

INTERIM SUPERINTENDENT  
DR. LESLIE C. RICCIARDELLI

# 100-DAY REPORT



Dear CCPS Families, Colleagues, and Board Members,

I am honored to have been chosen to lead this amazing district. Collier County Public Schools (CCPS) is a nationally recognized leader in education, and I have been humbled by the show of support from the Board, staff, and our community partners.

March 23, 2023, marks 100 days since I was appointed as CCPS Interim Superintendent. My plan has been to intentionally listen, look at issues with fresh eyes, think creatively with colleagues, and act. In alignment with the priorities I established, I displayed fiscal acumen by aligning academics and finance during the budgeting process to more efficiently allocate resources, and I set a course for improving the climate in our district by creating an open line of communication between and among all stakeholders.

The priorities I identified for the first 100 days include the following:

## 1. Leadership

- Restructured district executive leadership to directly impact student achievement and operational efficiency
- Reviewed and analyzed data from two recent, comprehensive surveys - identified areas to refine, enhance, or retire current practices
- Organized three Principal focus groups (level specific) to determine immediate needs of schools and respond accordingly

## 2. Fiscal Accountability

- Reviewed organizational charts and school-level staffing
  - Reduced district-level annual staffing costs by \$1.6 million (January – February)
  - Utilized business intelligence software to differentiate staffing per school based on academic data
- Implemented modified zero-based budgeting process ensuring a return on investment (ROI)
  - Reviewed district departmental budgets through a ROI lens in order to impact student achievement

### 3. Climate

- Conducted and analyzed Employee Engagement and Culture Survey
  - Responded to survey findings by creating district goals and monitored schools' action plans
- Aided development of new district mission and vision statements and Board priorities through staff-led work session
- Updated the district's Emergency Response Plan
  - Created repository to ensure compliance with all components of Rule 6A-1.0018 in preparation for a visit from FLDOE Office of Safe Schools
- Enhanced communication and strategic engagement
  - Exhibited integrity, transparency, and timely communication during the superintendent transition
  - Provided board member access to all levels of district and school leadership to promote transparency and streamline communication
  - Enhanced monthly communication by including a board member message in News + Notes and a video recap of the monthly board meeting
  - Surveyed elementary teachers regarding standards-based progress reporting and assembled a workgroup to review results and develop suggestions for further review
  - Planned for High School Student Advisory Groups to support civic literacy, critical thinking, and engagement with Superintendent, district leadership, and board members
- Demonstrated consensus building skills in working with School Board, district partners, and community members to implement a shared vision of positive student outcomes
  - Video summaries of regular meetings
  - News + Notes monthly newsletter
  - Scheduled School Board meetings announced via social media
  - Attendance and participation with advisory groups and educational partners

Moving forward, the next 100 days will include an expanded focus on the five priorities adopted on February 13, 2023, by the School Board: Academics, Fiscal Responsibility, Culture and Climate, Human Resources, and Student Conduct. I will continue to be a trusted educational leader who is visible, approachable, and collaborative during interactions with students, parents, staff, board members, and the community.

I am committed to our collective district vision of inspiring students to achieve academic excellence, and I am excited to share I have applied for the position of Superintendent of Collier County Public Schools.

Respectfully,

Dr. Leslie C. Ricciardelli  
Interim Superintendent

