Carbondale High School District 165 Athletic Department

Setting Direction Retreat

January 24, 2025

9:00 a.m. to 3:00 p.m.

Participant Handout

Setting Direction Retreat Purpose

The Setting Direction Retreat provides an opportunity for the strategic plan team to develop a shared understanding of the current mission, vision, core values and strategic themes and build upon those ideas to move the district forward in answering the question, *"Where do we want to be five years from now that is different than where we are today?"*

The outcome is for the plan team to verify District Long-Range Goals, Indicators, and Measures and to Prioritize the Strategies that need most attention to move the district toward continuous improvement. The product of the day will be a DRAFT of the Strategic Plan.

Common Vocabulary

Goal	Long-range goals provide clarity in what the district hopes to achieve throughout the duration of the strategic plan timeline. They foster a results orientation and help close They help identify the targets and timelines that enable a staff to answer the question, "How will we know if all of this is making a difference?"
Strategy	Strategies are the actions required to guide plans to move the organization from where it is to where it wants to be. *Strategies are gaps that currently are not yielding the results that are necessary and if addressed would present the most probable return on the investment of time, people and other resources.* Strategies must be *few in number and comprehensive in action*.
Indicator	*The standards, skills, or evidence of performance that comprise or lead to attainment of a goal. Lagging indicators are summative in nature. Leading indicators are formative in nature. Indicators indicate what will be used as evidence for goal progress monitoring and reporting.*
Measure	*Measures are the instruments or tools aligned to the indicators that defines success. Often there are multiple measures for one indicator. Measures may be quantitative or qualitative.*

Target	Targets are *short term incremental steps measuring growth toward the Goal. Targets are set for each measure. Goals without targets lack power and usefulness.*
Action Plan	*An action plan defines the sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. An action plan has four major elements (1) Specific tasks: what will be done and by whom. (2) Resource allocations: what specific funds are available for specific activities; timelines; people responsible (3) Professional Learning and Support: what will people need to know and do for effective implementation, and (4) Evidence: what will serve as the products for progress monitoring and strategy attainment.*
Key Performance Indicator (KPI)	*A **Key Performance Indicator** is a measurable value that demonstrates how effectively a company is achieving **goals and strategies.** . Organizations use **KPIs** at multiple levels to evaluate their success at reaching targets.*

Activity One: Update the Preferred Future Based on Selected Group Feedback. Use the Findings of the Vision Retreat documents to see summary of concepts and ideas from our last session.

District	Current Athletic Department	Proposed Athletic Department
Mission: Provide students a personal pathway to a productive future.	**Mission:** To prepare student-athletes to become leaders and champions by placing the highest values on integrity, character, academics, sportsmanship and victory.	**Mission:** Provide athletes a personal pathway to become leaders and champions in the classroom, on the field, and in life. Or **Mission:** Cultivate excellence, integrity, and teamwork empowering student athletes to excel on and off the field.
Mission:		
Motto: Every student matters, every moment counts.	**Motto:** Challenge all student-athletes to be "Winners". "Winners" are useful and loyal members of society, desire to achieve athletic and academic excellence, strive to live a healthful and purposeful life, have a deep respect for their fellow persons and make	**Motto:**

<table>
<tr><td></td><td>personal sacrifices for the benefit of the majority.</td><td></td></tr>
<tr><td colspan="3"><u>Motto:</u></td></tr>
<tr><td><u>Vision</u>: Each graduate will be: • College, Career & Life Ready •A Critical & Creative Thinker •A Skilled Communicator & Engaged Collaborator •Digitally Literate •An Adaptable & Resilient Learner •An Empowered & Self-Sufficient Learner • Personally Responsible with a Growth Mindset</td><td><u>Vision:</u> To be the best athletic program in southern Illinois by developing each student-athlete to be a “Winner”!</td><td><u>Vision:</u> Provide an athletic program that is a source of pride and is a connective rallying point for the Carbondale community through:
✓ Academic Success
✓ Athletic Success
✓ Coaching Excellence
✓ Responsibility & Accountability
✓ Community Engagement
✓ Finance & Funding/Resource Support

Or

<u>Vision:</u> Be an athletic program that is a source of community pride that strives for excellence in the classroom and on the field by providing our student athletes support in their physical, mental and emotional well-being while preparing them for their future after graduation.
✓ Develop personally responsible student athletes with a growth mindset.
✓ Field athletic teamwork and a strong work ethic that consistently achieves success
✓ Promote academic success within student athletes while promoting leadership and personal achievement</td></tr>
<tr><td colspan="3"><u>Vision:</u></td></tr>
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Core Values: Equity and Fairness . Diversity and Inclusion . Growth and Continuous Improvement. . Communication & Collaboration . Responsibility & Accountability . Trusting Relationships & Partnerships . Innovation & Future Focus		**Core Values:** **Go Terriers!** Teamwork Energy Respect Responsible Integrity Excellence Resilience Sportsmanship **TERRIERS ARE GREAT!** Good conduct and character Respectful with resilient sportsmanship Equity and energy Academic excellence Tenacity and Timeliness **CCHSD AD** **Community & Collaboration** **Commitment & Character** **Humility & Hard Work** **Sportsmanship & Self-Discipline** **Achievement & Accomplishment** **Determination and Desire**

Core Values:

Activity Two: **Investigate the importance of being bold and reinvesting, reimagining necessary change in the Athletic Department.**

Bold Thinking Framework	Ideas
What we want to move away from? • **Conference** • **Schedules** • **Strength and Conditioning** • **Poor sportsmanship behaviors** •	
What we want to move to? • **Personalized, interest-based learning where athletes and coaches create customized development plans** • **Meaningful practices for learning, support, development, growth**	

• **Authentic assessments and exhibitions of developmental skills** • **Emphasis on whole-person development and well-being**	
<u>What are some key design principles</u> • **Strong mission, vision and culture** • **Meaningful, engage learning** • **Caring, trusting relationships** • **Learner voice and choice** • **SMART use of time, space, tech and other resources** • **Community partnerships** • **Pathways to learner success to college, career, and life**	

<u>Activity Three Part A:</u> Learn about what makes a goal SMART and the importance of Key Performance Indicators, Measures and Targets. Discuss Tools for Schools: Work Smarter Not Harder. Discuss Key Performance Indicators.

SMART	KPIs	Targets
S **M** **A** **R**		

T		

Activity Three Part B: Update long-range goal statements. Review current goals. Set new goals.

STRATEGIC GOALS: The final pillar of the foundation asks members to clarify the specific goals they hope to achieve as a result of their improvement initiative. The goals pillar identifies the targets and timelines that enable a staff to answer the question, ***"How will we know if all of this is making a difference?"*** Goals provide a sense of priorities and the steps to achieve the benchmarks.

Effective goals foster both the results orientation and the individual and collective accountability for achieving the results. They help close the gap between the current reality and where the organization hopes to move performance to a higher level (the shared vision). Goals must have a results-orientation.

A goal tells us what we want to achieve. A strategy tells us what we might do differently to see if we can achieve the goal. A goal is s **"WHAT"!** A strategy is a **"HOW"!** (adapted from DuFour, DuFour, Eaker, and Many, ***Learning By Doing,*** Second Edition: Solution-Tree, 2010)

Criteria for evaluating a goal statement:

- Does it manifest our mission and vision?
- Is it specific and strategic?
- Is it measurable?
- Is it actionable and aligned?
- Is it results-oriented?
- Is it time bound and target-oriented?
- Will it guide with work of school improvement?
- Will it guide the work of team/department and classroom improvement?
- Can it be aligned to leader and employee performance goals?
- Will it provide a data system to monitor and report performance at all levels?

Examples of Strategic Goals:

- Ensure college and career readiness for ALL students.
- Ensure maximum development, growth, and achievement for all students.
- Engage families and the community as vital partners in the education process.
- Provide a rigorous, relevant, engaging and satisfying learning environment.
- Provide a productive, safe, and supportive learning environment.
- Develop shared responsibility and accountability through a partnership among and between school, home, and the community.
- Align resources to accomplish priorities within a balanced budget.
- Cultivate a positive and productive working environment that attracts, develops and retains high quality staff.
- Demonstrate effective and efficient business operations and ensure excellent stewardship of public resources.

District Long Range Goals:	**Athletic Department Long Range Goals:**	**Proposed Long-Range Goals:**
Goal 1 - Prepare all students for college, career, and post-secondary success. **Goal 2 -** Promote an environment that is respectful, innovative , inclusive & supportive. **Goal 3 -** Recruit, develop, and retain a high-quality workforce to ensure and strengthen workplace competencies, collaboration, and satisfaction. **Goal 4 -** Cultivate partnerships with families and the community to support and expand learning opportunities for students. **Goal 5 -** Make effective and efficient use of resources to maximize educational success.	● **Student-Athlete Welfare, Sportsmanship, and Competition:** Provide each student-athlete with the opportunity to grow personally and enjoy a positive athletic experience at CCHS 165 and within the community. On and off the field of competition our staff, athletes and fans will respect the sport, themselves and others. ● **Academics:** Assist and encourage CCHS student-athletes to reach their full academic potential. ● **Diversity, Equity and Accountability:** Provide opportunities for individuals on the basis of merit in a non-discriminatory manner. Provide appropriate facilities and resources equitably and inclusively. Achieve fiscal success and accountability	**Academic Success:** Ensure that athletics is a model department striving to support athletes achieve a high level of academic success. **Competitive Quality:** To be the best athletics program in the conference and among public high schools. **Coaching Excellence:** To recruit, developing and retain a high-quality coaching staff **Facilities:** Provide student-athletes an opportunity to practice and compete in first class facilities with first class equipment and other essential program materials. **Family and Community Engagement:** Enhance engagement with athletes' families and community organizations, and alumni to enlist support **Financial Accountability:** Increase annual revenue, maximize all available financial resources and operate within budget parameters to best meet the needs of athletes, coaches, and other department needs.
Long Range Goals:		

<u>Activity Four:</u> Discuss Key Performance Indicators. Provide feedback on possible KPI/s to be used to measure progress and report performance.

Current Goals	Suggested Indicators/Measures
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 _____ ● Annually achieve an SAT reading score that is higher than _____ ● Annually be the best public high school is Jackson County.
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. ● Enlarge the pool of applicants to include all protected classes and ensure representation is maintained throughout the search process. ● Attract and retain diverse student-athletes and coaches and staff who are integrated into the campus community. ● Exceed equity, diversity and inclusion expectations of IHSA. ● Report the donations and contributions to the program from alumni and booster organizations.

GOAL THREE: **Competitive Excellence: To be the best athletics program in the conference and among public high schools.**	• Be listed in Illinois Best High Schools for student-athletes. • 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.
GOAL FOUR: **Dedication to Strength and Conditioning - Strength & conditioning coaches are essential for every high school. Great programs value the importance of strength and conditioning to maximize training.** Proper scheduling, rest, progressions and variation are key to reducing athlete's injuries and improving their athletic performance.	• No. of student compliant, committed or compelled in Squat performance each semester • No. of student compliant, committed or compelled in Push performance each semester • No. of student compliant, committed or compelled in Pull performance each semester • No. of student compliant, committed or compelled in Hinge performance each semester
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.
GOAL SIX: **Community Engagement: Enhance engagement with community organizations, alumni, and families throughout the Carbondale area.**	• Meet or exceed expectations on annual student-athletes family survey results reporting feedback on existing culture, climate, and success of the Athletic Department. • Report the number of high school student-athletes who complete a minimum of 200 volunteer hours each academic year. • Increase the booster club membership.
GOAL SEVEN: **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 average ticketed attendance 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 cash donations to the scholarship fund.
SUGGESTED CHANGES/ADDITIONS	
GOAL	**METRIC**

Activity Five: Discuss the difference between a goal and a strategy.

Reminder: The difference between a goal and a strategy is . . .

Goal: What we want to achieve and if we achieve all goals we will fulfill our mission and vision.

Strategy: What is most urgent for us to address and do differently to achieve our goals. While a strategy is aligned directly to a goal, a strategy may have impact on more than one goal. Action plans will be developed following strategic planning for all strategies.

Activity Six: Reflect on SWOT analysis and Preferred Future Statement to identify most urgent strategies for action.

Identify 8-10 strategy topics that need our critical attention to move the district to a higher level of discussion.

1. **Chart all strategies with the total number of tables with the same issue identified.**
2. **Identify those strategies on the list with 5 or more table team responses**
3. **4 or more**
4. **3 or more**

Select the top 8-10

Strategies: Strategies are the actions that are required to guide plans to move the organization from where it is to where it wants to be. ***Strategies are gaps that currently are not yielding the results that are necessary and if addressed would present the most probable return on the investment of time, people and other resources.*** Strategies must be ***few in number and comprehensive in action***.

Strategies are identified by the strategic plan team at the district level but are turned over to action plan teams who are best qualified and certified to identify how the organization will go about closing the gaps. Action planning must follow the Plan-Do-Study-Act process to ensure consistency in approach and quality in research-based practice.

A goal is what we hope to achieve. A strategy is something we are going to do differently to achieve the goal.

(adapted from DuFour, DuFour, Eaker, and Many, ***Learning By Doing,*** Second Edition: Solution-Tree, 2010)

Criteria for evaluating a strategy statement and related SMART Action plan:

- Is it an urgent gap or need that must be addressed to achieve our goals?
- It is supported by data and information from stakeholders.
- Is it a mandate that must be accomplished within a timeframe that demands we do it now?
- Is it a high priority?
- Is there buy in and ownership from stakeholders as to the urgency for our alignment of time, money, and people resources?
- Do we know what had been done in the past to address this strategy that has not worked?
- Do we know what is required to do this strategy differently?
- Can this strategy be measured, and progress monitored?
- Will it guide the work of school and district improvement?

Examples of Strategy Ideas:

- ✓ Equity
- ✓ Student Agency: Voice, Choice, ownership of learning
- ✓ Inquiry-Based Learning; Problem-based Learning
- ✓ STEM or STREAM
- ✓ Community perception/satisfaction
- ✓ Staff engagement, professional development, collaboration
- ✓ Technology Integration
- ✓ Aligned, Articulated Curriculum and Assessment
- ✓ High Impact Instruction; Differentiated Professional Development
- ✓ High-Quality Interventions and Enrichments
- ✓ Data Driven Decision Making: Goals, Measures, Targets, Progress Monitoring and Reporting
- ✓ Collaboration and Teaming for Continuous Improvement; Professional Communities of Practice
- ✓ Master Facilities Plan: Life Safety & Universal Access
- ✓ Social Emotional Learning
- ✓ Limited Resources

Model the process with the group.

Use the SWOT Analysis
Use the revised Preferred Future Statement Vision
Identify 8-10 strategy topics that need our critical attention to move the district to a higher level of discussion.

1. Begin with one from a table team. Ask them to state the strategy issue and why they selected it.
2. Ask all other teams is they had a similar or related issue. Count the number of total tables who identified the issue.
3. Chart all strategies with the total number of tables with the same issue identified.
4. Repeat with next table.
5. Chart all strategies with the total number of tables with the same issue identified. until all strategies are out

DRAFT Long Range GOALS	**Ideas for Change** **S** = from SWOT **P** = from Preferred Future Statement **F** = from Futuristic Vision Worksheet **O** = Other	**Strategy** What will be done to address what needs to be better/ideas for change?
GOAL ONE: **Academic Excellence: Ensure that athletics is a model department achieving a high level of academic success**	•	
GOAL TWO: **Equity, Diversity and Inclusion: Foster a culture that values equity, diversity, and promotes inclusion.**	•	
GOAL THREE: **Competitive Excellence: To be the best athletics program in the conference and among public high schools.**	•	
GOAL FOUR: **Dedication to Strength and Conditioning - Strength & conditioning coaches are essential for every high school. Great programs value the importance of strength and conditioning to maximize training.**	•	

Proper scheduling, rest, progressions and variation are key to reducing athlete's injuries and improving their athletic performance.		
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.**	•	
GOAL SIX: **Community Engagement: Enhance engagement with community organizations, alumni, and families throughout the Carbondale area.**	•	
GOAL SEVEN: **Financial Accountability: Increase annual revenue, maximize all available financial resources and operate within our budget parameters.**	•	

Reminder:

The Final Meeting of the Strategic Plan Team will be on February 14 from 9:00-11:00 am. It will be a virtual meeting. A draft of the plan will be sent out for stakeholder feedback between now and that meeting. The team will review all feedback and make final refinements to the draft of the plan. The plan will then be readied for Board approval.

Schedule:

- Reviewing the Draft Plan Final Session (Zoom)
- Board of Education Regular Action Meeting Sharing the Findings of the Final Meeting of the Plan Team.
- Central Leadership Team Workshop on Living the Plan
- Board of Education Committee of the Whole Meeting Presentation
- Board of Education Regular Action Meeting for Approval