Wyoming Association for Career and Technical Education

2019 – 2024

Strategic Plan

Wyoming Association for Career and Technical Education (WACTE)
2019-2024 Strategic Plan

MISSION STATEMENT

The mission of the Wyoming Association for Career and Technical Education is to provide educational leadership in developing a competitive workforce.

VISION STATEMENT

The vision of the Wyoming Association for Career and Technical Education is to support teachers and students by fostering excellence in career and technical education, advocating public policy to benefit career and technical education, providing access to professional development, and creating public awareness of career and technical education.

PURPOSE

The purpose of the Wyoming Association for Career and Technical Education shall be:

1. To establish and maintain active state leadership in the promotion of all types of pre- vocational and career technical education, including guidance service, directed work experience for youth and adults, and administrators,

2. To render service to local communities in promoting and stabilizing career technical education,

3. To provide an opportunity for the study and discussion of all questions involved in career technical education,

4. To unify all of the career technical education interests of the state through representative membership,

5. To promote career technical student organizations, and

6. To promote membership in the Association for Career and Technical Education and other service area associations.

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STRATEGIC THEMES & GOALS

1. Member Value and Engagement
- WACTE's success is reliant on the success of its divisions and educators.

2. Professional and Leadership Development
- It is time to reinvent WACTE's professional development system with the intention of growing every member, every year. Existing resources and delivery systems will evolve to meet the diverse needs of educators from pre-service to retirement. The system will use professional development to build capacity and confidence so that WACTE members grow from learners to leaders. It will provide high quality professional development available through a variety of delivery channels.

3. Advocacy and Awareness
- WACTE is seen as the credible source of information on Career and Technical Education. Through CTE brand development, advocacy and prioritized audience targeting, WACTE can impact the perceived value of CTE. Ultimately, WACTE can leverage its reputation to advocate for and change perceptions of CTE in targeted audiences

4. Strategic Partnerships
- WACTE is well positioned to serve as the liaison between business leaders, education leaders and policy makers. Expanded connections and shared initiatives will create a coherent system for connecting employers in the career education conversation.

5. Innovation
- From expanding CTE opportunities for middle school students to addressing emerging occupations, local programs need access to innovative curriculum and approaches aligned to a High-quality CTE Framework to meet the education and training needs of students and employers.

Strategic Plan Elements

Theme: Overarching area of impact that is critical in the organization's attainment of mission and vision. Themes are listed in prioritized order.

Strategy: Strategies direct the overall effort for each theme. They are meant to provide direction to WACTE's staff and leaders. Strategies are listed in priority order by Theme.

Key Performance Indicator: Performance indicators are the measure of performance (e.g., professional development participation rate, member retention rate, regional events) in relation to a strategic goal or action.

Target: Agreed upon goal of performance for a defined period of time. Targets will be based on baseline data, proposed by staff and reviewed and approved by the Board annually.

Tactic: Tactics are the "how" behind each strategy. They specify initiatives or actions that will be put in motion to advance the organization's ability to meet the strategy and performance target. Tactics are meant to be staff driven, dynamic and revised periodically based on the effectiveness of the work.

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Member Value and Engagement

WACTE's success is reliant on the success of its divisions and educators.

Strategies

1. Build WACTE's organizational capacity through a state support framework

2. Develop a comprehensive system for identifying and onboarding potential members

3. Retain members by communicating value, engaging current members, and delivering an easy, intuitive renewal process

4. Create content and curriculum resources updated Quarterly on WACTE website

5. Develop "New Member" welcome packets and assign WACTE Mentors

6. Offer WACTE/CTE Merchandise on WACTE website; provide member discount

Key Performance Indicators

✓ Strengthen the quality and consistency of WACTE leadership

✓ Increase in new membership

✓ Maintain high levels of membership retention, benefit participation, and overall engagement

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Professional and Leadership Development

It is time to reinvent WACTE's professional development system with the intention of growing every member, every year. Existing resources and delivery systems will evolve to meet the diverse needs of educators from pre-service to retirement. The system will use professional development to build capacity and confidence so that WACTE members grow from learners to leaders. It will provide high quality professional development available through a variety of delivery channels.

Strategies

1. Create a continuum of high-quality professional development and leadership development experiences delivered through a diverse, but aligned set of channels

2. Develop an intuitive member profile that recognizes and encourages professional and leadership development planning and participation

3. Offer high-quality professional & leadership development activities and experiences through a diverse set of channels to all WACTE Members

4. Offer multiple CTE networking and collaboration activities

5. Develop mentoring and leadership planning/participation activities

Key Performance Indicators

✓ Expanded delivery of professional and leadership development offerings through non-conference mediums and non-ACTE sources

✓ Develop and implement a plan for measuring and improving the quality of ACTE's professional and leadership development offerings through needs assessments and surveys

✓ Deliver robust professional and leadership development that addresses ACTE's high-quality CTE framework and other content priorities

✓ Increase in percent of members with a professional and leadership development experience each year

Advocacy and Awareness

WACTE is seen as the credible source of information on Career and Technical Education. Through CTE brand development, advocacy and prioritized audience targeting, WACTE can impact the perceived value of CTE. Ultimately, WACTE can leverage its reputation to advocate for and change perceptions of CTE in targeted audiences

Strategies

1. Develop an action plan to define the critical role of and enhance the public dialogue on CTE with targeted audiences

2. Educate and mobilize stakeholders for positive legislative impact at the state and federal level

3. Form a coalition of Business & Industry stakeholders that support CTE

4. Develop a Business & Industry Advisory Board

5. Participate in Business & Industry meetings and Education meetings

6. Add a Business & Industry position to the WACTE Board

7. Maintain an active presence during the legislative session

8. Formulate a plan to increase the medias role in advocating for CTE

9. Increase the positive perception of CTE with Students, Parents, Counselors, etc.

Key Performance Indicators

✓ Increase positive media coverage (state awareness, public appearances, press releases)

✓ Increase positive perception of CTE (students, parents, employers, counselors, administrators)

✓ Increase participation in CTE Month activities, showcases

✓ Increase support for legislation that supports CTE

✓ Increase the use of ACTE advocacy training and resources

✓ Formulate an active Business & Industry Advisory Board

✓ Maintain awareness of current CTE issues

✓ Obtain data of students meeting Hathaway requirements through CTE classes

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Strategic Partnerships

WACTE is well positioned to serve as the liaison between business leaders, education leaders and policy makers. Expanded connections and shared initiatives will create a coherent system for connecting employers in the career education conversation.

Strategies

1. Identify and target businesses, organizations, schools and governmental entities for mutually beneficial partnerships

2. Align partnerships to member, division and organization needs

3. Continue to initiate memberships with Business & Industry

4. Market WACTE memberships to Principals, Administrators, & School Stakeholders

Key Performance Indicators

✓ Increase in new, mutually beneficial partnerships (disaggregated by Division)

✓ Sustain, retain, and grow "key" partners

✓ Expand ACTE's showcase and promotion of models of business-education partnerships and other entities supportive of CTE

✓ Strengthen the alignment of partnership activities with WACTE's strategic plan and content priorities

✓ Ensure Divisions are informed and included in projects that relate to their sectors

✓ Expand direct impact of WACTE's partners on our members through increased connection points, funding for CTE programs, and other opportunities that meet our evaluation criteria

✓ Increase level of support WACTE's partners provide to WACTE's initiatives and activities (indirect impact on WACTE members)

✓ Review data of enrollment in CTE programs. Monitor CTE concentrators through completion

✓ Track membership and conference attendance of Principals, Administrators, & School Stakeholders

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Innovation

From expanding CTE opportunities for middle school students to addressing emerging occupations, local programs need access to innovative curriculum and approaches aligned to a High-quality CTE Framework to meet the education and training needs of students and employers.

Strategies

1. Strengthen WACTE's capacity to identify and source models of innovation and emerging trends impacting CTE

2. Embed strategies for showcasing, fostering, scaling, and sustaining innovative approaches to CTE through WACTE's delivery systems and partner channels

3. Recognize innovative CTE teachers and programs

4. Provide networking opportunities for CTE teachers

5. Provide examples or develop a Wyoming framework for Project Based Learning

6. Involve and incorporate local/regional Business & Industry partners.

Key Performance Indicators

✓ Develop a process to identify 'innovation' and emerging trends

✓ Successfully source models of "innovation" that address the elements of the high-quality CTE framework, represent each of WACTE's Divisions, and address WACTE's content priorities

✓ Increase placement of news and articles on innovative CTE practices through WACTE marketing channels and external platforms

✓ Increase professional development offerings, events and sessions that model innovative practices across all Divisions and elements of the high-quality CTE framework

✓ Expand opportunities to expose members to industry trends and new technologies

✓ Create more opportunities for members to connect with business and industry support and grant funds available for fostering innovative CTE programs

✓ Provide awards, grants, and professional development opportunities that support innovation in CTE programs

✓ Find or create curriculum resources that can be used and shared by Wyoming CTE Teachers