

Carbondale Community High School District 165

2024-25 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 150 employees. A new high school campus was opened on June 2, 2003. Carbondale has a population of 25,000 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 2025 reported scholarships of over two million dollars, with over one hundred thousand of that being local scholarship dollars, to support their attendance at over 30 colleges and universities throughout the country. Campuses that 2025 graduates will attend include:

Andrews University, Brigham Young University-Idaho, Columbia University, DePaul University, Illinois State University, John A. Logan College, Louisiana Tech University, McKendree University, Morgan State University, Oakton College, Olivet Nazarene University, Oregon State University, Pace University, Parkland College, Saint Louis University, Saint Xavier University, Southern Illinois University Carbondale, Southern Illinois University Edwardsville, Studio Incamminati, University of Illinois at Chicago, University of Illinois at Urbana-Champaign, University of Central Florida, University of Health Sciences and Pharmacy in St. Louis, University of Iowa, University of Jordan, University of Louisville, University of Missouri at St. Louis, Washington University in St. Louis, and Wentworth Institute of Technology. Graduates have also committed to serve in the US National Guard, US Army, and US Air Force.

25 Illinois State Scholars, 1 National Merit Finalists

Academic Challenge in Engineering and Science (ACES) – 2nd Place State Finish

Scholar Bowl - Regional and Sectional Champions, 24 straight Regional Championships, 6 Top 4 finishes at IHSA State Tournament since 2002

Four State FBLA Champions - Business Ethics, Business Management, Impromptu Speaking, Economics
Five students advanced to the National History Fair in Washington D.C.

State Finalists in History Fair, Science Fair, FBLA and Skills USA

Garwin Family Foundation sponsorship of students to pursue rigorous summer academic programs at University of Chicago (Summer Immersion Program), Stanford (Jazz Workshop), Washington University (Summer Scholars Program), Brown University (Summer at Brown), Syracuse University (Summer College), Bard College (Young Writers Workshop)

Conference Champions: Volleyball, Boys Soccer, and Boys Track – State Track finalists in 4X400 Relay

Eislee Moore: Girls Tennis-1st Team All-State; Top 10 at IHSA Girls State; IHSA All- Academic Team (Honorable Mention)

Owen Lee: Football and Boys Track-1st Team All-State Football; 5th Place in Shot Put at the IHSA State Track Meet

Alaiyah Penn: Girls Track-2nd Place in Triple Jump at the IHSA State Track Meet

Maddax Thompson: Boys Swimming-9th Place in the 100 Breast Stroke at the IHSA State Boys Swimming Meet

Over \$275,000 in Education Foundation Grants Awarded to Students and Faculty for Programs and Scholarships

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:

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

Adult Portrait: Each Employee demonstrates:

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 <i>ensure the academic success among all student group populations.</i> 2. <i>Enhance with student input the overall student day and year</i> through reimagining the daily schedule, course offerings, electives, periods in the day, extra-curricular activities, and other afterschool and summer learning opportunities. 3. <i>Improve communication, collaboration, and alignment with all PK-8 feeder elementary districts</i> to ready all students for high school.
Learning Environment: Promote an environment that is respectful, innovative, inclusive, and supportive.	4. Reimagine opportunities to <i>enhance student life skills, address student social emotional needs, and improve student behaviors, and attendance.</i>
High-Quality Workforce: Recruit, develop, and retain a high-quality workforce to ensure and strengthen workplace competencies, collaboration, and satisfaction.	5. <i>Recruit and retain a high-quality staff that exemplifies diversity, collaboration, and satisfaction.</i> 6. Enrich certified staff professional learning that leads to <i>innovation and project-based, real-world learning that is responsive to student voice and choice.</i>
Family and Community Partnerships: Cultivate partnerships with families and the community to support and expand learning opportunities for students.	7. <i>Strengthen relationships with families</i> through increased education, engagement, and outreach. 8. <i>Enhance Life, College, and Career Readiness</i> 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 <i>make facility and technology upgrades and provide better space utilization</i> to improve learning and teaching.

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

What We've Accomplished

1. Ensured Academic Success for All Student Populations

- Secured student and teacher buy-in for multiple STAR assessments for 9th grade.
- Achieved 100% participation in STAR assessments (ELA and Math) for 9th grade.
- Delivered professional development on STAR implementation to all 9th grade ELA and Math teachers.

2. Enhanced the Student Day and Year (with Student Input)

- Introduced new courses: Cosmetology 1, Financial Algebra 2, Intensified Algebra 1.
- Developed new offerings for 2025–26: Cosmetology 2, Welding 4, Heritage Spanish 2.
- Expanded dual credit options: Architectural Design 1, Botany 2, English 4.

3. Strengthened PK–8 Feeder District Collaboration

- Continued articulation efforts with feeder districts.
- Focused on resilience and empowerment initiatives.
- Implemented support for incoming 9th graders, including four-year academic planning.

Where We're Headed Next

1. Deepen Academic Success Initiatives

- Expand STAR testing to include 10th grade (ELA and Math).
- Implement STAR data analysis protocols for 9th and 10th grade teachers.
- Analyze correlations between STAR and ACT data.
- Explore curriculum adjustments based on assessment insights.

2. Continue Enhancing the Student Experience

- Launch new courses: Cosmetology 2, Welding 4, Heritage Spanish 4.
- Monitor implementation of Intensified Algebra 1.
- Expand dual credit offerings and explore CCHS Career Pathways.

3. Advance PK–8 Alignment

- Continue developing the CCHS Portrait of a Graduate.
- Introduce new competencies: “Adaptable” and “Digitally Literate”.

Year three Key Performance Indicators and Targets:

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

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

What We've Accomplished

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

- Improved communication around the use of Terrier Time.
- Developed and implemented a staff support plan addressing the challenges of working with high-needs students.
- Rolled out a Trauma-Informed professional development program to build staff awareness of student needs.
- Expanded reward systems for Tier 2/3 students based on behavior and attendance.
- Launched a quarterly communication plan to share school-wide goals and updates with parents.
- Enhanced the Freshman Support Program.
- Reviewed and updated discipline and attendance policies and procedures.
- Introduced a final exam bonus and exemption policy.
 - Explored additional Restorative Practices to support student behavior.

Where We're Headed Next

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

- Launch a professional development plan focused on improving classroom environments.
- Expand the Carbondale Caring Community Program to promote staff self-care.
- Refine the Tier 2/3 student reward system for behavior and attendance.
- Strengthen and monitor the Freshman Support Program.
- Create a targeted Tier 2/3 Terrier Time class for freshmen.
- Increase freshman class meetings with smaller group sizes.
- Pilot a Restorative Practice Program for students with major infractions.
- Maintain quarterly parent communications on school-wide goals and updates.
- Implement and monitor new discipline-related policies:
 - - Detention policy - Vape policy - Out-of-assigned-area policy
- Develop an 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 three Key Performance Indicators and Targets:

KPI	19-20	20-21	21-22	22-23	23-24	24-25	24-25 TARGET
Attendance			62.1%	68.3%	70.3%	70.7%	72%
Tardiness			74.2% 80 %	81.5% 81.0%	82.4%/85.0%	84.3% 85.5%	85% / 85%
Student Behaviors			75.5%	77.8%	80%	74%	Maintain/Improve
Discipline Referrals	4849	661	7251	5899	7144	8766	< 7000
ISS	1118	21	2011	1596	1152	1517	Maintain/Improve
OSS	38	5	87	1115	15	20	Maintain/Improve
ASP	NA	NA	NA	NA	72	84	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 Accomplished

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.

- Implemented the peer-to-peer classroom observations through the New Teacher Orientation program.
- Implemented Terrier Shout-out board for the 24-25 school year where faculty & staff can post shout-outs to recognize the outstanding efforts of our peers.
- Continued with the Teach Plus Affinity Groups as a support network for certified and non-certified educators of color.

Where We're Headed 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 to enhance and expand our New Teacher Orientation to include a stronger mentoring program which will include peer-to-peer classroom observations with mentors and focused monthly meetings.
 - New Teacher Orientation is a strong program that orientates new faculty members in the summer, pairs them with mentors, and meets monthly throughout the school year.
 - Content area mentor within the department + Mentor outside of the department
 - New faculty members will observe their mentor's classroom outside of their department at least two times during the school year.
 - A follow-up meeting with their mentor about classroom observation will take place with an emphasis on classroom procedures, classroom management, and formative assessment.
- Continue to investigate ways to enhance our professional development calendar to incorporate Solution Tree, EdLeaders Network, EdWeb, Edviate, and SimpleK12 for more personalized professional development for teachers to improve areas of teacher practice identified through the evaluation process.

Year three Key Performance Indicators and Targets:

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

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

What We've Accomplished

Strengthen relationships and satisfaction with families.

- For the third year in a row, CCHS hosted a community meet-and-greet during the first full week of school, with significantly higher attendance in 2024–25.
- 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 speech communication.
- CCHS hosted its fourth annual student job fair in partnership with the Carbondale Chamber of Commerce, featuring 20 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 four consecutive years (2022–2025 projected).
 - The Class of 2025 earned nearly \$1 million in SIU scholarships, including four full-ride Chancellor's Scholarships.
- Opened a new CTE addition and launched an on-site Cosmetology program in collaboration with JALC.

Where We're Headed 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.
- In 2025-26, we will begin preparing for the class of 2030, being eligible for the JALC Promise Scholarship.
- The team will also grow the CCHS Job Fair in 2025–26 by increasing student preparation and employer participation.
- Additionally, a Volunteer Fair will be planned and implemented to connect students with local service opportunities.

Year three Key Performance Indicators and Targets:

KPI	19-20	20-21	21-22	22-23	23-24	24-25	24-25 TARGET
Percentage of family participation on 5 Essentials Survey	20.5%	20.4%	22.3%	27%	28.6%	25%	Maintain/Improve
Donations to the CCHS Education Foundation			\$88,000	\$63,162	\$139,000+	\$212,000+	\$200,000
Number of community partners at annual job fair					20 Partners	26	Maintain/Improve
Parent access to Infinite Campus					57.8%	55%	>56%
Meet and Greet Attendance					400 Ind./150 Families	600 Ind./200 Families	Maintain/Improve
Parent Teacher Conference attendance				16%	167/107 274 Total	189/130 319 Total	300 Total

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

What We've Accomplished

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 281 IT tickets submitted through the 3rd quarter of the fiscal year
 - 244 tickets resolved in 3 days or less (87%)
 - There were 237 Maintenance tickets submitted through the 3rd quarter of the fiscal year
 - 190 tickets resolved in 5 days or less (80%)
- We updated questions on the cleanliness survey to obtain a better perspective of how work is being performed.
 - Ratings per category through the 4th quarter
 - How would you rate the overall cleanliness of the school? (3.68 out of 5.00)
 - How satisfied are you with the cleanliness of the common areas? (3.76 out of 5.00)
 - How often do you notice litter or debris on school grounds? (3.19 out of 5.00)
 - How often do you observe custodians actively cleaning the facility? (4.63 out of 5.00)

The overall ratings on the cleanliness survey have improved significantly year over year

- This year was a baseline year for our self-insurance plan and it has been a success thus far. As of 5/31/25 we have a fund balance of approximately \$94,000. FY26 will be another baseline year for this KPI so that we can look at trends prior to setting a target for FY27.
- 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 FY24. We will receive our FY25 designation in the Fall.
- Our FY24 days cash on hand increased from 274 days to 287 days due to controlling our fiscal costs, maximizing our resources over the past three years. With our new CBA going into effect 7/1/25, the days cash on hand will decrease in the coming years. As a District, our goal is to stay at 200 days or above which is the recommendation by ISBE.

Where We're Headed Next

Construct facility and technology upgrades and provide better space utilization.

1. Continue to monitor IT and Maintenance help desk ticket completion percentages and maintain/improve targets
2. Monitor our new self-insured insurance model to look for trends in claims/cost preventative measures to set a target for the FY27 school year
3. Stay vigilant with our financial oversight to ensure the district maintains a positive net position

Year three Key Performance Indicators and Targets:

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