

**CONNECTICUT STATE BOARD OF EDUCATION  
Hartford**

**TO:** State Board of Education  
**FROM:** Dr. Miguel A. Cardona, Commissioner of Education  
**DATE:** November 6, 2019  
**SUBJECT:** Working for Students and Connecticut's Future. Connecticut Technical Education and Career System Strategic Operating Plan 2019-2020.

### *Executive Summary*

#### **Introduction:**

*Working for Students and Connecticut's Future*, the Connecticut Technical Education and Career System's (CTECS) 2019-2022 strategic plan, is driven by the organization's vision, mission, and foundational imperatives. It is a product of one and a half years of gathering data, soliciting input, and reaching shared consensus with our stakeholders - staff, students, parents and partners.

This plan is a three year road map that will inform our decision making and daily work. It outlines what we want to achieve, how we will achieve it, and how we will measure our success.

Each of the five goals in the plan are accompanied by a set of strategies, which are the action steps we will take to achieve each goal. A number of performance measures will be used to monitor our progress.

Our goals and strategies are organized around five themes:

- Culture, Climate, Instruction
- Industry Alignment and Collaboration
- Access and Opportunities
- Systems of Excellence
- Human Capital

#### **History/Background:**

**January to March 2018:** The Superintendent embarked on a listening and learning tour to learn of stakeholder aspirations for the CTECS. Over the course of 100 days, the Superintendent conducted nearly 140 focus groups with parents, certified staff, students, administrators, trade advisory members, union stewards, and community representatives at each CTECS location. During this time an audit of district documentation and operational procedures was conducted, as well as a review of the organizational structure. From this, eight strategic plan priority areas were identified:

1. Recruit, hire, develop, and retain the best certified staff
2. Engage industry & labor coherently
3. Stronger communication of vision
4. Design a high-leverage central office
5. Prepare career & college ready graduates
6. Focus on Scientific Researched Based Interventions (SRBI)
7. Better student recruitment according to true trade and technical interest
8. Prepare for CTECS separation from the State Department of Education

**September 2018:** The CTECS Board held a day-long retreat to review listening and learning tour feedback, and streamline the eight identified priority areas. Draft strategic operating plan goals were developed.

**October 2018:** A Strategic Plan Steering Committee formed and refined the draft goals developed by the Board. Five goals emerged with the following themes:

1. Culture, Climate, Instruction
2. Industry Alignment and Collaboration
3. Access and Opportunities
4. Systems of Excellence
5. Human Capital

**January 2019:** Goal area subcommittees developed strategies to accompany goals. Resources to implement strategies were aligned through budgetary planning beginning in the 2019-2020 fiscal year.

**March-May 2019:** The Superintendent presented the draft strategic operating plan to staff at all CTECS schools during faculty meetings and focus groups. Approximately 550 staff and faculty members across the district participated in these sessions. Feedback from these meetings was incorporated into the plan.

**May 2019:** Performance measures to indicate progress towards achieving each goal were identified.

**June 2019:** CTECS Board approves final CTECS strategic operating plan.

#### **Recommendation and Justification:**

The Superintendent, the CTECS Strategic Planning Committee, and the CTECS Advisory Board support the 2019-2022 Strategic Plan. The next step is to present and seek the support of the State Board of Education.

**Follow-up Activity:**

The Superintendent will present an Annual Progress Report at the conclusion of each academic school year. This report will delineate specific metrics of success for each identified goal.

Prepared by: Jeffrey Wihbey  
Superintendent of Schools  
Connecticut Technical Education and Career System

Approved by: Robert J. Trefry, Chairperson  
Connecticut Technical Education and Career System