

iTECH Immokalee Technical COLLEGE | iTECH TECHNICAL COLLEGE GLADES

2025-2028

IMMOKALEE TECHNICAL COLLEGE

INSTITUTIONAL STRATEGIC PLAN

CCPS Collier County Public Schools

COE

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2025-2028 Immokalee Technical College

Institutional Strategic Plan

Overview:

This Annual Plan operationalizes Year Two of the Immokalee Technical College Three-Year Institutional Strategic Plan (2025-2028) in accordance with Council on Occupational Education (COE) strategic planning requirements. The plan establishes the annual objectives, strategies, financial resources, and evaluation methods associated with each of the College's four strategic goals while building upon the outcomes, data, and lessons learned during the 2025-2026 planning cycle.

Consistent with the recommendation outlined in the 2025-2026 Annual Plan to reassess implementation pacing based on actual first-year performance, the objectives for Year Two reflect steady, sustainable growth targets rather than replicating the accelerated pace established during the first year of the strategic planning cycle. This approach is intended to consolidate Year One gains while maintaining realistic and achievable progress toward the broader three-year institutional goals.

Year One results demonstrated modest but positive progress across all four strategic goal areas. Enrollment exceeded the established 2025-2026 target, while the remaining performance indicators showed improvement but did not fully achieve their respective goals. Accordingly, Year Two targets have been adjusted to reflect continued growth in each area, ensuring measurable year-over-year improvement while maintaining attainable benchmarks that support long-term institutional success.

Mission:

The mission of Immokalee Technical College (iTECH) is to empower students through innovative, hands-on training that prepares them for attainable employment, lifelong learning, and sustained career success in a competitive workforce.

Vision:

To be the premier provider of technical education and workforce training in Southwest Florida, cultivating student excellence through accessible and achievable career pathways while preparing graduates to enter employment as skilled, knowledgeable, and productive members of their communities.

Note on Measurement:

Objectives in this plan are expressed as percentage growth or percentage-point improvement relative to the 2025 baseline year, consistent with the measurement methodology established throughout the 2025-2028 strategic planning cycle. Year Two targets represent the cumulative position sought by the conclusion of the 2026-2027 plan year.

Current Data and Goals:

Institutional Goal	School Year		
	25/26	**26/27**	**27/28**
Student Enrollment Growth	782	790	798
Program Completion and Student Success	89	90	91
Industry Certification Attainment	204	215	226
Community Partnerships and Business Engagement	312	315	318
	Actual	**Goal**	**Goal**

Strategic Goal 1: Student Enrollment Growth

2026-2027 Objective:

1% increase over the 25/26 Plan

Enrollment growth exceeded expectations during the 2025-2026 plan year and approached the ambitious year three target. Recruitment and retention strategies implemented throughout the year demonstrated positive outcomes and increased awareness of Immokalee Technical College's programs and services. As several iTECH programs are approaching capacity, the College will focus on sustaining and refining successful enrollment strategies while exploring opportunities for strategic program expansion to meet workforce demand.

Strategies for Achieving the Objective:

- Sustain recruitment pipelines through Career Dual Enrollment partnerships and middle and high school outreach.
- Continue targeted digital marketing and community engagement efforts informed by Year One performance data.
- Advance new program offerings aligned to regional workforce needs, including manufacturing, automotive, health sciences, and technology fields.
- Maintain retention initiatives through onboarding, attendance monitoring, academic support, and career advising.
- Strengthen relationships with community organizations to increase awareness of training opportunities among underserved populations.

Current and Projected Financial Resources:

- Institutional operating budget: State WDIS Allocation
- Workforce Education funds (performance-based): Pipeline State Funds
- Perkins V allocations
- CAPE incentive funds: Industry Credentials
- Local district support

Funding Allocation: $5,000 per academic year

Projected Resources:

- Additional tuition revenue generated through continued enrollment growth.
- Perkins funds supporting recruitment and student success initiatives.

- Philanthropic and community partnerships supporting start-up and expansion costs.

Annual Evaluation Method:

- Enrollment reviewed quarterly through institutional dashboards.
- Comparison of actual enrollment against annual growth targets at year-end.
- Analysis of recruitment and retention strategies demonstrating measurable impact.
- Review of Career Dual Enrollment participation and feeder-school enrollment trends.
- Evaluation of program capacity and waitlist data to identify future expansion needs.

Strategic Goal 2: Program Completion and Student Success

2026-2027 Objective:

1% increase over the 25/26 Plan

Immokalee Technical College experienced a slight decline in overall program completion during the 2025-2026 plan year, falling short of the College's targeted completion rate. Despite this result, early-intervention systems and expanded student support services demonstrated encouraging outcomes and established a solid foundation for future improvement. As a result, the College will focus on sustaining and refining these proven supports rather than introducing major new interventions during the 2026-2027 plan year.

Strategies for Achieving the Objective:

- Continue early-intervention systems addressing attendance, academic performance, and financial barriers.
- Maintain structured tutoring, certification preparation opportunities, and targeted instructional support through district curriculum resources.
- Sustain comprehensive orientation, advising, and proactive student support services.
- Expand utilization of student success data dashboards to facilitate timely interventions.
- Continue integrating wraparound service referrals into the student onboarding and intake process.
- Strengthening communication between instructors, advisors, and student services personnel to improve retention outcomes.

Current and Projected Financial Resources:

- Perkins V funding supporting academic interventions, tutoring, and supplemental instructional materials.
- Faculty Collaborative Toolbox MOA: Provide instructional staff with an hourly stipend to attend Professional Development each Wednesday through the school year.

Funding Allocation: $ $73,856 (SY27 Perkins Allocation)

Projected Resources:

- Continued grant funding for student success initiatives.
- District technology investments supporting dashboard and early alert systems.
- Business and industry partnerships contributing instructional equipment and learning resources.

Annual Evaluation Method

- Review completion rates using COE-reported annual data.
- Conduct root-cause analyses with program faculty for programs falling below target performance.
- Evaluate effectiveness of tutoring, advising, and early-intervention practices.
- Assess implementation and utilization of institutional data dashboards.
- Review student retention and withdrawal data to identify trends and opportunities for improvement.

Strategic Goal 3: Industry Certification Attainment

2026-2027 Objective:

5% increase over the 25/26 Plan

Industry certification attainment declined slightly during the 2025-2026 plan year and fell just below the anticipated growth target. Programs that increasingly embedded certification competencies into daily instruction demonstrated promising results, suggesting that curriculum alignment remains a key strategy for future success. Additionally, iTECH administration and instructional staff continue to identify and adopt additional industry-recognized credentials, creating opportunities for students to earn stackable certifications that enhance workforce readiness and employability.

Strategies for Achieving the Objective:

- Continue embedding certification-aligned competencies throughout curriculum frameworks across all programs.
- Maintain structured certification preparation resources, practice examinations, and instructor-led review sessions.
- Utilize student performance data to identify and support certification candidates requiring additional assistance.
- Sustain partnerships with testing vendors to improve scheduling flexibility and reduce student barriers.
- Increase awareness of stackable credential opportunities within each career pathway.
- Faculty Collaborative Toolbox MOA: Provide instructional staff with an hourly stipend to attend Professional Development each Wednesday through the school year.

Current and Projected Financial Resources:

- CAPE funding for Industry Credentials

- Perkins V allocations for examination fees, preparation materials, and instructor training

Funding Allocation: $29,000

($4,000 per academic year for Faculty Toolbox & $25,000 from Industry Certification performance)

Projected Resources:

- CAPE returns generated through certification attainment
- Perkins continuation funding supporting equipment and exam preparation.
- Employer sponsorships and community partnerships supporting certification vouchers.

Annual Evaluation Method:

- Annual review of certification participation and pass-rate data.
- Evaluation of exam-preparation strategies and their respective outcomes.
- Development of improvement plans for certifications performing below state benchmarks.
- Assessment of certification attainment across all instructional programs.
- Review of stackable credential participation and completion trends.

Strategic Goal 4: Community Partnerships and Business Engagement

2026-2027 Objective:

1% increase over the 25/26 Plan

Community Partnerships and Business Advisor participation experienced a slight decline during the 2025-2026 plan year, falling just short of the approximately 1% growth target. However, this result was intentional and reflects a deliberate effort to improve the quality and accuracy of partnership records. Instructional teams were tasked with reviewing advisory committee memberships and removing advisors who had been inactive for three or more consecutive years.

As Immokalee Technical College continues to strengthen relationships with community agencies, workforce organizations, and regional employers, leadership remains confident that partnership growth will rebound during the upcoming planning cycle. Efforts to formalize additional work-based learning agreements, strengthen career fairs, expand employer engagement activities, and increase advisory committee participation are expected to support measurable growth in community partnerships and business involvement during the 2026-2027 plan year.

Strategies for Achieving the Objective:

- Continue strengthening employer partnerships and expanding internship, externship, apprenticeship, and work-based learning opportunities.
- Enhance job placement services through résumé development, mock interviews, career fairs, employer panels, and career readiness workshops.

- Collaborate with regional employers and economic development partners to identify emerging workforce needs.
- Expand formal work-based learning agreements across additional instructional programs.
- Increase participation and engagement among program advisory committee members.
- Strengthen partnerships with community agencies that support student success and workforce preparation.

Current and Projected Financial Resources:

- Workforce Education operating budget
- Perkins V career services support
- Employer and industry partnership contributions

Funding Allocation: $5,000 per academic year

Projected Resources:

- Expanded employer sponsorships and partnership investments.
- Additional support through workforce development initiatives and regional economic partnerships.

Annual Evaluation Method:

- Monitor and track advisory committee participation throughout the academic year.
- Compare community partnership and business advisor growth against annual targets.
- Collect and analyze employer feedback regarding workforce preparedness and program quality.
- Review the number and effectiveness of work-based learning agreements.
- Evaluate participation and outcomes associated with career fairs, employer engagement events, and workforce development activities.

Evaluation and Reporting Timeline:

Progress toward each strategic objective will be evaluated annually following the conclusion of the summer semester using enrollment, completion, industry certification, and community partnership data. Enrollment indicators will additionally be reviewed quarterly through institutional performance dashboards to support ongoing monitoring and timely adjustments.

Findings will be documented in the 2026-2027 Annual Evaluation Report, reviewed with faculty and staff during pre-service professional development activities, and presented to the Institutional Advisory Committee for feedback and recommendations. Objectives, strategies, and resource projections for the 2027-2028 plan year will be updated based on institutional performance outcomes, labor market trends, stakeholder input, and resource availability.

Through this continuous improvement process, Immokalee Technical College will remain focused on expanding access, improving student success, strengthening industry engagement, and advancing workforce development throughout Southwest Florida.