



CCPS

Collier County
Public Schools



COLLEGE, CAREER, AND LIFE READY

2020-2023 STRATEGIC PLAN

YEAR 2 | 2021-2022

*2019-2020 data was unavailable due to extraordinary circumstances for which a national emergency was declared in order to protect the health and safety of students, staff, and our communities. In order to account for the disruption caused by the pandemic, a Board approved shift in the Strategic Plan timeline is reflected in the Year 1 (2019-21) results and the three-year progression.



MESSAGE FROM THE **SUPERINTENDENT**

Kamela Patton, Ph.D.

The 2020-2023 Strategic Plan places an emphasis on ensuring our students are “**College, Career, and Life Ready**” along with exciting new initiatives and expansion of successful practices.

The development of the 2020-2023 Strategic Plan was a collaborative process. Parents, community members, community-based organizations, and Collier County Public Schools employees participated through multiple forums to provide constructive, thoughtful, and valuable input.

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On behalf of the District, I wish to express gratitude for the numerous contributions to the development of this plan. The Strategic Plan is designed to provide a college and career pathway for every student. We will continue to work collaboratively with all CCPS families and community stakeholders to help every student achieve #CCPSSuccess!

Thank you,

Kamela Patton, Ph.D.
Superintendent of Schools

SCHOOL BOARD MEMBERS

VISION

All students will complete school prepared for ongoing learning as well as community and global responsibilities

MISSION

By providing exceptional educational opportunities that motivate and engage each student

BELIEFS

- All students can meet and **exceed high performance** standards and must be continuously challenged to do so
- Each person in the school system must be **focused on student success**
- We must understand and **embrace our students' diverse cultures and learning styles**
- The **district and the community**, together, are responsible for giving students academic and other essential support so they can **focus on learning**
- The school board and superintendent must create and **maintain a relationship that is collaborative and trusting**, in which all parties have a clear understanding and respect of roles and are working toward shared goals
- Effective, **collaborative work** with the community will produce success for students
- We must **base** all of our **decisions** on evidence and the **best interest of students**
- We have the ability to meet all state and federal government requirements



**ERICK
CARTER**
BOARD CHAIR
DISTRICT 4



**JEN
MITCHELL**
BOARD VICE CHAIR
DISTRICT 3



**STEPHANIE
LUCARELLI**
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**ROY
TERRY**
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DISTRICT 5



**DR. JORY
WESTBERRY**
BOARD MEMBER
DISTRICT 1



2020-2023 STRATEGIC PLAN EXECUTIVE SUMMARY

COLLEGE, CAREER, AND LIFE READY

Collier County Public Schools (CCPS) is a fast-growing and rapidly changing district, serving approximately 48,000 students. To ensure that we are meeting the needs of our ever-changing student population and preparing students for life beyond high school, the District sought advice from local Chief Executive Officers (CEO) on their strategic planning process. They recommended focusing on one overarching goal and streamlining our strategies. Several participants referenced Stephen Covey's book, The 4 Disciplines of Execution, where it is recommended to create one "wildly important goal," or WIG, that the entire organization can strive to achieve. After much reflection, the District leadership team decided to develop one WIG to guide the 2020-2023 Strategic Plan – **College, Career, and Life Ready**. This overarching goal serves as a reminder to students, staff, parents, and community members that everyone plays a role in helping students become college, career, and life ready. The previous two iterations of the Strategic Plan focused on developing and implementing systems and programs to increase student achievement. Now that the programs and systems are in place, the District will continue to maintain and enhance those efforts. The new Strategic Plan is responsive to our diverse student population in order to meet the needs of all students, providing students with opportunities to leave Collier County Public Schools with knowledge and skills that allow them to be college, career, and life ready.

The measure of success for our WIG will be the graduation rate. With an already high graduation rate of 91.9%, District leadership strategically selected Key Performance Indicators (KPIs) that would continue to positively impact student achievement. The KPI is a three year goal and is Specific, Measurable, Attainable, Realistic/Relevant, and Time-bound (SMART). Strategies are the actions that will be taken to achieve the goals set forth in the plan and are updated annually. Three categories – Academics, Leadership, and Culture – have been created to organize the 23 Strategic Imperatives. Each Strategic Imperative has a Key Performance Indicator (KPI) which is the driving force of the plan.

Developing the Strategic Plan has been a comprehensive process that spanned more than a year. The process for gathering input has been inclusive from the planning and development stage to gathering input from parents, community-based organizations, and employees. Additionally, national and local strategic plans from other districts and businesses were reviewed as part of the development of the 2020–2023 Strategic Plan.

During the course of the 2019-2020 school year, Collier County Public Schools will launch the new three year Strategic Plan to address needs facing our schools. The plan is grounded on research and best practices, including:

- Recommendations from AdvancED (International Accrediting Agency) (**Appendix A**)
- An extensive review process of over 50 strategic plans from other school districts nationally and from local organizations (**Appendix B**)
- Key definitions and terms within the Strategic Plan can be found in **Appendix C**.

The graphic representation of the Strategic Plan shows the overlapping categories to symbolize the connectedness of the categories and how the strategic imperatives could be assigned to multiple categories supportive of college, career, and life readiness.



ACADEMIC IMPERATIVES	LEADERSHIP IMPERATIVES	CULTURE IMPERATIVES
<ul style="list-style-type: none"> • Student Achievement • Increase Acceleration Rate • Early Learning • Digital Innovation • STEAM/Health Academies • Technical College Access • Post-Secondary - Manufacturing • Professional Learning - Instructional and Non-Instructional 	<ul style="list-style-type: none"> • Elementary Connect for Success • Middle School Connect for Success • High School Connect for Success • Student Leadership • Professional Learning - Pathways to Leadership • Prepare for AdvancED Accreditation • Future Ready Collier • Operational Performance 	<ul style="list-style-type: none"> • College, Career, and Life Readiness Skills • Parent and Family Engagement • Safe and Secure Environment • Workforce Recruitment • Employee Engagement • Talent Development • Fiscal Responsibility



COLLEGE, CAREER, AND LIFE READY ACADEMICS

STUDENT ACHIEVEMENT

KEY PERFORMANCE INDICATOR (KPI)

Increase total points earned for the District Grade by nine (9) from the 2020-21 baseline as determined by the Florida Department of Education (FLDOE) which represents an aggregate of student achievement, learning gains, acceleration (middle and high schools) and graduation rate (high school)

2021-2022 STRATEGIES

- Increase total points earned for the district grade by three (3) points, maintaining the high performance of the district as an A district

INCREASE ACCELERATION RATE

KEY PERFORMANCE INDICATOR (KPI)

Increase the District acceleration rates for middle and high school

2021-2022 STRATEGIES

- Improve middle school acceleration rate through support of courses providing acceleration opportunities and targeted Professional Learning for schools with depressed acceleration
- Improve high school acceleration rate through support of courses providing acceleration opportunities and targeted Professional Learning for schools with depressed acceleration

EARLY LEARNING – K-2 DATA DIALOGUES

KEY PERFORMANCE INDICATOR (KPI)

Conduct K-2 Data Dialogues/Data Chats between principals and instructional staff in all elementary schools three (3) times per year to monitor student progress toward grade level expectations and standards mastery

2021-2022 STRATEGIES

- Expand K-2 Data Dialogues/data chats at each elementary school with school leaders and teachers

DIGITAL INNOVATION

KEY PERFORMANCE INDICATOR (KPI)

Certify an additional 30% of school based administrators and instructional employees as Collier County Public Schools: Instruction through Digital Innovation (CCPSIDI) educators

2021-2022 STRATEGIES

- Refine CCPSIDI Professional Learning programs to ensure all teachers are trained on the Canvas Learning Management System (LMS) and that optional trainings and on-demand materials are made available to further growth in CCPSIDI certifications

STEAM EDUCATION

KEY PERFORMANCE INDICATOR (KPI)

Maintain and/or enhance all District STEAM events and challenges to further student engagement and expand Health Science Academies / Experiences to all high schools

2021-2022 STRATEGIES

- Implement two (2) NAF Health Science Academies at Naples High School and Palmetto Ridge High School
- Expand school-based STEAM Challenges by developing a Pre-K STEAM Challenge while maintaining existing STEAM programs, inclusive of the STEAM Expo and District-wide STEAM Competition

TECHNICAL COLLEGE ACCESS

KEY PERFORMANCE INDICATOR (KPI)

Provide access to career dual enrollment in technical colleges to eligible 11th and 12th grade students in all comprehensive high schools

2021-2022 STRATEGIES

- Create plan for offering career dual enrollment for 11th and 12th grade students
- Implement grant funded Workforce Advisor position to assist in development of marketing and recruitment plans, application process, and promotion of Certified Technical Education (CTE) courses to high school students

POST-SECONDARY - MANUFACTURING

KEY PERFORMANCE INDICATOR (KPI)

Establish Center for Manufacturing Excellence to expand training opportunities to support the growth of manufacturing careers in our area

2021-2022 STRATEGIES

- Conduct student and employer surveys and begin self-study process to obtain the National Institute for Metalworking Skills (NIMS) Credential for the center
- Evaluate the 1,500-hour Career Certificate program for Precision Machining and other targeted short-term and continuing education training programs, collect feedback, and make necessary adjustments

PROFESSIONAL LEARNING INSTRUCTIONAL AND NON-INSTRUCTIONAL

KEY PERFORMANCE INDICATOR (KPI)

Engage employees from all departments in professional learning to support their roles and responsibilities aligned to District initiatives

2021-2022 STRATEGIES

- Expand FTEM modules to include resources and on-demand materials to support equitable student learning and virtual learning environments
- Expand offerings to all non-instructional employee groups to provide job-specific skills and support



COLLEGE, CAREER, AND LIFE READY LEADERSHIP

ELEMENTARY SCHOOL CONNECT FOR SUCCESS

KEY PERFORMANCE INDICATOR (KPI)

Incorporate an elementary study skills system for students in grades 3 through 5 within all elementary schools

2021-2022 STRATEGIES

- Implement Connect for Success in all elementary schools for Kindergarten to 5th grades, and Everglades City Schools (EVG), and eCollier Academy (eCA), inclusive of study skills

MIDDLE SCHOOL CONNECT FOR SUCCESS

KEY PERFORMANCE INDICATOR (KPI)

Implement 6th through 8th grade advisory time in all middle schools

2021-2022 STRATEGIES

- Implement Connect for Success in ten (10) middle schools, EVG, and eCA to engage with activities designed to build grit, persistence, self-discipline, student agency, time management, organizational skills and leadership

HIGH SCHOOL CONNECT FOR SUCCESS

KEY PERFORMANCE INDICATOR (KPI)

Implement 9th through 12th grade advisory time in all high schools

2021-2022 STRATEGIES

- Implement Connect for Success in eight (8) high schools, EVG, and eCA to engage with activities designed to build grit, persistence, self-discipline, student agency, time management, organizational skills and leadership

STUDENT LEADERSHIP

KEY PERFORMANCE INDICATOR (KPI)

Increase the total number of Leader In Me (LiM) schools within the District to fifteen (15)

2021-2022 STRATEGIES

- Enhance support for current LiM Schools based on feedback and establish three (3) additional LiM schools

PROFESSIONAL LEARNING PATHWAYS TO LEADERSHIP

KEY PERFORMANCE INDICATOR (KPI)

Increase the exit competency rate by 5% for participants who complete CCPS leadership programs

2021-2022 STRATEGIES

- Implement broader leadership academies to include: Assistant Principal BENCH Academy, Assistant Principal Induction Academy, Principal BENCH Academy and Principal Induction Academy. Establish baseline competency levels for program participants based upon Florida Principal Leadership Standards (FPLS) assessments
- Assign mentors to all induction academy participants and target professional growth during quarterly meetings based upon initial assessment in the domains of Student Achievement, Instructional Leadership, Organizational Leadership, and Professional and Ethical Behavior

PREPARE FOR ACCREDITATION

KEY PERFORMANCE INDICATOR (KPI)

Align district initiatives from the 2020-2023 Strategic Plan to support external reviews and audits including completion of Cognia documentation

2021-2022 STRATEGIES

- Complete preparations at District and school levels required to successfully complete accreditation for CCPS through Cognia
- Collect documentation from progress-reporting on Strategic Plan initiatives as evidence of actions supporting accreditation standards

FUTURE READY COLLIER

KEY PERFORMANCE INDICATOR (KPI)

Develop a plan to align and leverage the Future Ready Collier (FRC) network and participating partners to support student achievement in K-12

2021-2022 STRATEGIES

- Create a plan to align community resources toward supporting student achievement in grades K-12

OPERATIONAL PERFORMANCE

KEY PERFORMANCE INDICATOR (KPI)

Demonstrate improved operational performance in Nutrition Services, Facilities Management and Technology by meeting or surpassing annual benchmarked metrics based upon National Performance Measurements

2021-2022 STRATEGIES

- Increase Lunch Participation Rate 1% annually by collaborating with schools and the Communications Department to raise student nutrition awareness; continue to monitor comparisons to national benchmarks
- Decrease District Work Order Completion Time 1% annually through collaboration with school and District administrators to enhance efficiency strategies; continue to monitor comparisons to national benchmarks
- Decrease the average age of student computers 3% annually; continue to monitor comparisons to national benchmarks



COLLEGE, CAREER, AND LIFE READY CULTURE

COLLEGE, CAREER, LIFE READINESS SKILLS

KEY PERFORMANCE INDICATOR (KPI)

Increase percentage of students in attendance 90% or more by 10% through College, Career, Life Readiness Skills (CCLRS) and mental wellness initiatives

2021-2022 STRATEGIES

- Expand awareness of the District's five priorities with instructional staff, noninstructional staff, and parents with two (2) District outreach activities
- Increase percentage of students in attendance 90% or more by 3% through College, Career, and Life Readiness Skills and mental wellness initiatives

PARENT AND FAMILY ENGAGEMENT

KEY PERFORMANCE INDICATOR (KPI)

Conduct nine parent/family engagement activities per school, based on areas identified by school stakeholders

2021-2022 STRATEGIES

- Enhance parent information events at each school site [one (1) per academic quarter, fall, winter, spring] based on feedback from students, parents, and staff
- Hold three (3) parent café opportunities, at the District level, focused on early learning
- Plan and implement Parent Education and Engagement Academy

SAFE AND SECURE ENVIRONMENT

KEY PERFORMANCE INDICATOR (KPI)

Conduct six new safety and security trainings for staff while maintaining existing safety initiatives

2021-2022 STRATEGIES

- Add two (2) additional safety trainings to enhance our safety plan

WORKFORCE RECRUITMENT

KEY PERFORMANCE INDICATOR (KPI)

Increase the fill rate for vacant positions by 3% for all employee categories in alignment with funded Full-TimeEquivalent (FTE) through recruitment initiatives and programs

2021-2022 STRATEGIES

- Increase the fill rate by 1%, (from the two-year average of 92.96% in FY21 to 93.96% in FY22)
- Plan for three (3) workforce pathways and continue to strengthen the career connections to CCPS careers

EMPLOYEE ENGAGEMENT

KEY PERFORMANCE INDICATOR (KPI)

Engage all full-time employees through training, staff support activities, and engagement initiatives to reduce the turnover rate by 3%

2021-2022 STRATEGIES

- Reduce turnover rate of all full-time employees by 1% (from the two-year average of 7.04% in FY21 to 6.04% in FY22)

TALENT DEVELOPMENT

KEY PERFORMANCE INDICATOR (KPI)

Increase by 3% the number of internal employees across all departments who succeed to higher positions

2021-2022 STRATEGIES

- Increase the number of internal candidates succeeding to higher positions by 1%, (from 23.99% in FY21 to 24.99% in FY22)

FISCAL RESPONSIBILITY

KEY PERFORMANCE INDICATOR (KPI)

Maintain a 5% District Strategic Reserve Fund Balance based upon a percentage of General Fund Revenue

2021-2022 STRATEGIES

- Prioritize and fund Strategic Reserve at 5% of General Fund Revenues



APPENDIX A

AdvancED Accreditation: Commendations and Required Actions

AdvancED Accreditation Process

AdvancED is an international agency accrediting 34,000 schools and school systems in more than 70 countries serving 20 million students.

In February 2017, Collier County Public Schools welcomed a team from AdvancEd for an accreditation review. Prior to their visit, they were provided with 35,000 documents, 10,000 artifacts, and 32,000 stakeholder surveys. The team of 10 evaluators (five from Florida and five from outside the state) conducted their on-site External Review, providing the District with additional lenses through which to see our school system.

During the External Review, AdvancED selected 18 schools / 128 classrooms to visit. The team interviewed a total of 382 stakeholders, consisting of:

- 1 Superintendent
- 5 Board Members
- 115 Administrators
- 25 Teachers
- 36 Support Staff
- 94 Parents, Community Members, and Business Partners
- 106 Students

The AdvancED External Review results in an Index of Educational Quality rating, a listing of powerful practices, as well as opportunities for improvement, which are listed below.

Index of Educational Quality

	CCPS Rating	AdvancED Network Average Rating
OVERALL SCORE	329.51	278.34
Teaching and Learning Impact	326.19	268.94
Leadership Capacity	315.83	292.64
Resource Utilization	358.75	283.86

Powerful Practices

- The Collier County Public Schools superintendent and leadership teams foster a highly effective culture consistent with the system's purpose and direction.
- System and school staff employ a wide-range of electronic, print, and in-person communication strategies to effectively engage stakeholders in support of the system's purpose and direction.
- Collier County Public Schools demonstrates outstanding resource management and makes wise and effective use of public and private funds to address the learning and developmental needs of children.

Opportunities for Improvement

- Develop and implement a continuous program of professional development for teachers that is aligned with the district's practice of data dialogues.
- Enhance the system's programs that enable parents to provide academic support for their children.

Improvement Priorities

(Progress must be reported back to AdvancEd within two years)

- Develop a structure for quality implementation of school board professional development based on the system's core values, strategic plan, and current CCPS board policy.

Note: In 2019, AdvancED merged with Measured Progress to become Cognia, which will be conducting an accreditation review of Collier County Public Schools in 2022.

Strategic Plan Reviews

Southwest Florida Employer Strategic Plans

- Arthrex, Inc.
- Collier County Government
- Collier County Sheriff's Office
- Florida Gulf Coast University
- Hodges University
- NCH Healthcare System
- Publix Super Markets
- The Ritz-Carlton, Naples
- United Way of Collier County

Large School Districts

- Charlotte-Mecklenburg School District, NC
- Fulton County School District, GA
- Hillsborough County School District
- Lee County School District
- Miami-Dade County School District
- Newton Public School District, MA
- Palm Beach County School District
- Palo Alto Unified School District, CA
- Pittsburgh Public School District, PA
- St. Johns County School District

Benchmarked Florida School Districts

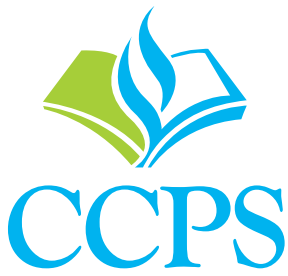
- Escambia County School District
- Lake County School District
- Manatee County School District
- Marion County School District
- Osceola County School District
- Pasco County School District
- Sarasota County School District
- Seminole County School District
- St. Lucie County School District
- Volusia County School District

Other Florida School Districts

- Bay County School District
- Charlotte County School District
- Clay County School District
- Columbia County School District
- Flagler County School District
- Gadsden County School District
- Gilchrist County School District
- Gulf County School District
- Highlands County School District
- Indian River County School District
- Lafayette County School District
- Leon County School District
- Madison County School District
- Okaloosa County School District
- Okeechobee County School District
- Polk County School District
- Putnam County School District
- Sumter County School District
- Taylor County School District
- Union County School District
- Walton County School District
- Washington County School District

Acronym Definitions

- CCPS** Collier County Public Schools
- CCLRS** College, Career, and Life Readiness Skills
- CCPSIDI** Collier County Public Schools Instruction through Digital Innovation
- FRC** Future Ready Collier
- FSCG** Federal, State, and Competitive Grants
- FTE** Full-Time Equivalent
- FTEM** Focused Teacher Evaluation Model
- KPI** Key Performance Indicator
- LIM** Leader In Me
- NAF** National Academy Foundation
- STEAM** Science, Technology, Engineering, Arts, and Math
- WIG** Wildly Important Goal



Collier County Public Schools

Visit us online at:
www.collierschools.com

Dr. Kamela Patton
Superintendent

District School Board of Collier County

Erick Carter, Chair
Jen Mitchell, Vice Chair
Stephanie Lucarelli, Member
Roy M. Terry, Member
Dr. Jory Westberry, Member

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