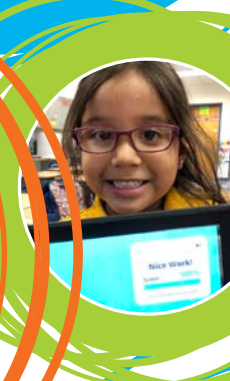




CCPS

Collier County
Public Schools



COLLEGE, CAREER, AND LIFE READY

2020-2022 STRATEGIC PLAN

YEAR 1 | 2019-2020



MESSAGE FROM THE SUPERINTENDENT

Kamela Patton, Ph.D.

The new 2020-2022 Strategic Plan will place 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 2020-2022 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.

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



**ROY
TERRY**
BOARD CHAIR
DISTRICT 5



**STEPHANIE
LUCARELLI**
BOARD VICE CHAIR
DISTRICT 2



**ERICK
CARTER**
BOARD MEMBER
DISTRICT 4



**JEN
MITCHELL**
BOARD MEMBER
DISTRICT 3



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



2020-2022 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 2020-2022 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 2020–2022 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 Study Skills • Middle School Advisory • High School Advisory • Student Leadership • Professional Learning - Pathways to Leadership • Prepare for AdvancED Accreditation • Future Ready Collier • Operational Performance 	<ul style="list-style-type: none"> • Social Emotional Learning • 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 FY19 baseline, as determined by the Florida Department of Education, which represents an aggregate of student achievement, learning gains, acceleration (middle and high schools) and graduation rate

2019-2020 STRATEGIES

- Increase total points earned for the District Grade by three (3) from the FY19 baseline - 725 to 728

INCREASE ACCELERATION RATE

KEY PERFORMANCE INDICATOR (KPI)

Improve the District acceleration rate to a middle and high school average of 85%

2019-2020 STRATEGIES

- Improve middle school acceleration rate by 2%, from 85%* to 87%
- Improve high school acceleration rate by 3%, from 71%* to 74%

* locally projected acceleration rates

EARLY LEARNING

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

2019-2020 STRATEGIES

- In collaboration with Elementary Principals, a Data Dialogue/Data chat protocol will be created and piloted in five (5) schools

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 (approximately 960 teachers added to the FY19 baseline)

2019-2020 STRATEGIES

- Pilot CCPSIDI educator program with teachers participating in the 2019-2020 IDI Cohort

SCIENCE, TECHNOLOGY, ENGINEERING, ARTS, AND MATH (STEAM)

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

2019-2020 STRATEGIES

- Year of Planning for two (2) NAF Academies at Naples and Palmetto Ridge High Schools
- Maintain and enhance existing STEAM programs inclusive of the STEAM Conference, school-based STEAM Challenges, 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

2019-2020 STRATEGIES

- Conduct a feasibility study on the following: facility, parking, funding, programs, transportation, high school impact (baseline total participating students), scheduling, and staffing
- Review best practices from other districts
- Include Career Dual Enrollment on the Legislative platform so courses are considered for acceleration

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

2019-2020 STRATEGIES

- Formalize an advisory board of local manufacturers to steer the formulation and goals of the Center
- Identify gaps in training in manufacturing in southwest Florida
- Develop targeted short-term and continuing education training programs
- Develop 1,500 hour Career Certificate program for Precision Machining

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

2019-2020 STRATEGIES

- Develop seven (7) professional learning modules to support implementation of Marzano's Focused Instructional Model
- Conduct five (5) professional learning sessions with non-instructional employee groups



COLLEGE, CAREER, AND LIFE READY LEADERSHIP

ELEMENTARY STUDY SKILLS

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Develop a plan for systematically organizing student notebooks

MIDDLE SCHOOL ADVISORY

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Develop a plan and curriculum for 6th and 8th grade advisory time

HIGH SCHOOL ADVISORY

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Develop a plan and curriculum for a high school advisory time

STUDENT LEADERSHIP

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Establish LiM program in six (6) schools

PROFESSIONAL LEARNING PATHWAYS TO LEADERSHIP

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Utilize exit competency criteria for all leadership programs to set as the baseline data

PREPARE FOR AdvancED ACCREDITATION

KEY PERFORMANCE INDICATOR (KPI)

Align district initiatives from the 2020-2022 Strategic Plan to support external reviews and audits including completion of AdvancED documentation

2019-2020 STRATEGIES

- Complete Professional Learning Protocol Review
- Align District technology platforms, such as iLearnU, inQuery, Professional Learning Transcript, and Strategic Plan to align with AdvancED Accreditation standards

FUTURE READY COLLIER

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Utilize the early learning plan to align transitions to Kindergarten

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

2019-2020 STRATEGIES

- Establish and analyze baseline data for Nutrition Services
- Establish and analyze baseline data for Facilities Management
- Establish and analyze baseline data for Technology





COLLEGE, CAREER, AND LIFE READY CULTURE

SOCIAL EMOTIONAL LEARNING

KEY PERFORMANCE INDICATOR (KPI)

Increase percentage of students in attendance 90% or more by 10% through Social Emotional Learning (SEL) and mental wellness initiatives

2019-2020 STRATEGIES

- Strengthen awareness and importance of Social Emotional Learning (SEL) with instructional and non-instructional staff, and parents with one (1) District outreach activity twice during the school year
- Increase percentage of students in attendance 90% or more by 3% through Social Emotional Learning (SEL) and mental wellness initiatives

PARENT AND FAMILY ENGAGEMENT

KEY PERFORMANCE INDICATOR (KPI)

Conduct nine (9) parent/family engagement activities per school based on areas identified by school stakeholders

2019-2020 STRATEGIES

- Implement parent information events at each school site, once per quarter
- Hold three (3) Parent Café opportunities, at the District level, focused on early learning

SAFE AND SECURE ENVIRONMENT

KEY PERFORMANCE INDICATOR (KPI)

Conduct six (6) new safety and security trainings for staff while maintaining existing safety initiatives

2019-2020 STRATEGIES

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

WORKFORCE RECRUITMENT

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Reduce all vacant positions by 1%

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%

2019-2020 STRATEGIES

- Reduce turnover rate of all full-time employees by 1%

TALENT DEVELOPMENT

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 STRATEGIES

- Increase the number of internal candidates succeeding to higher positions by 1%

FISCAL RESPONSIBILITY

KEY PERFORMANCE INDICATOR (KPI)

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

2019-2020 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.

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

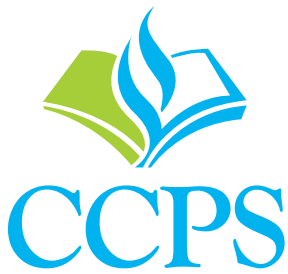
- Escambia County School District
- Lake County School District
- Manatee County School District
- Marion County School District
- Osceola County School District
- Pasco County School District
- Sarasota County School District
- Seminole County School District
- St. Lucie County School District
- Volusia 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
- 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
- SEL** Social Emotional Learning
- 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

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Stephanie Lucarelli, Vice Chair
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