



2022-2025

**STRATEGIC
OPERATING PLAN**

A SKILLED WORKFORCE STARTS HERE.

A MESSAGE FROM THE EXECUTIVE DIRECTOR

It is truly an honor to have this opportunity to introduce you to CTECS' new, dynamic Strategic Operating Plan – otherwise known as the roadmap leading to success for thousands of students, staff, and business and industry partners throughout the state of Connecticut.

Our vision and mission are clear. At CTECS, we are determined to be the driving force and the premier contributor to Connecticut's highly skilled workforce while ensuring that every one of our CTECS graduates has the opportunity to pursue a successful career in the trades upon graduation.

Our programs are both unique and demanding. CTECS is the only full-time, high school education option for students interested in pursuing a trade-based career while simultaneously mastering the standards-based, academic requirements as mandated by the State. This rigorous academic requirement, combined with our thirty CTECS trade offerings, is a highly desirable option for students and employers statewide. In fact, many of our students receive job offers before they enter their senior year.

At CTECS, we recognize the crucial need to equip Connecticut's business and industry partners with a highly trained and competent student workforce – a win-win for the State and for the CTECS students we serve.

Dr. Ellen Solek



A MESSAGE FROM THE BOARD CHAIR

For over 100 years, the Connecticut Technical Education and Career System has been a leader in Career and Technical Education. We have continually evolved to meet workforce needs and educational standards. This Strategic Operating Plan represents a new and exciting evolution in the history of our system, as CTECS has now become an independent state agency and redefined its mission and vision.

Unique to the development of this strategic plan was the vast stakeholder input collected in order to identify CTECS' priorities. What you'll see in this plan represents what we heard most often.

Our new priorities are hyper-focused on strategies that will yield the greatest outcomes for CTECS students, industry partners, and ultimately, Connecticut's economy. As a statewide system, our schools represent a variety of demographics, backgrounds, and perspectives. Our schools also cater to a wide range of industries. It was vital that this strategic plan was relevant and actionable across all regions and for all individuals. I believe we have achieved that goal.

The CTECS advisory board is fully committed to this refreshed direction for CTECS, and looks forward to continued collaboration with our supporters.

Patricia Keavney-Maruca



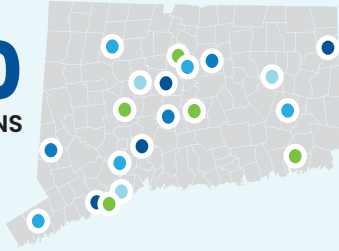
OUR VISION

We envision CTECS as the primary pipeline for Connecticut's skilled labor workforce.

OUR MISSION

Through exemplary trade and academic programming, CTECS prepares trade-bound students to meet the skilled workforce needs in Connecticut.

20
LOCATIONS



166
SENDING
TOWNS

11,000+

GRADE 9-12 STUDENTS



61% MALE | 39% FEMALE



30 TRADE
PROGRAMS

1,000+

STUDENTS ENROLLED IN
WORK-BASED LEARNING



~650

WORK-BASED LEARNING
EMPLOYER PARTNERS

3,000+

ADULT APPRENTICESHIP
STUDENTS



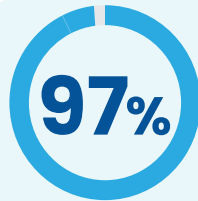
~300

ADULT LEARNERS
(AVIATION & BRISTOL TEC)



1,000+

STUDENTS ENROLLED
IN COURSES FOR
COLLEGE CREDIT



GRADUATION RATE

\$189,628,826

FY 2022 OPERATING BUDGET

AGRICULTURE, FOOD, AND NATURAL RESOURCES

Bioscience and Environmental Technology
Veterinary Science

ARCHITECTURE AND CONSTRUCTION

Sustainable Architecture
Carpentry
Electrical
Heating, Ventilation and Air Conditioning (HVAC)
Masonry
Plumbing and Heating
Plumbing, Heating and Cooling

ARTS, AUDIO/VIDEO TECHNOLOGY, AND COMMUNICATIONS

Digital Media

HEALTH SCIENCE

Biotechnology
Health Technology

HOSPITALITY AND TOURISM

Culinary Arts
Tourism, Hospitality and Guest Services Management
Guest Services Management

HUMAN SERVICES

Hairdressing & Cosmetology

INFORMATION TECHNOLOGY

Electronics Technology
Graphic Design
Information Technology

LAW, PUBLIC SAFETY, CORRECTIONS AND SECURITY

Criminal Justice and Protective Services

MANUFACTURING

Automated Manufacturing Technology
Mechanical Design and Engineering Technology
Mechatronics
Precision Machining Technology
Welding and Metal Fabrication

MARKETING, SALES, AND SERVICES

Business Management and Administration

TRANSPORTATION, DISTRIBUTION, AND LOGISTICS

Automotive Collision, Repair and Refinishing
Automotive Technology
Diesel and Heavy-Duty Equipment Repair
Airframe Mechanics and Aircraft Maintenance

OUR PROGRAMS

OUR STRATEGIC GOALS

The following goals will drive CTECS' day-to-day work. Collectively, these goals will ensure that we meet our most pressing mandate: *to ensure CTECS graduates are prepared to fulfill the skilled workforce needs of Connecticut.*

GOAL 1

SCHOOL ENVIRONMENT AND SAFETY

CTECS provides a welcoming environment that is safe, equitable, and supportive of students' development into productive citizens with the skills necessary for success.

GOAL 2

TRADE AND ACADEMIC PROGRAMMING

Develop programming, career pathways, and experiential opportunities, aligned to industry needs, that cultivate workforce-ready students.

GOAL 3

STUDENT RECRUITMENT AND ACCESS

Target promotional efforts to attract students with true trade interests and expand trade and academic learning opportunities for Connecticut residents.

GOAL 4

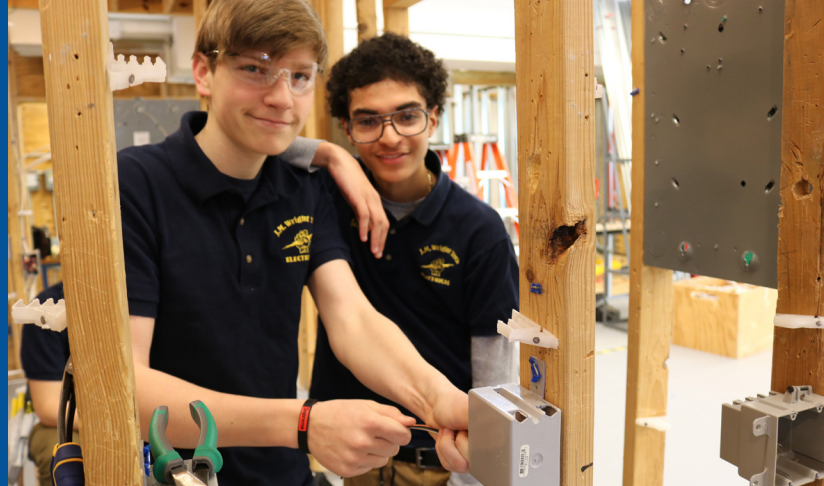
TALENT MANAGEMENT

Recruit and hire a diverse, highly qualified CTECS workforce and provide opportunities for ongoing training and leadership.

GOAL 1

SCHOOL ENVIRONMENT AND SAFETY

CTECS provides a welcoming environment that is safe, equitable, and supportive of students' development into productive citizens with the skills necessary for success.



SAFE ENVIRONMENTS BOTH PHYSICALLY AND EMOTIONALLY

All schools will form a C.A.R.E.S. committee to support the integration of social-emotional learning strategies aimed at fostering positive relationships.

Create and implement equity and diversity training aligned to State mandated standards.

Complete a district-wide School Security and Safety Assessment and develop a remediation plan.

An evaluation will be conducted of all HVAC and mechanical systems and a capital repair, replacement, and preventative maintenance plan will be created.

STUDENT GROWTH IN LEADERSHIP, CHARACTER, AND CITIZENSHIP

Incorporate the elements of the CTECS Vision of a Graduate into all student experiences.

Increase student participation in Skills USA, Student Council, and community service.

Formalize Student Council procedural guidelines for recruitment, student and staff communication, and council operations.

COLLABORATION OPPORTUNITIES

Increase opportunities for parent involvement to facilitate a partnership in their child's education.

Revise and implement policies and procedures for school-based Professional Learning Communities.



GOAL 2

TRADE AND ACADEMIC PROGRAMMING

Develop programming, career pathways, and experiential opportunities, aligned to industry needs, that cultivate workforce-ready students.

TRADE PROGRAMMING

Review Program Advisory Committees (PAC) feedback, assessment data, and teacher needs to guide programming.

CTECS students in grades 10, 11, & 12 will earn one industry credential annually.

CTECS students will participate in a minimum of 3 career-focused events during their high school career.

ACADEMIC PROGRAMMING

Incorporate literacy and numeracy standards common to CTE areas, in academic curricula and instruction.

Provide numeracy support and co-teaching opportunities for CTE areas.

Increase course offerings, student enrollment, and teacher credentialing in ECE and AP STEM.

INDUSTRY OUTREACH AND INVOLVEMENT

Increase network of industry partners to create a pipeline for students to direct employment, apprenticeship, and post-secondary programming.

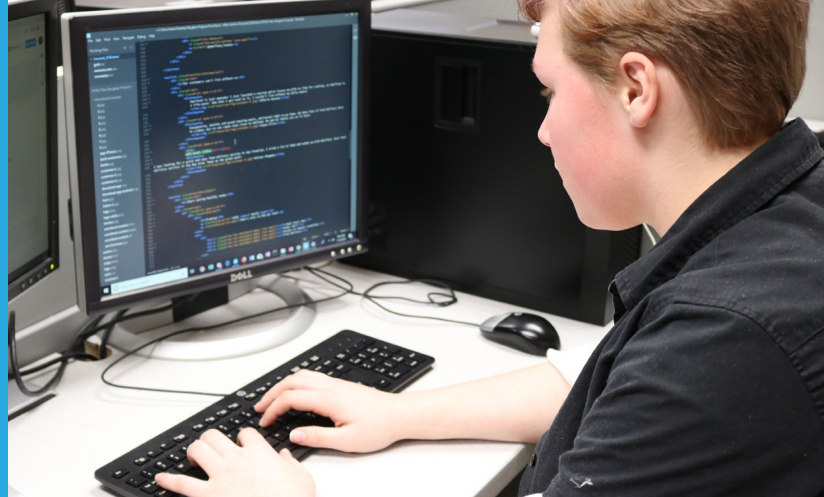
Develop and implement a formalized process for partnering with industry stakeholders.



GOAL 3

STUDENT RECRUITMENT AND ACCESS

Target promotional efforts to attract students with true trade interests and expand trade and academic learning opportunities for Connecticut residents.



RECRUITMENT

CTECS schools will offer a variety of in-person and virtual information sessions to promote awareness and interest in a technical education program.

Offer after-school and summer programs focused on trade recruitment, career pathways, and CTECS CTE programming.

Deploy a state-wide marketing strategy targeting middle school students and families with a genuine interest in technical education and promote a deep understanding of a CTECS education.

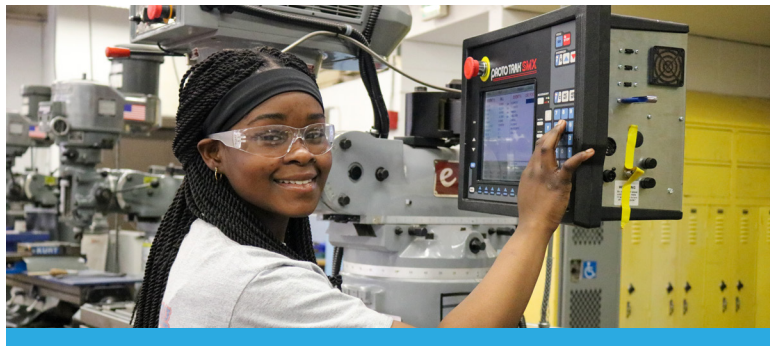
APPLICATION

Revise admissions policy and procedures with a focus on trade interest, equity, and timeliness.

ACCESS

Increase opportunities for extracurricular activities.

Expand CTE training opportunities for Connecticut residents.





GOAL 4

TALENT MANAGEMENT

Recruit and hire a diverse, highly qualified CTECS workforce and provide opportunities for ongoing training and leadership.

STAFF TRAINING

Develop and implement a comprehensive onboarding plan for all newly hired CTECS staff.

Ensure professional development is relevant to specific staff needs.

Provide formal and informal leadership pathways for staff at all levels.

HIRING PRACTICES

Develop, document, and implement a formalized process for the recruitment and hiring of staff that ensures equity and timeliness.

Target recruitment and outreach strategies to attract highly qualified applicants and promote diversity.



CTECS ADVISORY BOARD

Patricia Keavney-Maruca, Chairperson

Commissioner Danté Bartolomeo;

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Designee: Paul Lavoie

Commissioner Charlene M. Russell-Tucker;

Designee: Kathy Demsey

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The Connecticut Technical Education and Career System is an affirmative action/equal opportunity employer.