

Career and Technical Education Strategic Plan Commitments 2018

(Based on the collaborative work of Advisory Council & DESE)

Vision

Creating Career Ready Missourians

Mission

CTE exists to provide relevant and meaningful opportunities for students so that they have the skills, knowledge and experiences necessary to support needs of business and industry.

Values

Student Focus

Relevancy

Quality

Partnership

Innovation

Integrity

Our Stakeholders

Students

Parents/Guardians

Communities

Local Education Agencies

Business and Industry

Higher Education

Strategic Partners

Local, State, and Federal Government

Strategic Focus Areas and Goals

Student Achievement

Our goal is to improve overall student achievement in Career and Technical Education.

Marketing, Image, and Partnership

Our goal is to improve the image and brand of Career and Technical Education while utilizing partnerships to create opportunities and pathways for students.

Business and Financial Operations

Our goal is to leverage resources and funding to create quality and innovative Career and Technical Education programs.

Missouri Department of Elementary & Secondary Education
Career and Technical Education Division



CTE Advisory Council Guiding Documents:

- Legislation that Officially Created the MO CTE Advisory Council Including Designated Duties
- Common Criteria and Quality Indicators
- CTE Student Certificate
- Perkins Legislation and Rules

*This document was created collaboratively between the Missouri Career and Technical Education (CTE) Department of Elementary and Secondary Staff & the MO CTE Advisory Council

Career and Technical Education Strategic Plan Commitments 2018

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Student Achievement

Our goal is to improve overall student achievement in Career and Technical Education.

Objectives (Key Measures)

- Industry Recognized Credentials/Technical Skill Attainment
- Graduation Rate (concentrated areas) measured as a percentage
- Placement of graduates measured as a percentage
- Number of Career and Technical Education Certificate Earners (future measure)

Improvement Actions

- Evaluate the relevance of current programs through the Common Criteria and Quality Indicators (CCQI) and create a plan to develop **relevant programs** to ensure we are meeting the needs of business and industry.
- Develop a comprehensive professional development plan that supports the success of Career and Technical Education teachers and retention of quality staff.
- Develop and implement a comprehensive and systematic process that improves Career and Technical Education graduates' placement rate.
- Develop and implement a comprehensive and systematic process that improves Technical Skill Attainment (TSA) scores and Industry Recognized Credentials.
- Develop and implement a comprehensive and systematic process that increases the percentage of Career and Technical Education students who are MO CTE Certificate earners.
- Develop and implement a comprehensive and systematic process that improves Career and Technical Education students' graduation rate.

Marketing, Image, and Partnership

Our goal is to improve the image and brand of Career and Technical Education while utilizing partnerships to create opportunities and pathways for students.

Objectives (Key Measures)

- Increase student enrollment – headcount / %
- Increase # of internships, apprenticeships, and other forms of work-based learning
- Increase # of business partners
- Perception of internal and external stakeholders (survey)

Improvement Actions

- Design and implement a cohesive statewide communications and marketing campaign to improve public confidence in Career and Technical Education Programming (Improvement Actions are in alignment to Marketing Task Force and [Changing Perceptions document](#)).
- Target outreach towards key stakeholders, using messaging that will resonate with different audiences.
- Outreach efforts should be a mix of processes, tools, and activities, with delivery tailored to stakeholders' desired communication channels.
- Campaign activities should be coordinated statewide, with Career and Technical Education providers charged with local implementation.
- Identify measures of success to support a formative assessment of the strategic campaign and provide data for course correction.
- Design a comprehensive survey and focus group plan/process that provides valuable feedback relative to all strategic focus area goals and objectives.

Business and Financial Operations

Our goal is to leverage resources and funding to create quality and innovative Career and Technical Education programs.

Objectives (Key Measures)

- ❑ Increase % of funding from outside resources
- ❑ Perception of stakeholders (survey - fiscal responsibility & transparency)
- ❑ Return on investment (possible future measure - need a data source/formula)

Improvement Actions

- ❑ Explore and utilize additional funding sources including business and legislature incentives.
- ❑ Expand the CTE Advisory Council and/or its' communication processes that would support more involvement from business and industry and our legislature.
- ❑ Develop a communication plan that supports two-way communication and transparency relative to the utilization of the Career and Technical Education financial dashboard and budgeting processes.
- ❑ Explore innovative strategies to revitalize CTE buildings and infrastructure.
- ❑ Create a return on investment measure that could be used as a means to encourage additional stakeholder involvement and partnerships specifically from business and industry.
- ❑ Create a return on investment measure that supports fiscally responsible decision making and determining progress.

Below are the key measures supporting the strategic plan. Each measure is crosswalked to the level in which it can be measured (From state level to student level). To build out this strategic plan, additional measures must be created.

#	Key Measures that are relevant to CTE Each measure is crosswalked to the level in which it can be measured: State Program, Local Entity, CTE Program, and Student	MO State CTE Program	Local CTE Center or Comprehensive High School	Local CTE Program	CTE Student	Data Available now?
1. Student Achievement						
1a	Technical Skill Attainment/Industry Recognized Credentials	x	x	x	x	Yes
1b	Placement of Graduates in Relevant College, Career and/or Military	x	x	x	x	Yes
1c	Graduation Rate of CTE Concentrators vs. non-CTE Concentrators	x	x	x	x	No
1d	# of Students Earning CTE Certificate (Based on 2021 Grad Start)	x	x	x	x	No
2. Marketing, Image and Partnership						
2a	Increase Enrollment (Growth) - Headcount/% Growth	x	x	x		Yes
2b	Increase # of internships, apprenticeships & work-based learning	x	x	x	x	No
2c	Increase #'s of Supporting Business Partners	x	x	x		No
2d	Perception of internal and external stakeholders (surveys)	x	x			No
3. Business and Financial Operations						
3a	Increase % of funding from outside resources	x	x			No
3b	Perception of business and industry (survey)	x	x			No
3c	Return on investment (possible future measure)	x	x			No



- Certain cells are greyed out as it is not possible to collect data in these areas

The CTE Advisory Council in partnership with the Missouri Department of Elementary and Secondary Education would initiate a plan to engage various stakeholders to execute the strategic plan through the use of action teams and task forces.

The **action teams** below would play a significant role in providing input to support the goals, objectives, and improvement actions within each of the strategic focus areas below. Each team would be led by a DESE Chair/Champion & a CTE Advisory Chair/Champion to provide partnered leadership.

- **Student Achievement Team #1** - This would be an academic team focusing on standards and assessment that would stay engaged and would meet twice a year to provide guidance (Currently the TSA/IRC Team could be this team).
- **Student Achievement Team #2** - This team would be developed to work on developing quality programs, looking at economic trend data, and creating meaningful, relevant experiences for staff members and students. This team would also meet a minimum of twice per year. This team supports the first two action steps of the academic plan.
- **Marketing, Image, and Partnership** - This would be a team that would focus on marketing CTE, building the image of CTE statewide, and develop partnerships. This team would meet a minimum of twice a year to provide guidance. The work of the Marketing Task Force in 2017-2018 set the foundation for this action team.
- **Business & Financial Operations** - This would be a business action team that would meet a minimum of twice a year. This team could be similar to the prior finance task force that was developed in 2015-2017 to help decide the state CTE funding plan. This team would provide guidance to the DESE College and Career Staff in shaping the upcoming budget for the next fiscal year.

These **action teams** would be staffed with members from the CTE Advisory Council, DESE Staff members and other key practitioners and stakeholders to provide guidance and leadership. These groups would make recommendations to the CTE Advisory Council based on topics within their strategic focus area. The CTE Advisory Council's purpose would be to hear recommendations and ask questions prior to official voting on business items. It is important that leadership of these teams reach out to members of the business and industry community.

While it recommends that each team meets twice a year, the work of these teams is critical to the execution of this strategic plan and might require meeting more frequently. Each team may decide to meet virtually on a more frequent basis to achieve desired results.

This is a short history of this document that outlines the process of how it was created and how it is has been shared.

1. **January 22, 2018** - Following the council meeting, CTE Advisory Council Leadership worked to develop a framework of a potential strategic plan. Council Leadership involved in the initial development:
 - Brian Noller - CTE Advisory Council Chair
 - David Webb - CTE Advisory Council Co-Chair
 - Sarrah Morgan - CTE Advisory Council Chair-Elect
2. **February 14, 2018** - This draft was presented to DESE Staff to seek feedback. DESE staff members present:
 - Dr. Blaine Henningsen - Asst. Commissioner
 - Dr. Dennis Harden - CTE Coordinator
 - Janice Rehak - CTE Coordinator
 - Dr. Steve Bryant - Career Pathways Coordinator
3. **March 2, 2018** - This draft was sent to all CTE Advisory Council Members for viewing and feedback. This email was sent by Brian Noller, Council Chair on March 2. This draft was commented on by the following members:
 - Brian Crouse - March 2
 - Dena McCaffrey - March 5
 - Dr. John Gaal - March 5
 - Vicki Schwinke - March 6
 - Sarrah Morgan - March 6
 - Dr. Brad Deken - March 6
4. **March 28, 2018** - The document has not been edited, but all feedback has been captured and sent to the recently appointed facilitator Dr. Mike Brown.
5. **April 23, 2018** - This feedback was used to guide the development of a new collaborative draft - printed copies will be provided to the council members who provided feedback. This feedback was used during the S.W.O.T. Analysis.
6. **June 11, 2018** - This document has been recreated following feedback from the council to support the work done on April 23 that was gathered by Dr. Brown. Draft #2 was sent out on June 11 to the entire CTE Advisory Council
7. **July 26, 2018** - This document was updated to align to the outcome of the July 23, 2018 CTE Advisory Council Meeting held in Springfield, MO. It is the intention that key pieces of this document are blended into strategic planning output documents.
8. **October 22, 2018** - The Advisory Council met with DESE as part of the fourth quarter meeting and finalized the plan.

Career and Technical Education Strategic Planning 2018

Facilitator Summary - Dr. Mike Brown

July 26, 2018

The accompanying documents include the Career and Technical Education Strategic Plan Commitments. These Commitments were collaboratively decided upon by the CTE Advisory Council and members of the DESE staff on July 23, 2018. The information that was used to establish the Career and Technical Education Strategic Plan Commitments stemmed from the work of a strategic planning development meeting with the Advisory Council on April 23, 2018 along with multiple stakeholder feedback opportunities June 10 to July 10, 2018. The Career and Technical Education Strategic Plan Commitments 2018 were the result of discussion, debate, and eventually consensus through a systematic process-based facilitation.

The Career and Technical Education Strategic Plan Commitments 2018 clearly leverages the strategic advantages and addresses many of the strategic disadvantages and potential “blind spots” that were acknowledged through a SWOT analysis executed on April 23, 2018. The Commitments are aligned and honor the previous work of the Advisory Council including their Vision, Strategic Plan Framework, Marketing Plan, and Program Evaluation. The established CTE Vision, Mission, and Values are in alignment with the Department of the College and Career Readiness’ vision and mission within DESE. Although capacity and capability issues will always need to be considered once priorities and action plans are established from the CTE Strategic Plan Commitments, some of these challenges have been minimized due to the collaborative effort of the members of the Advisory Council and DESE member’s participation on July 23, 2018. The result of this collaborative effort are solid strategic plan commitments that provide direction and support for the continuous improvement of CTE.

All of the raw, processed, and finalized work from this facilitation has been shared with the Advisory Council. This work includes the facilitator's summary and suggestions for next steps, the finalized commitments, the notes from July 23, 2018, the work (pictures, raw, and processed data) from the April 23, 2018 meeting, the SWOT Analysis from April 23, 2018, all drafts of the work through its different feedback gathering stages - June 10 through July 10, 2018, stakeholder feedback and all PowerPoint slides used throughout the facilitation.

The final Career and Technical Education Strategic Plan Commitments 2018 contains the CTE Vision, Mission, Values, Stakeholders, Strategic Focus Area Goals, Objectives (Key Measures), and Improvement Actions.

Facilitator Suggestions for Next Steps

- Create a Strategic Plan-on-a-Page to share with your stakeholders. All documents shared with the public should be carefully edited, branded, and cosmetically pleasing.
- Decide on the Strategic Plan format/template (facilitator shared an option).
- Develop an accountability system to ensure execution and monitoring of the plan (facilitator shared an option - RACI Model and the shared format/template is aligned to this option)
- Prioritize the improvement actions considering capacity issues in those decisions
- Develop and utilize Action Teams for the improvement actions. These teams create targeted actions plans that include timelines, estimated costs, and necessary resources.
- Use the Vision, Mission, Values to guide your direction in decision making.
- Create clear definitions of words and phrases within the plan where necessary (example - values) to ensure that all stakeholders understand the intent and meaning behind the words that are used.
- Maintain the integrity of the strategic plan development process by being accountable to the established commitments.
- Execute, monitor, and revise the plan collaboratively among all stakeholders. This supports ownership of the plan, efficient execution, and overcoming potential capacity and capability issues.
- Utilize the Quality Continuous Improvement (Baldrige) Framework in the execution of the plan.
- Develop and utilize a strategic plan revision process.

Strategic Feedback by Advisory Board offered on 10/22/18 to support the plan:

- Reference CTE ADVISORY COUNCIL & DESE - Priorities, SWOT, & Suggestions 102218
 - This document is a culmination of surveyed information collected as well as the conversation on 10/22/18's fourth quarter board meeting
 - This feedback/information should be utilized by all parties executing the plan