



# STRATEGIC OPERATING PLAN

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*A SKILLED WORKFORCE STARTS HERE.*

# 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.

# VISION OF A GRADUATE



A CTECS GRADUATE IS...

## A PROBLEM SOLVER

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- Collaborative
- Practices creative, outside of the box thinking
- Can persevere and adapt
- Able to determine the root cause of issues
- Identifies multiple solutions and selects the most sensible approach
- Always follows through

## RESPECTFUL

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- Embraces cultural diversity
- Practices kindness and consideration
- Understands and respects organizational structures
- Demonstrates professionalism
- Communicates with care and professionalism

## A CRITICAL THINKER

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- Applies unbiased analysis and evaluation
- Evaluates sources of information for reliability
- Innovates
- Willing to adapt to new information and question things
- Makes rational decisions based on application of evidence and observation

## WORK READY

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- Motivated to continue learning
- Possess the knowledge and skills for industry area
- Models employability skills; i.e. punctual, dressed appropriately, dependable, good attitude and time management
- Strong work ethic

## SKILLED SOCIALLY

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- Uses effective verbal and non-verbal communication skills
- Ability to work as part of a team
- Interacts with diverse audiences in a manner appropriate for the setting
- Empathizes with and values others

## AN EFFECTIVE COMMUNICATOR

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- Clearly and concisely conveys information for shared understanding
- Able to use multiple modes of communication
- Command of the language; written and verbal
- Actively listens

## **AGRICULTURE, FOOD, AND NATURAL RESOURCES**

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Bioscience and Environmental Technology  
Veterinary Science

## **ARCHITECTURE AND CONSTRUCTION**

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Architecture  
Building and Civil Construction  
Carpentry  
Electrical  
Heating, Ventilation and Air Conditioning (HVAC)  
Landscape Design, Installation and Equipment  
Masonry  
Plumbing and Heating  
Plumbing, Heating and Cooling

## **ARTS, AUDIO/VIDEO TECHNOLOGY, AND COMMUNICATIONS**

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Digital Media

## **HEALTH SCIENCE**

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Biotechnology  
Health Technology

## **HOSPITALITY AND TOURISM**

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Culinary Arts  
Tourism, Hospitality and Guest Services  
Management

## **HUMAN SERVICES**

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Hairdressing & Cosmetology

## **INFORMATION TECHNOLOGY**

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Graphic Design  
Information Technology

## **LAW, PUBLIC SAFETY, CORRECTIONS AND SECURITY**

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Criminal Justice and Protective Services

## **MANUFACTURING**

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Aerospace Component Manufacturing  
Mechanical Design and Engineering  
Technology  
Precision Machining Technology  
Robotics and Automation  
Welding and Metal Fabrication

## **TRANSPORTATION, DISTRIBUTION, AND LOGISTICS**

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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 trade interests and expand trade and academic learning opportunities for Connecticut residents.

## GOAL 4

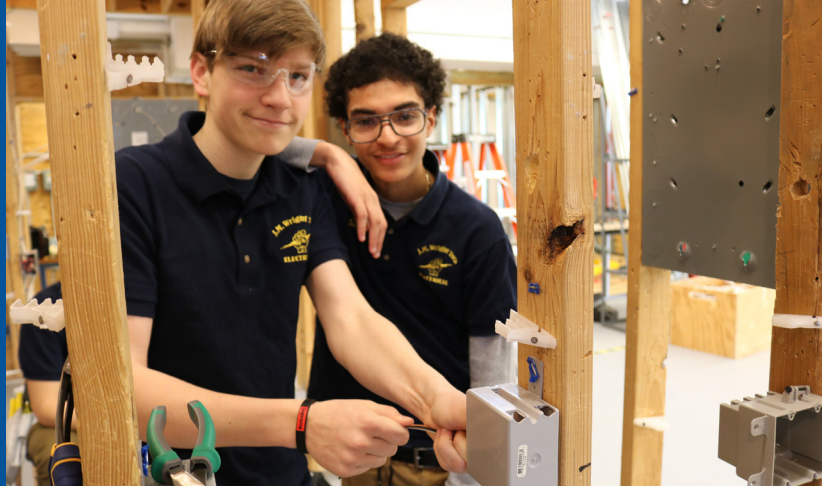
### TALENT MANAGEMENT

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 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.

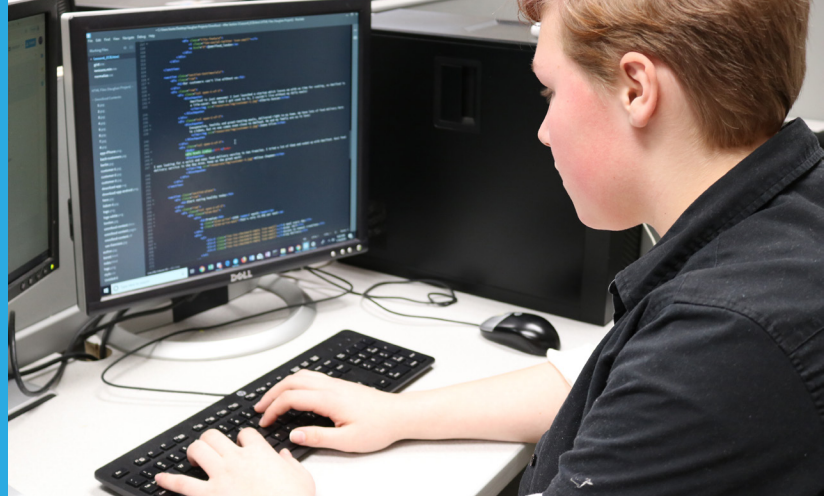
Develop and implement a formalized process for partnering with industry stakeholders.



# GOAL 3

## STUDENT RECRUITMENT AND ACCESS

*Target promotional efforts to attract students with 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.

Implement coordinated outreach efforts across Connecticut communities that promote the value, opportunity, and outcomes of a CTECS education to middle school students and their families.

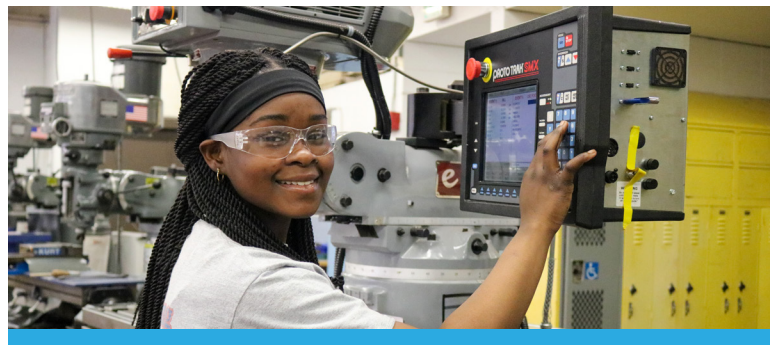
### APPLICATION

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.



# DISTRICT IMPROVEMENT PLAN

The Strategic Operation Plan defines the district's priorities. The **District Improvement Plan (DIP)** puts them into action with annual goals, key initiatives, and measureable targets across all schools. Here is how our District Improvement Plan's measures and performance targets align with our strategic goals:

## GOAL 1

### SCHOOL ENVIRONMENT AND SAFETY

Reduce chronic absenteeism to 12.5%.

Further decrease suspensions and expulsions by 10%.

Increase positive responses on school climate surveys, especially around teacher-student relationships.

## GOAL 2

### TRADE AND ACADEMIC PROGRAMMING

All schools will conduct at least 4 instructional rounds annually.

80% of teachers report increased confidence using high-impact instructional strategies.

75% of students can explain their progress using Proficiency Scales.

## GOAL 3

### STUDENT RECRUITMENT AND ACCESS

Increase female applicants to at least 48% by 2026.

Raise district-wide student retention to 85%, with focused support in RSCO schools.

## GOAL 4

### TALENT MANAGEMENT

Achieve a 95% teacher retention rate.

Develop, distribute, and post the CTECS District Orientation Plan and School-Based Onboarding Manual Exemplar.



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