

2024 - 2028

STRATEGIC
PLAN



COLORADO CAREER & TECHNICAL EDUCATION



Colorado CTE is proud to share our state strategic vision and plan for career and technical education that considers our unique landscape and opportunities over the next four years. The plan will help us ensure we are providing learners access to quality CTE programs that are aligned to industry demand and lead to high wage, high skill, and in-demand employment. We are thankful to all stakeholders who actively participate in connecting us to real-time information about ways to elevate CTE in Colorado for each learner and each Colorado community. We look forward to continuing to serve Colorado.

Colorado CTE Mission

CTE ensures a thriving Colorado economy by providing relevant and rigorous education that is connected, responsive and real.

Colorado CTE Vision

Colorado Career & Technical Education (CTE) leverages workforce and education systems so that each learner has quality CTE experiences leading to lifelong career success.





Colorado CTE is proud to align our state goals and actions to “Without Limits: A Shared Vision for the Future of Career Technical Education” from Advance CTE as well as the Colorado Community College System (CCCS) Strategic Plan themes.

Alignment to CTE Without Limits:

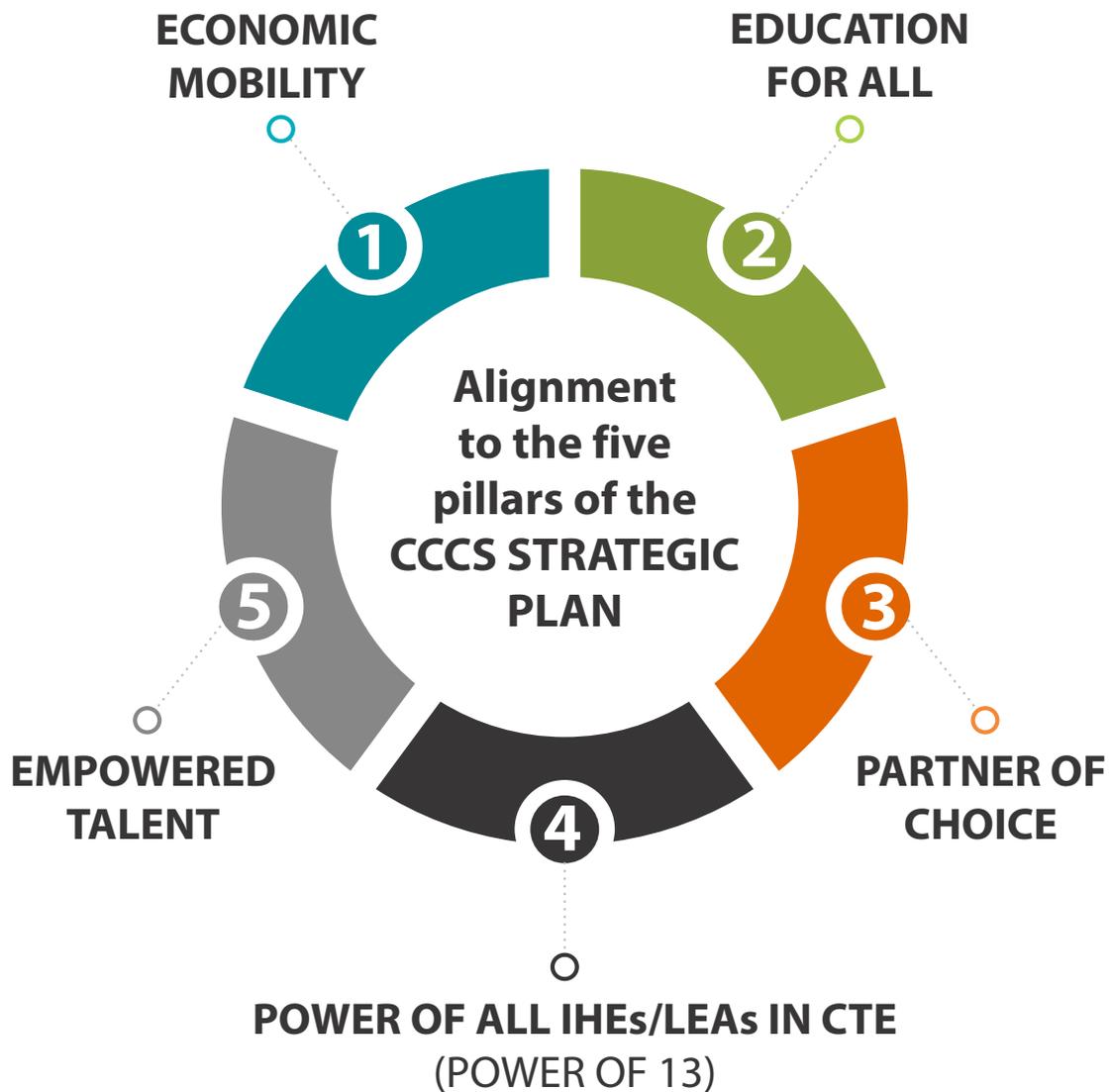
- » **PRINCIPLE 1:** Each learner engages in a cohesive, flexible, and responsive career preparation ecosystem.
- » **PRINCIPLE 2:** Each learner feels welcome in, is supported by, and has the means to succeed in the career preparation ecosystem.
- » **PRINCIPLE 3:** Each learner skillfully navigates their own career journey.
- » **PRINCIPLE 4:** Each learner’s skills are counted, valued, and portable.
- » **PRINCIPLE 5:** Each learner can access CTE without borders.

For more information on CTE Without Limits, please visit [CTE Without Limits](#).





ALIGNMENT TO THE FIVE PILLARS OF THE CCCS STRATEGIC PLAN



Economic Mobility

Empower Coloradans with improved academic and career advising that emphasizes economic opportunities and return on investment, supported by robust industry partnerships and work-based learning options, ensuring lifelong learning and wealth building without the burden of excessive debt.

Education for All

Commit to providing accessible, flexible, and inclusive education for every learner, including diverse populations and learning modalities, ensuring that education transcends traditional boundaries.

Partner of Choice

Aspire to be the preferred partner for industry, government, and communities by responding proactively to needs, engaging in substantive collaborations, and driving workforce development with dynamic, data-informed programs that support skills-based hiring and scalable partnerships.

Power of All IHEs/LEAs in CTE (Power of 13)

Leverage the collective strength of all districts and colleges through consortial efforts, shared resources and efficiencies to achieve learner centered, outcome-focused innovations, relevant community and employer engagement, and democratized, actionable data while maintaining individual integrity and shared governance.

Empowered Talent

Build a culture where every individual feels valued, equipped with critical skills for success, and supported in professional growth and leadership opportunities; fostering an environment of accountability, calculated risk-taking, and participatory governance that prioritizes fairness and civility.

Through stakeholder engagement, the following themes were identified to build key performance indicators and strategies for our 2024-2028 CTE in Colorado Strategic Plan:

- 
- **Career Development & Advisement**
 - **CTE Educator Recruitment & Retention**
 - **Partnerships**
 - **Quality Programs**
 - **Work Based Learning**

Through these strategic plan goals and strategies, Colorado CTE will work towards ensuring all stakeholders feel comfortable and confident with language being used and definitions to ensure that there are not siloes in communication between educators and business or educators and learners/families.



Opportunity

Through these strategic plan goals and strategies, Colorado CTE will work towards reaching more audiences who do not participate in our trainings currently and could benefit from more access to CTE in Colorado.



Challenges

Funding and fragmented pilot activities; infusion of federal American Rescue Plan Act (ARPA) dollars that will not sustain programs. Additionally, there are still communication gaps in learners and their communities knowing how to access and thrive in a CTE program.

OUR FOUNDATION OF EQUITY & ACCESS IN CTE PROGRAMS

Our strategy to achieving equitable access and outcomes for Colorado learners, including but not limited to, English language learners (ELL), Black, Asian/Pacific Islander, Indigenous and Latinx learners through our high quality CTE system requires the following:

- Collaboration and cooperation across state agencies that support learners and industry.
- Evaluation of our CTE and workforce data to determine gaps, root causes and opportunities to address systemic inequities.
- Building diverse and culturally competent educators that are representative of the nontraditional learner populations we serve through our education and workforce system.
- Understanding the learner perspective and elevating their voices to ensure that programs are designed with intentionality and quality.
- Driving towards enhancing the system's capacity to reduce barriers and equity gaps with professional development, better data and technology and targeted funding for identified populations.
- Continuously audit our CTE system with an equity lens and seek innovative, proactive approaches to ensure that we are creating a climate that supports the health of our economy, the growth of our industry and career development of our learners and future workforce.
- Commit to modeling inclusive language, terminology, philosophies and up-to-date practices when communicating internally and externally.

This work is guided by CTE Without Limits – our National Vision for CTE, in particular **PRINCIPLE 2**, “each learner feels welcome in, is supported by, and has the means to succeed in the career preparation ecosystem.” Additionally, this work is guided by our CCCS Strategic Plan, “**Education for All**, through our commitment to providing accessible, flexible, and inclusive education for every learner, including diverse populations, and learning modalities, ensuring that education transcends traditional boundaries.”

CAREER DEVELOPMENT & ADVISEMENT

Ensure each Colorado learner has access to ongoing, meaningful and individualized Career Development.

In order for Colorado to thrive, each Colorado learner should be given the time and resources necessary for meaningful career conversations and aligned scheduling. This will empower each Colorado learner to explore career options and receive guidance in planning for their future careers. Career development and advisement should be a systemic process that starts with a broad understanding of what the world of work is and what is required to be successful in navigating career pathways. Colorado CTE will not lose sight of the importance of elevating learner voice in this process as learners shall feel empowered.

This is in alignment with CTE Without Limits, **PRINCIPLE 1**: “each learner engages in a cohesive, flexible and responsive career preparation ecosystem” as well as Principle 3: “each learner skillfully navigates their own career journey.”

This is in alignment with the CCCS Strategic Plan Pillar, “**Economic Mobility** as we empower Coloradans with improved academic and career advising that emphasizes economic opportunities and return on investment, supported by robust industry partnerships and work-based learning options, ensuring lifelong learning and wealth-building without the burden of excessive debt.”



Photo courtesy of Pickens Technical College



Photo courtesy of Pickens Technical College

Key Indicator Notes

- ▶ **By CACTE 2025**, Colorado CTE will create “cluster based” resources that link conversations as well as data for educators and other adults to use with learners and deploy training.
- ▶ **By CACTE 2027**, Colorado CTE will design a “Career Coach” endorsement for all interested stakeholders and provide incentives for stakeholders to participate.
- ▶ **By June 2028**, Colorado CTE will host a “Career Conversations” training in each of the 14 economic development regions of Colorado with an introduction track, an advance track, and a track for other trainers for all stakeholders.

Strategies



Photo courtesy of Pickens Technical College

- ▶ **Colorado CTE** will continue to use the “CTE Specialist” credential as a way to incentivize school districts to be inclusive of School Counselors in CTE program design and implementation.
- ▶ **Colorado CTE** will leverage CTSO Fall Leadership Conferences to provide professional development for educators to connect career development and PWR skills into their lesson planning and program design.
- ▶ **Colorado CTE** will deploy tools and resources to advance middle school CTE programs and align to as well as inform high school CTE programs.
- ▶ **Colorado CTE** supports each and every CTE educator to align efforts and have meaningful career conversations with learners.
- ▶ **Colorado CTE** will continue to support a “CTE learner leader work group” for learner voice feedback on career development strategies, CTE program design, and overall communications.
- ▶ **Colorado CTE**, in collaboration with other state agency partners, will provide local CTE programs current and relevant workforce data to guide learners to careers that provide a quality standard of living and future opportunities.
- ▶ **Colorado CTE** will utilize additional data visualization of employment data and CTE data to showcase to learners and families that the CTE program aligns to placement data and outcomes for learners.

CTE EDUCATOR RECRUITMENT & RETENTION

Develop and ensure a viable pipeline of CTE instructors to fill the educator positions at the middle school, secondary, and postsecondary levels.

CTE can help meet the talent development needs of Colorado's workforce and economic priorities with a viable pipeline of CTE teachers/faculty. Colorado CTE commits to working with local programs in building recruitment strategies and talent pipeline programs that attract diverse CTE instructors, administrators and leaders who are demographically representative of the learners

they teach and have strong industry expertise and continue building their capacity through culturally responsive professional development.

This is in alignment with the CCCS Strategic Plan Pillar, "**Empowered Talent** by building a culture where every individual feels valued, equipped with critical skills for success, and supported in professional growth and leadership opportunities, fostering an environment of accountability, calculated risk-taking, and participatory governance that prioritizes fairness and civility."

Key Indicators

- ▶ **By CACTA 2026**, Colorado CTE will create and distribute promising practices for hiring CTE educators for school district and college human resource professionals.
- ▶ **By CACTA 2027**, Colorado CTE will create onboarding documents and experiences for new teachers/faculty and administrators through the design and implementation of sector/program-based mentoring in the seven larger sectors in which CTE is organized.
- ▶ **By CACTA 2028**, Colorado CTE will create teacher/faculty evaluation support tools for reviewers (linked to RANDA for secondary) and train 100 administrators.

Strategies

- ▶ **Colorado CTE** will continue to innovate our “Education and Training” pathways (including Early Childhood Education certificates, Teacher Cadet programs, and The Teacher Recruitment Education and Preparation (TREP) SB 21-185) to expand access for all CTE learner populations across Colorado.
- ▶ **Colorado CTE** will continue to innovate and support ways to increase military veteran engagement as CTE educators.
- ▶ **Colorado CTE** will work with other state agency partners to communicate the ways for CTE educators to explore teaching Concurrent Enrollment.
- ▶ **Colorado CTE** will collaborate with teacher preparation institutions and alternative licensure programs to ensure teachers are prepared to provide instruction aligned to Colorado CTE program standards, curriculum course standards, and CTSO advisement.
- ▶ **Colorado CTE** will collaborate with the divisions of CACTE to provide meaningful professional development at the CACTE CareerTech Summit annually.



Photo courtesy of Pickens Technical College

PARTNERSHIPS

Prepare Colorado's future workforce through transformational partnerships.

Colorado CTE will be the partner of choice for business, community-based organizations, and other intermediaries for talent development. Colorado CTE will work with partners with the aspiration that "each learner can access CTE without borders. (**PRINCIPLE 5** – CTE Without Limits)" Partnerships also provide opportunities to leverage resources and minimize duplication of efforts to reach and engage learners and other stakeholders in the CTE system. Colorado

CTE will also serve as a trusted partner for other state and local agencies who support Special Populations; including Coloradans with disabilities, unhoused Coloradans, Coloradans in foster care, Coloradans who are teen parents, and Coloradans who are justice involved. This goal aligns to the CCCS Strategic Plan Pillar, "**Partner of Choice** as we aspire to be the preferred partner for industry, government, and communities by responding proactively to needs, engaging in substantive collaborations, and driving workforce development with dynamic, data-informed programs that support skills-based hiring and scalable partnerships."

Key Indicators

The sector/program areas with Colorado CTE will establish state level advisory committees that meet annually to guide the work of our programs including program design and industry collaboration for experiential opportunities for learners as well as educators. By July 1, 2026; target industries will be programs and occupations related to infrastructure, advanced manufacturing, education, and health care.

Colorado CTE will have 10 new partnerships developed each year during the strategic plan period, 2024-2028. Within those partnerships, Colorado CTE will establish guidelines for determining the level of engagement of each partnership.

Colorado CTE will increase the amount of CTSO State Leadership Conference sponsorship participation by 20% cumulative increase across 2024-2028.

Strategies

- ▶ **Colorado CTE** will utilize partnerships with our CTSO judges to increase employer involvement with learners and advisors.
- ▶ **Colorado CTE** will utilize partnerships to develop processes for sharing resources like equipment, work-based learning openings, and professional development.
- ▶ **Colorado CTE** will participate in an overall state advisory committee in alignment with other state agency partners, the Governor's Office, and business and industry partners to provide critical feedback to the overall talent development system for key industries identified by the Office of Economic Development and International Trade (OEDIT).
- ▶ **Colorado CTE** will establish events and incentives to recognize partners contributing to CTE program development including CTSO and work-based learning development throughout the state.
- ▶ **Colorado CTE** will report on all the Concurrent Enrollment matriculation data for secondary CTE participants to a postsecondary CTE program, including 5/6th year program, with close attention to closing data gaps on students with disabilities in CTE taking concurrent enrollment courses.
- ▶ **Colorado CTE** will conduct technical assistance to support further matriculation between secondary CTE programs to postsecondary CTE programs.

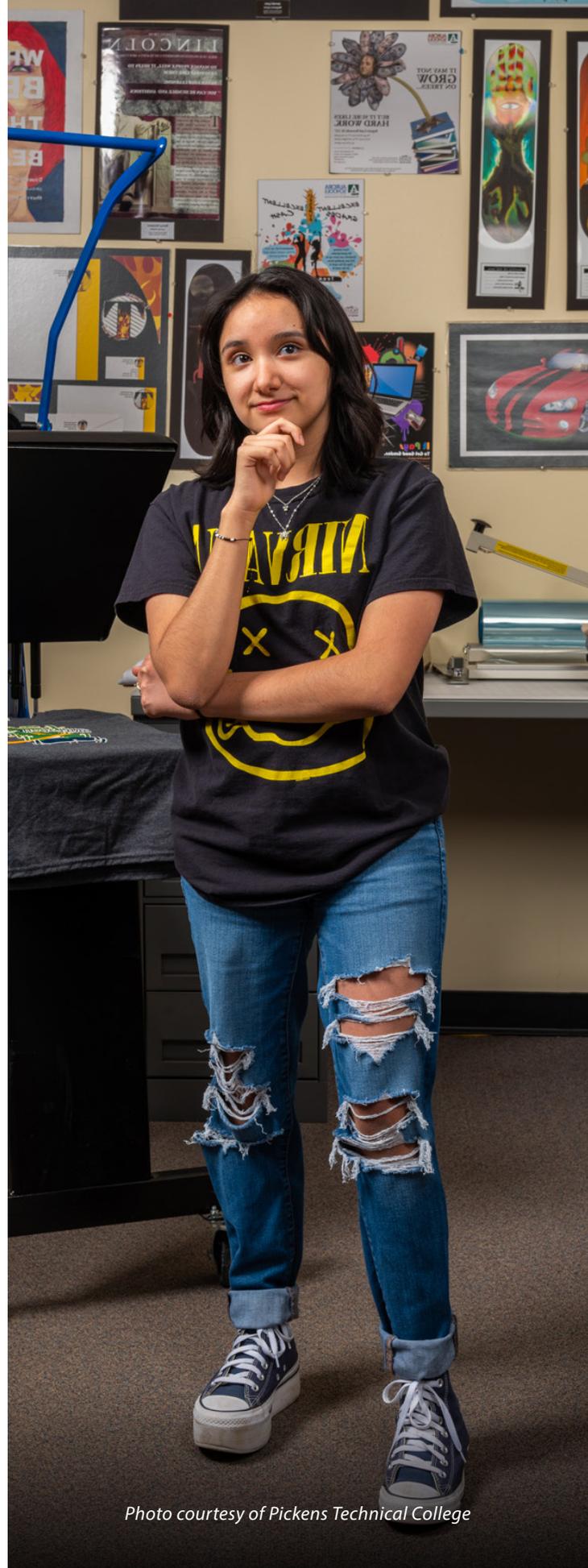


Photo courtesy of Pickens Technical College

QUALITY PROGRAMS

Elevate the quality of CTE programs to support each learner's skill development and meet industry needs.

Quality CTE programs are a vital component of the education, workforce, and economic system in Colorado and are essential in preparing the workforce needed for Colorado's growing economy. Every approved CTE program of study and career pathway should have well-articulated on and off ramps; be anchored by credentials of value; include opportunities for work-based learning; and align with high-skill, high-wage or in-demand career. As Colorado CTE works with partners in other state agencies as well as local partners, we will work towards CTE Without Limits **PRINCIPLE 4**, "each learner's skills are counted, valued, and portable."

This Principle aligns credit and transfer opportunities for **High Quality CTE Programs** across Colorado. For Colorado CTE to successfully achieve these key performance indicators, we need to have established relationships with all local CTE programs across Colorado. By supporting and coaching local CTE Programs, we are aligning to the CCCS Strategic Plan Pillar of, "**Power of All IHEs/LEAs in CTE (Power of 13)**" by leveraging the collective strength of all districts and colleges through consortial efforts, shared resources, and efficiencies to achieve learner centered, outcome-focused innovations, relevant community, and employer engagement, and democratized, actionable data while maintaining individual integrity and shared governance." We will achieve these goals by coaching towards components of quality CTE programs.

Components of a quality CTE program include quality instruction that:

- » Aligns to workforce needs and economic priorities.
- » Aligns with secondary/postsecondary program of study.
- » Integrates with career and technical student organizations.
- » Provides career development and advisement.
- » Provides equity and access to CTE programs.
- » Integrates work-based learning.
- » Reviews and reflects on program data to make informed decisions.

Key Indicators

- ▶ **By CACTE 2026**, Colorado CTE, with the support of the Colorado Department of Education, will facilitate training for local CTE programs to crosswalk and embed the Colorado Academic Standards into CTE courses.
- ▶ **By CACTE 2027**, Colorado CTE will create accessible resources for supporting locals with their design and implementation of high quality CTE programs across all CTE content areas and serve as coaches.
- ▶ **By CACTE 2028**, Colorado CTE will create a mechanism to recognize a program as a “High Quality CTE Program” and award the first round of recognition.

Strategies

- ▶ **Colorado CTE** will showcase to administrators and other educators, including state agency partners, the alignment between CTE metrics and PWR accountability measures and other accountability measures reported by school districts.
- ▶ **Colorado CTE** will conduct training and supports for administrators in secondary education who have not been trained as CTE Directors or CTE educators to align supports for classroom CTE educators as well as showcase the alignment for school and district performance frameworks.
- ▶ **Colorado CTE** will conduct equity audits through the Opportunity Gap Analysis Tool to assess how CTE is serving learners of color and other marginalized and special populations, such as learners with disabilities and learners from low-income communities.
- ▶ **Colorado CTE** will continue to support the design of broader policy infrastructure, embedding credentials of value within the credit for prior learning system, facilitating opportunities for collaboration and statewide articulation, and elevating existing opportunities for learners.
- ▶ **Colorado CTE** will align marketing efforts, communication strategies, and partnerships to better support CTE program implementation and success.

WORK-BASED LEARNING

Ensure access to meaningful work-based learning opportunities for each CTE learner.

Work-based learning (WBL) is an opportunity to bridge classroom learning with the world of work. WBL experiences and programs should help meet the workforce needs of business and industry while providing opportunities for learners to gain real and relevant experiences within an industry or occupation. Work-based learning links into several CTE Without Limits Principles, but most specifically, **PRINCIPLE 5**, “each learner can access CTE without borders” as we remove the limitations placed on

where a learner can have CTE experiences. As we work towards our goal of each CTE learner having a WBL experience, we are also ensuring that we are aligning to **PRINCIPLE 4**, “each learner’s skills are counted, valued, and portable” as they bring their experience to a college setting or a high school setting to be evaluated for credit towards degree or certificate completion. In the CCCS Strategic Plan, several pillars align to ensuring learners are prepared for the world that awaits them upon graduation as we ensure **Education for All** and access to programs that increase a learner’s **Economic Mobility**.



Photo courtesy of Pickens Technical College

Key Indicators

- ▶ **By 2027**, Colorado CTE will disaggregate work-based learning data by “type” of work-based learning experience on the WBL Continuum.
- ▶ **By 2028**, Colorado CTE will utilize the Opportunity Gap Analysis dashboards to close state level gaps on types of learners involved in different WBL experiences.
- ▶ **By 2028**, Colorado CTE will train 200 new educators to be work-based learning Coordinators.

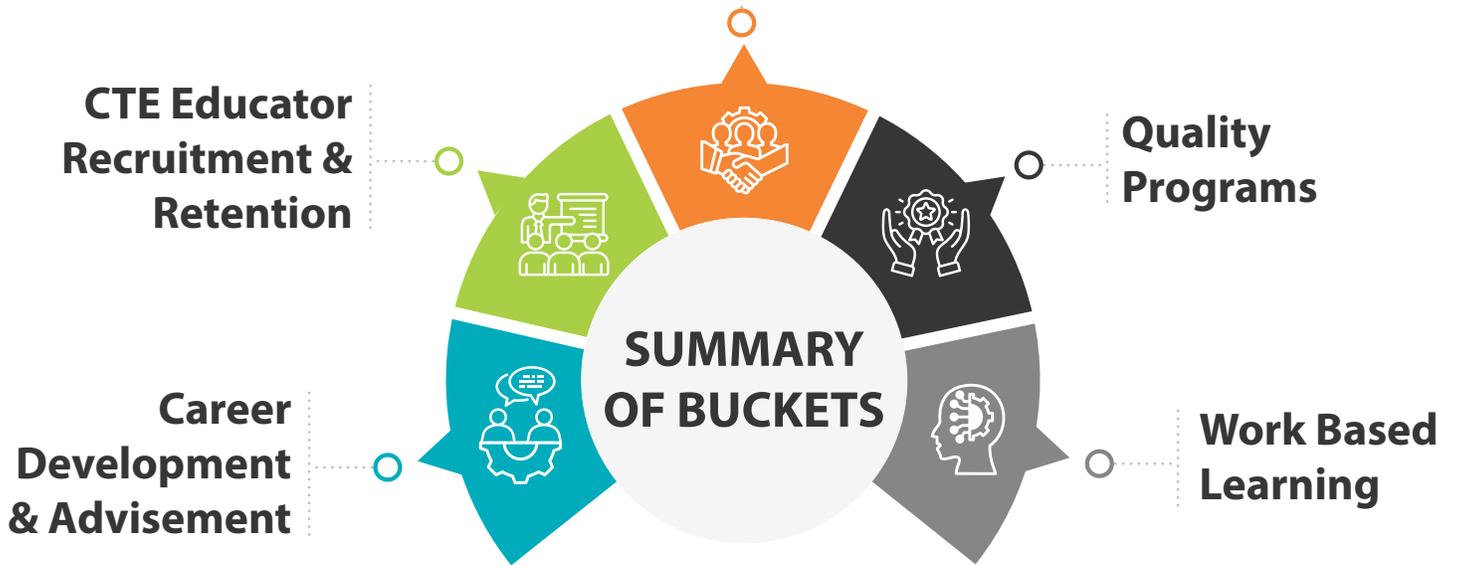
Strategies

- ▶ **Colorado CTE** will continue to require local CTE programs to show how programs provide learners access to work-based learning (WBL) on the WBL continuum.
- ▶ **Colorado CTE**, with the State Apprenticeship Office, will establish curriculum alignment between CTE and the competencies of Registered Apprenticeships, where appropriate.
- ▶ **Colorado CTE** will support a work-based learning “Community of Practice” to provide resources and technical assistance to educators and other professionals who place learners in WBL experiences.
- ▶ In partnership with the State Apprenticeship Agency (SAA), **Colorado CTE** will support industry partners who are Apprenticeship Sponsors by providing professional development supports to build cultural competency as they interact with a diverse group of learners.



Photo courtesy of Pickens Technical College

Partnerships



Are you interested in connecting with a CTE Program?

Here are some quick ways to get involved:

- 1** Join a CTE Advisory Committee
- 2** Support our CTSO State Conferences
- 3** Connect with our Team by emailing cte@cccs.edu

GET INVOLVED!

Contact Colorado CTE at the
Colorado Community College System.



9101 East Lowry Boulevard
Denver, Colorado 80230



(303) 620-4000



cte@cccs.edu



ColoradoStatePlan.com