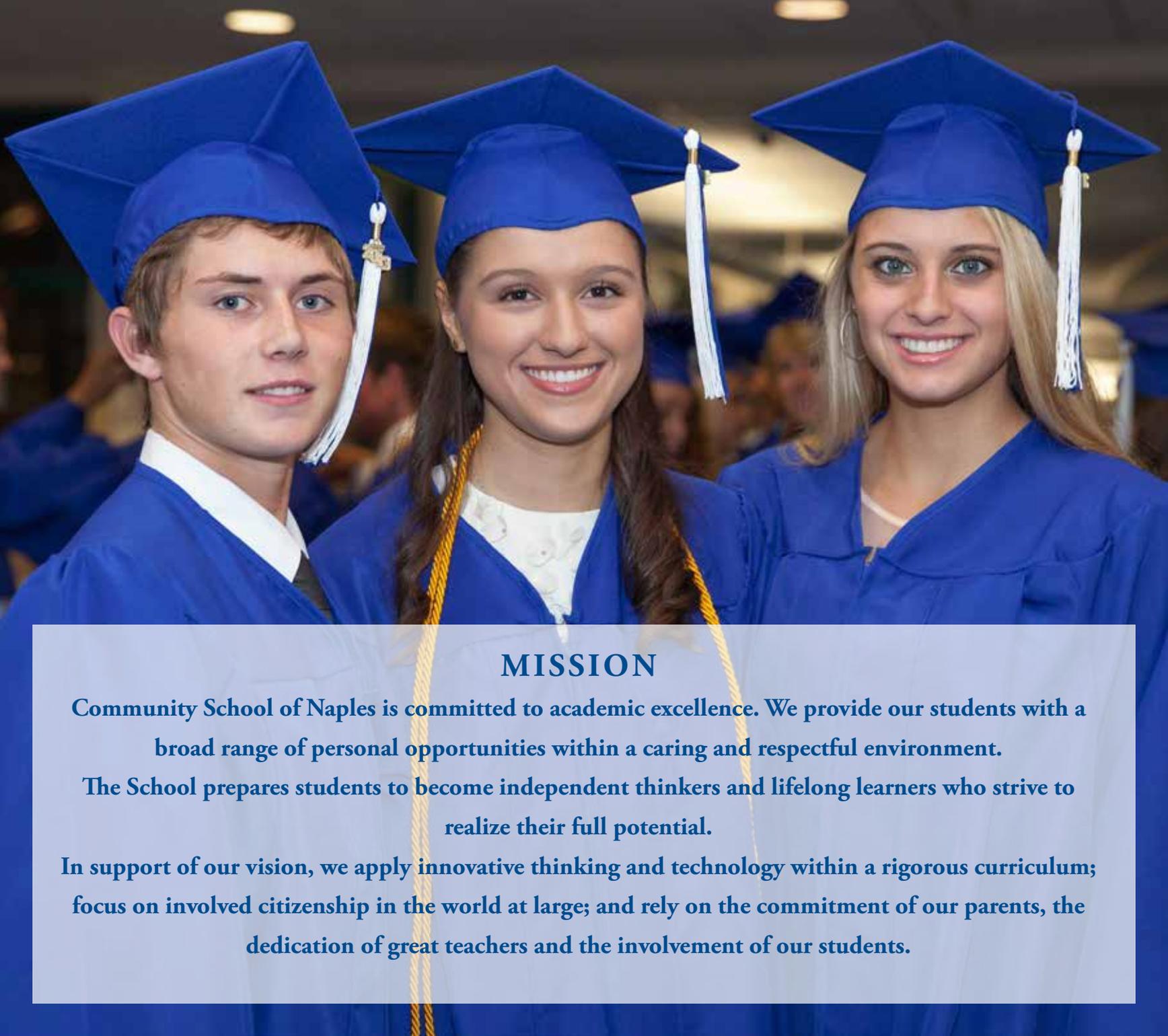




# COMMUNITY SCHOOL *of Naples*

**STRATEGIC PLAN • 2014-2018**





## MISSION

**Community School of Naples is committed to academic excellence. We provide our students with a broad range of personal opportunities within a caring and respectful environment.**

**The School prepares students to become independent thinkers and lifelong learners who strive to realize their full potential.**

**In support of our vision, we apply innovative thinking and technology within a rigorous curriculum; focus on involved citizenship in the world at large; and rely on the commitment of our parents, the dedication of great teachers and the involvement of our students.**

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

Community School of Naples has held a highly regarded position in the independent school world in Florida for many years. Our school has an enviable history of providing a first-class education to literally thousands of children and families over the years in our part of southwest Florida. With our 35th anniversary already distantly visible on our horizon in 2017, we wish to constantly improve what we do every day. It is for this reason that the school undertook a broad process of consultation during the first part of academic year 2013-2014 as part of our Strategic Planning process for the coming few years here at CSN.

Our Strategic Plan 2014-2018 is an important component of governance for Community School of Naples, for it provides strategic direction and helps set priorities for school leadership and the Board of Trustees. Our plan is grounded in the school's Mission and is intended to be challenging, forward thinking, perhaps even inspirational in its broad reach. By its nature, the plan looks to the future but also necessarily reflects the past and present situation of our school.

We looked at all aspects of school life, including how we teach and wish to teach; what technology we use and wish to use; how to sustain ourselves in the future as a quality educational institution; who we are and who we hope to become in the globally interconnected environment of tomorrow.

The Strategic Plan will be used as a living, working document to guide us through the next few years and beyond. Oversight for attaining the plan's overall goals and objectives has been assigned; responsibility for carrying out specific action steps has been delegated to individuals and committees; and completion dates have been attached to action steps. During the summer of 2014, measurements will be affixed so that the Board can use the plan to assess progress and performance.

Our Strategic Plan 2014-2018 truly represents a shared vision for Community School's future. As the institution's leaders, we embrace it wholeheartedly. We invite every member of the CSN Community to join with us in making this vision CSN's reality.



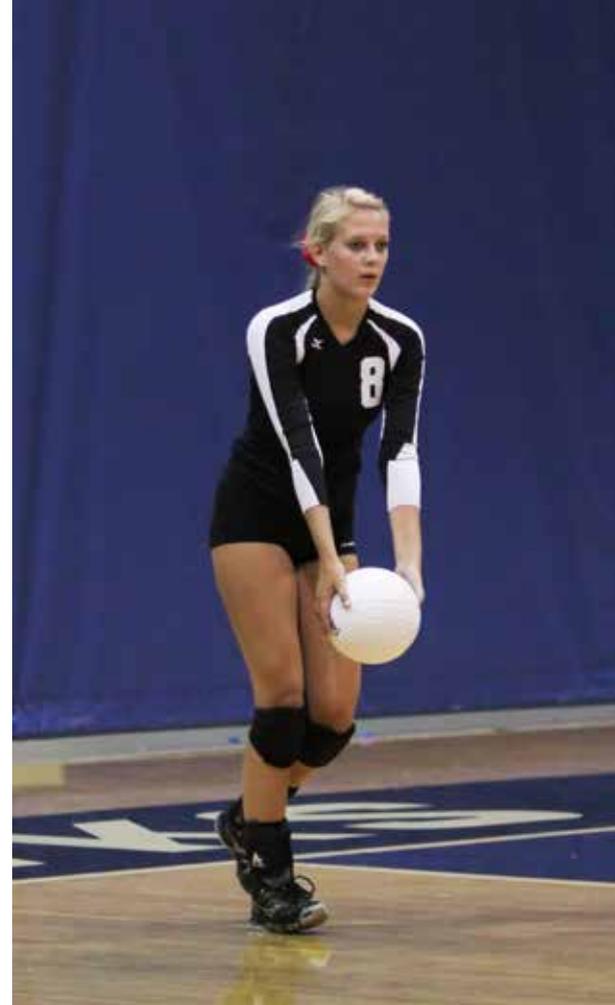
**John N. Allen**  
*President*  
*Board of Trustees*

**Dr. David Watson**  
*Head of School*

**Richard Molloy**  
*Chair*  
*Strategic Planning Committee*



*Meeting Our  
Mission  
in Memorable  
Ways.*



# SUMMARY OF STRATEGIC GOALS 2014-2018

## GOAL 1

### ACADEMIC EXCELLENCE

Prepare students to thrive in a changing world through a rigorous and diverse progression of study.

## GOAL 2

### STUDENTS

Provide a student experience that promotes scholarship, honors relationships, and develops persons of character within the global community.

## GOAL 3

### FACULTY & STAFF

Attract, develop, and retain committed and reflective practitioners, dedicated to implementing best practices.

## GOAL 4

### PHYSICAL RESOURCES

Develop a Master Plan to ensure that the design, functionality and use of our facilities support the school's Mission.

## GOAL 5

### COMMUNITY PARTNERSHIPS

Deepen the identity of CSN both within our school and throughout the community.

## GOAL 6

### FINANCIAL SUSTAINABILITY

Develop a financial plan to support the school's Mission and this Strategic Plan.



# ACADEMIC EXCELLENCE



the writing center



*A school which is driven by a commitment to excellence  
in teaching and learning, shaped by a spirit of  
community and collaboration.*

# GOAL

# 1

## ACADEMIC EXCELLENCE

Prepare students to thrive in a changing world through a rigorous and diverse progression of study.

### RATIONALE

In order to fulfill our Mission, meet community and ever-changing global demands, and foster academic excellence, we must provide a rigorous and diverse education in a safe environment to allow the development of the whole student.

### IMPLEMENTATION STRATEGIES

1. Invest in the position of Director of Learning and Technology to develop our curriculum mapping, and to continue school-wide analysis of how technology is being integrated.
2. Continue to collect whole school academic data to benchmark and evaluate our program.
3. Develop a global education program.
4. Safeguard academic excellence while offering enhanced athletic and artistic opportunities.
5. Review the shape of teaching schedules to assure a more effective use of contact time across divisions.



# STUDENTS



*A school in which a challenging and inclusive education  
is designed to give every student opportunities for success.*

# GOAL

## 2

# STUDENTS

Provide a student experience that promotes scholarship, honors relationships, and develops persons of character within the global community.

### RATIONALE

The unique CSN experience will provide the foundation and opportunities for lifelong success.

### IMPLEMENTATION STRATEGIES

1. Expand character education to include, for example:
  - ▶ Advisory program
  - ▶ Additional guidance resources
  - ▶ Speaker series
2. Develop a schedule to support the curriculum and best meet the needs of our students.
3. Evaluate the possibility of after-school and summer programs.
4. Investigate the feasibility of a CSN Learning Center.
5. Further refine and expand CSN's International Program to reflect our global focus and optimal delivery of the school's Mission.
6. Establish an enhanced financial aid commitment to transform the lives of deserving children on par with other world-class educational institutions.



# FACULTY & STAFF



*A school in which the finest professionals are supported by competitive, equitable and sustainable systems of professional development and career building.*

# GOAL

## 3

### FACULTY & STAFF

Attract, develop, and retain committed and reflective practitioners, dedicated to implementing best practices.

#### RATIONALE

Investment in highly qualified, engaged faculty and staff meets the school's Mission of academic excellence and continued professional standards.

#### IMPLEMENTATION STRATEGIES

1. Invest in an ongoing, collective, initiative-driven model of professional development, driven by the Director of Learning and Technology.
2. Provide constructive and continuous feedback regarding performance and expectations.
3. Provide faculty opportunities to grow in support of their professional goals, leadership and higher education.
4. Provide a well defined, competitive salary scale and compensation plan that will ensure teacher retention.



# PHYSICAL RESOURCES

*A school in which first-class learning takes place  
in a first-class learning environment.*

# GOAL

## 4

# PHYSICAL RESOURCES

Develop a Master Plan to ensure that the design, functionality and use of our facilities support the school's Mission.

## RATIONALE

The Master Plan will ensure the most effective use of existing space and identify areas of need and opportunity for new or re-purposed facilities.

## IMPLEMENTATION STRATEGIES

1. Develop, adopt and begin execution of a Master Plan to review and upgrade campus facilities.
2. Master Plan may consider, for example:
  - ▶ Review of Lower School facilities
  - ▶ Possible re-housing of Administration
  - ▶ Functionality review of LMA
  - ▶ Multi-purpose cafetorium
  - ▶ Options for housing international students



# COMMUNITY PARTNERSHIPS



*A school in which lasting creative partnerships take us further than we can go alone.*

# GOAL

# 5

## COMMUNITY PARTNERSHIPS

Deepen the identity of CSN both within our school and throughout the community.

### RATIONALE

Increased visibility within the community will ensure the school's consistent messaging, increase resources and opportunities for students, teachers and other constituencies, enhance our reputation and long-term sustainability and benefit the community.

### IMPLEMENTATION STRATEGIES

1. Create an external and internal marketing and communications plan to further define our culture.
2. Recognize the value of outside organizations and businesses, and partner with them for our mutual benefit.
3. Regularly survey our constituents and record valuable data for future implementation.
4. Actively and personally connect with colleges to enhance our outreach into college admissions.



# FINANCIAL SUSTAINABILITY



*A school in which finances are effectively managed in support of our Mission, enabling us to get better faster.*

# GOAL

# 6

## FINANCIAL SUSTAINABILITY

Develop a financial plan to support the school's Mission and this Strategic Plan.

### RATIONALE

A solid financial foundation is necessary to fulfill the Mission of the school, especially the implementation of the Strategic Plan.

### IMPLEMENTATION STRATEGIES

1. Broaden the base of charitable contributors and expand the amount raised.
2. Continue to grow our endowment to be consistent with reducing the school's reliance on tuition.
3. Ensure prudent investment and efficient management of our current assets.
4. Insulate the school's financial performance from future economic instability.
5. Create a culture of giving where CSN is prioritized among our constituents.



# LEADERSHIP

## BOARD OF TRUSTEES

John N. Allen, President  
Julie A. Schmelzle, Vice President  
Chad N. Ott, Vice President & Treasurer  
Lane Raskauskas, Secretary  
Domenic J. Ferrante, Officer  
Elise C. Burfield, Officer  
Robert J. Sullivan, Officer  
Susan Aldrich  
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Patricia J. Campbell  
Kevin G. Coleman  
Samuel B. Davis  
Michael S. Diamond  
David Eklund  
Richard Molloy  
Jonathan Pertchik  
Michael Reagen  
Susan M. Rogge

## TRUSTEES EMERITI

Ed Cheffy  
Kenneth Johnson  
Maurice D. Kent  
Marilyn King Fisher  
Anthony Ridgway  
Pat Stranahan

## SENIOR LEADERSHIP TEAM

David Watson, Head of School  
Paul Selvidio, Chief Financial Officer  
Paul Seifert, Chief Advancement Officer  
Jacqueline McCormick, Head of Upper School  
Eric Miles, Head of Upper School Elect  
Kathleen Frances, Head of Middle School  
Donna Norkeliunas, Head of Lower School  
Cassie Barone, Athletic Director  
Tricia Helenbolt, Director of Admissions

## STRATEGIC PLANNING COMMITTEE

Richard Molloy, Chair  
John N. Allen  
Elise C. Burfield  
Domenic J. Ferrante  
Jonathan Pertchik  
Gina Ramirez  
Paul Selvidio  
David Watson



*“My son comes home happy every day. He tells us about what happened in the classroom, talks about his homework, and is excited to go back to class in the morning. His excitement about his education is very rewarding to us as parents.”*

*-CSN Lower School Parent*



*“CSN is a truly special place: it provides the intimacy of small class sizes while still giving students all the tools they need to succeed at top colleges. The knowledge, skills, and life lessons I learned at CSN helped me prepare for school, athletics, and life at Columbia University.”*

*-CSN Graduate*



*“CSN provides our children with exceptional teachers and an environment rich in academic as well as creative experiences.”*

*-CSN Middle School Parent*





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*of Naples*

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