



Strategic Roadmap

Draft

12/16/25

Strategic Planning Committee Meeting



Topics

Meeting Purpose: Committee members provide input to inform the Strategic Roadmap proposal presented to the Board in January

- Big Ideas Underlying the Strategic Roadmap
- Expansion of Student Programs
- Expansion of Educator Programs
- Strategic Roadmap Document
- Discussion questions:
 - Does the draft Strategic Roadmap point the organization in the right direction for January 2026 to June 2027?
 - Can the KPIs serve as simple measures that track progress?

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Mission Statement

**Serving as a catalyst for
educational success by
investing in Collier's students
and educators.**



Expand Our Impact Immediately & Lay Foundation for Further Expansion

Investing Further in Collier's Students

- Serve more students through grade 8 to 12 college and career prep programs by operating both Take Stock in Children and a parallel program
- Serve more students through our grade 10 to 12 college and career prep program with a scholarship component
- Renew our emphasis on College Access Support for high school students, regardless of whether they are enrolled in our college and career prep programs

Investing Further in Collier's Educators

- Return to a community-wide expression of gratitude for large numbers of educators, culminating in a first-class Golden Apple Ceremony
- Maintain classroom grants while awarding schoolwide innovation grants to test an approach to expanded, systemic impact



Strategic Levers to Expand Impact

- Honor the passions and interests of volunteers and donors
 - Re-create robust volunteer recruitment, engagement, support, and recognition across all programs (college & career access/prep; educator programs; entrepreneurship program)
 - Implement a systemic, donor-centered approach to donor acquisition, qualification, cultivation, solicitation and stewardship that creates a balanced pipeline of donors
 - Continue efforts to elevate the use of data to measure progress and drive continuous improvement
-



Why have a Strategic Roadmap?

- The current Strategic Framework 2023-2025 is not actively guiding our work
- The Strategic Roadmap for January 2026 through June 2027 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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Investing Further in Collier's Students



Current Champions For Learning (CFL)

Current Student Programs

- Take Stock In Children (TSIC) admits students in grade 8 and serves them through grade 12
 - Includes mentors, college/career success coaches, workshops/labs, college campus visits, 2-year Florida Pre-Paid (FPP) scholarships, and possibility of earning 2-year FPP College Complete scholarships
- College & Career Prep (CCP) admits students in grade 10 and serves them through grade 12
 - Includes college/career success coaches, workshops/labs, college campus visits; eligible students earn 2-year FPP scholarships and possibility of College Complete scholarships
 - No mentoring component
- College Access Support open to all Collier students i.e. FAFSA, college scholarships
 - Offered at high schools, Champions For Learning, and other locations



Expansion of Grade 8 to Grade 12 Program

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- Maintain the TSIC grade 8 to grade 12 program
- Operate a parallel grade 8 to grade 12 program
- The parallel program would maintain the program components of TSIC (mentors; CFL coaches; scholarships; workshops/labs) with the frequency of program components adjusted to better meet student needs
- The expansion would allow greater opportunity for school-based mentoring, coaching, workshops and labs



Admitted Students

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Fiscal Year	Grade 8	Grade 10	Total
FY23 – FY25 Average	32	27	59
FY26 – Proposed Contingent on Funding	68 (30 TSIC; 38 parallel program)	40	118 (includes ten grade 11 students)
FY27 – Proposed Contingent on Funding	70 (30 TSIC; 40 parallel program)	40	110
FY28 and beyond	Let's Think Big!		



Branding

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- Current
 - Take Stock in Children (grades 8-12)
 - College & Career Prep (grades 10-12)
- Option 1
 - Take Stock in Children (grades 8-12)
 - Pathway Promise - Foundations (grades 8-12)
 - Pathway Promise – Launch (grades 10-12)
- Option 2
 - Take Stock in Children (grades 8-12)
 - Pathway Promise (grades 8-12)
 - College & Career Prep (grades 10-12)

Do we retain the College & Career Prep name as shown in Option 2 or do we brand our programs, regardless of grade level using one name as shown in Option 1?



Reemphasis on College Access Support

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- Workshops/labs/individual consultations for students and parents focused on financial aid and scholarships
- Offered at high schools; CFL; and other locations throughout Collier County
- Served more than 200 students and 100 parents FY26 year-to-date (YTD)
- FY26 events YTD implemented in collaboration with CCPS, Collier Community Foundation, and Grace Place
- Reengage the wider Future Ready Collier Network
- Support 500 students and 250 parents with college access support in FY27

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Investing Further in Collier's Educators



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
- Implementing an initial round of grants allows us to test this approach to impact, get feedback from stakeholders to inform iteration and consider expansion

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Draft Strategic Roadmap



2023-2025 Strategic Framework as the Core of the Strategic Roadmap

- 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: “Engage volunteers and donors as champions for learning, fulfilling their passions and interests”
- Multiple strategies are the same or slightly adjusted
- Baseline data and specific Key Performance Indicators (KPIs) are added

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Mission Statement

**Serving as a catalyst for
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Three Goals

- Students are educated and empowered to choose and navigate their own path to success.
- Educators have support and resources to experience professional success.
- Engage volunteers and donors as champions for learning, helping fulfill their passions and interests.

Each goal has two to five strategies.



Key Performance Indicators (KPIs)

- A small set of measures to help monitor progress and promote alignment among staff members and between the Board and staff
- Many of the KPIs are activity-oriented measures that allow simple tracking of important areas of focus
- Staff would report to the Board regarding some KPIs at every Board meeting.



Goal 1: Students are educated and empowered to choose and navigate their own path to success. *No change*

a. Increase the number of students applying to and admitted to student programs. *Revised*

Baseline

- **FY23 to FY25:** Admitted an average of 32 grade eight students and 27 grade ten students to student programs for an average total of 59 admitted students.

KPIs

- **FY26 Admitted Students:** Admit 68 grade eight students, 40 grade ten students, and 10 grade eleven students to student programs for a total of 118 admitted students.
- **FY27 Admitted Students:** Admit at least 32 grade eight students and, pending available funds, admit 70 grade eight students; admit at least 27 grade ten students, and pending available funds, admit 40 grade ten students; Admit a total of at least 59 grade eight and grade ten students, and pending available funding, admit a total of at least 110 students.



Goal 1: Students are educated and empowered to choose and navigate their own path to success. *No change*

b. Increase the number of students and parents participating in college access support. *Revised*

KPIs

- **FY26 College Access Support:** Support 300 students and 150 parents with college access support activities focused on specific topics such as the Free Application for Federal Student Aid (FAFSA) application and college scholarship applications.
- **FY27 College Access Support:** Support 500 students and 250 parents with college access support activities focused on specific topics such as the Free Application for Federal Student Aid (FAFSA) application and college scholarship applications.



Goal 2: Educators have support and resources to experience professional **SUCCESS.** *No change*

a. Strengthen the value and impact of our recognition programs for educators. *No change*

Baseline

- **FY17 to FY25:** Zero Thank-A-Teacher Nomination Cards submitted.
- **FY26:** 5716 Thank-A-Teacher Nomination Cards submitted relating to 1486 educators.

KPIs

- **FY27:** 5700 Nomination Cards submitted relating to 1500 educators.
- **FY27 Appreciation of Teachers of Distinction:** At least 75% of responding Teachers of Distinction report that they agree or strongly agree with the statement that “My experience this school year with the Golden Apple Teacher Recognition Program makes me feel more appreciated as a teacher.”



Goal 2: Educators have support and resources to experience professional **SUCCESS.** *No change*

b. Increase the grant awards for educators. *No change*

Baseline

- **FY20 to FY22:** An average of \$107,494 of classroom grants were funded, with an average of x amount funded directly by Champions For Learning. No schoolwide innovation grants were funded.
- **FY23 to FY25:** An average of \$x of classroom grants were funded, with an average of x amount funded directly by Champions For Learning. No schoolwide innovation grants were funded.
- **FY26:** As of 12/12/25, an average of \$202,640 of classroom grants were funded, with \$154,851 funded directly by Champions For Learning. No schoolwide innovation grants were funded.

KPIs

- **FY27:** At least \$200,000 of classroom grants will be funded.
- **FY27 Schoolwide Innovation Grant Fundraising:** Funding will be sought for at least \$450,000 of Schoolwide Innovation Grants to fund three-year grants of \$50,000 annually to 3 schools.



Goal 3: Engage volunteers and donors as champions for learning, helping fulfill their passions and interests. *New*

- a. **Sustain, expand, and improve volunteer recruitment, engagement, support, and recognition.** *New*
- b. **Refine and implement community outreach and engagement strategies to secure volunteers.** *No change*

Baseline

- **FY25 Volunteer Satisfaction Rate:** x% of respondents reported in a December 2025 survey that they were satisfied or highly satisfied with their volunteer experience in FY25.

KPIs

- **FY26 Learning Sessions/Connection Events:** Host a minimum of 23 learning sessions/connection events reaching 350 or more volunteers across all programs (student, educator, entrepreneurship).
- **FY27 Learning Sessions/Connection Events:** Host a minimum of 23 learning sessions/connection events reaching 650 or more volunteers across all programs.
- **FY26 New Volunteer Acquisition Data Collection:** Accurately track new volunteers during FY26 to inform the creation of an FY27 KPI relating to volunteer acquisition.
- **FY27 Volunteer Retention Rate:** Maintain a volunteer retention rate of at least 60% among volunteers who volunteered at least three hours in FY26.
- **FY27 Volunteer Satisfaction Rate:** At least x% of respondents will report that they are satisfied or highly satisfied with their volunteer experience on an end of year survey.



Goal 3: Engage volunteers and donors as champions for learning, helping fulfill their passions and interests. *New*

c. Build a more balanced donor pipeline by implementing a systematic approach to donor acquisition, qualification, cultivation, solicitation, and stewardship. *New*

d. Cultivate and steward donors through authentic, donor-centered relationships that honor their passions and celebrate the impact of their giving. *New*

e. Generate sustainable revenue, aligning donor partnerships with organizational priorities. *New*

Baseline

Insert data

KPIs

Insert data



Next Steps

- **1/8/25:** Finance Committee thoroughly reviews the financial implications of draft Strategic Roadmap to develop recommendations for the Board of Directors
- **Week of 1/11/25, date/time TBD:** Opportunity for Board members to meet with members of the student programs team to learn more about proposed expansion of student programs
- **1/13/25:** Executive Committee reviews draft Strategic Roadmap
- **1/20/25:** Board of Directors considers approval of the Strategic Roadmap



Discussion Questions

- Does the draft Strategic Roadmap point the organization in the right direction for January 2026 to June 2027?
- Can the KPIs serve as simple measures that track progress?

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Supplemental Slides



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



Strategic Roadmap

Multi-Year Strategic Plan

Strategic Roadmap Timeline

January 2026
Start Implementation

Strategic Roadmap Implementation Ongoing

June 2027 Roadmap
Implementation
Concludes

January 2026

Spring 2026

School Year 2026-2027

Summer 2027

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



Expansion of Student Programs

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

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	TSIC Program Requirements	CFL Parallel Program Requirements
# 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

*small group sessions include multiple mentors and mentees



Income Eligibility Criteria – other criteria also exist

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- Grade 8 students admitted to TSIC must meet the eligibility requirement for Florida Pre-Paid Project Stars scholarships. For example, in FY26 the max annual household income for a family of four is \$59,478.
- Grade 8 students admitted to our parallel program in FY26 must meet the eligibility requirement for Florida Pre-Paid In-Demand scholarships. For example, in FY26 the max annual household income for a family of four is \$89,478. Starting in FY27 the program would use the Project Stars eligibility criteria referenced in the preceding bullet.
- Students admitted to our Grade 10 program in FY26 must live in a household with a combined 2024 income of less than \$137,532. To earn an In-Demand scholarship these students must meet the criteria referenced in the preceding bullet.



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