



ARIZONA DEPARTMENT OF
EDUCATION

Arizona Career and Technical Education Strategic Plan (DRAFT) 2025-2028

Introduction

The Arizona Department of Education Career and Technical Education unit is proud to share our state strategic vision and plan for career and technical education that considers our unique population and opportunities over the next three years.

The plan will help us ensure that we are providing learners with access to quality CTE programs that are aligned to industry demand and lead to high-wage, high-skill, in-demand employment.

We are thankful to ALL our team members that reviewed our plan and actively participated in actively contributing real time information for us in Arizona to improve CTE and continue providing the best CTE education possible for Arizona.

Mission

Career and Technical Education engage Arizona learners in relevant experiences leading to purposeful and economically viable careers.

Vision

Every Arizona student has a developed career pathway.

Executive Summary

The Arizona Department of Education Career and Technical Education Division will serve as the statewide leader for developing a connected education-to-workforce system that prepares every learner for high-skill, high-wage, and in-demand careers.

Over the next three years, the Department will focus on three strategic commitments:

1. Statewide Strategic Leadership
2. Community Engagement
3. Education Alliance

Each commitment contains strategic objectives, initiatives, measurable outcomes, and success indicators that align every CTE office toward one common vision.

The plan has been developed from a collection of division goals into a department-wide strategic framework that will guide every team while still allowing each division to develop annual operational plans. The strategic plan is organized around the three commitments and incorporates work already developed by Program Services, Technical Standards, CTSOs, Data & Accountability, Finance and Grants, Counseling, and Workforce Development.

TECHNICAL STANDARDS, TECHNICAL ASSESSMENT, AND CAREER DEVELOPMENT DIVISION

The **Technical Standards, Technical Assessment, and Career Development Division** supports Career and Technical Education initiatives specific to the alignment of local workforce needs and industry-recognized credentials to CTE program technical standards; the annual review and delivery of end-of-program Technical Skills Assessments; academic credit for CTE program with embedded math, science, and/or economics; career awareness opportunities for kindergarten through middle school students; and professional development opportunities offering teachers certification/recertification semester hour credit.

This work supports Arizona's CTE mission to engage Arizona learners in high-quality instruction and workplace experiences, leading to purposeful and economically viable careers. During the next 3 years, the Division will strengthen partnerships with education, business, and industry to align program standards with entry-level job expectations and career pathways. The Division will collaborate with teachers to custom design program assessments that accurately measure student learning and program effectiveness. The Division will work with middle school teachers to develop student activities that lead to career pathways. And the Division will support the review and approval of statewide and district-level professional development for teacher certification, recertification, and continuing education needs.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Support high-quality, career-focused CTE instruction with industry-driven technical standards and professional skills for CTE programs, customized end-of-program technical skills assessments, embedded academic credit when applicable, and teacher professional development for certification, recertification, and continuing education

SMART Goal

By June 30, 2028, convene industry committees to develop program standards; convene teacher committees to examine CTE programs for embedded academic credit; convene teacher committees to develop technical skills assessment items; and identify professional development, customized TSA training, and TSA instructional resources for teachers

Key Strategies

- Align technical standards with workforce priorities
- Convene education-business-industry committees to develop standards
- Convene education-business-industry committee to update the professional skills
- Submit new/updated standards to the AZ CTE Quality Commission for final approval
- Modify and upgrade technical skills assessment delivery, including provisions for students with special needs and customized district/school training
- Maintain webpages for new/updated technical standards, programs with approved academic credit, overview of professional skills, and assessment resources

- Review and approve professional development for certification/ recertification semester hour credit and continuing education
- Offer sessions at the ACOVA Conference, Midwinter Conference, and Summer Conference in support of standards, instructional resources, and assessment best practices

Commitment #2: Community Engagement

Strategic Objective

Expand the participation of educators, business, industry as appropriate in the development of program technical standards, the technical skills assessments, and activities and events for middle school students

SMART Goal

By June 30, 2028, expand the participation of educators, business and industry, including local advisory committees, in the review, development, and implementation of technical standards.

Key Strategies

- Work with local labor market data to determine occupational/industry needs
- Communicate with local and national industry associations to identify knowledge and skills needed by occupations/industry and potential committee members
- Use a variety of recruitment strategies to identify potential industry/community partners
- Define roles and responsibilities of committees and skills, expertise, and experience committee members need
- Increase the standards validation process timeline to allow for more educator involvement in the review of technical standards
- Share standards updates on the ADE/CTE website and encourage the Program Services Specialists to communicate the new/updated standards with their teachers.

Commitment #3: Education Alliance

Strategic Objective

Collaborate/coordinate as appropriate with representatives from adult education, community colleges, ADE, CTE, AEA, AZCTEAZ, workforce development, and other entities to eliminate barriers and drive systemic changes in education

SMART Goal

Participate in CTE committees and meetings; statewide, regional, and national conferences; and organizational training and webinars to maintain strong communication and alignment across secondary, postsecondary, and workforce partners.

Key Strategies

- Collaborate with the Arizona PIMAJTED Curriculum Connection, Premier Series, Adult Education, and others to ensure current resources and professional development opportunities for CTE administrators and teachers
- Attend the National Visions Conference and other conferences as deemed important

Success Indicators

- Strong alignment between program standards and workforce priorities
- Valid and reliable test items and end of program assessment data to be used for program improvement and accountability reporting
- Increased program quality that aligns to quality program standards and shared best practices
- Increased educator, business-industry, and local advisory committee participation
- Stronger working relationship among CTE teams in support CTE goals

Annual Deliveries

- Education-business-industry committees that develop CTE program standards
- Teacher committees that review and develop TSA items
- New and updated standards for 8-10 approved CTE programs
- Up to 6 TSA Institutes, each with 5 or 6 teacher committees, and each committee with up-to 8-10 teachers
- All-day training for up-to-10 facilitators for the TSA Institute committee work
- Delivery of customized Technical Skills Assessments for 56 or more CTE programs.

Performance Measures

Performance Measure	Annual Target
CTE Program Standards Developed, Reviewed, Updated	10-12 CTE programs
Technical Skills Assessments Reviewed and Updated	56+ CTE programs
Technical Skills Assessments Delivered in the Fall and Spring	45,000+ students
<u>Teacher TSA Institutes to Review, Edit, and Develop Technical Skills Assessment Items</u>	6-7 Institutes, 25-30 committees, 160 teachers
Career Awareness Activities and Resources for K-MS Students	Career awareness standards, curricular resources, and PD activities for teachers; collection of student enrollment, etc.
Customized Training on the delivery of the TSA, Summer Conference Sessions on best practices for Standards, Assessment, Career Awareness K-Middle School, etc.	<u>To be determined.</u>

PROGRAM SERVICES DIVISION

Division Introduction

The **Program Services Division** serves as the primary support and implementation arm of Arizona Career and Technical Education (CTE), ensuring that local education agencies, Career Technical Education Districts (CTEDs), educators, and administrators have the resources, guidance, and technical assistance necessary to deliver high-quality CTE programs. The division provides leadership in program implementation, continuous improvement, professional learning, and compliance while promoting equitable access and excellence across Arizona's diverse educational communities.

Supporting the Arizona CTE mission of engaging learners in relevant experiences leading to purposeful and economically viable careers, the Program Services Division bridges statewide policy with local implementation. Through collaboration with school districts, business and industry partners, the Arizona CTE Quality Commission, and other ADE divisions, the team ensures that Arizona's CTE programs remain responsive to workforce needs while maintaining high standards of instructional quality and student success.

As a foundational contributor to all three strategic commitments, the Program Services Division provides statewide leadership through technical assistance, strengthens partnerships through meaningful stakeholder engagement, and advances collaboration across K–12 education, postsecondary institutions, workforce partners, and industry to improve career readiness and student outcomes statewide.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Strengthen the quality, consistency, and effectiveness of Arizona's CTE programs by providing statewide leadership, technical assistance, professional learning, and implementation support to local education agencies.

SMART Goal

By June 30, 2028, the Program Services Division will annually deliver a minimum of **12 statewide professional development sessions**, provide specialized training on services for special populations during at least **three sessions**, participate in **six business and industry partnership events**, and provide implementation support for **100% of newly established CTE programs and teachers requesting technical assistance**.

Key Strategies

- Deliver high-quality professional development aligned with statewide priorities.
- Provide technical assistance to districts, schools, teachers, and administrators.
- Support implementation of new CTE programs and educator onboarding.
- Promote equitable access through targeted support for special populations.

- Strengthen collaboration with business and industry to ensure program relevance.

Performance Measures

Performance Measure	Annual Target
Statewide Professional Development Sessions	12
Special Population Training Sessions	3
Business & Industry Partnership Events	6
New Program Technical Assistance	100% of requests
Stakeholder Satisfaction	≥90%

Success Indicators

- Increased statewide program quality and consistency.
- Improved educator capacity and instructional effectiveness.
- Successful implementation of new CTE programs.
- Increased support for special populations.
- Stronger alignment between education and workforce needs.

Commitment #2: Community Engagement

Strategic Objective

Strengthen collaboration with educators, employers, community partners, and stakeholders through proactive outreach, communication, and technical support.

SMART Goal

By June 30, 2028, the Program Services Division will participate in a minimum of **eight outreach events or stakeholder meetings annually**, implement **three communication improvements** to the ADE CTE website and support resources, and achieve measurable increases in stakeholder satisfaction regarding access to information and technical assistance.

Key Strategies

- Participate in regional outreach events, advisory councils, and industry tours.
- Improve accessibility of online resources and guidance documents.
- Strengthen communication with educators, administrators, and industry partners.
- Share best practices and program success stories statewide.
- Gather stakeholder feedback to inform continuous improvement.

Performance Measures

Performance Measure	Annual Target
Outreach Events and Meetings	8
Website and Communication Improvements	3

Stakeholder Feedback Surveys	Annual
Resource Accessibility Improvements	Continuous

Success Indicators

- Increased stakeholder engagement.
- Improved access to CTE resources.
- Stronger partnerships with education and industry.
- Increased awareness of ADE CTE initiatives.
- Positive stakeholder feedback.

Commitment #3: Education Alliance

Strategic Objective

Advance statewide collaboration among secondary education, postsecondary institutions, workforce partners, and business and industry to strengthen Arizona's education-to-workforce system.

SMART Goal

By June 30, 2028, the Program Services Division will support **100% of Education Alliance initiatives assigned to the division**, communicate approved information to stakeholders within **five business days** of receipt, and evaluate all assigned initiatives to ensure alignment with statewide strategic priorities.

Key Strategies

- Support implementation of Education Alliance Council initiatives.
- Coordinate communication between ADE leadership and local stakeholders.
- Promote alignment among K–12 education, postsecondary education, and workforce Partners.
- Participate in cross-agency planning and collaborative initiatives.
- Evaluate emerging initiatives for alignment with statewide CTE priorities.

Performance Measures

Performance Measure	Annual Target
Education Alliance Initiatives Supported	100%
Stakeholder Communications Distributed	Within 5 business days
Cross-Agency Meetings Supported	As assigned
Initiative Alignment Reviews	100%

Success Indicators

- Stronger collaboration across education and workforce systems.
- Timely communication with stakeholders.

- Consistent implementation of statewide initiatives.
- Increased alignment of CTE programs with workforce priorities.
- Enhanced statewide coordination.

Annual Deliverables

- Statewide professional development calendar and training delivery.
 - Technical assistance for new and existing CTE programs.
 - Business and industry partnership engagement.
 - Outreach events and stakeholder communications.
 - Continuous improvement recommendations and implementation support.
 - Education Alliance coordination and communication.
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Executive Dashboard

Performance Measure	Annual Target
Professional Development Sessions Delivered	12
Special Population Training Sessions	3
Business & Industry Partnership Events	6
Outreach Events Conducted	8
Website Communication Improvements	3
Education Alliance Initiatives Supported	100%
Communications Distributed Within Five Business Days	100%
Stakeholder Satisfaction	≥90%

CAREER AND TECHNICAL STUDENT ORGANIZATION (CTSO) DIVISION

Division Introduction

The **Career and Technical Student Organizations (CTSO) Division** enhances Arizona Career and Technical Education by providing students with leadership development, career preparation, and experiential learning opportunities that complement classroom instruction. Through Arizona's six nationally recognized CTSOs, the division develops students' technical, professional skills while fostering civic responsibility, and teamwork. CTSOs connect classroom learning with authentic experiences through competitive events, conferences, service-learning, business partnerships, and career exploration.

The CTSO Division supports the Arizona CTE mission by preparing students for purposeful careers through experiences that reinforce technical instruction and workplace readiness. Working collaboratively with educators, local chapters, business and industry partners, post-secondary institutions, and community organizations, the division expands opportunities for student success

while ensuring equitable participation and high-quality advisor support from Arizona Department of Education and across the state.

As an essential component of Arizona's workforce development strategy, the CTSO Division advances statewide leadership through advisor development, program support, and accessible resources strengthens community engagement by building partnerships with employers and industry, and promotes seamless collaboration among secondary education, postsecondary education, and workforce partners to prepare students for lifelong career success by inclusion on boards, postsecondary chapters, and opportunities for student connections.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Strengthen Arizona's statewide CTE system by providing exceptional leadership development opportunities, comprehensive advisor support, and equitable access to high-quality CTSO experiences.

SMART Goal

By June 30, 2028, the CTSO Division will maintain **100% operational functionality of the CTSO Data Portal**, provide **seven annual new advisor training sessions**, conduct a minimum of **four statewide advisor professional development opportunities**, ensure **100% of eligible students with IEPs or 504 Plans receive appropriate accommodations**, during state-sponsored events and competitions and engage business and industry or alumni partners at least **six times annually** to expand student leadership and career development opportunities.

Key Strategies

- Maintain and enhance the statewide CTSO Data Portal.
- Deliver comprehensive professional development and technical assistance for CTSO advisors.
- Ensure equitable participation and appropriate accommodations for all students.
- Expand alumni and business and industry engagement.
- Strengthen statewide leadership development through high-quality CTSO programming.

Performance Measures

Performance Measure	Annual Target
CTSO Data Portal Operational Availability	100%
New Advisor Training Sessions	7
Statewide Advisor Professional Development Opportunities	4
Students Receiving Required Accommodations	100%
Alumni/Business & Industry Engagement Activities	6

Success Indicators

- Increased advisor capacity and program quality.
 - Expanded opportunities for student sponsorships and scholarships across all six (6) CTSO's.
 - Reliable statewide CTSO data reporting.
 - Expanded business and industry involvement.
 - Enhanced student leadership and career readiness.
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Commitment #2: Community Engagement

Strategic Objective

Strengthen partnerships among educators, families, business and industry, alumni, and community organizations to expand meaningful student leadership and career-connected learning opportunities.

SMART Goal

By June 30, 2028, each CTSO will complete a minimum of **50 stakeholder engagement touchpoints annually**, utilize at least **four monthly communication methods**, and participate in **six outreach activities each year** that strengthen partnerships with education, business, industry, and community organizations.

Key Strategies

- Support active local CTSO engagement.
- Expand communication through multiple digital and in-person platforms.
- Increase outreach to employers, community organizations, and educational partners.
- Promote CTSO achievements through statewide communication efforts.
- Strengthen relationships with alumni and community volunteers.

Performance Measures

Performance Measure	Annual Target
Stakeholder Engagement Touchpoints (per CTSO)	50
Monthly Communication Methods	4
Annual Outreach Activities (per CTSO)	6
Community Partnership Growth	Annual Increase

Success Indicators

- Expanded employer and volunteer participation.
- Stronger relationships with local education partners.
- Increased student participation in leadership activities.
- Positive stakeholder feedback and engagement.

Commitment #3: Education Alliance

Strategic Objective

Strengthen collaboration among secondary education, postsecondary institutions, workforce organizations, and business and industry to create seamless leadership and career development pathways for Arizona students.

SMART Goal

By June 30, 2028, the CTSO Division will support the Education Alliance by identifying new business and postsecondary partners, maintaining stakeholder representation on relevant advisory boards and committees, and involving postsecondary institutions by attending, exhibiting, or presenting in at least **10 CTSO conference activities annually**.

Key Strategies

- Expand partnerships with postsecondary institutions and workforce organizations.
- Promote collaborative leadership initiatives across education sectors.
- Integrate postsecondary partners into statewide CTSO conferences and events.
- Support Education Alliance priorities through coordinated stakeholder engagement.

Performance Measures

Performance Measure	Annual Target
Postsecondary Conference Activities	10
Advisory Board Representation	Maintain/Increase
New Education Alliance Partners	Annual Increase
Cross-Sector Collaborative Initiatives	Annual Increase

Success Indicators

- Stronger secondary-to-postsecondary transitions.
 - Increased collaboration with workforce and industry partners by including internships, apprenticeships and job offers.
 - Expanded career pathway opportunities for students.
 - Greater postsecondary engagement in CTSO programming.
 - Enhanced statewide leadership network.
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Annual Deliverables

- Statewide CTSO advisor training sessions.
 - CTSO Data Portal maintenance and continuous improvement.
 - State CTSO leadership conferences and competitive events.
 - Business, industry, alumni, and postsecondary partnership initiatives.
 - Student accommodation guidance and compliance support.
 - Annual stakeholder engagement and communication activities.
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Executive Dashboard

Performance Measure	Annual Target
CTSO Data Portal Operational Availability	100%
New Advisor Training Sessions	7
Advisor Professional Development Opportunities	4
Students Receiving Required Accommodations	100%
Alumni/Business & Industry Engagement Activities	6
Stakeholder Engagement Touchpoints (per CTSO)	50
Outreach Activities (per CTSO)	6
Postsecondary Conference Activities	10

COUNSELING DIVISION

(Including K-12 Career Exploration and K-12 Counseling Services)

Division Introduction

The **Counseling Division** plays a critical role in ensuring that every Arizona learner has equitable access to high-quality career exploration, career advising, and Career and Technical Education (CTE) opportunities. Through leadership in career literacy career exploration, Education and Career Action Plan (ECAP) implementation, and school counseling services, the division equips students with the knowledge, skills, and guidance needed to make informed educational and career decisions. By supporting school counselors, educators, and district leaders with professional learning, technical assistance, and evidence-based resources, the division strengthens Arizona's education-to-career pipeline.

Aligned with the Arizona CTE mission of engaging learners in relevant experiences leading to purposeful and economically viable careers, the Counseling Division promotes career awareness beginning in the elementary grades and supports seamless transitions through middle school, high school, postsecondary education, and employment. Working collaboratively with school districts, postsecondary institutions, workforce partners, and community organizations, the division advances equitable student access, supports special populations, and helps ensure that every learner develops a meaningful career pathway.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Strengthen statewide career development systems by providing leadership, professional learning, technical assistance, and comprehensive career advising resources that increase student participation and success in Career and Technical Education.

SMART Goal

By June 30, 2028, the Counseling Division will provide **at least four statewide professional learning opportunities annually** focused on career literacy, ECAP implementation, and equitable CTE recruitment; support implementation of career exploration aligned to Arizona Career Literacy Standards in **100% of participating districts serving grades 5–9**; and complete **100% of submitted ECAP quality reviews** within established ADE timelines.

Key Strategies

- Deliver statewide professional development for school counselors and career development professionals.
- Expand implementation of Arizona Career Literacy Standards and middle grades career exploration.
- Strengthen ECAP implementation and continuous improvement.
- Increase recruitment and successful participation of special populations in CTE programs.
- Develop and maintain high-quality career advising resources and implementation tools.

Performance Measures

Performance Measure	Annual Target
Statewide Professional Learning Opportunities	4
Participating Districts Implementing Career Exploration	100%
ECAP Quality Reviews Completed on Time	100%
Career Literacy Resources Updated	Annual
Counselor Satisfaction	≥90%

Success Indicators

- Increased student participation in CTE programs.
 - Improved quality and consistency of career advising statewide.
 - Stronger implementation of career literacy and ECAP.
 - Greater participation of special populations.
 - Increased counselor confidence and effectiveness.
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Commitment #2: Community Engagement

Strategic Objective

Strengthen partnerships with school districts, families, community organizations, and counselor networks to expand awareness of Career and Technical Education and improve student access to career development opportunities.

SMART Goal

By June 30, 2028, the Counseling Division will participate in a minimum of **eight outreach events or regional meetings annually**, publish updated counselor-facing guidance and career advising resources each year, and achieve a **90% stakeholder satisfaction rating** regarding the accessibility and usefulness of counseling resources.

Key Strategies

- Participate in regional outreach events, counselor conferences, and district meetings.
- Expand communication with counselor associations, districts, and community partners.
- Develop and distribute updated career advising tools and CTE program information.
- Promote equitable access to career exploration opportunities for all students.
- Collect stakeholder feedback to support continuous improvement.

Performance Measures

Performance Measure	Annual Target
Outreach Events and Regional Meetings	8
Counselor Guidance Resources Updated	Annual
Stakeholder Satisfaction	≥90%
Community Partnerships Expanded	Annual Increase

Success Indicators

- Increased awareness of Arizona CTE opportunities.
- Improved utilization of career advising resources.
- Stronger engagement among counselors, families, and community partners.
- Increased participation in middle grades career exploration.
- Positive stakeholder feedback.

Commitment #3: Education Alliance

Strategic Objective

Promote seamless educational and career transitions by strengthening collaboration among K–12 education, postsecondary institutions, workforce partners, and community organizations through aligned career advising and pathway development.

SMART Goal

By June 30, 2028, the Counseling Division will produce **two statewide advisement briefs annually** supporting secondary-to-postsecondary transitions and special population services, distribute Education Alliance communications to stakeholders within **five business days** of release, and collaborate with Education Alliance partners to develop and publish **career pathway entry-point resources** connecting middle grades exploration to high school, postsecondary education, and workforce opportunities.

Key Strategies

- Collaborate with Education Alliance partners to strengthen statewide career pathways.
- Develop shared advisement resources supporting educational transitions.
- Coordinate communication among K–12, postsecondary, workforce, and community partners.
- Expand alignment between career exploration, ECAP, and workforce readiness initiatives.
- Promote equitable access to career pathways for all learners.

Performance Measures

Performance Measure	Annual Target
Statewide Advisement Briefs Published	2
Education Alliance Communications Distributed Within Five Business Days	100%
Career Pathway Resources Developed	Annual
Cross-Sector Collaborative Initiatives	Annual Increase

Success Indicators

- Stronger alignment between career advising and workforce development.
- Improved secondary-to-postsecondary transitions.
- Increased collaboration across education and workforce systems.
- Expanded access to comprehensive career pathway information.
- Enhanced student readiness for postsecondary education and employment.

Annual Deliverables

- Statewide career literacy and middle grades implementation resources.
 - Professional learning for school counselors and career development professionals.
 - Education and Career Action Plan (ECAP) implementation support.
 - Career advising guides and counselor toolkits.
 - Secondary-to-postsecondary advisement briefs.
 - Career pathway resources aligned with Education Alliance priorities.
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Executive Dashboard

Performance Measure	Annual Target
Statewide Professional Learning Opportunities	4
Districts Implementing Career Exploration	100%
ECAP Quality Reviews Completed on Time	100%
Outreach Events Conducted	8
Counselor Guidance Resources Updated	Annual
Stakeholder Satisfaction	≥90%
Advisement Briefs Published	2
Education Alliance Communications Distributed Within Five Business Days	100%

DATA AND ACCOUNTABILITY DIVISION

Division Introduction

The **Data & Accountability Division** provides the information, systems, and performance oversight necessary to ensure Arizona Career and Technical Education (CTE) programs are accountable, data-driven, and continuously improving. The division serves as the authoritative source for statewide CTE data by supporting accurate data collection, performance reporting, program accountability, and compliance with state and federal requirements. Through comprehensive training, technical assistance, and modern reporting tools, the division empowers districts and stakeholders to make informed decisions that improve student achievement and program effectiveness.

Supporting the Arizona CTE mission of engaging learners in relevant experiences leading to purposeful and economically viable careers, the Data & Accountability Division transforms data into actionable information that guides strategic decision-making, strengthens program quality, and promotes equitable outcomes for all learners. By collaborating with local education agencies, Career Technical Education Districts (CTEDs), workforce partners, and other ADE divisions, the division advances transparency, accountability, and continuous improvement while ensuring Arizona's CTE system remains responsive to workforce and educational priorities.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Strengthen Arizona's statewide CTE accountability system by improving data quality, reporting accuracy, performance monitoring, and data-informed decision-making.

SMART Goal

By June 30, 2028, the Data & Accountability Division will **reduce statewide first-time CTE data submission errors by 25%**, establish statewide baseline reporting for **Work-Based Learning (WBL)** and **Career and Technical Student Organizations (CTSO)** participation,

and ensure **95% of new CTE directors and data reporters complete two statewide data literacy training sessions** covering enrollment, coherent sequence, credentials, placement surveys, and Perkins performance measures.

Key Strategies

- Deliver comprehensive statewide data literacy and compliance training.
- Improve data validation processes and reporting accuracy.
- Expand Work-Based Learning and CTSO reporting capabilities.
- Develop user-friendly dashboards and reporting resources.
- Provide technical assistance that supports continuous improvement and compliance.
- Timeframes published to report data earlier in the FY

Performance Measures

Performance Measure	Annual Target
New CTE Directors Completing Data Literacy Training	95%
WBL Baseline Reporting Established	100%
CTSO Baseline Reporting Established	100%
Weekly/Monthly Data Training Sessions	Ongoing

Success Indicators

- Improved statewide data quality and reporting accuracy.
- Increased district confidence in data reporting processes.
- Enhanced compliance with Perkins and state accountability requirements.
- Expanded use of data to drive instructional and program improvement.
- Increased consistency in statewide CTE reporting.

Commitment #2: Community Engagement

Strategic Objective

Increase stakeholder engagement by providing accessible data resources, responsive technical assistance, and transparent reporting that supports educators, administrators, and community partners.

SMART Goal

By June 30, 2028, the Data & Accountability Division will conduct **ongoing weekly statewide training sessions**, publish updated demographic and performance measure resources annually, collect stakeholder feedback on all major data applications, and increase district participation in Work-Based Learning and CTSO reporting through enhanced communication and technical assistance.

Key Strategies

- Provide regular statewide training and office hours for district personnel.
- Publish accessible guidance documents and reporting resources.
- Gather stakeholder feedback to improve statewide data systems.
- Expand communication regarding Work-Based Learning and CTSO reporting.
- Promote transparency through enhanced public reporting and dashboards.

Performance Measures

Performance Measure	Annual Target
Statewide Training Sessions	Weekly
Updated Data Guidance Resources	Annual
District Participation in WBL Reporting	Annual Increase
District Participation in CTSO Reporting	Annual Increase
Stakeholder Feedback Reviews	Annual

Success Indicators

- Increased stakeholder engagement with statewide data systems.
 - Improved accessibility and usability of reporting resources.
 - Greater participation in new statewide reporting initiatives.
 - Positive feedback from districts and education partners.
 - Stronger communication between ADE and local education agencies.
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Commitment #3: Education Alliance

Strategic Objective

Strengthen statewide collaboration by providing shared data, performance insights, and reporting tools that support coordinated decision-making across K–12 education, postsecondary education, workforce development, and business and industry.

SMART Goal

By June 30, 2028, the Data & Accountability Division will develop and publish **statewide dashboards identifying high-need student populations by program and region**, provide updated guidance for CTSO and Work-Based Learning reporting, and deliver ongoing statewide training that supports collaborative, data-informed planning across Education Alliance partners.

Key Strategies

- Develop statewide dashboards supporting strategic decision-making.

- Expand reporting on student participation, performance, and workforce outcomes.
- Coordinate data reporting standards across educational partners.
- Support Education Alliance initiatives through shared performance reporting.
- Use data analytics to identify equity gaps and improvement opportunities.

Performance Measures

Performance Measure	Annual Target
Statewide Strategic Dashboards Published	Annual
High-Need Population Reports Updated	Annual
CTSO & WBL Reporting Guidance Published	Annual
Statewide Data Collaboration Sessions	Monthly

Success Indicators

- Improved cross-sector collaboration through shared data.
- Increased use of performance dashboards by stakeholders.
- Stronger alignment between education and workforce priorities.
- Better identification of student opportunity gaps.
- Enhanced statewide program effectiveness through data-informed decision-making.

Annual Deliverables

- Statewide CTE data validation reports.
- Perkins performance and accountability reporting.
- Work-Based Learning and CTSO reporting guidance.
- Statewide data dashboards and performance reports.
- District data literacy training and technical assistance.
- Annual stakeholder feedback and continuous improvement recommendations.

Executive Dashboard

Performance Measure	Annual Target
Reduction in First-Time Data Submission Errors	25%
New Directors Completing Data Literacy Training	95%
WBL Baseline Reporting Established	100%
CTSO Baseline Reporting Established	100%
Weekly Statewide Data Training Sessions	Ongoing
District Participation in WBL Reporting	Annual Increase
District Participation in CTSO Reporting	Annual Increase
Statewide Strategic Dashboards Published	Annual

FINANCE AND GRANTS DIVISION

Division Introduction

The **Finance & Grants Division** ensures the effective stewardship of federal and state Career and Technical Education (CTE) resources by providing leadership in fiscal management, Perkins grant administration, compliance monitoring, and technical assistance. The division is responsible for ensuring that financial investments support Arizona's strategic priorities while maintaining full compliance with federal regulations, state statutes, and Arizona Department of Education policies. Through collaborative partnerships with local education agencies, Career Technical Education Districts (CTEDs), community colleges, and other stakeholders, the division promotes responsible fiscal practices that maximize student access to high-quality CTE programs.

Supporting the Arizona CTE mission of engaging learners in relevant experiences leading to purposeful and economically viable careers, the Finance & Grants Division aligns funding decisions with local Comprehensive Local Needs Assessments (CLNAs), equity priorities, and workforce demands. By providing timely guidance, monitoring grant implementation, and strengthening fiscal accountability, the division ensures that public investments produce measurable improvements in student achievement, program quality, and workforce readiness throughout Arizona.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Provide statewide leadership in fiscal stewardship, Perkins grant administration, and compliance by ensuring that funding decisions align with local needs, state priorities, and federal requirements.

SMART Goal

By June 30, 2028, the Finance & Grants Division will ensure **100% of Perkins subrecipients maintain a current Comprehensive Local Needs Assessment (CLNA) prior to grant approval**, deliver **annual statewide fiscal and grants management training**, monitor **100% of Arizona community colleges** according to the established monitoring schedule, and maintain complete electronic monitoring documentation for all required reviews.

Key Strategies

- Align Perkins funding decisions with Comprehensive Local Needs Assessments and equity priorities.
- Deliver statewide fiscal and grants management training for subrecipients.
- Provide technical assistance that promotes effective grant implementation.
- Strengthen fiscal accountability through standardized monitoring procedures and documentation.

Performance Measures

Performance Measure	Annual Target
Subrecipients with Current CLNA Prior to Grant Approval	100%
Statewide Fiscal & Grants Training Sessions	1 Annual Conference + Ongoing Technical Assistance
Community College Monitoring Completed	100%
Electronic Monitoring Files Completed	100%
Fiscal Compliance Findings Resolved Within Established Timeline	≥95%

Success Indicators

- Perkins funds consistently aligned with documented local workforce needs.
 - Improved fiscal compliance across all subrecipients.
 - Increased capacity of local recipients to administer Perkins funds effectively.
 - Reduced monitoring findings through proactive technical assistance.
 - Strong statewide confidence in fiscal accountability and grant management.
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Commitment #2: Community Engagement

Strategic Objective

Strengthen communication and partnerships with grant recipients through proactive outreach, technical assistance, and transparent fiscal guidance that supports successful program implementation.

SMART Goal

By June 30, 2028, the Finance & Grants Division will participate in **at least eight statewide outreach events or technical assistance meetings annually**, publish updated fiscal guidance, templates, and grant timelines each year, and reduce incomplete or inaccurate grant applications through enhanced communication and training.

Key Strategies

- Conduct statewide outreach and regional technical assistance.
- Maintain current grant guidance, templates, and application resources.
- Provide timely responses to fiscal and programmatic questions.
- Collaborate with districts, CTEDs, and community colleges to improve grant quality.
- Gather stakeholder feedback to improve grant administration processes.

Performance Measures

Performance Measure	Annual Target
Outreach Events and Technical Assistance Meetings	8
Fiscal Guidance Documents Updated	Annual
Grant Application Error Rate	Annual Reduction
Stakeholder Satisfaction	≥90%

Success Indicators

- Increased understanding of Perkins requirements among subrecipients.
 - Improved quality and timeliness of grant applications.
 - Stronger relationships with local education agencies and postsecondary institutions.
 - Increased stakeholder confidence in ADE fiscal support.
 - Enhanced communication and customer service.
-

Commitment #3: Education Alliance

Strategic Objective

Strengthen statewide collaboration by aligning grant investments with shared educational, workforce, and economic development priorities through coordinated planning and communication.

SMART Goal

By June 30, 2028, the Finance & Grants Division will provide **an annual fiscal and programmatic briefing to the Education Alliance Council**, issue implementation guidance following all Council actions affecting grant administration within **10 business days**, and ensure that grant-funded initiatives support statewide priorities for secondary, postsecondary, and workforce collaboration.

Key Strategies

- Coordinate grant planning with Education Alliance priorities.
- Communicate fiscal implications of statewide strategic initiatives.
- Promote collaboration among secondary education, postsecondary institutions, workforce partners, and business and industry.
- Monitor grant investments that support regional workforce development.
- Evaluate funding strategies to maximize statewide impact.

Performance Measures

Performance Measure	Annual Target
Education Alliance Fiscal Briefings	1
Grant Guidance Issued Following Council Actions	Within 10 Business Days
Cross-Sector Grant Initiatives Supported	Annual Increase
Strategic Funding Alignment Reviews	Annual

Success Indicators

- Stronger alignment between Perkins investments and statewide workforce priorities.
 - Improved coordination among education and workforce partners.
 - Increased transparency in funding decisions.
 - Greater effectiveness of grant-funded initiatives.
 - Enhanced collaboration supporting Arizona's education-to-workforce pipeline.
-

Annual Deliverables

- Perkins grant application and award administration.
 - Comprehensive Local Needs Assessment (CLNA) review and approval.
 - Statewide fiscal and grants management training.
 - Community college and subrecipient monitoring reports.
 - Updated fiscal guidance, grant templates, and compliance resources.
 - Education Alliance fiscal briefings and implementation guidance.
-

Executive Dashboard

Performance Measure	Annual Target
Subrecipients with Approved CLNA Before Grant Approval	100%
Community College Monitoring Completed	100%
Statewide Fiscal & Grants Training Delivered	Annual
Outreach and Technical Assistance Events	8
Updated Fiscal Guidance Published	Annual
Fiscal Compliance Findings Resolved on Time	≥95%
Education Alliance Fiscal Briefings	1
Stakeholder Satisfaction	≥90%

WORKFORCE DEVELOPMENT DIVISION

Division Introduction

The **Workforce Development Division** serves as the strategic connector between Arizona's Career and Technical Education (CTE) system and the state's workforce and economic development priorities. The division cultivates partnerships with business and industry, workforce development organizations, postsecondary institutions, economic development agencies, and community stakeholders to ensure that CTE programs prepare students for high-skill, high-wage, and in-demand careers. Through leadership in work-based learning, industry engagement, labor market alignment, and career pathway development, the division strengthens Arizona's talent pipeline and supports regional economic competitiveness.

Aligned with the Arizona CTE mission of engaging learners in relevant experiences leading to purposeful and economically viable careers, the Workforce Development Division ensures that education remains responsive to evolving workforce needs. By fostering meaningful partnerships and expanding opportunities for career-connected learning, the division bridges education and employment, creating seamless pathways from the classroom to careers while advancing equitable access to workforce opportunities for every Arizona learner.

Commitment #1: Statewide Strategic Leadership

Strategic Objective

Provide statewide leadership that strengthens workforce alignment by expanding business and industry partnerships, promoting high-quality work-based learning, and supporting regional workforce initiatives that prepare students for Arizona's priority occupations.

SMART Goal

By June 30, 2028, the Workforce Development Division will establish or strengthen partnerships with **all Arizona workforce development regions**, increase the number of participating business and industry partners by **20%**, support the expansion of high-quality Work-Based Learning (WBL) opportunities in **100% of participating CTE districts and CTEDs**, and provide **at least four statewide professional learning opportunities annually** focused on employer engagement and workforce alignment.

Key Strategies

- Expand statewide partnerships with business, industry, workforce boards, and economic development organizations.
- Promote high-quality Work-Based Learning aligned with Arizona's workforce priorities.
- Provide professional learning and technical assistance to districts on employer engagement and workforce partnerships.
- Align CTE initiatives with labor market information and regional workforce needs.
- Support implementation of innovative education-to-workforce strategies across Arizona.

Performance Measures

Performance Measure	Annual Target
Workforce Development Regions Actively Engaged	100%
Increase in Business & Industry Partners	20%
Districts Expanding High-Quality WBL Opportunities	100% of Participating Districts
Statewide Workforce Professional Learning Opportunities	4
Regional Workforce Partnership Meetings	Quarterly

Success Indicators

- Expanded statewide workforce partnerships.
- Increased student access to work-based learning experiences.
- Stronger alignment between CTE programs and labor market demand.
- Increased employer participation in CTE initiatives.
- Improved statewide workforce readiness outcomes.

Commitment #2: Community Engagement

Strategic Objective

Strengthen collaboration with employers, workforce organizations, community partners, and regional stakeholders to expand career-connected learning opportunities and increase awareness of Arizona CTE.

SMART Goal

By June 30, 2028, the Workforce Development Division will conduct or participate in **at least twelve regional workforce engagement activities annually**, increase employer participation in CTE advisory committees by **15%**, and publish **annual workforce partnership success stories and best practices** highlighting regional collaboration and student outcomes.

Key Strategies

- Facilitate regional workforce roundtables and employer engagement events.
- Expand business and industry participation on advisory committees.
- Promote successful workforce partnerships through statewide communications.
- Collaborate with workforce boards, chambers of commerce, and economic development organizations.
- Share best practices that strengthen career-connected learning.

Performance Measures

Performance Measure	Annual Target
Regional Workforce Engagement Activities	12
Increase in Employer Advisory Committee Participation	15%

Workforce Partnership Success Stories Published	Annual
New Regional Partnerships Established	Annual Increase

Success Indicators

- Increased employer engagement in Arizona CTE.
- Stronger regional workforce ecosystems.
- Expanded career-connected learning opportunities.
- Greater public awareness of CTE workforce initiatives.
- Improved stakeholder satisfaction.

Commitment #3: Education Alliance

Strategic Objective

Advance Arizona's Education Alliance by strengthening collaboration among K–12 education, postsecondary education, workforce development, business and industry, and economic development partners to create seamless education-to-career pathways.

SMART Goal

By June 30, 2028, the Workforce Development Division will facilitate **at least six cross-sector Education Alliance meetings annually**, support the development of **regional education-to-workforce pathway plans** in each workforce region, and increase participation of postsecondary institutions and industry partners in statewide CTE workforce initiatives by **20%**.

Key Strategies

- Coordinate Education Alliance initiatives with workforce and economic development partners.
- Develop regional education-to-workforce pathway strategies.
- Expand collaboration among K–12, postsecondary education, workforce agencies, and employers.
- Promote alignment between workforce priorities and CTE program development.
- Support regional talent pipeline initiatives that address Arizona's workforce needs.

Performance Measures

Performance Measure	Annual Target
Education Alliance Cross-Sector Meetings	6
Regional Workforce Pathway Plans Developed	All Workforce Regions
Increase in Postsecondary & Industry Participation	20%
Cross-Agency Workforce Initiatives Supported	Annual Increase

Success Indicators

- Stronger statewide education-to-workforce partnerships.
- Improved alignment between education, workforce, and economic development.
- Increased employer investment in Arizona CTE.
- Expanded career pathway opportunities for students.
- Sustainable regional workforce ecosystems supporting Arizona's economic growth.

Annual Deliverables

- Statewide Workforce Development and Partnership Plan.
- Work-Based Learning implementation guidance and technical assistance.
- Regional workforce partnership meetings and employer engagement activities.
- Education Alliance workforce collaboration initiatives.
- Labor market alignment reports and workforce trend analyses.
- Annual workforce partnership impact report highlighting student, employer, and regional outcomes.

Executive Dashboard

Performance Measure	Annual Target
Workforce Regions Actively Engaged	100%
Increase in Business & Industry Partners	20%
Districts Expanding High-Quality Work-Based Learning	100% of Participating Districts
Statewide Workforce Professional Learning Opportunities	4
Regional Workforce Engagement Activities	12
Increase in Employer Advisory Committee Participation	15%
Education Alliance Cross-Sector Meetings	6
Regional Workforce Pathway Plans Completed	All Workforce Regions