

# Strategic Roadmap

11/18/25 BOD Meeting

Draft

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## Topics

- 8 Vision Concepts for Our Strategic Roadmap
- Strategic Roadmap versus Multi-Year Strategic Plan
- Expansion of Student Programs
- Expansion of Educator Programs
- Draft Strategic Roadmap
- Next Steps
- Questions
- Does the Board tentatively support the 8 vision concepts, pending additional information, including financial details?

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## 8 Vision Concepts for Our Strategic Roadmap

Does the Board support these vision concepts?

- Maintain Take Stock in Children (TSIC) while implementing our own Comprehensive College & Career Prep (CCP) Program to immediately increase impact and provide a scalable structure
- Maintain our current CCP Program, rebranded as Upperclass CCP, to provide a scalable structure to eventually serve large numbers of high school students in Collier County Public Schools (CCPS)
- Renew the provision of intentional, collaborative College Access Support to lay the foundation for serving many more students
- Embrace our history of facilitating community-wide expression of gratitude for large numbers of educators, culminating in a first-class Golden Apple Ceremony
- Maintain the amount of classroom grant awards while awarding schoolwide innovation grants to test an approach to expanded, systemic impact
- Re-create robust volunteer engagement & support
- Implement a results-oriented, donor-centered, approach to systematic fundraising that creates a balanced pipeline of donors
- Start to elevate the use of data to measure progress and drive continuous improvement. This initial work will inform multi-year strategic planning and create a foundation for continued strengthening of our use of data).

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## Strategic Roadmap versus Multi-Year Strategic Planning

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## Why have a 2026 Strategic Roadmap?

- The current Strategic Framework 2023-2025 is not actively guiding our work
- The Strategic Roadmap will be simple, actionable, and designed to point the organization in the right direction
- The Strategic Roadmap will serve as a bridge between the current framework and a comprehensive multi-year strategic plan – it is not a comprehensive strategic plan

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## Strategic Roadmap versus Multi-Year Strategic Planning

- The process for creating a multi-year strategic planning would be a collaborative effort in which the Board sets strategic direction and approves the final plan, while staff manages the planning process within Board-defined parameters and develops draft documents for Board consideration.
- The process of developing the multi-year strategic plan will involve numerous conversations among members of the Board of Directors. These conversations would occur at meetings of the Strategic Planning Committee, the full Board of Directors, and perhaps at a Board of Directors strategic planning retreat.
- Collier County Public Schools and other stakeholders would be engaged as well

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## Strategic Roadmap Multi-Year Strategic Plan

### Strategic Roadmap Timeline

January 2026  
Start Implementation

Strategic Roadmap Implementation Ongoing

June 2027 Roadmap  
Implementation  
Concludes



### Strategic Plan Timeline

Spring 2026  
Develop Multi-Year  
Strategic Planning  
Process

School Year  
2026-2027  
Multi-Year  
Strategic Planning

July 2027  
Implementation  
of Multi-Year  
Plan Starts

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## Expansion of Student Programs

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## Expansion of Student Programs

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- Double the number of students served in a grade 8 to grade 12 program with mentors, college/career success coaches, workshops and scholarships by maintaining Take Stock in Children (TSIC) and adding our own version of TSIC
- Maintain the current College & Career Prep (CCP) rebranded as Upperclass CCP to distinguish it from our own version of TSIC
- Expand College Access Support activities which target all high school students in CCPS

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## Expansion of Student Programs: Comprehensive CCP

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Concept: Double the number of students served in a grade 8 to grade 12 program with mentors, college/career success coaches, workshops and scholarships

- Create a **Comprehensive** College and Career Prep (CCP) Program – the current CCP is not comprehensive
- Build on strengths of Take Stock in Children (TSIC) and current CCP
- Detailed financial information will be provided to the Board before the January meeting

Current Total Annual Students*	
TSIC	181
CCP	112
<b>Total</b>	<b>293</b>

Proposed Total Annual Students*	
TSIC	100
Comprehensive CCP	400
Upperclass CCP	100
<b>Total</b>	<b>600</b>

\* Excludes College Access Support Programs, which were robust years ago and were very limited in recent years; Proposed numbers are based on built-out program without further program adjustments

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## Expansion of Student Programs

These *operational* details are designed to illustrate the concept of implementing a scalable structure for increasing participation in student programs.

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	TSIC Program Requirements	Comprehensive CCP
# Mentor Sessions: Grade 8	6 individual	2 small group*
# Mentor Sessions: Grades 9-12	16 individual	6 small group*
# College/Career Success Coach Sessions: Grade 8	1 individual	2 small group*
# College/Career Success Coach Sessions: Grades 9-10	2 individual	2 small group*
# College/Career Success Coach Sessions: Grades 11-12	4 individual	Grade 11: 3 small group*, 1 individual; Grade 12: 2 small group*, 1 individual
# Workshops : Grade 8	1	2-3
# Workshops: Grades 9-10	3	8-10
# Workshops: Grades 11-12	2	8-10
Scholarships	4-year Florida Pre-Paid (currently 2-year with opportunity for 2 more years)	2-Year Florida Pre-Paid with opportunity for 2 more years, depending on availability of funds

\*small group sessions include multiple mentors and mentees

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## Expansion of Student Programs: Upperclass CCP

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- The current College & Career Prep Program serves students from spring of sophomore year through high school graduation
  - It focuses on academic planning, career exploration, and college access
- The Upperclass CCP, unlike the new Comprehensive CCP, does not start in grade 8 or include mentors, college and career success coaches, and scholarships; we will explore the possibility of having an entry point to Comprehensive CCP in grade 10 or 11, not just in grade 8
- Upperclass CCP would be open to all high school students in Collier County; there are more than 10,000 high school students in CCPS
- Started conversations with CCPS; would continue this collaboration and engage the wider Future Ready Collier Network

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## Expansion of Student Programs: College Access Support

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- Workshops/labs focused on financial aid and scholarships
- Open to all high school students in Collier County; there are more than 10,000 high school students in CCPS
- We previously delivered college access support to many students not enrolled in our programs; much more limited recently
- Started conversations with CCPS; would continue this collaboration and engage the wider Future Ready Collier Network

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## Expansion of Educator Programs

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## Expansion of Educator Programs: Schoolwide Innovation Grants

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- Maintain classroom grants while adding grants to provide systemic impact on a large scale
- Support the scaling of innovative classroom and schoolwide practices
- The grants could support implementation across multiple grade levels and content areas
- Significant multi-year grants, generally ranging from \$50,000 to \$100,000 or more annually per school
- CCPS and CFL collaboratively identify one or more areas of need or specific innovative practices as the focus of each grant cycle
- Staff will make a recommendation regarding the timing of the first grant cycle after additional financial analysis

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## Draft Strategic Roadmap

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## Modest Changes to Strategic Framework

- Delay any potential changes to mission statement until multi-year strategic plan
- Keep the first two goals (student programs, educator programs) the same
- Integrate the community engagement/volunteer aspect of the third goal into a new goal relating to volunteers and donors
- The proposed new third goal states, "Engage volunteers and donors as champions for learning, fulfilling their passions and interests." Our work with volunteers and donors should be an end in and of itself.
- Omit the fourth goal relating to operations
- The Roadmap adopted in January would include specific key performance indicators (KPIs) rather than refer to "possible indicators" as the strategic framework does

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## Roadmap Strategies

- Strategy 1.a. relates to expansion of grade 8 to grade 12 student programs with mentors, college/career success coaches, workshops, and scholarships
- Strategy 1.b. relates to increasing student participation in college access activities
- Strategies 2.a. and 2.b are unchanged and relate to educator programs
- Strategies 3.a. and 3.b. are unchanged and relate to mentors, community engagement, and volunteers
- Strategies 4.c., 4.d., and 4.e. relate to results-oriented, donor-centered, systematic fundraising

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## Key Performance Indicators (KPIs)

- The strategic roadmap provides a small set of measures to help monitor progress and promote alignment among staff members and between the Board and staff
- The draft KPIs include an x in place of each number – the version proposed to the Board in January will include specific numbers
- The FY26 KPIs are more activity-oriented than results-oriented given the short road from January to July 2026
- Staff would report to the Board regarding some KPIs at every Board meeting.
- Allows us to start to elevate the use of data

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## Student and Educator Program KPIs

- 1.a. KPIs relate to the recruitment and admission of students to TSIC, Comprehensive CCP, and Upperclass CCP
- 1.b. KPIs relate to College Access activities. The proposed strategic roadmap College Access KPIs will be modest without additional staffing envisioned at this time. The multi-year strategic plan College Access KPIs could be more ambitious.
- 2.a. KPIs relate to educator recognition. The Thank-a-Teacher KPI reflects a proposed emphasis on facilitating community-wide expression of gratitude for a large number of teachers.
- Staff plans to propose a 2.b. KPI relating to classroom grants that maintains the current level of classroom grants.
- The other 2.b. KPI will relate to Schoolwide Innovation grants and will reflect that this is a new initiative. If the Board of Directors chooses to prioritize these area during the multi-year strategic planning process based on successful initial implementation, the multi-year strategic plan could set forth a KPI involving a much higher desired amount of schoolwide innovation grants

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## KPIs relating to Volunteers and Fundraising

- The FY26 KPIs for goal three relate to important activities, not outcomes i.e. # of events, donor qualification, data monitoring and reporting
- The two FY27 volunteer KPIs (retention, acquisition) have comparable fundraising KPIs
- The other FY27 fundraising KPIs relate to value attrition and total dollars raised.

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## Next Steps, Questions, Board Support for Vision Concepts

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## Next Steps

- The Strategic Planning Committee, the Finance Committee, and the Development Committee will review aspects of a revised draft Roadmap at their next meetings
- All Board members will be invited to an additional discussion regarding the big ideas underlying the proposed expansion of student programs. This is an opportunity that supplements the committee meetings.
- We will engage in additional collaboration with Collier County Public Schools
- Questions?

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## 8 Vision Concepts for Strategic Roadmap

*Does the Board tentatively support these vision concepts, pending additional details?*

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# Strategic Roadmap

**Draft Slidedeck for 11/18/25 BOD Meeting**

Executive Committee Meeting, 11/11/25