



CAPE COD
Regional Technical High School

Strategic Plan 2023 - 2026



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Regional Technical High School

351 Pleasant Lake Ave
Harwich, MA 02645

Facilitated and Prepared by
Teaching and Learning Alliance, Inc.



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Dear Families, Caregivers, Staff, and Community Members,



An occupation is the only thing which balances the distinctive capacity of an individual with his social service. To find out what one is fitted to do and to secure an opportunity to do it is the key to happiness.

John Dewey

I am incredibly excited about our new three-year Strategic Plan for the Cape Cod Regional Technical High School District (CCT). Emerging from a few turbulent pandemic years, we now find ourselves residing in a state-of-the-art new building, benefitting from a newfound popularity shown by our growing “waiting list”, and possessing a clear path forward. Thank you for your continued support for the ongoing needs and growth of CCT students.

This three year strategic plan is the culmination of many months’ work, beginning in Fall of 2022, with the Teaching Learning Alliance (TLA) facilitating this important work. We began in the fall with the collection of multiple data sources, followed by the selection of a Strategic Planning Committee, then a Community Feedback Survey that was completed by over 360 people, six focus groups identifying feedback and priorities, and six rigorous strategic planning meetings with the full committee. While this strategic plan reflects the hard work and dedication of 18 individuals working aside TLA, the real work is yet to come.

Embedded in this plan are new mission and vision statements, along with new core values and a theory of action. The committee identified three strategic objectives that serve as a framework for our 27 strategic initiatives. This plan will be the roadmap for the next three years, and it will align with our long-term budgetary, capital, and professional development needs. We will also embed it within our work to continuously improve Teaching & Learning, Community Engagement, and School Culture & Wellness while valuing inclusivity and fostering a sense of belonging for all. My role as superintendent will be to support our leaders and staff, in order to stay focused and move the hard work forward in all areas, and to ensure that we align this work both vertically and horizontally from grades nine through twelve.

Let's all strive to leverage CCT's many strengths to make this plan a living document focused on educating the hands and the minds of students well into the future.

Sincerely,



Robert P. Sanborn III
Superintendent





Cape Cod Regional Technical High School

Strategic Planning Committee Members

Robert Sanborn

Superintendent

Erin Orcutt

Business Administrator

Billy Terranova

Principal

Anne Wagner

Director of Curriculum and Instruction

Kate Clemens

Director of Student Services

Marie Connolly

School Committee

Brad Crowell

School Committee

Kimberly Gainey

Academic Instructor

Matthew Theodore

Technical Instructor

Art Balzotti

Technical Instructor

Lana Aristide

Parent/Staff

Bryan Taylor

Parent

Hayley Kirker

Student

Khalil Green

Student

Jaiden Ward

Student

Eric Whiteley

Business Partner/Advisory Board

Matthew Cole

Business Partner

Michael White

Advisory Board Chairperson

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Summary of the Strategic Planning Process

The strategic plan is a powerful tool that can assist a district in staying focused on what it is, what it wants to be, and how it can achieve its goals. It represents “the set of actions an organization chooses to pursue in order to achieve its objectives. These deliberate actions are puzzle pieces that fit together to create a clear picture of how the people, activities, and resources of an organization can work effectively to accomplish a collective purpose.” (Curtis & City, 2010, p. 20). The strategic planning process affords the opportunity to seek feedback from constituents that comprise the school district: students, parents, staff, administrators, school committee, and the community, in order to best serve the educational community in the future.

In the fall of 2022, members of the Cape Cod Regional Technical High School and community came together to develop a strategic plan that would serve as a road map for improvement for the 2023 through 2026 school year. The following three-step strategic planning process was employed to help guide the planning process:

Phase 1
Building the
Foundation

Phase 2
Building
the Plan

Phase 3
Implementing
the Plan

Phase One represented an important step in beginning the building of a strong foundation in the strategic planning process. In this phase, relevant data representing the performance of the Cape Cod Regional Technical High School was collected and community input and feedback was solicited. A series of forums were conducted with families, community, municipal members, school committee, advisory board members, staff and leadership. Ex-post facto data about the Cape Cod Regional Technical High School was also collected to be used in Phase Two of the process. This data guided the work of the Strategic Planning Committee in Phase Two and Three of the process.

In Phase Two, the Strategic Planning Committee was established to begin the important work of analyzing internal and external data to guide the work in establishing a mission, core values, and a vision. The current strategic plan was also assessed to inform the development of a new plan. During Phase Two work, members of the Strategic Planning Committee analyzed internal and external data collected in order to identify common themes, referred to in the plan as Objectives. The Strategic Planning Committee established a strategic objective for each Objective, developed strategic initiatives for each objective, and identified outcomes for each strategic objective. The Strategic Committee also revisited the vision in this phase to ensure it represented the mission of the Cape Cod Regional Technical High School. A theory of action was also developed.

In the final phase of the strategic planning process, the Strategic Planning Committee discussed how the newly developed contents of the strategic plan could be implemented both vertically and horizontally in the organization to guide the change process over the next three years. Strategies were highlighted that would be employed to ensure that district improvement would focus on the identified objectives. The graphic below highlights the process for using the strategic plan to guide the district in shared vision and vertical alignment of goals.





Mission Statement

The **Mission Statement** explains who we are and highlights our fundamental reason for existing. When others read the mission statement they should understand what our core role is as a district. The mission creates fundamental questions for all organizations to ask:

- What is it that we do as a school district?
- Who does the district serve?
- What are the results of what we do?

The Strategic Planning Committee reviewed all collected data from parents, community, and staff and then engaged in a great deal of conversation regarding the aforementioned questions and developed the following mission statement:

Educating
hands
and minds

Core Beliefs

The Cape Cod Regional Technical High School's **Core Beliefs** should remain constant in an ever-changing world. These values provide the foundation for our work and influence how we conduct ourselves and engage with others.

We believe in a *student-always* approach to cultivating:

- Community
- Collaborative Culture
- Inclusivity and Belonging
- Personal Excellence
- Innovative Practices
- Beyond “Classroom” Education

*Student-always is students
first, second, third, always*





Vision Statement

A **Vision Statement** represents an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action. It is intended to be our compass – our North Star. The vision statement should be a brief, but concise statement that clearly exemplifies the district's vision for those it serves.

The Strategic Planning Committee developed the following vision statement:

Empower students to
launch and advance,
professionally and
personally

Theory of Action

An organization's **theory of action** represents a set of actions that will be implemented in order to improve the organization and help it reach its mission. The theory of action is closely related to the strategic objectives and how their implementation will lead to organizational improvement.

Cape Cod Regional Technical High School's Theory of Action:

By fostering positive relationships that contribute to the growth of all, by providing high quality technical and academic instruction, and by enhancing communication, engagement, and partnerships,
we will educate hands and minds.





Strategic Objectives and Strategic Initiatives

2023 - 2026

After developing a mission, core values, and a vision, the Strategic Planning Committee began the work of developing the Objectives that will serve as the core focus of district improvement for the next five years. Each Objective is highlighted in an action plan that includes a strategic objective, multiple strategic initiatives, outcomes, timeline and responsibility. The following three Objectives and strategic objectives emerged from the process:



Teaching and Learning



Community



Culture and Wellness



Focus Area #1: Teaching and Learning

Providing high quality technical and academic instruction with effective strategies to improve student achievement

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #1: Improve admissions policy and exploratory program:</p> <ul style="list-style-type: none">• By reviewing admissions policy, current demographics and graduate follow-up studies• Strengthen counseling about tech offerings and placement through a standardized survey/rubric	<p>Optimize placement rate to improve graduation and retention rates and maximize placement in employment related fields while simultaneously increasing student diversity</p>	<p>2023 - 2024</p>	<p>Director of Student Services Technical Studies Director</p>
<p>SI #2: Use local and DESE data to better inform instruction in the 9th grade and school-wide CPT and PLC's</p>	<p>Better utilization of available data to improve 9th grade passing rate to 90% within three years</p>	<p>2023 - 2026</p>	<p>Principal Director of Curriculum and Assessment Director of Student Services</p>

Focus Area #1: Teaching and Learning

Strategic Initiative

SI #3: Review technical and academic curricula for trends and patterns to better inform coordinated practices between shop and academics to meet the needs of all students:

- Formulate a team of teachers and advisory members
- Create an opportunity for 9th grade academy teachers to start collaborating with shop instructors.
- Develop a community to foster and support female empowerment.
- Evaluate grad requirements, credit recovery opportunities and develop new standards for coop participation
- Coordinate the project-based activities in shops with academic teachers

Outcome

Improve educational efficiency within the school between academic and shop classrooms resulting in increased coop participation and improved academic outcomes

Timeline

2023 - 2026

Responsibility

Superintendent



Focus Area #I: Teaching and Learning

Strategic Initiative	Outcome	Timeline	Responsibility
<p>SI #4 Form a committee to examine the difference in performance of all DESE identified sub-groups of students:</p> <hr/>	<p>Improve sub-group performance and passing rates</p> <hr/>	<p>2023 - 2024</p> <hr/>	<p>Principal</p> <p>Director of Curriculum and Assessment</p> <p>Director of Student Services</p> <hr/>
<p>SI #5 Create opportunities to increase/decrease shop participation with constant changing student selection trends:</p> <ul style="list-style-type: none"> • Examine the possibility of flex scheduling and transportation patterns • Form a committee to look to offer a later day program for HS age students 	<p>Provide "flex space" to meet the changing needs and shop selection by students</p> <p>Greater access to high demand shops</p>	<p>2025 - 2026</p>	<p>Superintendent</p> <p>Principal</p> <p>Technical Studies Director</p>



Focus Area #2: Community

Enhancing communication, engagement, and partnerships among home, school, and community

Strategic Initiative	Outcome	Timeline	Responsibility
SI #1 Increase coop placement: <ul style="list-style-type: none">• In shops with low COOP/internship placement rates by working with industry partners• By Improving academic performance through increased tutoring and supports• By Increasing or redirecting financial support for transportation to coop/internships placements	More students employed in their related fields and eligible to access coops	2023 - 2026	Superintendent Technical Studies Director Cooperative Education Coordinator

Focus Area #2: Community

Strategic Initiative	Outcome	Timeline	Responsibility
SI #2 Increase industry and parent awareness of advisory groups and importance of their input to strengthen student outcomes	Develop better prepared students to meet local workforce needs	2025 - 2026	Superintendent Principal Technical Studies Director
SI #3 Recruit more technical teachers: <ul style="list-style-type: none">• By collaborating with community partnerships (trade organizations and industry):• Reaching out to diverse communities outside of Cape Cod	Improve/strengthen workforce pool	2023 - 2026	Superintendent Technical Studies Director

Focus Area #2: Community

Strategic Initiative	Outcome	Timeline	Responsibility
SI # 4 Expand community school offerings for high demand fields	More skilled employees for workforce	2024 - 2025	Superintendent Business Administrator Director of Adult Education
SI # 5 Increase parent participation	To foster stronger school community for students	2023 - 2026	Principal Assistant Principal Director of Student Services Business Administrator





Focus Area #3: Culture and Wellness

Fostering positive relationships that contribute to the social, emotional, and personal growth of all

Strategic Initiative	Outcome	Timeline	Responsibility
SI #1 Strengthen and disseminate the data from existing warning system to identify disengaged students particularly sub-groups during pre-placement and post-placement	Increase student subgroup retention	2023 - 2026	Director of Student Services Director of Curriculum, Instruction and Assessment Assistant Principal
SI #2: Develop awareness and partnerships with families to understand the effects of excessive student absenteeism	Increase attendance	2023 - 2026	Director of Student Services Assistant Principal
SI #3 Investigate adding a Construction Generalist shop	Increase technical offerings	2025 - 2026	Superintendent Technical Studies Director

Strategic Plan 2023-2026



Our Mission

Educating Hands and Minds

Our Vision

Empower students to launch and advance, professionally and personally

Our Core Values

We believe in a *student-always* approach to cultivating:

Strategic Objectives

1 Teaching and Learning

2 Community

3 Culture and Wellness



Collaborative
Culture



Personal
Excellence



Beyond
"Classroom"
Education

Student-always
*is students first,
second, third,
always*

Community



Inclusivity
and
Belonging



Innovative
Practices



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