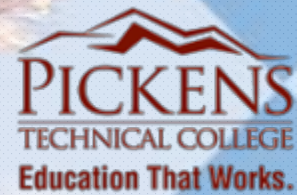




# PICKENS TECHNICAL COLLEGE STRATEGIC PLAN 2021-2024

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## PICKENS TECHNICAL COLLEGE: Education That Works

“Pickens Technical College is a great place to start. Our Career and Technical programs prepare our students to enter the workforce in high-skill, high-wage, high-demand industries. Implementing our strategic plan will allow us to focus on some key areas for growth and will provide us with the most crucial elements to continue to improve the positive impact we can have on our students and the community of Aurora.”

*Dr. Teina McConnell*

Executive Director



# VISION

Pickens Technical College prepares all students for Post-Secondary and Workforce Readiness (PWR)

# MISSION

Provide unsurpassed, equitable Career and Technical Education

# PURPOSE

Our community needs confident and skilled employees to fulfill the evolving demands of business and industry



# STRATEGIC FRAMEWORK



1



## Mission, Vision and Purpose

- Form the boundaries of the strategy
- For Pickens Technical College our vision identifies what we do, how we do it and why what we do matters

2



## Strategy Diagnosis

- Capture the nature of the obstacles or challenges
- Outline opportunities

3



## Guiding Policies

- Our overall approach to address challenges and opportunities
- Channels our actions in a certain direction (and not others)

4



## Coherent Actions

- Our approaches to carry out the Guiding Policies
- Guides resource allocation



# Summary of Strategic Components



3

## Guiding Policies

- Lead the CTE Delivery Model of the Future
- Build the Campus of the Future
- Elevate APS Partnership

6

## Coherent Actions

- In collaboration with APS, create collective outcomes for our students
- Make "instructional excellence" a foundational part of Pickens' identity and adjust school-wide instructional practices
- Create operational and financial standards to drive student success and increase capacity to serve more students
- Remove operational barriers for students to complete programs and create a market driven-curriculum to prepare students for jobs of the future
- Position CTE as a financial means for students/families to weather an economic downturn/crisis
- Systematically partner with key industry leaders to invest in Pickens' core business

# Lead the CTE Delivery Model of the Future

Establish the next generation Career and Technical Education (CTE) delivery model in Colorado through operational excellence and continuous improvement

Pickens will use a focused and disciplined approach to improving CTE delivery with a future focus becoming a leader in providing qualified and prepared employees to meet the current and future needs of key industries



# Build the Campus of the Future

Build a financial structure to capture resources to address capital issues

Pickens operates within a complex environment with multiple governing bodies that influence, determine, and limit the programs offered, determining the use and expansion of facilities and limiting the input and influence on capital expenditures. This operating environment, while challenging, provides opportunities to build capital to support the expansion of the offerings available to students through state-of-the-art facilities





# Elevate APS Partnership



Advance relationship to that of strategic partner to best meet the needs of Aurora Public School (APS) students and alumni now and in the future

Demonstrate the value of CTE in supporting the mission and objectives of APS. The value propositions of CTE and APS are aligned, and the mutual benefit is demonstrated through measurable results. Provide consistent value in partnership to APS



# Coherent Actions

## Actions to carry out the Guiding Policies

In collaboration with APS, create collective outcomes for our students



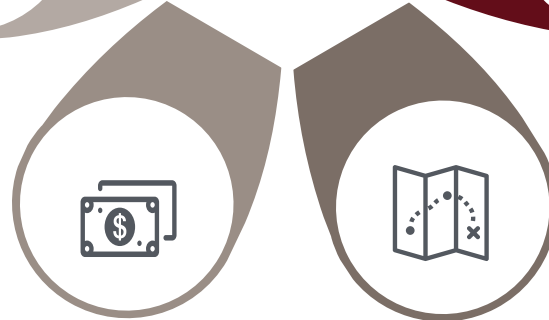
Make "instructional excellence" a foundational part of Pickens' identity and adjust school-wide instructional practices

Systematically partner with key industry leaders to invest in Pickens' core business



Create operational and financial standards to drive student success and increase capacity to serve more students

Position CTE as a financial means for students/families to weather an economic downturn/crisis



Remove operational barriers for students to complete programs and create a market driven-curriculum to prepare students for jobs of the future





# In collaboration with APS, create collective outcomes for our students

## Summary

Work with APS to co-create guidelines for student success objectives and measurements for mutually beneficial results

## Objectives

- Pickens and APS identify areas of alignment and support within their respective strategic plans to support students in meeting successful outcomes
- Creation of a student experience and success committee to inform and advise on the most effective ways for Pickens and APS to co-collaborate

## Metrics

- APS and Pickens identify three shared objectives for every student
- The student survey reflects an upward trend in supports provided by APS and Pickens





# Make "instructional excellence" a foundational part of Pickens' identity and adjust school-wide instructional practices

## Summary

Instructors and the administrative team focus on providing excellent instruction for students. Instructional training, coaching and evaluation is emphasized

## Objectives

- Increase budget flexibility to support instructor recruitment and retainment efforts
- Train and adopt continuous improvement methodology in instruction and professional development
- Create a culture of continuous improvement for instructors and students to ensure successful completion and placement

## Metrics

- A core team of Continuous Improvement experts identifies and tracks progress on success metrics
- Instructor survey indicates progress on instructor and student experience scores





# Create operational and financial standards to drive student success and increase capacity to serve more students

## Summary

Pickens' programs are designed to deliver the most critical skills in current high need and growth industries with increased scheduling and location options.

## Objectives

- Prioritize revenue generating programs
- Create additional revenue opportunities through new or additional programing
- Reconfigure underutilized space to offer additional programs and serve more students
- Explore partnerships with land or facility owners to increase space

## Metrics

- Increase revenue generating programs by 15%
- Capacity to serve more students increases 5-10% each year





# Remove operational barriers for students to complete programs and create a market driven-curriculum to prepare students for jobs of the future

## Summary

Streamlined, efficient administrative processes minimizes distraction and increases focus for students. Connection to data sources in order to anticipate industry trends enhances program design and delivery

## Objectives

- Streamline enrollment and payment processes for students to provide convenience and efficiency
- Consolidate instruction of soft skills and job search resources for students to streamline delivery and improve student outcomes
- Use a research-based approach to identify trends, design and deliver programs around jobs of the future

## Metrics

- Identify lead indicators for jobs of the future
- Implement online payments for students
- Student surveys indicate students feel informed and prepared when starting at Pickens





# Position CTE as a financial means for students/families to weather an economic downturn/crisis

## Summary

CTE is recognized as complementary to improved education, employment and earnings outcomes

## Objectives

- CTE is introduced as a valuable education and career pathway to students in middle school
- Students and their families recognize the opportunity Pickens represents for initial entry into the workforce as well as a lifelong resource for career advancement or learn new skills

## Metrics

- Publish and distribute case studies for student and family success
- Teachers and counselors regularly request Pickens input and guest appearances for all middle and high school career pathway discussions
- Improving results on 'perception survey' among APS high school teachers





# Systematically partner with key industry leaders to invest in Pickens' core business

## Summary

Partnerships with key industry leaders can identify opportunities and create momentum for Pickens short- and long-term capital constraints

## Objectives

- Identify creative revenue opportunities with industry partners to offer high demand programs to more students
- Analyze partnership opportunities to address space limitations and expand program offerings
- Partner with industry leaders to identify anticipated future job skills and test new training methods

## Metrics

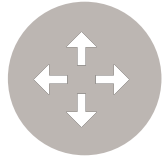
- Create three new industry partnerships
- Expand custom training service offerings in new industries
- Build pipeline of apprenticeship opportunities in capacity limited industries





# Financial Considerations\*

## What are the necessary investments for this strategy?



Many of the strategic initiatives will initially be covered with existing budget allocations with exceptions noted below:



\$15,000 Continuous Improvement Training for Administrative Team  
Single investment



\$10,000 Research Acquisition & Analysis  
Ongoing – annual investment



\$400,000 Investment in Information Technology  
Create New Position and apply additional resources focused  
investments in technology and continuous improvement of existing  
systems

### \*Notes

- Investments are estimates based on most current information.
- Annual budgeting process may request adjustments and commitments are subject to change based on requirements and economic conditions.





# TARGETS

Note

- Measurements will be reviewed on an annual basis
- Adjustments to targets will be made based on changes in economic and environmental conditions as part of the annual review process



## \$12,000,000 Capital Raised

For new building to support additional programming



## CTE of the Future

Pickens is a Leader in CTE Innovation demonstrated with Year over Year increases in Placement, Completion, and Licensure rates



## Established Strategic Partner

CTE codified as a Core Element of APS with PTC identified as the leader