



COMMUNITY SCHOOL OF NAPLES STRATEGIC PLAN 2019 - 2023



*Inspired by Academic Excellence
Empowered by Innovation*



LETTER *from the* HEAD OF SCHOOL

Dear Colleagues, Parents, Students and Friends of Community School of Naples,

Any strategic planning process is always about the future. What does our vision of the student of the future look like? Or the school of the future and the teacher of tomorrow? The pace of change in our nanosecond world makes these questions central to any planning process.

However, the strategic planning process also necessarily reflects both the past and the present. One clear outcome of our recent planning process at Community School has been a confirmation that we start from a position of considerable institutional fortitude. We have an outstanding faculty and staff and a community of responsible and engaged students and families. We enjoy an excellent reputation locally, statewide and beyond, sound financial health, and the beginnings of what we hope will become a sizeable endowment. CSN is therefore in the fortunate position of being able to achieve even greater heights over the period of our Strategic Plan 2019-2023.

The thrust of our new CSN Strategic Plan is to prepare our students for an increasingly global world, where the skills and capabilities of the digital, network and A.I. economy are essential.

We want Community School of Naples to build on its reputation as a trusted, high-performing school by expanding upon a first-class capability in STEM, in line with our first-class academic, artistic and athletic opportunities. All recent analysis points to the critical nature of this curriculum area in the coming decade. We want our CSN students to be well positioned for future success in the world of tomorrow. This includes much needed capital investment in state-of-the-art laboratory and research facilities, oriented towards environmental understanding and sustainability.

We also recognize the need for our school to continue to provide students with an authentic commitment to character, service and leadership, both global and local. Finally, other strategic goals reflect our thoughts on how to maintain and provide outstanding facilities to meet our future needs, and how best to preserve and enhance our financial stability.

In sum, every strategic initiative identified in this plan serves our number one priority – ensuring that we best meet the educational needs of all our students and successfully fulfill our school’s mission. We are confident that our CSN Strategic Plan 2019-2023 provides a clear roadmap towards the pursuit of excellence which lies at the heart of our work with every student, every day.

Thank you for your continuing support of Community School of Naples.

*Dr. David J. Watson
Head of School*

January 2019





MISSION STATEMENT

Committed to academic excellence, Community School of Naples inspires and empowers students to realize their own potential as engaged learners and responsible global citizens.

VISION STATEMENT

To be a world-class independent school, meeting our mission in memorable ways for the benefit of every student, every day.



2019 – 2023 STRATEGIC PLAN KEY AREAS OF FOCUS

Six Strategic Priorities

Our new Strategic Plan has its origins in the vision of Community School of Naples to provide a world-class level of independent education for all our students. The six strategic priorities outlined will ensure that we continue to strengthen our institutional identity as a school which values academic excellence across all grade levels, with significant centers of achievement in athletics, the arts, STEM and character education.

Our Strategic Priorities are:

- 1: Mission and Identity
- 2: Curriculum
- 3: Student Life
- 4: Faculty and Staff
- 5: Facilities
- 6: Sustainability



01

MISSION & IDENTITY

Inspiring Excellence.

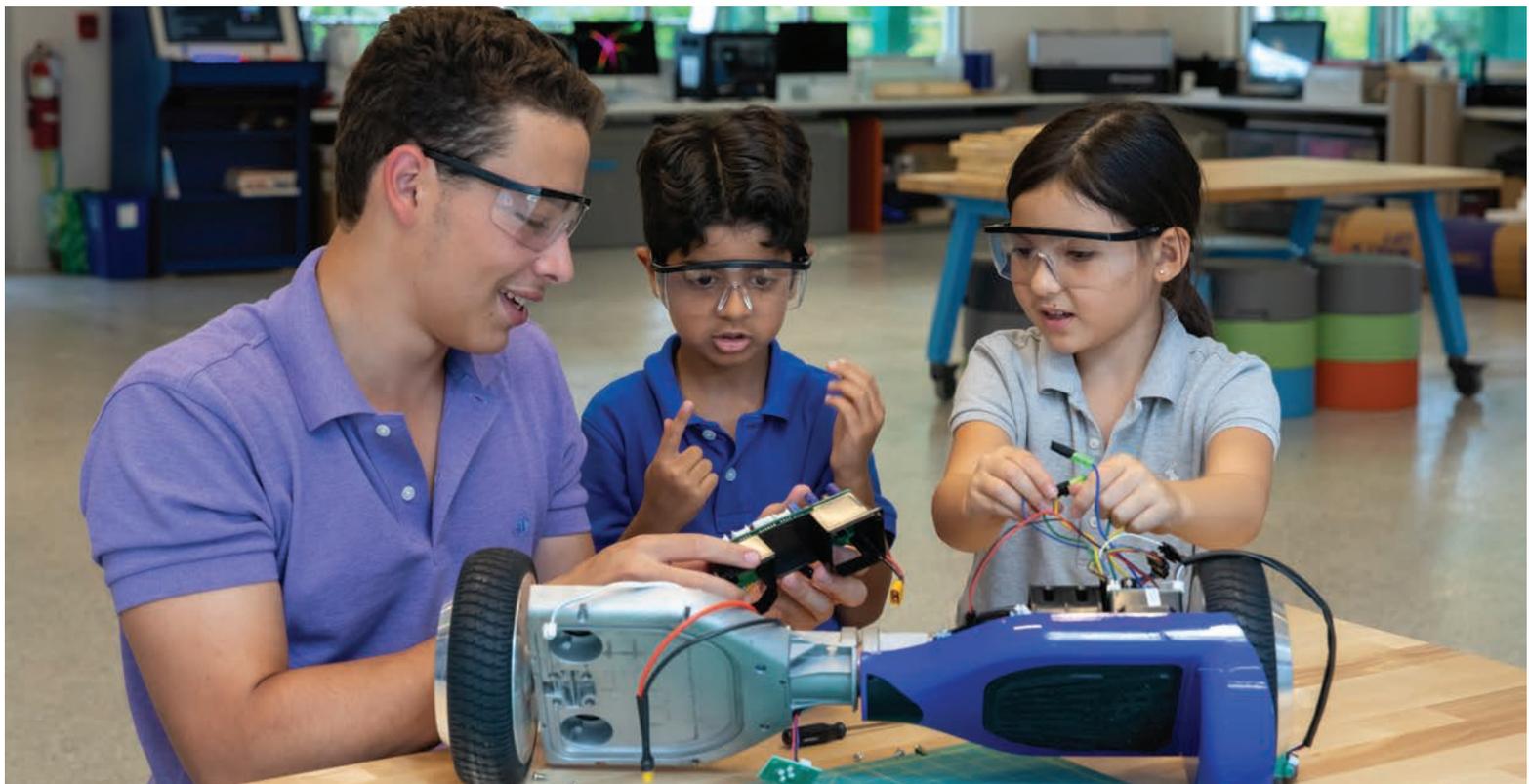
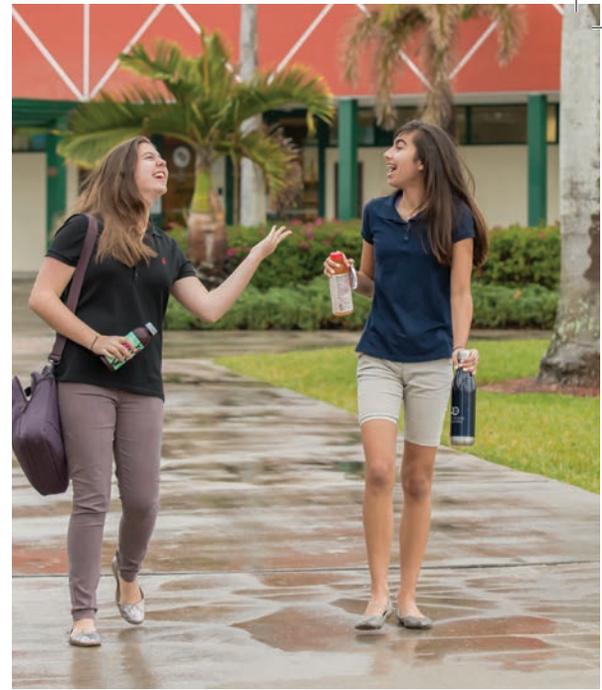
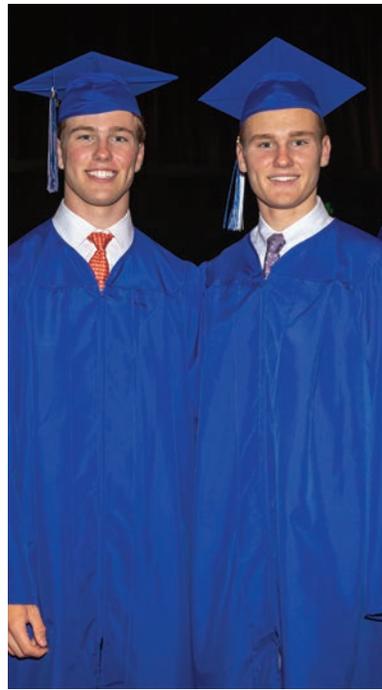
Desired Outcomes:

- ▶ A clear articulation of the school's history, culture and reputation as an affirmation of its value and academic distinction.
- ▶ A greater appreciation of character development, civic leadership and global understanding as defining facets of a CSN graduate.

Implementation Strategies:

- ▶ Create more opportunities for cross-divisional experiences, both within the school day and through extracurricular activities that relate back to our mission and vision, and strengthen school identity and culture.
- ▶ Broaden our marketing strategy to include a strong community leadership presence with local educational, civic and business associations in recognition of CSN's value-added role in Naples.
- ▶ Identify new opportunities for all families to be active in the dynamic culture and well-being of the school, and which uphold our shared values agreement with our entire community.
- ▶ Market the benefits and results of the global exchange program to solidify our mission of creating global citizens.
- ▶ Further promote and highlight academic excellence as the core characteristic of the school's continuing mission.





02

CURRICULUM

Preparing our students to meet the challenges and opportunities of the 2020's.

Desired Outcomes:

- ▶ Enriched and future-focused academic programs through strengthened curriculum and pedagogy.
- ▶ Increased student exposure to research, data science and its applications in order to develop leaders who are skilled problem solvers.

Implementation Strategies:

- ▶ Articulate and build habits of Academic Excellence across divisions.
- ▶ Expand computer science as a fundamental literacy PK-12, while incorporating leading edge technology/trends into the curriculum.
- ▶ Implement a CSN-distinct PK-12 reading and writing curriculum to include the documentation and assessment of student progress and instructional practice.
- ▶ Use student data from internal and external assessments to inform curriculum review and to define best practices, matching program with the given student population.
- ▶ Determine PK-12 mission-appropriate support for learning differences in our student body.
- ▶ Explore opportunities to connect with the community-at-large (Naples and Southwest Florida) with the aim of taking advantage of local resources to coordinate with PK-12 curricular objectives, including service learning, community outreach, and environmental citizenship.





“As we look ahead to CSN in the mid-2020’s, we must have the confidence to challenge the norm, offer our commitment and support, and make our school even better, while embracing and preserving what really works.”

-Mr. John N. Allen, President of the Board of Trustees





03

STUDENT LIFE

Producing distinguished young scholars who engage with CSN to reach their full potential.

Desired Outcomes:

- ▶ A school community that fosters respect, awareness, and engagement, both among its members within the local community, and with the wider world.
- ▶ A school that provides exceptional extracurricular opportunities for students to discover, develop, and achieve excellence in a variety of pursuits.

Implementation Strategies:

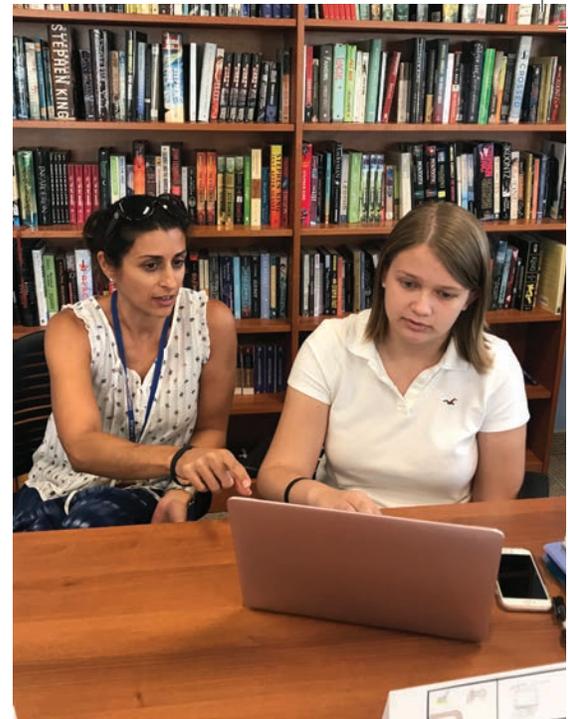
- ▶ Strive to attract students of varying backgrounds, talents and learning styles, who can add to and benefit from the culture of our school and find success at CSN, while remaining committed to our reputation for rigor and community.
- ▶ Establish a cohesive character education curriculum which spans PK-12 and connects the various programs and experiences already being offered.
- ▶ Ensure that we provide exceptional athletic, artistic, and extracurricular opportunities to enable students to distinguish themselves in their areas of talent and interest.
- ▶ Enhance the college counseling program to even better support the ambitions of our students.
- ▶ Review our financial aid strategy to support our aspirations toward academic excellence and student inclusion.



“Bringing out the unique talents in each one of our students lies at the heart of our mission, allowing CSN graduates to acquire the skills that will enable them to live purposefully and work successfully, while retaining happy memories and friendships from their days at Community School.”

-Dr. David Watson, Head of School





04

FACULTY & STAFF

Supporting educators and administrators through strong professional development.

Desired Outcomes:

- ▶ A school where outstanding teaching and learning is both the goal and the established norm for all classroom practitioners.
- ▶ Promote CSN as an accomplished and aspirational school in order to attract and retain the very best faculty and staff.

Implementation Strategies:

- ▶ Improve teacher feedback when reviewing teaching and learning goals in order to maintain our high standards in exceptional teaching across all grade levels.
- ▶ Recognize and reward superior teaching performance in high-impact ways.
- ▶ Bolster the ongoing connection between professional development and our teaching and learning objectives.
- ▶ Continue to implement effective motivational procedures to enhance faculty and staff performance, consistent with our mission and core values, across all divisions.





05

FACILITIES

Providing innovative learning spaces to meet our current and future needs.

Desired Outcomes:

- ▶ A campus that combines beauty and utility to support the student learning experience, including independent thinking and community mindedness, while providing opportunities for students to connect with their teachers and with each other in meaningful, thoughtful and positive ways.
- ▶ A school where academics, athletics and artistic pursuits take place in inspirational spaces, stimulating the learning of every student, every day.

Implementation Strategies:

- ▶ Develop long-range, updated facilities plans which enable maximum efficiency, educational effectiveness and physical security.
- ▶ Ensure that deferred maintenance of existing buildings remains an appropriate priority, and increase the Capital Reserve Fund to \$1 million within three years.
- ▶ Explore and prioritize new building requirements and opportunities to take the school forward into the 2020's and 2030's.
- ▶ Plan facilities upgrades to support STEM and the arts.



SUSTAINABILITY

Enhancing stewardship of community resources to maximize achievement of the school's mission.

Desired Outcomes:

- ▶ The continued financial strength to sustain and advance CSN's initiatives as an educational leader in the region.
- ▶ An inclusive, accessible and welcoming community of families embodying diverse experiences, backgrounds and cultures, who demonstrate consistent support for the school in practical and positive ways.

Implementation Strategies:

- ▶ Successfully acquire the necessary capital to meet CSN's stated programmatic and campus facilities improvements, notably in the area of science and environmental research.
- ▶ Prioritize the growth of the CSN Foundation to a level which enables meaningful budget contribution.
- ▶ Develop a broad-based and loyal culture of giving to the school from all constituencies, and articulate the expectation to give back.
- ▶ Establish a deeper alumni outreach which articulates a values-driven narrative of student and school success.
- ▶ Continue to ensure strong volunteer and trustee recruitment, education, continuity and succession planning in order to position CSN as an exemplary model of sustained, mature independent school governance in a world of continuous change.

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2019-2023 Strategic Plan