

3D Strategic Plan

2023-2028

Strategic Plan Summary

Mercer County Technical Schools

Facilitated by NJSBA Field Services Department

Jesse Adams, Jr.,
Field Service Representative

Terri Lewis,
Field Service Representative



New Jersey School Boards Association
Serving Local Boards of Education Since 1914

3D Strategic Plan

2023-2028

Mercer County Technical Schools

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Acknowledgements

The Mercer County Technical Schools 3D Strategic Planning process, completed during the 2022-2023 academic year, could not have occurred without the support, cooperation and dedication of the following people and groups:

Mercer County Technical Schools Board of Education

Albert W. Pitman, President

Michael Sabo, Vice President

Tennille McCoy, Board Member

Barbara Panfili, Board Member

Johnnie E. Whittington, Board Member

Daryl Minus-Vincent, Executive County Superintendent

Matthew C. Carey, Superintendent of Schools

Dr. Charles Powell, Assistant Superintendent of Curriculum and Instruction

Deborah Donnelly, Business Administrator/Board Secretary

New Jersey School Boards Association

Jesse Adams Jr., Field Service Representative

Terri Lewis, Field Service Representative

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Strategic Planning Process

Executive Summary

In November 2022, the Mercer County Technical Schools began preparations to develop the school district's next five-year strategic plan effective July 1, 2023 and expiring in 2028. The district began by creating a Steering Committee that would oversee the process. The initial Steering Committee meeting with New Jersey School Boards Association took place on January 12, 2023.

The information discussed at the Steering Committee meeting included a review of the following items of business:

- commitment of time and resources
- school and community level involvement
- strategic planning to meet the needs of the district
- the Board and Superintendent's role in the process
- potential participants to be included

The timeline was developed with the Strategic Planning process to begin in February 2023. This would allow time for information to be disseminated and invitations to be sent to stakeholders. It was also decided that, barring any health emergencies, the major Strategic Planning working group sessions with volunteers would be in-person meetings. This would allow for greater personal interaction of all volunteers and maximum committed participation.

A. 3D Strategic Plan Meetings

Strategic Planning Working Group Meeting 1A: On February 13, 2023, Jesse Adams Jr. and Terri Lewis from NJSBA facilitated the initial Strategic Planning Working Group meeting with district volunteer stakeholders. The meeting commenced at 6:00 PM. The meeting included a State of the District Report from Superintendent Matthew C. Carey and a breakout session of five small groups. Each small group identified the following results:

1. Strengths and Challenges/Opportunities of the school district.

The small group outcomes and the associated common themes are included in the Strategic Planning Summary Appendix.

Strategic Planning Working Group Meeting 1B: On March 1, 2023, Jesse Adams Jr. and Terri Lewis from NJSBA facilitated the second Strategic Planning Working Group meeting with district volunteer stakeholders. The meeting commenced at 6:00 PM. During the breakout session, the five small groups discussed and developed district and student initiatives focused on moving the district forward to enhance the overall student

experience in the Mercer County Technical Schools. Each small group identified the following results:

1. Initiatives that support moving the school district in a positive direction.
2. Skills, qualities, and characteristics desired in our students when they leave the Mercer County Technical Schools.

The small group outcomes and the associated common themes are included in the Strategic Planning Summary Appendix.

Community Stakeholders Input Survey: On March 8, 2023, Jesse Adams Jr. and Terri Lewis from NJSBA and Superintendent Matthew C. Carey recorded a district video to present information on the district's Strategic Planning process and to encourage stakeholder participation in the district's Strategic Planning Stakeholder Input Survey. Mr. Carey presented information on the State of the District. Mr. Adams and Mrs. Lewis reviewed the Strategic Planning process, discussed the previous work completed by the Strategic Planning Working Group, and introduced the Strategic Planning Stakeholder Input Survey. The survey content was approved by the Steering Committee and the school district advertised the Strategic Planning Stakeholder Survey through its district communication media and the survey was open for feedback from March 24 through April 17, 2023.

Strategic Planning Working Group Meeting 2: On April 20, 2023, the Strategic Planning Working Group met to review the results of the stakeholder survey. Using the survey data and the information generated from Meetings 1A and 1B, during the breakout session, the five small groups brainstormed the potential Strategic Planning Focus Areas to center the development of goals and objectives. Based on a review of the small group results, the Strategic Planning Working Group came to a consensus on the five Strategic Planning Focus Areas. Superintendent Carey assigned each small group a Focus Area and each small group was charged with meeting independently to develop their recommended Goal and Objectives for their Focus Area. The five small group teams completed their independent work from April 21 through April 25.

Strategic Planning Working Group Meeting 3: On April 27, 2023, the Strategic Planning Working Group met and each small group team presented their recommended Goal and Objectives developed for their assigned Focus Area. After review and discussions, the five Strategic Plan Goals and Objectives were approved for presentation to the Board of Education for 2023-2028 Strategic Plan approval.

The goals and objectives are outlined starting on page 8 of the Strategic Plan Summary.

B. Developing the Action Plans

The Superintendent and Administrative Team will develop action plans to implement the 3D Strategic Plan. The action plans should include the following:

1. The actions required to accomplish the goals and objectives
2. Select measures for accountability
3. Resources required
4. A timeline for implementation

C. Next Steps

The board will adopt the strategic plan for the district, and the administration will begin to develop and implement action plans for each of the identified goals. NJSBA recommends that your plan be placed on your website for your staff and community members. A copy of the plan should be maintained as part of your normal board meeting process to provide a framework and reference for the board's decision-making.

Mercer County Technical Schools
Mission Statement



Mercer County Technical Schools' mission is to produce a community of inspired, compassionate learners who are knowledgeable, skilled and possess the competencies that will prepare them for success in an ever-changing technological world. We provide our students with educational opportunities in preparing for careers in business and industry while emphasizing a culture of personal attention that focuses on the individual learner. Our goal is to foster a school climate that emphasizes the importance of the teaching-learning process and provide youth and adults the opportunities to maximize their potential, to reflect and offer solutions to challenges posed by society.

Focus Areas

The five focus areas that emerged from the group work are as follows:

1. Student Achievement and Support
2. Curriculum/Technology
3. Staff Retention and Recruitment
4. Marketing and Community Outreach/Partners
5. Facilities, Infrastructure, Safety & Security

Focus Area #1: Student Achievement and Support

Goal 1: We will grow, diversify, and shape our whole school community, ensuring a future-ready learning environment that balances academic, occupational, and life learning, focused on equitable opportunities for all and the development of the whole child to achieve success after graduation and in life.

Objectives:

1. Provide opportunities for academic student growth for all learners through rigorous curricula aligned to New Jersey Student Learning Standards and data-driven instruction.
2. Develop career training that meets the needs of employers in related industries by remaining current with work force/industry trends.
3. Provide collaboration and support opportunities for all teachers, administrators, and staff through ongoing professional learning and professional development.
4. Implement various assessment and progress monitoring practices to guide and ensure student learning across all grades, programs, and pathways for every student.
5. Incorporate ongoing assessment practices and teacher evaluation tools to guide and ensure teacher effectiveness and student learning across all grades, programs, and pathways for every student.
6. Develop and provide opportunities for Social-Emotional Well-being and Growth and provide resources that support all students and staff.
7. Provide multiple career pathways to facilitate opportunities that match each student's strengths and interests.

Focus Area #2: Curriculum/Technology

Goal 2: Design technologically inclusive program pathways for college & career readiness.

Objectives:

1. Ensure curricular alignment meets or exceeds the requirements of the New Jersey Student Learning Standards.
2. To ensure transferability of life literacies and key skills to multiple career pathways.
3. Include in-demand industry valued credentials in all CTE programs to increase student marketability.
4. Integrate technology into Academic & CTE Programs to enhance student learning
5. Increase student access to state of the art technology offerings.

Focus Area #3: Staff Retention and Recruitment

Goal 3: Provide a collaborative and supportive environment where staff can grow professionally across their career.

Objectives:

1. Implement a full-time staffing coach to support novice & veteran teachers.
2. Competitive salary comparable to neighboring districts.
3. Communication that is clear and defined. Provide staff with an employee handbook and/or monthly newsletters to keep staff abreast of new information.
4. Support from administration.
5. Extracurricular activities for staff only that are aligned to SEL. Activities that staff voluntarily create and participate in such as a book club or group workouts.
6. Full reimbursement for all applicable educational pursuits.
7. Staff lounge where staff can utilize the space for a small library, snacks, beverages, and resources.
8. Develop a rapport with colleges/universities to attract education grads for future teaching positions.

Focus Area #4: Marketing and Community Outreach/Partners

Goal 4: The MCTS district is poised to enter a new era in school/community engagement with a common goal of yielding exceptional applicants, graduates and business partners.

Objectives:

1. Explore and develop methods for unlocking various methods of engagement to elementary/middle schools in order to change perception of CTE schools for students and parents.
2. We need to develop a systematic approach to marketing the areas of entry talent being created at MCTS. Businesses need to clear pathways to reach department chairs and school counselors.
3. Parents (and their professional relationships) are an untapped well of resources within the MCTS family. We are in need of establishing a parent association to further unlock marketing, internships, and valued partnerships within Mercer County.
4. Develop and sustain NJPTSA (New Jersey, Parent, Teacher, Student, Association) group to help bridge the gap between students, parents and school.
5. District level symposiums throughout the fiscal year to answer questions, discuss programming and introduce new ideas/initiatives.

Focus Area #5: Facilities, Infrastructure, Safety & Security

Goal 5: MCTS will strive to provide facilities that are state of the art, promote rigor, reflect best practices in safety & security, and be supportive of all students.

Objectives:

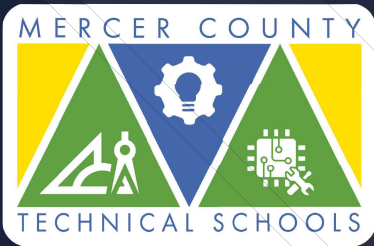
1. MCTS will be able to expand using current space that supports creativity, sustainability, and collaboration for multi-purpose instructional use.
2. MCTS will be able to expand programs and additional “classroom” space through community partnerships **(space outside the walls of MCTS)**.
3. MCTS will examine the latest trends and best practice guidance from the NJ Department of Homeland Security, for increasing/implementing safety & security features in our schools.
4. MCTS will develop a proactive maintenance plan supported by adequate financial resources, such that all facilities will benefit from a preventive maintenance program that will be provided on an ongoing basis.

Appendix “A”

Superintendent’s State of the Schools Report

State of the Schools

Mercer County Technical Schools



Mission Statement



Mercer County Technical Schools' mission is to produce a community of inspired, compassionate learners who are knowledgeable, skilled and possess the competencies that will prepare them for success in an ever-changing technological world. We provide our students with educational opportunities in preparing for careers in business and industry while emphasizing a culture of personal attention that focuses on the individual learner. Our goal is to foster a school climate that emphasizes the importance of the teaching-learning process and provide youth and adults the opportunities to maximize their potential, to reflect and offer solutions to challenges posed by society.

Who Are We?

Proudly serving students from across Mercer County that have career and technical education interests in both shared and full-time programs. Also, providing adult CTE programs for Mercer County residents.



Assunpink Center



The campus of the Assunpink Center is made up of 3 buildings, located in Trenton, NJ.

All buildings consist of classrooms/shops focused on supporting technical education programs.

School day runs from 8:00am-2:30pm.

Academy Programs (Full-Time): The Health Science Academy provides students with a pathway to post-secondary education in the medical field.

Shared-Time Programs: The shared-time program at Assunpink provides students with the opportunity to learn a trade and receive industry valued credentials upon graduation from the program. The shared time programs at Assunpink are: Diesel Technology, Electrician, Carpentry, Computer Game Programming*, Heating, Ventilation, Air Contitioning, Cooling, & Refrigeration, Horticulture & Turf Care Management, Pre-Nursing and Welding Technology

Sypek Center



The campus of the Arthur R. Sypek Center is made up of 4 buildings, located in Pennington, NJ.

All buildings consist of classrooms/shops focused on supporting technical education programs.

School day runs from 8:00am-2:30pm.

Academy Programs (Full-Time): Academy of Culinary Arts & STEM Academy.

Shared-Time Programs: Automotive Mechanics Technology, Autobody/Collision & Repair Technology, Cosmetology, Criminalistics & Criminal Science, Culinary Arts, Graphic Design, and Horticulture & Turf Care Management.

Adult Evening Program



Our Adult Evening Program offers flexible options to support career advancement or the start of a new career. Apprenticeship programs are also offered, connecting classroom learning and on-the-job training to prepare students with the skills needed to enter the workforce in a specific trade.

Adult Evening Programs:

HVAC
Electrical
Welding
Carpentry
Plumbing
Machinist
Cosmetology
Water and Wastewater
OSHA (10 Hr. Course)
Growing indoor Superfoods
Blackseal

Apprenticeship Programs:

Trane Technologies
Princeton Plasma Physics Lab (PPPL)
Hutchinson Industries



ASSA Enrollment

(Based on October 15 ASSA counts)

	ACTUAL 2019-2020	ACTUAL 2020-2021	ACTUAL 2021-2022	ACTUAL 2022-2023
Regular Full-Time	234	248	277	322
Special Full-Time	24	23	30	33
Regular Shared-Time	404	441	423	389
Special Shared-Time	292	303	255	250



MCTS Revenue by Source

	Tax Levy	Tuition	State Aid	Misc.*	Fund Balance	Capital Reserve	Subtotal	Special Revenue Fund	Budget Total
2020-2021	\$7,176,157	3,871,457	2,905,618	347,044	2,348,434	0	16,648,710	717,006	\$17,365,716
2021-2022	\$7,176,157	3,926,764	3,660,709	524,840	1,345,507	0	16,633,977	813,269	\$17,825,564
2022-2023#	\$7,176,157	4,349,700	4,716,357	406,150	2,251,372	2,385,000	21,284,736	2,305,806	\$23,590,542

*Misc. Revenue primarily includes Evening School, SRECs, Bank Interest, Program Revenue

#Budgeted; Updated to reflect actual Special Revenue grant awards.

MCTS Expenditures by Function

Budget Category	Actual 2020-2021	Actual 2021-2022	Budgeted 2022-2023
Instruction	\$2,682,379	\$3,321,887	\$3,386,118
Special Education	1,094,655	1,127,882	1,351,448
Support	1,293,659	1,407,766	1,495,673
General Administration	535,015	431,024	495,193
School Administration	517,656	507,345	634,873
Central Services/ IT	914,182	1,176,481	1,466,142
Operation/Maintenance	2,207,592	2,469,972	3,161,511
Transportation	3,480	75,861	90,400
Benefits	2,119,854	1,933,407	2,485,707
Capital Outlay	362,231	470,613	5,895,185
<u>Special Schools</u>			
Adult Evening School	<u>463,493</u>	<u>642,407</u>	<u>822,486</u>
TOTAL	<u>\$12,194,196</u>	<u>\$13,564,645</u>	<u>\$21,284,736</u>

Budget 2023-24 Notes and Considerations

- ☐ Holding tuition at same rates as 2022-2023 - approved in December
- ☐ Tax levy – still in early stages but at this time plan is to hold flat due to excess surplus
- ☐ District is reviewing current enrollment and trends to determine enrollment for full-time and shared-time for 2023-2024 school year to arrive at our tuition revenue estimate.
- ☐ Based on enrollment growth, additional staffing is strongly being considered in the 23/24 budget.
- ☐ Medical benefits for 22/23 increased as of January 1, 2023 due to the State health benefits rate increase of 15.6%. Budget for 22/23 is sufficient to cover based on current run rates.
- ☐ Excess surplus of \$2,251,372 was budgeted in 2022-2023; \$1,236,243 of excess surplus will be used to close the 2023-2024 budget.
- ☐ Goal is to maintain 6% Fund Balance for 2023-24 and continue to add to Capital Reserve in support of the district's Long Range Facilities Plan (LRFP).



Anticipated Programs of Study 2023-2024

Shared-Time

Automotive Mechanics Technology
Autobody/Collision & Repair Technology
Carpentry
Computer Game Programming*
Cosmetology
Criminalistics & Criminal Science
Culinary Arts

Academy

Culinary Arts
STEM
Health Science

Shared-Time

Diesel Technology
Electrician
Graphic Design
Heating, Ventilation, Air Conditioning,
Cooling, & Refrigeration
Horticulture & Turf Care Management
Pre-Nursing
Welding Technology

Human Resources



Building Administration: 5
Central Administration: 6
Central Support: 8
Certified staff: 55
Instructional Assistants: 8
Custodians: 10
Secretary/IT Tech/Specialist: 13



Points of Pride!

STEM Academy named 36th best High School in the State

MCTS Experience Podcast over 6,000 downloads

Principal's Office Podcast highlights students and staff experiences.

Hundreds of business partnerships including Team Toyota , Princeton Lexus, Mrs. G's, Command Printing, IBEW Local 269, Capital Health, Genesis Biotech, Baxter Construction, Redding's Air Conditioning, Haldeman Ford, Princeton Plasma Physics Lab, Mercer County Community College, and many more.

2021-2022 Culinary management team finished 1st in New Jersey ProStart competition.

Providing service to the community through structured learning experiences (Cosmetology Clinicals, Horticulture Sales, Culinary Service Events).

Making connections through Work-Based Learning opportunities within the community at businesses such as Robert Woods Johnson Hospital, Princeton Plasma, Kinetics Industries, and many more.



Student Competitions

Skills USA

HOSA (Health Occupations Students of America)

Prostart

FFA

Debate Team

Math League

Gaming Team

Model UN

NJAC Cook-Off



General Advisory Committee

The General Advisory Committee is composed of approximately 65 different businesses from Mercer County. The members come together to advise district leadership on industry trends and provide guidance for keeping program offerings up-to-date.



Grant Funding

Annual Grant Funding

- Secondary Perkins V
- Post-Secondary Perkins V
- Elementary and Secondary Education Act - (ESEA)
- Title I, II, and IV
- Individuals with Disabilities Act - (IDEA)



Elementary and Secondary School Emergency Relief Funds

- American Rescue Plan IDEA Consolidated (ARP-IDEA)
- Coronavirus Response and Relief Supplemental Appropriations (CRRSA) - ESSER II
- Elementary and Secondary School Emergency Relief- (ESSER III)

Future of MCTS?

Explore Your Future!



Appendix “B”

Strengths and Challenges

Common Themes
Providing High Demand Professions
Dedicated/Committed Staff
Well Located within Mercer County to Students, Businesses, and Career Opportunities
Strong Community Partnerships
Diverse Student Population
Wide Variety of Curriculum and Program Offerings
New Forward Thinking Administration Team

Providing High Demand Professions
High Demand Professions
Industry Certifications Offered
Provides in depth career based theory for subjects not found in convention high schools.
School job fairs
Dedicated/Committed Staff
ALL staff that cares about each kid's success as a person first, and a competent apprentice level professional second.
Collaboration/Creativity of staff
CTE Faculty
Dedicated/Committed Staff
Passionate teachers
Professional/Experienced Staff
Staff provides a level of understanding that can only be achieved by executing and mastering the career area they teach. They were in the working world in an extremely successful manner.
Wrap around services-recent hires of Social Worker/Guidance/SAC
Caring about faculty mental health/wellness and impacts on culture
Well Located within Mercer County to Students, Businesses, and Career Opportunities
Great location in proximity to local businesses and career opportunities for students
Marketing, Social Media
The districts are located in perfect geographic regions within Mercer Co. to best serve the students attending.
Strong Community Partnerships
Collaborative efforts-strong partnerships
Community partner relationships
Diverse Student Population
Diverse student population
Diversity - Trenton to Princeton
Wide Variety of Curriculum and Program Offerings
Ability to take MCCC coursework & opportunity take dual credit.
Academic Coursework - Academy Strength.
Career Pathways within career programs.
CIE - Work-based learning opportunities prior to graduation.
Diversity of program offerings
Dual enrollment opportunities
Hands on learning experiences
MCCC Dual Enrollment
Provide options for students with multiple college/career readiness
The district is open to new ideas, programs, and social events. The district is ready to go to the next level.
Willingness to implement programs
Willingness to modernize programs
Workforce Preparation
Facilities/Availability of Shops

New Forward Thinking Administration Team
Fresh administration and vision
New administrative team
Stability of Administration
Outliers
Having a budget surplus
Student recognition
Obtaining Grants/Scholarships
Parent - Smaller class sizes, individual student focus.
Increasing Enrollment

Common Themes
Infrastructure: Facilities/Class Size/Lack of Space/Security
Providing Diverse CTE-Vocational Program Offerings/Academic Program Offerings
Meeting Student Needs in Changing Times
Communication and Marketing
Staff Retention/Recruitment/Development
Competing with Other Districts Programs
Financial Resources
Transportation
Diversity of Students and Staff

Infrastructure: Facilities/Class Size/Lack of Space/Security
Current infrastructure
Infrastructure - Campus space
Physical space
Security concerns
No library.
Providing Diverse CTE-Vocational Program Offerings/Academic Program Offerings
Exploratory program options
Access to updated curricular guides & program of study document to inform.
Articulation with over 20 sending schools
Career exploration
CTE Programming/Dept. of Education
District Signage (Operations and Marketing - Need more attraction
Logistical challenges of expanding ST & FT Programs
Need a plumbing and construction trades academy.
Pillared - Silos lead to duplicative educational experiences /training
Possible incentives to attract students & staff
Reliance on MCCC for support for students when they are taking courses in 12th grade year.
What programs do we have for future developing professions?
Meeting Student Needs in Changing Times
Promoting Core Values
Societal trends
Language barriers - Communication
On-going Mental Health
Communication and Marketing
Access to updated curricular guides & program of study document to inform.
Advertising appropriately
Awareness
District Signage (Operations and Marketing - Need more attraction
Expand recruitment of students and staff to reach all communities
Increased interest - expanding program
Parents and kids need us at back to school nights in middle school and freshman/sophomore
Parents/Students in middle school don't know about us.
Possible incentives to attract students & staff
Special Education transition to career technical program (education for parents).
What programs do we have for future developing professions?
Guidance counselor buy-in from home district. Parent buy-in for vocational education.
Overcoming the stigma of Vocational/Technical Education in the larger community.
Still has a stigma that people don't come here who want to go to college.
SEPAG/PTA
Staff Retention/Recruitment/Development
Committment from Academic instructor for the vocational experience. (cross-curricular tie ins)
Possible incentives to attract students & staff
Professional Development (Technology, Communication, Continuing Ed etc)
Retention (staff & students)
Staffing shortages

Teacher Shortage/Recruitment/Competitive Salaries
Competing with Other Districts Programs
Competition-Districts implementing own CTE Programs/Transportation
Expand recruitment of students and staff to reach all communities
Financial Resources
Allocating funds
Budgeting for expansion.
Commissioners and county on board for agreeing to certain funds;
Strengthening community partners
Transportation
Need to have the transportation cluster all on one campus
Transportation and field trip accessibility is difficult to navigate and obtain a bus.
Diversity of Students and Staff
DEI-Diversity, Equity, Inclusion
Expand recruitment of students and staff to reach all communities
Outliers
Logistics of craft advisory

MCTS 3D Strategic Plan Meeting #1A

Breakout Session Worksheet

Strengths/Achievements and Challenges

Breakout Session – Group # 1	
<i>Strengths/Achievements</i>	<i>Challenges</i>
1. Provides in depth career based theory for subjects not found in convention high schools.	1. Still has a stigma that people don't come here who want to go to college.
2. ALL staff that cares about each kid's success as a person first, and a competent apprentice level professional second.	2. No library.
3. Staff provides a level of understanding that can only be achieved by executing and mastering the career area they teach. They were in the working world in an extremely successful manner.	3. Transportation and field trip accessibility is difficult to navigate and obtain a bus.
4. The district is open to new ideas, programs, and social events. The district is ready to go to the next level.	4. Parents/Students in middle school don't know about us.
5. The districts are located in perfect geographic regions within Mercer Co. to best serve the students attending.	5. Parents and kids need us at back to school nights in middle school and freshman/sophomore years.
	6. Need a plumbing and construction trades academy.
	7. Need to have the transportation cluster all on one campus

MCTS 3D Strategic Plan Meeting #1A Breakout Session Worksheet

Strengths/Achievements and Challenges

<i>Breakout Session – Group # 2</i>	
<i>Strengths/Achievements</i>	<i>Challenges</i>
Willingness to implement programs	Current infrastructure
Having a budget surplus	Strengthening community partners
Dual enrollment opportunities	Logistics of craft advisory
Passionate teachers	Advertising appropriately
Community partner relationships	Societal trends
Diverse student population	Articulation with over 20 sending schools
Diversity of program offerings	Career exploration
Collaboration/Creativity of staff	Security concerns
Willingness to modernize programs	Logistical challenges of expanding ST & FT Programs
Fresh administration and vision	Exploratory program options

MCTS 3D Strategic Plan Meeting #1A Breakout Session Worksheet

Strengths/Achievements and Challenges

Breakout Session – Group # 3	
<i>Strengths/Achievements</i>	<i>Challenges</i>
Wrap around services-recent hires of Social Worker/Guidance/SAC	On-going Mental Health
Collaborative efforts-strong partnerships	Teacher Shortage/Recruitment/Competitive Salaries
Dedicated/Committed Staff	Awareness
Provide options for students with multiple college/career readiness	Competition-Districts implementing own CTE Programs/Transportation
Workforce Preparation	CTE Programming/Dept. of Education
Stability of Administration	Physical space
Student recognition	SEPAG/PTA
Obtaining Grants/Scholarships	DEI-Diversity, Equity, Inclusion
	Allocating funds

MCTS 3D Strategic Plan Meeting #1A Breakout Session Worksheet

Strengths/Achievements and Challenges

Breakout Session – Group # 4	
<i>Strengths/Achievements</i>	<i>Challenges</i>
Diversity - Trenton to Princeton	Committment from Academic instructor for the vocational experience. (cross-curricular tie ins)
Ability to take MCCC coursework & opportunity take dual credit.	Pillared - Silos lead to duplicative educational experiences /training
Hands on learning experiences	Reliance on MCCC for support for students when they are taking courses in 12th grade year.
CIE - Work-based learning opportunities prior to graduation.	Overcoming the stigma of Vocational/Technical Education in the larger community.
New administrative team	Increased interest - expanding program
Parent - Smaller class sizes, individual student focus.	Infrastructure - Campus space Budgeting for expansion.
Academic Coursework - Academy Strength.	Guidance counselor buy-in from home district. Parent buy-in for vocational education.
Career Pathways within career programs.	Special Education transition to career technical program (education for parents).

CTE Faculty	Commissioners and county on board for agreeing to certain funds;
Caring about faculty mental health/wellness and impacts on culture	Access to updated curricular guides & program of study document to inform.

MCTS 3D Strategic Plan Meeting #1A Breakout Session Worksheet

Strengths/Achievements and Challenges

<i>Breakout Session – Group # 5</i>	
<i>Strengths/Achievements</i>	<i>Challenges</i>
Increasing Enrollment	What programs do we have for future developing professions?
Professional/Experienced Staff	Staffing shortages
Facilities/Availability of Shops	Retention (staff & students)
Industry Certifications Offered	Possible incentives to attract students & staff
High Demand Professions	Promoting Core Values
Great location in proximity to local businesses and career opportunities for students	District Signage (Operations and Marketing - Need more attraction
MCCC Dual Enrollment	Language barriers - Communication
Marketing, Social Media	Expand recruitment of students and staff to reach all communities
School job fairs	Professional Development (Technology, Communication, Continuing Ed etc)

Appendix “C”

Initiatives
&
Skills, Qualities, and Characteristics

Common Themes
Increased Academic, CTE, and Extracurricular Programs
Staff/Student/Community Collaboration
Infrastructure and Facilities Initiatives
Increased Academic and Mental Health Supports
Staff Retention, Recruitment, and Development
Communication and Marketing
Diversity: Staff, Students, and Offerings

Increased Academic, CTE, and Extracurricular Programs
Assunpink needs to house a "construction trades" academy to allow all the current and emerging programs to thrive in one location.
A magnet center with attractive programs for county students
Adaptive with current and future industry standards
Adding adding Career Pathways and Transferability
Be the top choice for students who wish to pursue CTE and tech ed.
Curriculum
EV technology & Sustainable Engery infused into CTE Programs.
Expansion of academies
Growing programs to keep up with emerging trades and career opportunities
In order to accomplish this, MCTS needs to create and house a Transportation/Logistics/Supply chain academy at the Sypek campus to allow integrated methods of learning with the STEM academy and existing "auto" style shops.
Keeping curriculum & resources ahead of industry demand & skillsets. (ex. Propress);
Smart Technology/Simulators/Virtual Training/PLC Controlled training or units incorporated into programs and
Training in entrepreneurship and career/business start up.
Innovate School Facilities/Programs
Adding coursework that all students take no matter the Academy Pr
Softs Skills are a paramount to be further embedded to the classroom and shop environments; with the target focus of securing a career based internship during the senior year of schooling.
Staff/Student/Community Collaboration
Collaborate with stakeholders to breakdown priorities
Team approach
Teambuilding (Faculty Groups & Student Groups)
Vision-Empowering leaders
Forming additional industry partnerships (roundtables, IT Tech Conferences)
Infrastructure and Facilities Initiatives
Innovate School Facilities/Programs
Plans for expansion and adequate infrastructure
State of the art facilities
SMART Technology
Increased Academic and Mental Health Supports
Making the shifts towards Student-Centered
Establishing and Creating Shared Core values
Intensive Training
Practical Training
Wrap around services with multi tiered intevention
Endowment and grant funding
Staff Retention, Recruitment, and Development
Competitive and Equitable Compensation
Competitive Salaries
More student teachers
Recruiting and retaining the "Right" People

Recruitment of staff
Communication and Marketing
Enhance our community image
Increased Awareness/Eliminating Stigmas
Lastly, parent (PTO and PTA) organizations are an untapped, valuable resource that needs to be unlocked to further propel the district.
MCTS is a CTE school sitting on the launch pad ready to lift-off to the next level
Middle school marketing and county wide advertising are a MUST as many parents have verbalized: " I never knew these programs, academies or options were available for my kids".
Parent advocacy group to promote value of MCTS
Promotional opportunities to show our value as a top school in Mercer County
Forming additional industry partnerships (roundtables, IT Tech Conferences)
The sole source provider for students working for local businesses
Diversity: Staff, Students, and Offerings
Fostering Diversity
Increase inclusive practices and diversity
Outliers
THE Tech School in NJ.
Transformational Leadership

Common Themes
Basic Life Skills: Financial, Organizational, Conflict Resolution, Time Management
Strong Written & Verbal Communication Skills
Adaptability
Collaboration
Strong Work Ethic
Conflict Resolution
Empathy
Resilience
Self-Advocacy
Career Readiness

Basic Life Skills: Financial, Organizational, Conflict Resolution, Time Management
Communication/Soft Skills
Financial Literacy
Life skills (personal finance, importance of good credit, banking)
Time Management
Holding Soft skills (workforce dev #1 hiring criteria) / Public speaking
Soft skills
Softs Skills are a paramount to be further embedded to the classroom and shop environments; with the target focus of securing a career based internship during the senior year of schooling.
Strong Written & Verbal Communication Skills
21st century communication/forward thinking
Communication
Communication/Soft Skills
Holding Soft skills (workforce dev #1 hiring criteria) / Public speaking
Adaptability
Adaptability skill set
Seek out continuous improvement / Adaptable to changes in market
Collaboration
Collaborative skill set
Collaborative team member / Can handle healthy debate / Adept Conflict Resolution
Relation Building
Strong Work Ethic
Strong work ethic
Work ethic (relentless & reliable)
Work/life balance/self-care (mental illness)
Conflict Resolution
Collaborative team member / Can handle healthy debate / Adept Conflict Resolution
Conflict resolution
Conflict Resolution
Empathy
Empathetic
Resilience
Resiliency
Self Awareness
Self-Advocacy
Self-Advocating
Career Readiness
Goal oriented
Solid foundation for future growth
Confidence to achieve
Outliers
Service instilled members of the community.
Failure is part of success. (F.irst A.ttempt I.n L.earning)
How to make the change
Patience and need for deferred gratification

MCTS 3D Strategic Plan Meeting #1B

Breakout Session Worksheet

Our Vision for the Future – Exercise 1

<i>Breakout Session – Group # 1</i>
<i>Where are we now?</i>
MCTS is a thriving, caring place of CTE learning in which everyone matters as a person first, and a "specific career" minded student second. The district hires proficient, dedicated, master professionals to showcase a supportive learning environment. MCTS has been intertwined with the businesses of Mercer Co. for over 50+ years.
<i>What do we look like in 2028?</i>
MCTS is a CTE school sitting on the launch pad ready to lift-off to the next level
<i>What did we do to get there?</i>
In order to accomplish this, MCTS needs to create and house a Transportation/Logistics/Supply chain academy at the Sypek campus to allow integrated methods of learning with the STEM academy and existing "auto" style shops.
Assunpink needs to house a "construction trades" academy to allow all the current and emerging programs to thrive in one location.
Softs Skills are a paramount to be further embedded to the classroom and shop environments; with the target focus of securing a career based internship during the senior year of schooling.
Middle school marketing and county wide advertising are a MUST as many parents have verbalized: " I never knew these programs, academies or options were available for my kids".

Lastly, parent (PTO and PTA) organizations are an untapped, valuable resource that needs to be unlocked to further propel the district.

MCTS 3D Strategic Plan Meeting #1B

Breakout Session Worksheet

Our Vision for the Future – Exercise 2

Breakout Session – Group # 1
<i>What skills, qualities, and characteristics do you want students to leave the Mercer County Technical Schools district with to prepare them for life beyond high school?</i>
Softs Skills are a paramount to be further embedded to the classroom and shop environments; with the target focus of securing a career based internship during the senior year of schooling.

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 1

<i>Breakout Session – Group # 2</i>
<i>Where are we now?</i>
3 Academy Programs + 14 Shared-Time programs
Space needs to include more programs and update infrastructure to existing buildings.
Passionate and creative staff members who are forward thinking
<i>What do we look like in 2028?</i>
A magnet center with attractive programs for county students
Be the top choice for students who wish to pursue CTE and tech ed.
Plans for expansion and adequate infrastructure
The sole source provider for students working for local businesses
Expansion of academies
Increase inclusive practices and diversity
<i>What did we do to get there?</i>
Collaborate with stakeholders to breakdown priorities
Endowment and grant funding

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 2

<i>Breakout Session – Group # 2</i>
<i>What skills, qualities, and characteristics do you want students to leave the Mercer County Technical Schools district with to prepare them for life beyond high school?</i>
Soft skills
Conflict resolution
21st century communication/forward thinking
Career readiness
Collaborative skill set
Adaptability skill set
Self-Advocating
Patience and need for deferred gratification
Work ethic (relentless & reliable)
Work/life balance/self-care (mental illness)

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 1

<i>Breakout Session – Group # 3</i>
<i>Where are we now?</i>
Process of Strategic Planning
<i>What do we look like in 2028?</i>
Making the shifts towards Student-Centered
Establishing and Creating Shared Core values
Competitive and Equitable Compensation
Adaptive with current and future industry standards
Wrap around services with multi tiered intevention
<i>What did we do to get there?</i>
Recruiting and retaining the “Right” People
Practical Training
Curriculum
Vision-Empowering leaders
Fostering Diversity
Transformational Leadership

Team approach
Innovate School Facilities/Programs
Increased Awareness/Eliminating Stigmas

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 2

<i>Breakout Session – Group # 3</i>
<i>What skills, qualities, and characteristics do you want students to leave the Mercer County Technical Schools district with to prepare them for life beyond high school?</i>
Relation Building
Self Awareness
Resiliency
Empathetic
Conflict Resolution
Communication/Soft Skills
Time Management
7 Pillars of Character
Financial Literacy

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 1

<i>Breakout Session – Group # 4</i>
<i>Where are we now?</i>
3 Academy Programs + 14 Shared-Time programs+Dual credit academic coursework & hands-on learning.
New administrative team
Interest in expansion (new technology
Mental health supports
<i>What do we look like in 2028?</i>
EV technology & Sustainable Engery infused into CTE Programs.
Training in entrepreneurship and career/business start up.
Keeping curriculum & resources ahead of industry demand & skillsets. (ex. Propress);
Teambuilding (Faculty Groups & Student Groups)
THE Tech School in NJ.
<i>What did we do to get there?</i>
Smart Technology/Simulators/Virtual Training/PLC Controlled training or units incorporated into programs and
Adding adding Career Pathways and Transferability
Adding coursework that all students take no matter the Academy Pr
Forming additional industry partnerships (roundtables, IT Tech Conferences)

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 2

<i>Breakout Session – Group # 4</i>
<i>What skills, qualities, and characteristics do you want students to leave the Mercer County Technical Schools district with to prepare them for life beyond high school?</i>
How to make the change
Holding Soft skills (workforce dev #1 hiring criteria) / Public speaking
Failure is part of success. (F.irst A.ttempt I.n L.earning)
Collaborative team member / Can handle healthy debate / Adept Conflict Resolution
Service instilled members of the community.
Seek out continuous improvement / Adaptable to changes in market

MCTS 3D Strategic Plan Meeting #1B Breakout Session Worksheet

Our Vision for the Future – Exercise 1

<i>Breakout Session – Group # 5</i>
<i>Where are we now?</i>
Have great Tech - need more industry specific tech and training
Increased student enrollment - need staff to grow equally
Great facilities but limited curb appeal
Develop stronger mentor/buddy plan so new teachers have a model teacher to emulate and learn from
Dual enrollment but need to expand
<i>What do we look like in 2028?</i>
More student teachers
State of the art facilities
Growing programs to keep up with emerging trades and career opportunities
Parent advocacy group to promote value of MCTS
Enhance our community image
<i>What did we do to get there?</i>
Recruitment of staff
Intensive Training
SMART Technology
Competitive Salaries
Promotional opportunities to show our value as a top school in Mercer County

**MCTS 3D Strategic Plan Meeting #1B
Breakout Session Worksheet**

Our Vision for the Future – Exercise 2

<i>Breakout Session – Group # 5</i>
<i>What skills, qualities, and characteristics do you want students to leave the Mercer County Technical Schools district with to prepare them for life beyond high school?</i>
Communication
Life skills (personal finance, importance of good credit, banking)
Strong work ethic
Confidence to achieve
Solid foundation for future growth
Goal oriented

Appendix “D”

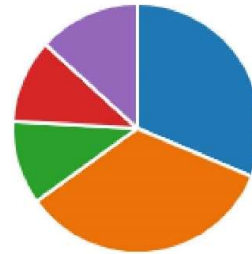
Stakeholder Survey

Stakeholder Input Survey Results

83 Total Survey Participants

1. Which category best describes you?

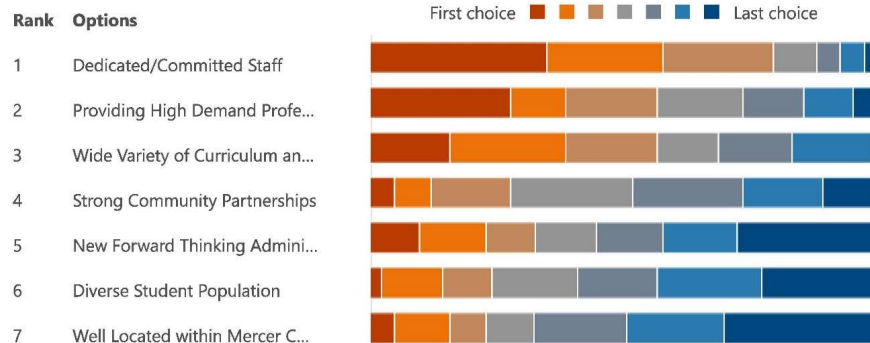
Parent / Guardian	26
Teacher / Support Staff	28
Administrator	9
Community Member	9
Student	11



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Stakeholder Input Survey Results Strengths/Achievements

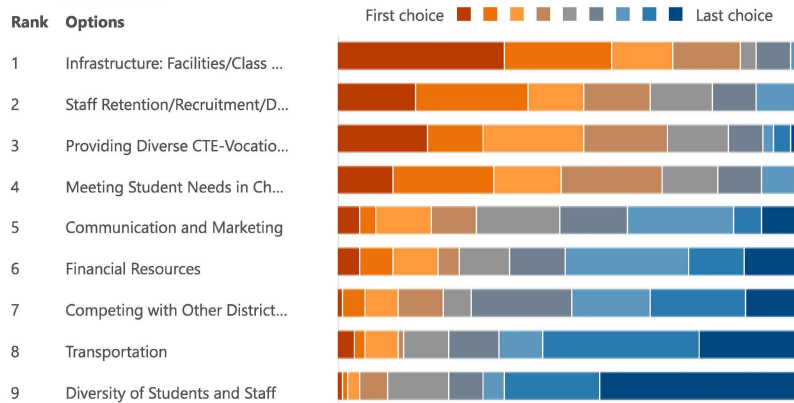
2. The Strategic Plan Working Group committee identified the following Strengths and Achievements of the Mercer County Technical Schools. Please rank the Strengths and Achievements in order of importance to you by moving each Strength and Achievement up or down the list. Your most important Strength and Achievement should be at the top of the list and your least important at the bottom.



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Stakeholder Input Survey Results Challenges

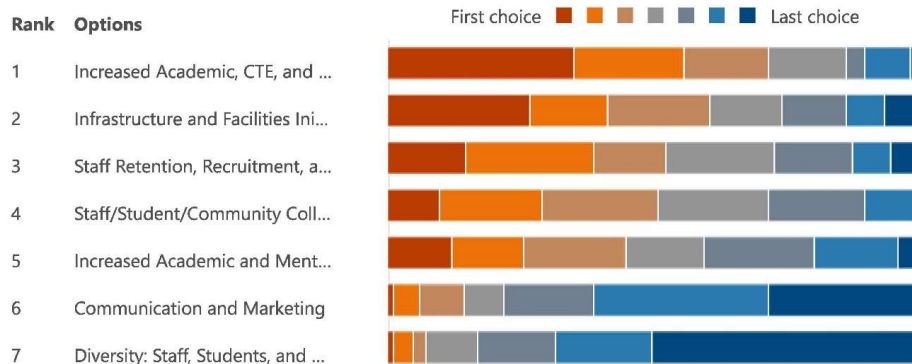
3. The Strategic Plan Working Group committee identified the following Challenges facing the Mercer County Technical Schools. Please rank the Challenges in order of importance to you by moving each Challenge up or down the list. Your most important Challenge should be at the top of the list and your least important at the bottom.



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Stakeholder Input Survey Results Initiatives

4. The Strategic Plan Working Group committee identified the following Initiatives that can support moving the Mercer County Technical Schools in a positive direction over the next five years. Please rank the Initiatives in order of importance to you by moving each Initiative up or down the list. Your most important Initiative should be at the top of the list and your least important at the bottom.



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Stakeholder Input Survey Results

Q5: If you could add one(1) additional Initiative that could support moving Mercer County Technical Schools in a positive direction over the next five years, what would you recommend?

63 Responses

Sample Responses

Administrator: Athletics.

Community Member: Greater presence in the public school system.

Parent/Guardian: Internships that can transition to job offerings.

Student: Increased College Class Flexibility.

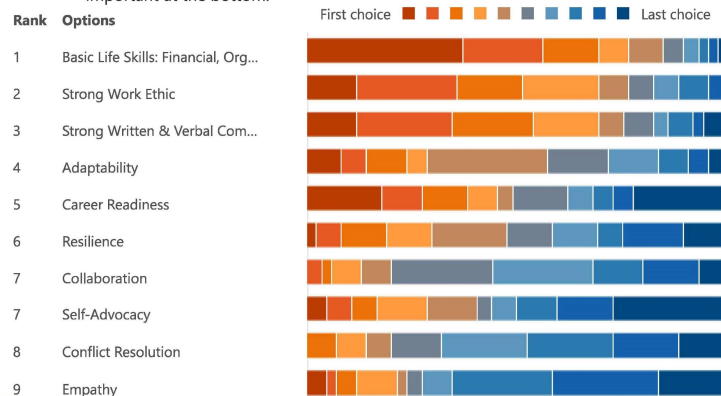
Teacher / Support Staff: New (and seasoned) Teacher Support and Training Opportunities.



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Stakeholder Input Survey Results Student Skills/Qualities/Characteristics

6. The Strategic Plan Working Group committee identified the following Skills, Qualities, and Characteristics that we want students to leave Mercer County Technical Schools with to prepare them for life beyond high school. Please rank the Skills, Qualities, and Characteristics in order of importance to you by moving each Skill, Quality, or Characteristic up or down the list. Your most important Skill, Quality, or Characteristic should be at the top of the list and your least important at the bottom.



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Stakeholder Input Survey Results

Q7: If you could add one(1) additional Skill, Quality, or Characteristic that you would want students to leave Mercer County Technical Schools with to prepare them for life beyond high school, what would you recommend?

52 Responses

Sample Responses

Administrator: Critical Thinking Skills.

Community Member: People Skills.

Parent/Guardian: Volunteer/Service.

Student: Community Involvement.

Teacher / Support Staff: Honesty.



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MCTS Strategic Plan Stakeholder Input Survey Results

Q2: Strengths/Achievements

<i>Survey Ranking</i>	<i>Strengths and Achievements</i>
1	Dedicated/Committed Staff
2	Providing High Demand Professions
3	Wide Variety of Curriculum and Program Offerings
4	Strong Community Partnerships
5	New Forward Thinking Administration Team
6	Diverse Student Population
7	Well Located within Mercer County to Students, Businesses, and Career Opportunities

MCTS Strategic Plan Stakeholder Input Survey Results

Q3: Challenges

<i>Survey Ranking</i>	<i>Challenges and Opportunities</i>
1	Infrastructure: Facilities/Class Size/Lack of Space/Security
2	Staff Retention/Recruitment/Development
3	Providing Diverse CTE-Vocational Program Offerings/Academic Program Offerings
4	Meeting Student Needs in Changing Times
5	Communication and Marketing
6	Financial Resources
7	Competing with Other Districts Programs
8	Transportation
9	Diversity of Students and Staff

MCTS Strategic Plan Stakeholder Input Survey Results

Q4: Initiatives

<i>Survey Ranking</i>	<i>Vision Initiatives</i>
1	Increased Academic, CTE, and Extracurricular Programs
2	Infrastructure and Facilities Initiatives
3	Staff Retention, Recruitment, and Development
4	Staff/Student/Community Collaboration
5	Increased Academic and Mental Health Supports
6	Communication and Marketing
7	Diversity: Staff, Students, and Offerings

MCTS Strategic Plan

Stakeholder Input Survey Results

Q6: Student Skills/Qualities/Characteristics

<i>Survey Ranking</i>	<i>Student Skills/Qualities/Characteristics</i>
1	Basic Life Skills: Financial, Organizational, Conflict Resolution, Time Management
2	Strong Work Ethic
3	Strong Written & Verbal Communication Skills
4	Adaptability
5	Career Readiness
6	Resilience
7	Collaboration
7	Self-Advocacy
8	Conflict Resolution
9	Empathy

Appendix “E”

Strategic Planning Calendar

MCTS Strategic Plan Calendar – 2022/2023

Time Frame	Date	Entity	Activity	Length of Time	Medium
Dec/Jan 2022-2023	Thursday January 12 at 1:00 PM	Steering Committee	Meet with NJSBA to refine process and set calendar for plan activities, organize details and responsibilities.	1 hour	In-Person
Jan/Feb 2023	Monday February 13 at 6:00 PM	Strategic Plan Working Group (Mtg 1A)	Meets to receive a “State of the District” report by the Superintendent and identify strengths and challenges of the district.	1.5 hours	In-Person
Feb/Mar 2023	Wednesday March 1 at 6:00 PM	Strategic Plan Working Group (Mtg 1B)	Meets to establish the district vision for the next 5 years.	1.5 hours	In-Person
Feb/Mar 2023	Tuesday March 7 at 1:00 PM	Steering Committee	Review and approve survey developed by NJSBA based on data from Meetings #1A & 1B. Survey designed for community input into plan and will assist in prioritizing information.	30 min	In-Person
March 2023	Thursday March 9 at 6:00 PM	Community Stakeholders	Meeting with community stakeholders to review process and introduce the survey. Survey available to community stakeholders for approximately 2 weeks.	1 hour	Virtual
Mar/Apr 2023	Thursday April 20 at 6:00 PM	Strategic Plan Working Group (Mtg 2)	Meets to review results of survey and using previous data, begins development of goals and objectives.	1.5 hours	In-Person
April 2023	TBD (Scheduled by Moderators)	Strategic Plan Working Groups (Independent)	Independent work of individual groups to finalize goals and objectives. The group moderators will hold one or two meetings to complete.	Variable	Virtual
April 2023	Thursday April 27 at 6:00 PM	Strategic Plan Working Group (Mtg 3)	Meets to share and review and finalize the goals and objectives of all focus areas groups.	1 hour	In-Person
May/Jun 2023	Tuesday June 20 BOE Meeting	Board of Education	Strategic Plan presented to District Board of Education for approval.	30 min	In-Person

