



## Strategic Plan 2022-25

The Lancaster County Career & Technology Center (LCCTC) presents its strategic plan as a guide for the next four years. This plan encompasses a shared mission, vision, and values, with broad goals, user-focused objectives, and specific action plans for how we will meet the information needs of our students and staff.

### Mission

The mission of the Lancaster County Career & Technology Center is to prepare people for skilled, innovative and productive careers.

### Vision

The Lancaster County Career & Technology Center is a full-service career and technical school dedicated to preparing high school students and adults for careers in the new economy. Lancaster County CTC is best among its class and strives to meet the highest standards of quality instruction.

### Shared Values

At the Lancaster County Career & Technology Center, we believe:

1. **An all-inclusive, student-focused team** built on a foundation of honesty, mutual respect, trust, and sense of fairness is needed to foster stakeholder investment, the development of goals, and the execution of actions that result in institutional success.
2. **It is critical to communicate expectations and provide growth opportunities** that allow both students and staff to maximize their full potential in ways that benefit the communities in which we work and live.
3. **Effective partnerships** must be cultivated with sending school districts, post-secondary institutions, local businesses, community organizations, and other stakeholders to ensure that the needs of both the students and the business community are addressed optimally.
4. **Fostering healthy relationships** with all stakeholders that encourage their participation in collaborative processes focused on solutions-seeking and continuous improvement is critical to the realization of our mission/vision.
5. **Creating and maintaining a culture** in which employees are empowered to draw upon their collective expertise and exercise their creativity is key to the production of innovative, meaningful programming and a positive school culture that benefits both students and the community.

6. **Rigorous and Relevant Programming:** LCCTC programming must be rigorous and relevant in its design and alignment to industry needs/standards, and must be delivered with an emphasis on effective instructional practices; the provision of applied, real-world learning experiences; and a commitment to encouraging a passion for lifelong learning.

## Goals

The following goal statements outline the strategic direction the LCCTC Leadership Team needs to pursue over the next 3-5 years.(bullet points under each goal identify steps to reach goal)

- 1) With regard to instructional programming the LCCTC will analyze and identify opportunities to increase capacity for in-demand waitlisted programming while reviewing program inventory for alignment with workforce needs.
  - Continue to use program report cards and root cause analysis process to strengthen programs through modification, support or revision
  - Research and investigate alternative deliveries including dual enrollment within our institution, virtual learning opportunities, schedule modifications to support student and program demand
  - Review annual High Priority Occupations list specifically for Lancaster and neighboring counties to identify gaps in programming in addressing industry needs
  - Develop educational opportunities for school district staff to experience and learn about all programs at the CTC with an emphasis on providing sound career advice to prospective students.
- 2) With regard to staffing, the LCCTC:
  - a) Develop a grow your own pathway for students, staff, teachers and administrators.
    - Identify students with the potential to become effective teachers while they are enrolled in the high school program. Explain teacher certification options to them and try to pique their interest in pursuing teaching as a career
    - Identify teachers who have the potential to become effective administrators and cultivate their interest in making a difference in the long-term operation of the school. Time these events to allow the teacher to move into administration prior to the point where no financial gain will occur for the teacher by making this move.
    - Continuously support and empower administrators to develop their leadership skills and potential and to grow into positions with increasing responsibilities.
  - b) Increase opportunities for recruiting qualified individuals through movement to a pathway model for each Introduction program.
    - For example, the pathway model for Introduction to Manufacturing would enable a new teacher for the class to be certified in Electro-Mechanical Engineering, Welding Technology or Precision Machine Technology. The former model would allow only certification as a Welding Technology teacher.
  - c) LCCTC will continue to explore opportunities for expanding the qualifications required to fill instructional positions (example: approval of LPN for instruction in multipole healthcare programs.)
    - Using relationships with other CTC's LCCTC will continue to work with PDE to reduce the obstacles for teacher certification
    - LCCTC will continue to work with new teachers to assist them in meeting the requirements for certification through our expanded new teacher induction program

- 3) With regard to infrastructure needs, the LCCTC will:
  - a) Through collaborative input across the institution, further strengthen our living five-year planning and budgeting processes for facilities, equipment, technology, programming and capital projects.
    - Professional development will continue to be provided regarding properly recording OAC meeting discussions and recommendations,
    - Five-year planning document will continue to be shared with teachers to promote the effective planning for continuous improvement of each program.
    - Building Principals will continue to increase communication with program teachers to plan for and implement improvements to our instructional facilities and equipment
  
- 4) With regard to organizational and community relations:
  - a) Create intentional opportunities to celebrate and recognize both internal and external constituencies, further strengthening our relationships, culture and workplace.
    - Standardize communications to districts and parents to recognize Students of the Month at each campus
    - Acknowledge student and teacher accomplishments within our specific programs
    - Continue to feed positive information regarding our students and programs to our social media accounts.
  
- 5) With regard to student services;
  - a) Increase attendance percentages across the system, campuses and programs.
  - b) Ensure practices and decisions promote equity, access, diversity and a sense of belonging.

### **Objectives 2022-23**

1. Decrease the number of students with 20 or more absences by developing and implementing best practices, consistent communications and improved procedures by developing the following:
  - Develop effective communication strategies plan that provides guidance and requirements for positive phone contacts for all students from the teacher during the first month of the school year.
  - Provide professional development for faculty and staff that is focused on positive, effective communication.
  - Use STAR teams to ensure monitoring and student supports are enacted that have the intent to increase attendance.
  - Identify any specific programs with higher than average absence percentages, and support the enactment of engaging and effective instructional strategies aligned to the program curriculum.
  - Provide recognition and rewards for students having perfect attendance
  
2. Develop and implement grading procedures with the goal of increasing student accountability for all assigned work.
  - All assignments will have a deadline and when an assignment is not received after the deadline, a grade of “0” will be entered into the SIS.
  - Support faculty to improve grading practice leading to increased student skill attainment.

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## **Progress on Objectives**

### **Person Responsible for Objectives of the Strategic Plan**

The Administrative Director and designees are responsible for the accomplishments of the Strategic Plan.