Carbondale Community High School District 165

2025-26 Annual Strategic Plan Update

Fast Facts about Carbondale Community High School District 165

The high school district of Carbondale, Illinois, serves approximately 1,000 students in grades 9-12 with a faculty and staff of 158 employees. The high school campus was opened on June 2, 2003. Carbondale has a population of 22,200 and is the location of Southern Illinois University.

The high school provides a comprehensive educational program that provides vocational and college preparatory programs that are influenced by extremes in economic and cultural backgrounds within a diverse student population. Comprehensive co-curricular activities are offered in a broad range of programs in athletics, the arts and student clubs. The high school enjoys a well-established tradition of excellence and has the support of the community for its school, faculty and administration.

The Class of 2026 reported scholarships of over two million dollars, with over one hundred twenty thousand of that being local scholarship dollars, to support their attendance at over 30 colleges and universities throughout the country. Campuses that 2026 graduates will attend include:

Southern Illinois University Carbondale (SIUC), John A. Logan College (JALC), Southern Illinois University Edwardsville (SIUE), University of Illinois Urbana-Champaign (UIUC), McKendree University, Southwestern Illinois College (SWIC), Chicago State University, University of Chicago, Pennsylvania State University (PSU), University of Kentucky, Princeton University, Marquette University, Howard University, Notre Dame, Washington University St. Louis, Saint Louis University, University of Tennessee Knoxville, Indiana University Bloomington, Concordia University Chicago, Florida International University, Tallahassee State College, Lincoln Trail Community College, Lewis & Clark Community College, State Fair Community College, Belmont University, Missouri Baptist University, Michigan State University, Purdue Northwest, Brigham Young University (BYU), University of Hawaii, and Local 773 and Local 160 plumbers and pipefitters union for trade/apprenticeship programs. Graduates have also committed to serve in the US National Guard, US Army, and US Air Force.

- 33 IL State Scholars; 3 National Merit Commended Students; 1 National Merit Finalist
- 1 ACT Perfect Score
- Over $296,156 in Education Foundation Grants Awarded to Students and Faculty for Programs and Scholarships
- Garwin Family Foundation sponsorship of students to pursue rigorous summer academic programs at Research in Science and Engineering (RISE) (Biochemistry and Cell Biology), Savannah College of Art and Design Rising Stars (Architecture and Interior Design), Washington University Pre-College Programs (Environmental Studies Institute), Northwestern College Preparation Program IN FOCUS Seminars, Michigan Math and Science Scholars and Awesome Math.
- Scholar Bowl - Regional and Sectional Champions, 25 straight Regional Championships, 6 Top 4 finishes at IHSA State Tournament since 2002
- Eight National FBLA Qualifiers to San Antonio, TX - Data Analysis, Career Portfolio, Intro to Business Presentation, Impromptu Speaking, Business Law, Local Chapter Annual Report, Intro to Public Speaking, Financial Statement Analysis.
- Two National History Fair Qualifies to Washington D.C. - "The Women's Army Corps: Opening the Door"
- State Finalists in History Fair, Science Fair, FBLA and Skills USA
- Boys Soccer: 1st Place in Conference (3 years in a row)
- Boys Tennis: Conference Champs; Sectional Champs; 4 State Qualifiers
- Girls Tennis: 1st Place in Conference; 3 State Qualifiers
- Boys Golf: 1st Place in Conference (last championship was in 2001)
- Boys/Girls Cross Country: 2 State Qualifiers
- Girls Basketball: Regional Champs
- Wrestling: Conference Champs
- Boys Track: First 3rd Place State Champion Trophy in School History; State Qualifiers in 11 Events
- Girls Track: Conference Champs; 4 State Placers
- Boys Gymnastics: 2 State Qualifiers

Carbondale Community High School District 165 Strategic Plan

Carbondale Community High School District 165
Strategic Plan 2022-2026

Mission: ***Provide students a personal pathway to a productive future.***
Motto: ***Every student matters, every moment counts***

Vision: This Portrait serves as a ***"North Star" for the district and school transformation***. This collection vision provides strategic direction for the improvement of the overall education experience for CCHS District 165 students. It **invigorates and engages students, staff, and community stakeholders**. This destination describes ***where the district aspires to be by 2030***.

Graduate Portrait: Each Graduate becomes:	Adult Portrait: Each Employee demonstrates:
Life, College, & Career Ready A Problem Solver/Critical Thinker A Creator, Communicator & Collaborator Digitally Literate An Adaptable, Resilient, Empowered & Self-Sufficient Learner Personally Responsible with a Growth Mindset A Cultural and Equity Advocate An Empathetic Citizen	A Passion for Learning & Teaching 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 & Fairness Diversity & Inclusion Growth & Continuous Improvement Communication & Collaboration Trusting Relationships & Partnerships Responsibility & Accountability Innovation & Future Focus

Long Range Goal Statement	Aligned Strategies
Student Growth and Achievement: **Prepare all students for college, career, and post-secondary success.**	1. Improve equity and overall student achievement while providing the necessary level of support to ***ensure the academic success among all student group populations.*** 2. ***Enhance with student input the overall student day and year*** through reimagining the daily schedule, course offerings, electives, periods in the day, extra-curricular activities, and other afterschool and summer learning opportunities. 3. ***Improve communication, collaboration, and alignment with all PK-8 feeder elementary districts*** to ready all students for high school.
Learning Environment: **Promote an environment that is respectful, innovative, inclusive, and supportive.**	***4.*** Reimagine opportunities to ***enhance student life skills, address student social emotional needs, and improve student behaviors, and attendance.***
High-Quality Workforce: **Recruit, develop, and retain a high-quality workforce to ensure and strengthen workplace competencies, collaboration, and satisfaction.**	***5. Recruit and retain a high-quality staff that exemplifies diversity, collaboration, and satisfaction.*** ***6.*** Enrich certified staff professional learning that leads ***to innovation and project-based, real-world learning that is responsive to student voice and choice.***
Family and Community Partnerships: **Cultivate partnerships with families and the community to support and expand learning opportunities for students.**	7. ***Strengthen relationships with families*** through increased education, engagement, and outreach. 8. ***Enhance Life, College, and Career Readiness*** through enhanced relationships with SIU, JALC, SIH, and other community businesses and partners.
Resources: **Make effective and efficient use of resources to maximize educational success.**	9. Continue to ***make facility and technology upgrades and provide better space utilization*** to improve learning and teaching.

Goal 1 - Student Growth and Achievement: Prepare all students for college, career, and post-secondary success.

What We've Done So Far

Ensure academic success among all student populations.

- Student and Teacher buy-in for multiple STAR assessment for all 9th and 10th grade students
- 95+% of all 9th and 10th grade students with at least two STAR data points in ELA and Math
- Professional development to all 9th and 10th grade ELA and Math teachers on STAR implementation
- Three data review meetings to review STAR data

With student input, enhance the overall student day and year.

- Implemented new courses in Cosmetology 2, Welding 4, and Heritage Spanish 2
- Developed AP African American History course for launch in 2026-27
- Developed AP English Literature and Culture course for launch in 2026-27
- Developed Sculpture Studio course for launch in 2026-27

Improve communication, collaboration, and alignment with all PK-8 feeder elementary districts.

- Continue collaboration with feeder districts through the articulation process
- Focused Adaptable and Digitally Literate
- Implemented additional support for incoming 9th graders, including developing four-year plans.

Where We're Going Next

Ensure academic success among all student populations.

- Implementation of STAR testing for all 9th, 10th, and 11th grade students in ELA and Math
- Implementation of STAR data analysis protocol for 9th, 10th, and 11th grade ELA and Math teachers
- Investigate curricular changes based on the STAR and ACT data
- Continue developing test preparation resources and program for ACCESS testing.
- Continue monitoring system and process of graduation cohort for Class of 2027, 2028, 2029, and 2030.
- Begin developing ways to showcase and celebrate our AP program and scores.

With student input, enhance the overall student day and year.

- New courses for 2026-27 – AP African American History, AP English Literature & Culture, Sculpture Studio
- Continued monitoring the implementation of Intensified Algebra 1
- Investigate CCHS Career Pathways and applicable course offerings

Improve communication, collaboration, and alignment with all PK-8 feeder elementary districts.

- Continue focus on CCHS Portrait of a Graduate
- New terms for 2026-2027 – "Critical Thinkers" and "Problem Solvers"

Year Four Key Performance Indicators and Targets:

KPI	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	25-26 TARGET
Graduation Rate	90.6%	93.2%	88.6%	80.5%	80%	86%	88%	85%*	**90%**
Grade Point Average				62.4%	60.5%	62.9%	66.6%	67.7%	**Maintain/ Improve**
9th Grade on Track	90.0%	94.2%	73.4%	80.2%	84%	88.%	85%	88%*	**90%**
ACT (SAT) Math	35.1%		26.8%	30%	26.5%	28%	39%	37%	**No Target Set**
ACT (SAT) English	36.7%		36.1%	32%	31.7%	29%	49%	47%	**No Target Set**
STAR Math							94%	97%	**Baseline Year**
STAR Reading							96%	96%	**Baseline Year**
AP/CTE/DC/Hon Enrollment			59.9%	57%	62%	74.8%	74.9%	71.6%	**Maintain/ Improve**

Goal 2 - Learning Environment: Promote an environment that is respectful, innovative, inclusive, and supportive.

What We've Done So Far

Advance student life skills, address student social emotional needs, improve student behaviors, and attendance.

- Expanded the Carbondale Caring Community Program to promote staff self-care.
- Refined the Tier 2/3 student reward system for behavior and attendance.
- Strengthened and monitored the Freshman Support Program.
- Created and implemented a targeted Tier 2/3 Terrier Time class for freshmen.
- Increased freshman class meetings with smaller group sizes.
- Piloted a Restorative Practice Program for students with major infractions.
- Implemented and monitored new discipline-related policies:
    - Detention policy - Vape policy - Out-of-assigned-area policy
- Developed an academic program for students in in-school suspension.

Where We're Going Next

Advance student life skills, address student social emotional needs, improve student behaviors, and attendance.

- Develop and implement a School-wide Universal Pass System.
- Research a school-wide Electronic Pass System.
- Develop and implement an Attendance Initiative Program
- Continue the Carbondale Caring Community Program to promote staff self-care.
- Strengthen and monitor the Freshman Support Program.
- Continue and refine the targeted Tier 2/3 Terrier Time class for freshmen.
- Increase freshmen and sophomore class meetings with smaller group sizes.
- Continue the Restorative Practice Program for students with major infractions.
- Expand quarterly parent communications on school-wide goals and updates to include the importance of attendance.
- Continue and refine the academic program for students in in-school suspension.
- Explore new programs to address student social-emotional needs and improve behavior and attendance.
- Continue investigating additional Restorative Practices.

Year Four Key Performance Indicators and Targets:

KPI	19-20	20-21	21-22	22-23	23-24	24-25	25-26	25-26 TARGET
Attendance			62.1%	68.3%	70.3%	70.7%	73%	**72%**
Tardiness			74.2% 80 %	81.5% 81.0%	82.4% 85.0%	84.3% 85.5%	85% 86%	**85% / 85%**
Student Behaviors			75.5%	77.8%	80%	74%	71%	**75%**
Discipline Referrals	4849	661	7251	5899	7144	8766	9938	**Improve**
ISS	1118	21	2011	1596	1152	1517	1802	**Improve**
OSS	38	5	87	1115	15	20	8	**Improve**
ASP	NA	NA	NA	NA	72	84	88	**Improve**

Goal 3 - High-Quality Workforce: Recruit, develop, and retain a high-quality workforce to ensure and strengthen workplace competencies, collaboration, and satisfaction.

What We've Done So Far

Strengthen workplace diversity, collaboration, shared decision-making, and satisfaction.
Enrich professional learning that leads to innovation and project-based, real-world learning that is responsive to student voice and choice.

- Onboarded new faculty member (Christi McGee) and administrators (Lena Dierks & Ryan Thomas) as New Teacher Orientation facilitators and enhanced summer orientation and monthly meetings for our new faculty.
- Organized Infinite Campus and Microsoft Suite professional development and trainings that were facilitated by faculty and staff.
- Continued with the Teach Plus Affinity Groups as a support network for certified and non-certified educators of color.

Where We're Going Next

Strengthen workplace diversity, collaboration, shared decision-making, and satisfaction.
Enrich professional learning that leads to innovation and project-based, real-world learning that is responsive to student voice and choice.

- Continue collaboration between Christi McGee and administration (Lena Dierks & Ryan Thomas) to enhance and improve onboarding new faculty members to the district.
- Implement Terrier Room Service on a weekly schedule that delivers snacks, drinks, and items to classrooms and offices based on wants and needs of the faculty and improves presence in the building.
- Continue to investigate ways to enhance our professional development calendar to incorporate Solution Tree, EdLeaders Network, EdWeb, Edivate, and SimpleK12 for more personalized professional development for teachers to improve areas of teacher practice identified through the evaluation process.

Year Four Key Performance Indicators and Targets:

KPI	19-20	20-21	21-22	22-23	23-24	24-25	25-26	25-26 TARGET
Staff Demographics – Administrators	22%	22%	40%	40%	40%	40%	40%	**Maintain/Improve**
Staff Demographics – Faculty	6%	6%	6%	6%	7%	9.6%	10.5%	**Maintain/Improve**
Staff Demographics – Staff				28%	28%	40%	37%	**Maintain/Improve**
Faculty Retention	93%	91%	91%	97%	95%	98%	99%	**90%**
Faculty Performance Evaluation	96%	100%	100%	98%	98%	100%	99%	**100%**
Staff Exit Survey				100%	100%	100%	100%	**100%**
Staff Exit Survey Completion						50%	83%	**Maintain/Improve**

Goal 4 - Family and Community Partnerships: Cultivate partnerships with families and the community to support and expand learning opportunities for students.

What We've Done So Far

Strengthen relationships and satisfaction with families.

- For the fourth year in a row, CCHS hosted a community meet-and-greet during the first full week of school, with strong attendance from families in the CCHS community.
- Increased promotion and added incentives boosted parent-teacher conference participation, and the continued Spring option gave families two chances to connect with teachers. Attendance rose again this year.

Enhance life, college, and career readiness by exchanging resources with SIU, JALC, SIH, and other community businesses and partners.

- Provided Career Exploration Visits focused on careers in the trades and collaborated with the SIU College of Engineering, Computing, Technology, and Mathematics to expose students to opportunities within their college.
- CCHS hosted its fifth annual student job fair in partnership with the Carbondale Chamber of Commerce, featuring 26 local employers interviewing students for summer positions.
- Strengthened our partnership with SIU, expanding scholarship opportunities for students. CCHS has led the nation in freshman enrollment at SIU Carbondale for five consecutive years (2022–2026).
    - The Class of 2026 earned nearly $1 million in SIU scholarships, including four full-ride Chancellor's Scholarships.

Where We're Going Next

Strengthen relationships and satisfaction with families.

- The Goal 4 Team will continue to expand the community meet-and-greet/open house and parent-teacher conference initiatives by enhancing promotion and offering new attendance incentives.
- The team will also oversee parent participation metrics on the 5Essentials Survey, setting measurable targets and analyzing responses to guide improvement efforts.

Enhance life, college, and career readiness by exchanging resources with SIU, JALC, SIH, and other community businesses and partners.

- The Goal 4 Team will expand career exploration opportunities by partnering with SIU, JALC, SIH, and local businesses to deliver career-focused presentations during Terrier Time.
- The team will also modify the CCHS Job Fair in 2026–27 by using feedback from employers and organizers to best fit the needs of CCHS students.
- Additionally, a Volunteer Fair will be planned and implemented to connect students with local service opportunities.

Year Four Key Performance Indicators and Targets:

KPI	19-20	20-21	21-22	22-23	23-24	24-25	25-26	25-26 TARGET
Percentage of family participation on 5 Essentials Survey	20.5%	20.4%	22.3%	27%	28.6%	25%	26%	**Maintain/Improve**
Donations to the CCHS Education Foundation			$88,000	$63,162	$139,000+	$212,000+	$190,000	**$100,000**
Number of community partners at annual job fair					20 Partners	26	26	**Maintain/Improve**
Parent access to Infinite Campus					57.8%	55%	61%	**Improve**
Meet and Greet Attendance					400 Ind./150 Families	600 Ind./200 Families	500 Ind./200 Families	**Maintain/Improve**
Parent Teacher Conference attendance				16%	167/107 274 Total	189/130 319 Total	201/149 350 Total	**300 Total**

Goal 5 - Resources: Make effective and efficient use of resources to maximize educational success.

What We've Done So Far

Construct facility and technology upgrades and provide better space utilization.

- Continued to monitor the timeliness of IT and Maintenance Help Desk tickets being resolved with targets set for this year
    - There were 259 IT tickets submitted through the 4th quarter of the fiscal year
        - 233 tickets resolved in 3 days or less (90%)
    - There were 272 Maintenance tickets submitted through the 4th quarter of the fiscal year
        - 197 tickets resolved in 5 days or less (72%)
    - We changed the questions on the cleanliness survey to get a better perspective of how the work is being performed.
        - Ratings per category through the 4th quarter
            - How would you rate the overall cleanliness of the school? (3.75 out of 5.00)
            - How satisfied are you with the cleanliness of the common areas? (3.91 out of 5.00)
            - How often do you notice litter or debris on school grounds? (3.20 out of 5.00)
            - How often do you observe custodians actively cleaning the facility? (4.16 out of 5.00)
    - The overall ratings on the cleanliness survey have stayed consistent year over year and we have truly stabilized our custodial services within the district
- This year was the second baseline year for our self-insurance plan and it has been a game changer! As of 5/31/26 we have a fund balance of about $54k! In FY25 the district paid out $1.7M worth of health insurance claims. FY26 is on pace to pay about $1.8M in health insurance claims. The plan is still very much self – sustaining and our employees are receiving great benefits.
- Monitor our AFR profile score and days cash on hand to ensure we are in good financial standing
    - We currently have a 4.0 overall financial profile score, putting us at recognition status for FY2%. We will receive our FY26 designation in the Fall.
    - Our FY25 days cash on hand increased from 287 days to 349 days due to controlling our fiscal costs, maximizing our resources over the past four years, and with the increase in our reserves, we have seen a significant increase in our interest revenue. As a District, our goal is to stay at 200 or above which is the recommendation by ISBE.

Where We're Going Next

Construct facility and technology upgrades and provide better space utilization.

- Enhance student satisfaction by implementing a quarterly survey on meal options to determine what our students enjoy for lunch and breakfast and provide that under ISBE guidelines
- Monitor our new self-insured insurance model to look for trends in claims/cost preventative measures to set a target for the FY28 school year
- Stay vigilant with our financial oversight to ensure the district maintains a positive net position

Year Four Key Performance Indicators and Targets:

KPI	21-22	22-23	23-24	24-25	25-26	25-26 TARGET
Days Cash on Hand	251	274	287	349	TBD	**200**
Financial Profile Rating	4	4	4	4	TBD	**3.54**
Maintenance Help Desk		72%	73%	83%	72%	**Maintain/Improve**
IT Help Desk		89%	89%	85%	90%	**Maintain/Improve**
Custodial Cleanliness		2.92	3.36	3.81	3.74	**Maintain/Improve**
Material Audit Findings		0	0	0	TBD	**0**
Self-Insurance Reserve Balance				$94,040	$0	**Baseline Year** 2