

# Cuyahoga Valley Career Center

*Skills for Life*

## Strategic Plan

Version 3.0 | October 2, 2020

**2020 – 2025**

**Originated: June 22, 2018**



## **Mission Statement:**

Cuyahoga Valley Career Center prepares youth and adults to enter, compete, advance, and lead in an ever-changing world of work, college, and careers.

## **Vision Statement:**

Cuyahoga Valley Career Center (CVCC) is constant in our commitment to provide high quality career technical education to individuals in our communities. Meeting the training needs of our community requires an in-depth understanding of the workforce needs of local businesses and industries. Our students are our customers; therefore, we will ensure our business and industry backed career technical offerings align with their career aspirations. A balanced offering of programs, available to a diverse population of high school and adult students, will ensure CVCC is meeting the training needs of our communities now and into the future.

## **Board of Education:**

CVCC's Board of Education is comprised of delegates from each of our eight associate school districts plus a rotating member serving a one-year term. The School Board aims to be responsive to the needs and concerns of community members.

James Gilbride	Brecksville-Broadview Hts.
Gary Suchocki, President	Cuyahoga Hts.
Christine Kitson	Garfield Hts.
Russell Fortlage	Independence
Joan Mencil	Independence (rotating)
James Virost	Nordonia Hills
Jacquelyn Arendt, Vice President	North Royalton
Claudia Hower	Revere
Robert Felber	Twinsburg

## **Strategic Planning Key Committee:**

Cuyahoga Valley Career Center's Strategic Planning Key Committee is composed of seventeen members, a facilitator, and a recorder. The key committee reviewed the research and data collected from numerous sources from Northeast Ohio concentrated in Cuyahoga and Summit counties. After the data review, the key committee analyzed the strengths, weaknesses, opportunities, and threats to the operations at Cuyahoga Valley Career Center, and constructed three organizational goals. The goals will drive the decision-making in the district and provide guidance when allocating resources. The key committee will continue to meet and create action steps, set timelines, analyze data, measure progress, and evaluate goals on an annual basis.

## Key Committee Members:

Facilitator: Kelly Wallace, Recorder: Mindy Jencson, Members: Rick Berdine, Kelli Buccini, Jim Gilbride, Marcy Green, Mike Hall, Susan Kelley, Hal Kendrick, Jerry Koenig, Sandra Leech, Kyle Livengood, Dave Mangas, Jeremy McCleary, Michele Nakonieczny, Gabrielle Scorzino, Martha Sluka, Vicki Vachon, Dan Zezena

## Purpose:

The Strategic Plan has been created to guide CVCC's work five years into the future. The Strategic Plan is designed to allow stakeholders to provide notes and ideas to ensure Cuyahoga Valley Career Center and our plan remain relevant.

## Organizational Goals:

- Enhance and expand career technical opportunities for all students.
- Create clear career technical program pathways.
- Communicate effectively and efficiently.

## Superintendent's Charge:

Quality Instruction: As superintendent, I will work to ensure instruction is meeting the needs within our communities and that our students are prepared for their futures. CVCC will continue to strengthen connections between our courses and earning college credit, gaining certificates/licenses, participating in work-based learning, and developing leadership skills through student organizations.

Community Involvement: As Superintendent, I will ensure CVCC staff members are active participants in the communities we serve. This includes charity work, nonprofit involvement, and participation in community events. CVCC will have outstanding collaborative relationships with our partner districts.

Fiscal Responsibility: As Superintendent, I will be a good steward of CVCC's funds. CVCC will continue to have an innovative facility and cutting-edge technology while striving to maintain an annual cash balance equal to one year's operating budget.

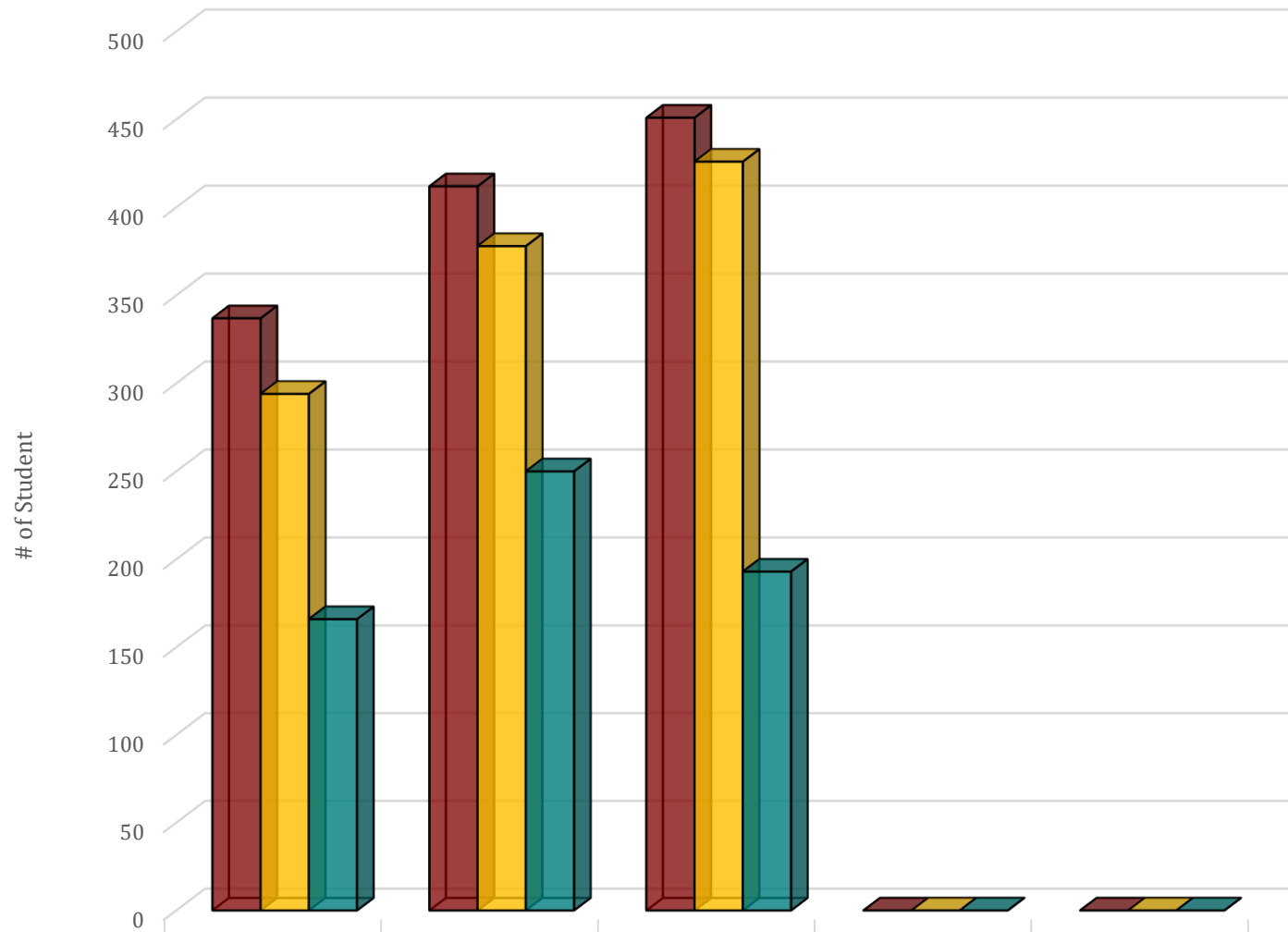


**Strategic Goal 1: *Enhance and expand career technical opportunities for all students.***

<b>Strategy 1: Enhance Student Outcomes on Certificate/License Assessments</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Student Participation	Incorporate Outcomes into Course Expectations	Counselors/ Teachers	Program and District Participation Numbers	Annual Review
Increase Student Attainment	Incorporate Outcomes into Course Expectations	Counselors/ Teachers	Program and District Attainment Numbers	Annual Review

Notes:

### Goal 1, Strategy 1: Certificate/License Assessments



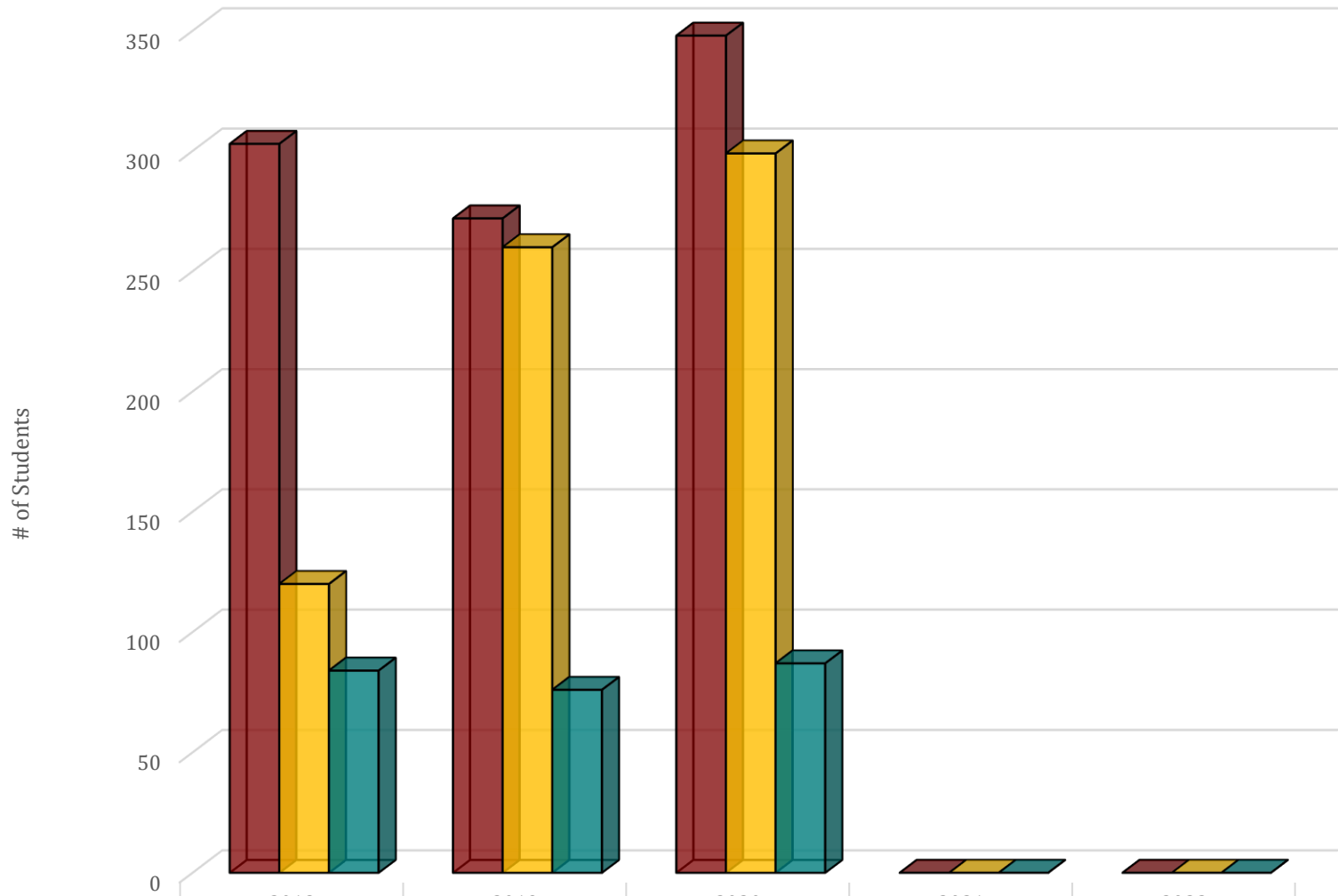
■ Attempted a Certificate/License Exam	337	412	451	0	0
■ Earned a Certificate/License	294	378	426	0	0
■ Earned 12 Points	166	250	193	0	0

**Strategic Goal 1: Enhance and expand career technical opportunities for all students.**

<b>Strategy 2: Enhance and Expand Career Technical Student Organizations (CTSO)</b>				
<i><b>Action Step</b></i>	<i><b>Method</b></i>	<i><b>Responsibility</b></i>	<i><b>Data to be Measured</b></i>	<i><b>Timeline</b></i>
Increase Student Participation	Create a school culture promoting CTSO	CVCC Staff	Participation Numbers	Annual Review
Increase Resources to support	Earmark funds for PD, Equipment, and Supplies	Administration	Fiscal Budget	2020-2025
Increase Staff Participation	Create a school culture promoting CTSO	Administration/ Teachers	Staff Involvement	2020-2025

Notes:

### Goal 1, Strategy 2: Career Technical Student Organizations



Membership/Participation	303	272	348	0	0
Participated in a Competition	120	260	299	0	0
Placed in a Competition	84	76	87	0	0

**Strategic Goal 1: Enhance and expand career technical opportunities for all students.**

<b>Strategy 3: Maximize Student Retention</b>				
<i><b>Action Step</b></i>	<i><b>Method</b></i>	<i><b>Responsibility</b></i>	<i><b>Data to be Measured</b></i>	<i><b>Timeline</b></i>
Create earlier Positive Experience in Programs	Incorporate Hands-on and Work-based Learning	Teachers	Program and District Retention/ Survey	Annual Review
Ensure Proper Placement	Review Application Process	Administration/ Counselors	Program Applications/ Survey	Annual Review
Open Avenues/ Remove Barriers for Students to Attend CVCC	Career Advising, Recruitment, and Student Requirements	CVCC Staff	Program Applications/ Survey	Annual Review
Create Tiered Programming	Research Cluster Programming	Administration	New Program Offerings/ Program and District Retention	2020-2025
Create New Programming	Research Training Gaps in Communities	Administration/ Teachers	New Programs Offering	2020-2025

Notes:

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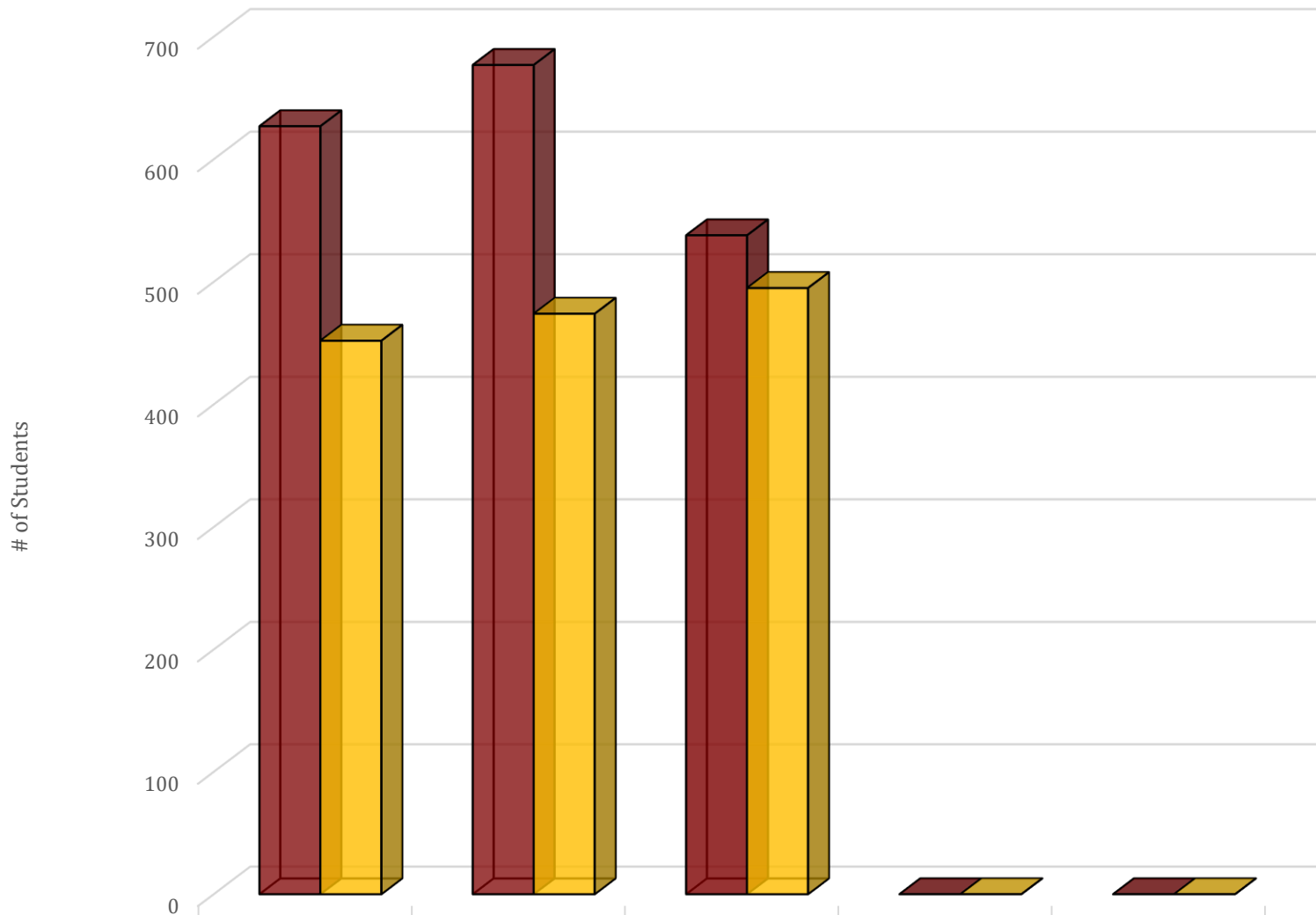
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### Goal 1, Strategy 3: Student Retention



# Enrolled in a CT Program	627	677	538	0	0
# of Completers in a CT Program	452	474	495	0	0

**Strategic Goal 2: Create clear career technical program pathways.**

<b>Strategy 1: Identify and Create College Options</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Align Career Technical Credit Transfer (CT <sup>2</sup> )	Align CT <sup>2</sup> with Course Offerings	Administrators/ Counselors/ Teachers	CT <sup>2</sup> Numbers	Annual Review
Align Local Articulation Agreements	Work with Colleges, Apprenticeships, and Industry to Align Options	Administrators/ Counselors/ Teachers	Articulation Numbers	Annual Review

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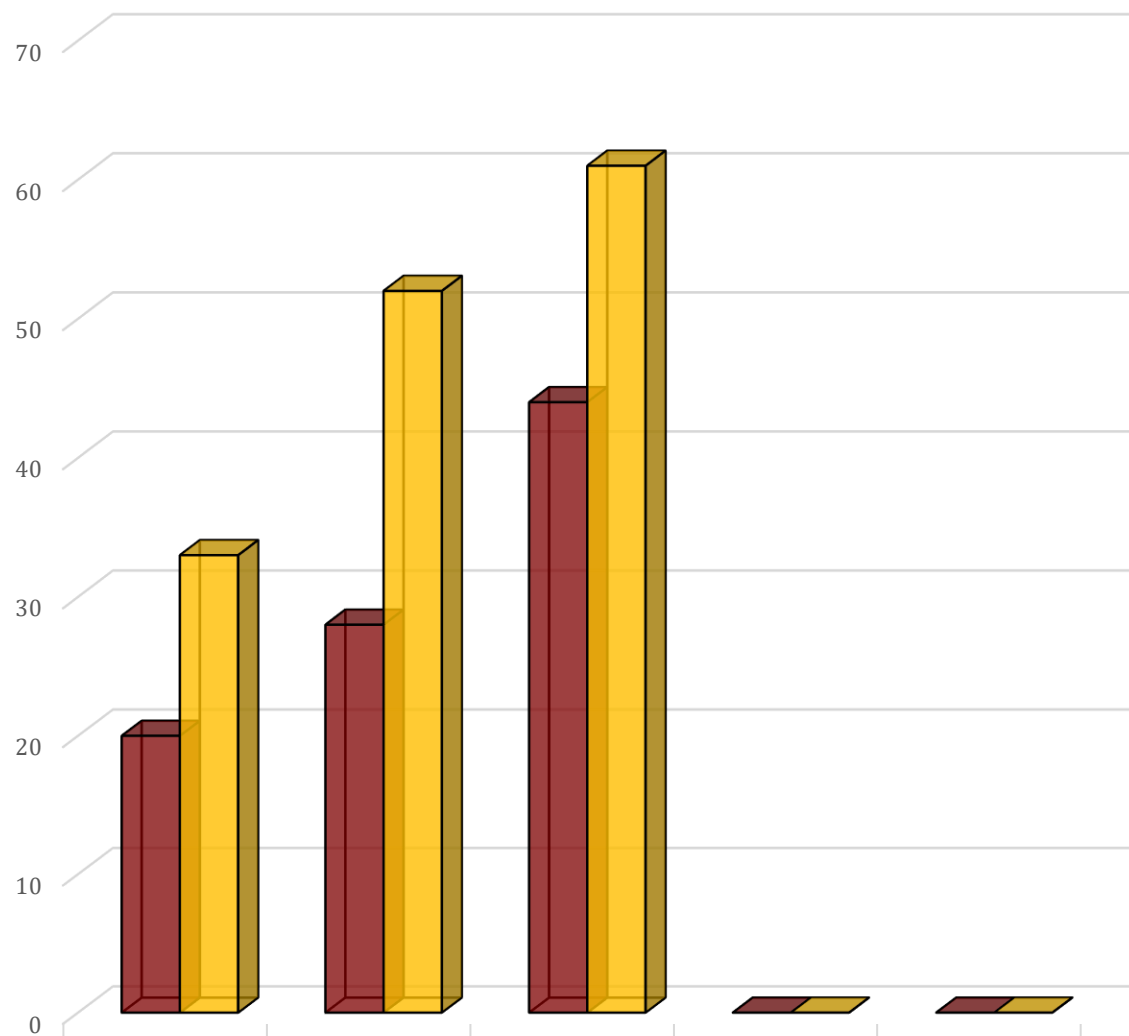


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### Goal 2, Strategy 1: College Options



# of Aligned Career Technical Credit Transfers (CT2)	20	28	44	0	0
# of Aligned Local Articulation Agreements	33	52	61	0	0

**Strategic Goal 2: *Create clear career technical program pathways.***

<b>Strategy 2: Identify and Create Certificate/License Opportunities</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Add Certificate/ License Options	Review Programs and Alignment	Administrators/ Counselors/ Teachers	Program and District Numbers	Annual Review
Publish Certificate/ License Opportunities	Create Program Profile	Administrators/ Counselors/ Teachers	Programs with Profiles	2020-2025

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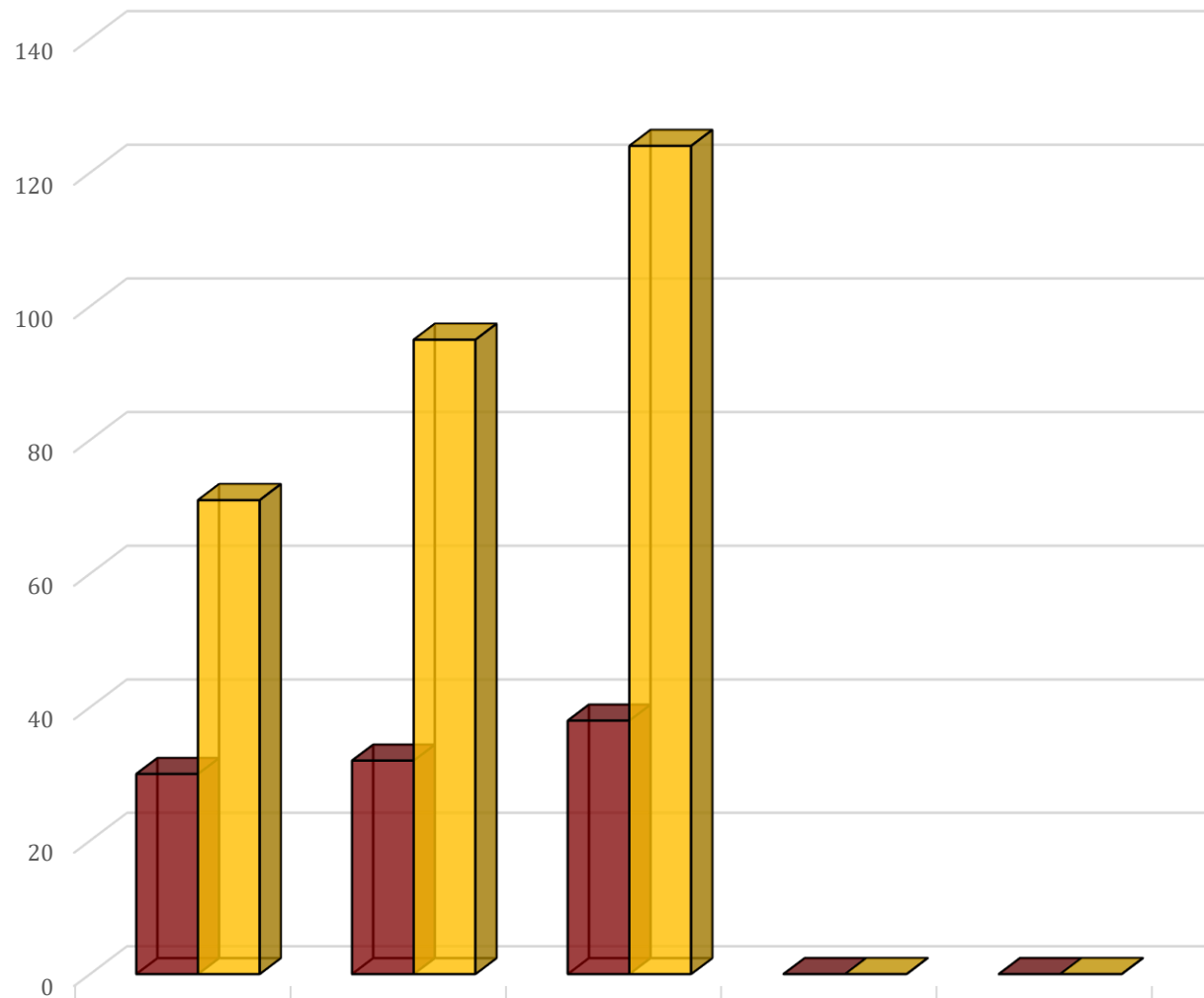


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## Goal 2, Strategy 2: Certificate/License Opportunities



	2018	2019	2020	2021	2022
# of Programs that have a Certificate/License Available	30	32	38	0	0
Total # of Certificates/Licenses Available	71	95	124	0	0

**Strategic Goal 2: *Create clear career technical program pathways.***

<b>Strategy 3: Promote Work-Based Learning</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Student Participation in Work-Based Learning	Work With Industry to Identify	CVCC Staff	Work-Based Learning Numbers	Annual Review
Expand Student Knowledge of Career Opportunities	Research/ Presentations/ Create Culture	CVCC Staff	Professional Development/ Survey	2020-2025

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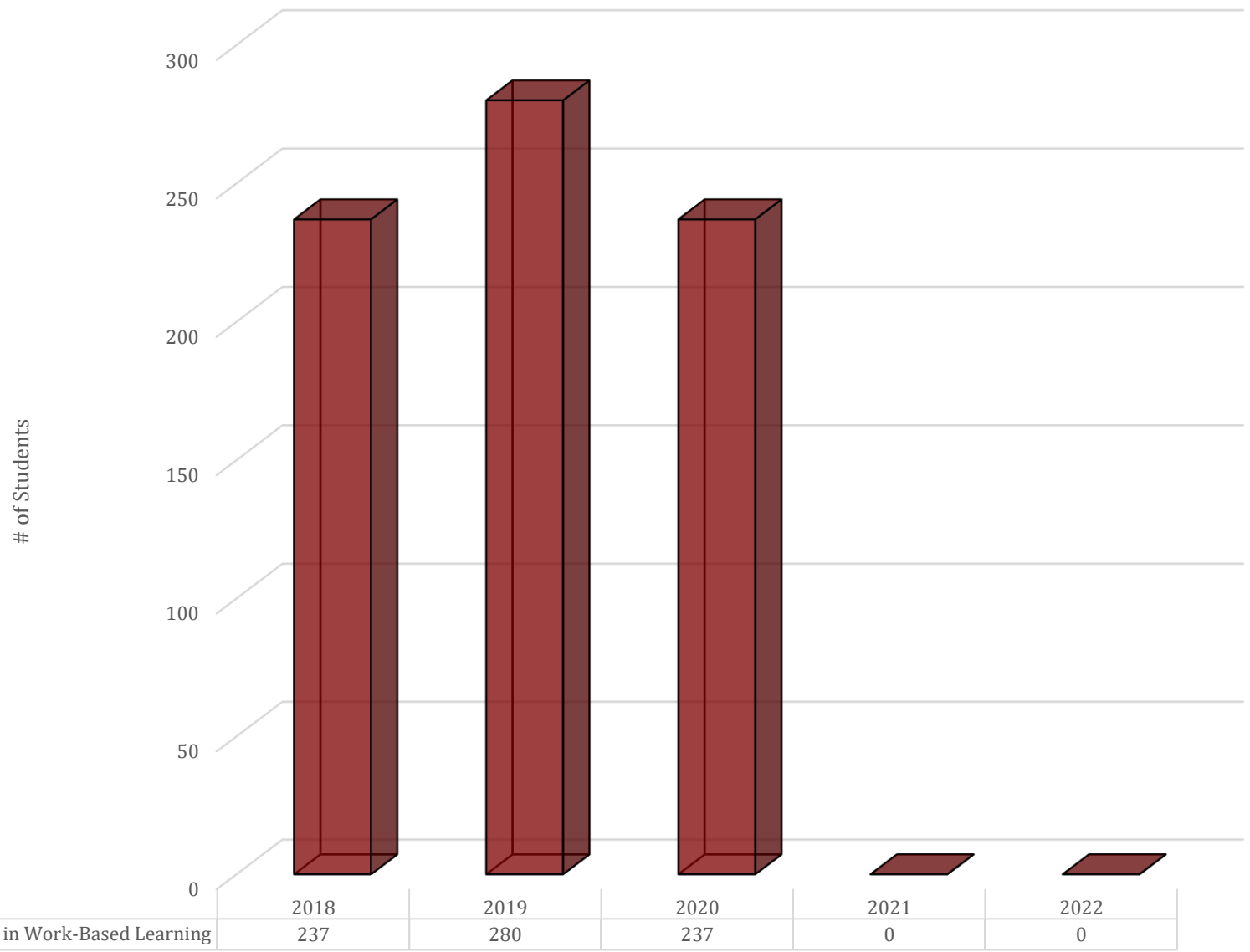


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### Goal 2, Strategy 3: Work-Based Learning Participation



**Strategic Goal 2:** *Create clear career technical program pathways.*

<b>Strategy 4: Identify Success Stories</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Create Outstanding Student Profile	Capture Stories of 2 <sup>nd</sup> Year Students	Teachers/ Media Specialist	Program Profiles	2020-2025
Publish Former Student Success Stories	Create Success Stories on CVCC Alumni	Teachers/ Media Specialist	Program Profiles	2020-2025

Notes:



**Strategic Goal 3: *Communicate effectively and efficiently.***

<b>Strategy 1: Internal Communication</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Establish Staff Meeting Feature	Presentation From Departments & Programs	CVCC Staff	Meeting Agenda	2020-2025
Create Additional Staff Communications	System of Updates Utilizing Multiple Methods	Administration	Communication/ Survey	2020-2025
Issue Staff Survey	Annual Staff Survey	Administration	Survey	Annual Review

Notes:

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**Strategic Goal 3: *Communicate effectively and efficiently.***

<b>Strategy 2: Marketing</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Establish a Consistent Message	Develop Common Threads For All Messaging	Administration/ Media Specialist	Marketing Plan Vision Statement	Annual Review
Create New Marketing Plan	Create Plan That Allocates Resources	Administration	Development of Plan	2020-2025
Diversify Marketing Media	Flyers/ Brochures/ Videos	CVCC Staff	Development of Media/ Survey	2020-2025
Enhance Online Content	Utilize Website/ Social Media/ Mobile App/ Email	Information Technology/ Media Specialist	Development of Content/ Usage Data	2020-2025
Distribution	Deliver Marketing to Audience	Media Specialist	Delivery Methods Used and Identified Audience	2020-2025

Notes:

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**Strategic Goal 3: *Communicate effectively and efficiently.***

<b>Strategy 3: Community Presence</b>				
<i>Action Step</i>	<i>Method</i>	<i>Responsibility</i>	<i>Data to be Measured</i>	<i>Timeline</i>
Increase Presence in Communities	Attend Events/ Meetings/ Community Service Activities	CVCC Staff	Calendars and Positive News	2020-2025

Notes:



## Five-Year Technology Plan:

CVCC Technology Plan is designed to ensure our learning environment has the technology necessary for student learning and teacher instruction at the highest levels. The plan will monitor and address our network, equipment, software, data storage, and online resources in a manner that maximizes the utilization of our resources while ensuring high quality user support.

<b>Technology Fiscal Year 2020</b>	
<b>Network Upgrades</b>	Actual \$187,689
<b>Classroom Technology</b>	Actual \$30,808
<b>Program Upgrades</b>	Actual \$52,501
<b>FY20 Total</b>	Actual \$270,998
<b>Technology Fiscal Year 2021</b>	
<b>Network Upgrades</b>	\$55,000
<b>Classroom Technology</b>	\$105,000
<b>Program Upgrades</b>	\$75,000
<b>Chromebook Refresh</b>	\$55,000
<b>Staff Computer Upgrade</b>	\$20,000
<b>FY21 Total</b>	\$310,000
<b>Technology Fiscal Year 2022</b>	
<b>Network Upgrades</b>	\$60,000
<b>Classroom Technology</b>	\$135,000
<b>Program Upgrades</b>	\$75,000
<b>Chromebook Refresh</b>	\$55,000
<b>Staff Computer Upgrade</b>	\$20,000
<b>FY22 Total</b>	\$345,000
<b>Technology Fiscal Year 2023</b>	
<b>Network Upgrades</b>	\$150,000
<b>Classroom Technology</b>	\$75,000
<b>Program Upgrades</b>	\$75,000
<b>FY23 Total</b>	\$300,000
<b>Technology Fiscal Year 2024</b>	
<b>Network Upgrades</b>	\$120,000
<b>Classroom Technology</b>	\$125,000
<b>Program Upgrades</b>	\$75,000
<b>FY24 Total</b>	\$320,000



## Five-Year Facilities Plan:

CVCC Facilities Plan is designed to ensure our learning environment is updated and safe. The plan will monitor and address our building and grounds structure, appearance, maintenance, and safety. Upkeep on our facility will ensure student learning and teacher instruction at the highest levels. Utilizing a proactive approach, issues will be addressed as appropriate within the budget and instructional needs.

<b>Facility Fiscal Year 2020</b>	
<b>Exterior Projects</b>	Actual \$1,541,896
<b>Interior Projects</b>	Actual \$95,281
<b>Instructional Space Upgrades</b>	Actual \$21,643
<b>FY20 Total</b>	Actual \$1,658,820
<b>Facility Fiscal Year 2021</b>	
<b>Exterior Projects</b>	\$1,177,757
<b>Interior Projects</b>	\$178,000
<b>Instructional Space Upgrades</b>	\$30,000
<b>FY21 Total</b>	\$1,700,501
<b>Facility Fiscal Year 2022</b>	
<b>Exterior Projects</b>	\$664,389
<b>Interior Projects</b>	\$66,000
<b>Instructional Space Upgrades</b>	\$30,000
<b>FY22 Total</b>	\$760,389
<b>Facility Fiscal Year 2023</b>	
<b>Exterior Projects</b>	\$185,000
<b>Interior Projects</b>	\$275,000
<b>Instructional Space Upgrades</b>	\$55,000
<b>FY23 Total</b>	\$515,000
<b>Facility Fiscal Year 2024</b>	
<b>Exterior Projects</b>	\$450,000
<b>Interior Projects</b>	\$75,000
<b>Instructional Space Upgrades</b>	\$65,000
<b>FY24 Total</b>	\$590,000



## Five-Year Forecast:

CVCC’s Five-Year Forecast is created by Treasurer Rick Berdine and updated in October and May. The data provided is from the May 2020 forecast. The five-year forecast serves as a tool to assess the financial health of our school district. The requirements of the forecast are detailed in Ohio Revised Code 5705.391 and Ohio Administrative Code 3301-92-04. Our five-year forecast contains two components:

1. Historical and projected financial data.
2. Notes to explain any significant changes or “assumptions” the District used to develop the reported financial projections.

For the full five-year forecast visit:

<http://www.cvccworks.edu/5YearForecast.aspx>

Fiscal Year 2020	
Revenue	Actual \$15,993,309
Expenses	Actual \$16,264,003
Cash Balance	Actual \$15,580,372
Fiscal Year 2021	
Revenue	\$15,168,257
Expenses	\$14,395,318
Cash Balance	\$16,073,375
Fiscal Year 2022	
Revenue	\$15,317,754
Expenses	\$15,355,206
Cash Balance	\$16,035,923
Fiscal Year 2023	
Revenue	\$15,478,048
Expenses	\$15,928,687
Cash Balance	\$15,585,284
Fiscal Year 2024	
Revenue	\$16,001,475
Expenses	\$16,498,852
Cash Balance	\$15,087,906