area to move • Conference teams dropping off • Loyalty to college (SIU) over high school • Sport specialization	• Socio-economic status of many athletes • Sports specialization • Conference structure • External safety issues • Local/regional economic trends • Social perception of Carbondale- unsafe, etc.	• No place to go for in climate weather outdoors • Loss of schools in conference
• Poverty • Youth sports • Tax dollars going to school • Competition with SIU. Community support • Decline in business	• Retirement of AD and some coaches • Decreasing conference size • 45% athletes on free and reduced lunch • Declining business community	• Rising poverty • Inflation • Families and specifically staff living out of the district • Encourage families of staff to brig kids to CCHS • High tax rates in Jackson County • Neighboring schools investment in ongoing competitive advantage • Negative perception of sports • High school athlete retention
• Increasing poverty • ELL increasing • Student motivation and effort for academic success • Outside club sports/specialization • South Seven only having 5 teams • Lack of family support	• Lack of business growth • PE waivers • Home environment • Staff living out of district • Security- lighting, patrols • Competing with Saluki Nation as local board • Transportation	• Increasing poverty • Declining local business • Sports/specializations • Parent Engagement • PE waivers • Conference size, decline, instability • Carbondale perception- attractiveness to move to area

DRAFT SWOT ANALYSIS from Data Retreat

STRENGTHS: What are we most proud of? What do we consider to be our results of our best work? What advantages do we have? What do others say about us in positive ways?

- **Athlete graduation rate**
- **Athlete 43% 3.5 GPA or above**
- **Growing enrollment: 1/3 of students are athletes**
- **Diversity of athletes**
- **Competition conference success- high number of boys and girls sport offerings**
- **Administration/Athletic Director support, knowledge, passion**
- **Growing success of Booster Club**
- **Financial resources- growing & balanced budget/ project funding**
- **Balanced interest in athlete non-athletic needs with athletics**
- **Scholarship opportunities- College pathway**

WEAKNESSES: What are we not doing well? What are we most criticized for or receive the most complaints about? What do we seem to have a hard time doing well? What needs our immediate attention?

- **Facility upgrades, enhancements, cleanliness, maintenance**
- **Strength and conditioning program/space/time/coach**
- **Athlete attendance and motivation**
- **Athlete behaviors/discipline**
- **Feeder elementary district communication & collaboration**
- **Communication & collaboration among all coaches across all sports**
- **Eligibility confusion and approach**
- **Indoor practice space**
- **Main gymnasium over crowdedness and access**
- **Funding for large projects**

OPPORTUNITIES: What opportunities for improvement do we know about, but have not addressed? Where with a little work could we change a weakness into a strength? What are we not doing currently that might be the opportunity for us to improve.

- **Increase incentives for being a 3-sport athlete**
- **Increase spirit, passion, celebrations, and financial resources among community business, agencies, alumni, and individuals**
- **Grow Booster Club**
- **Provide a long-range athletic plan for facility upgrades, uniform needs, equipment needs, future growth needs**
- **Track and report athletic department success metrics, disaggregate by sport**
- **Explore partnerships with SIU athletics**

THREATS: Who or what threatens us the most? What challenges are coming that we must respond to? What might block our progress? What do we have little control over that might impact our resources?

- **Increasing poverty**
- **Declining local business**
- **Sports/Specialization**
- **Parent Engagement**
- **PE waivers**
- **Conference size, decline, instability**
- **Carbondale perception- attractiveness to move to area**