

The

# *Postsecondary*

State Career Technical Education  
Leaders Fellowship at **ADVANCE** >> CTE

Sponsored by **ECMC**  
Foundation

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# Objectives

- Review of the ECMCF CTE Leadership Collaborative
- Making the case for a diverse CTE leadership pipeline
- Preview the CTE Leadership Pipeline Toolkit
  - Getting Started
  - Program Design Elements
  - Videos: Telling Their Story
  - Annotated Bibliography
  - Telling the Story - Capturing Success Stories
  - Staying Connected



<https://www.ecmcfoundation.org/what-we-do/initiatives/cte-leadership-collaborative-initiative>



# Making the Case

[CTE Without Limits](#), which also serves as Advance CTE's organizational vision calls for ensuring that every learner has access to, feels welcome in and has the supports to be successful in their chosen career pathway. To achieve this, we must acknowledge and act upon the reality before us:

(1) U.S. demographics are changing.

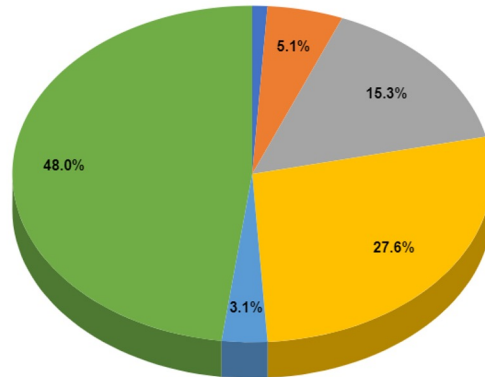
The demographics of the typical American learner are shifting to a majority minority population. In order to ensure we have instructors who look like our learners, we must diversify the CTE workforce



# Making the Case

## The Perkins Collaborative Resource Network - CTE Participant Enrollment Report 2020-2021

Postsecondary and Secondary



State CTE leadership is turning over at rapid rates and is mostly White.

The coronavirus pandemic exacerbated a surge of state leadership transitions that occurred just prior to the reauthorization of the Strengthening Career and Technical Education for the 21st Century Act (Perkins V).



# Inaugural Fellowship Cohort!



# The Fellowship: An Overview

Advance CTE initiated the [Postsecondary State CTE Leaders Fellowship at Advance CTE sponsored by ECMC Foundation](#) (Fellowship) in September of 2021 with a goal of supporting and equipping mid-career postsecondary CTE leaders with the knowledge, tools and network to effectively lead high-quality and equitable postsecondary CTE at the state level. The Fellowship was to strengthen Fellows' competencies in six areas:

- Lead with an equity lens
- Have a strategic mindset
- Be a strong advocate
- Build relationships/partnerships
- Commit to high-quality policies and programs
- Be data-driven



# Preview of the CTE Leadership Pipeline Tool-Kit





# Getting Started

- Assessing the Landscape
- Start with the End in Mind
  - We chose to define the goal for our Fellowship as supporting and equipping mid-career postsecondary CTE leaders with the knowledge, tools and network to effectively lead high-quality and equitable postsecondary CTE at the state level.
- Gathering Input
  - While Advance CTE is fiercely committed to equity in CTE, we were relative newcomers in this space. To ensure we charted a path that was guided by deep postsecondary and equity-minded tenure, knowledge and lived experience, we created a thirteen-member National Advisory Committee (NAC) to guide the foundational aspects of the Fellowship.
- Selecting Your Advisory Committee



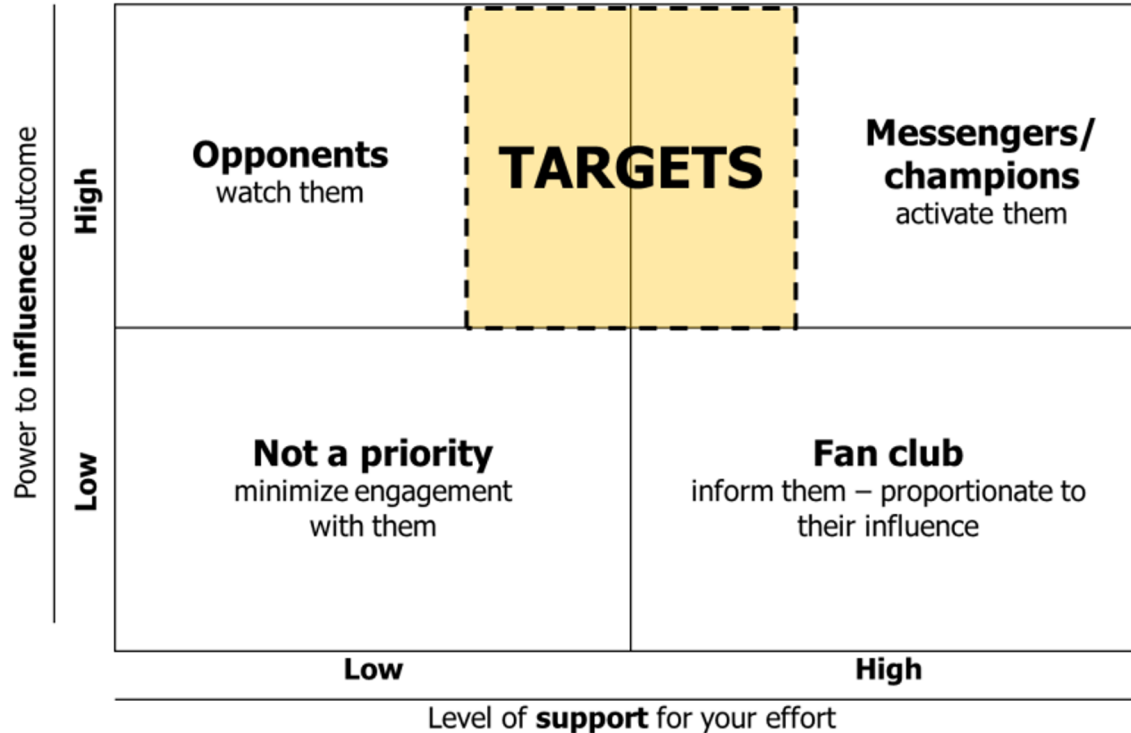
# Getting Started: Assessing the Landscape

- Are your CTE learner, educator and state staff/leadership demographics aligned or are there equity gaps?
- Does your state have formal and informal infrastructure to attract, support and develop future leaders? Are those systems working?
- Does your state/institution have an existing CTE leadership program in place?
- Does your state/institution provide a robust and diverse talent pool to meet the state's needs?
- Does your state/institution have a leadership program designed with equity-minded leadership principles?
- Does your state/institution have clear succession plans in place for key state CTE leadership positions?
- Are there systemic barriers to aspiring leaders, especially those currently underrepresented in state CTE leadership, that need to be understood and removed?
- What are the risks to your state's learners and the CTE system if you do not have a diverse and robust talent pool of state CTE leaders?



# Getting Started: Selecting Your Advisory Committee

HANDOUT: STAKEHOLDER MAPPING



# Getting Started: Selecting Your Advisory Committee

Selecting which stakeholders, partners and voices will inform the design and implementation of your state leadership program is vital.

Who needs to be at the table (e.g. your state ACTE chapter or union representatives)? Who might be threatened by the creation of this program or be a detractor? Are there existing programs, outside of CTE, you can learn from? Going through a stakeholder engagement mapping process, Advance CTE's Stakeholder Mapping, can be a helpful starting place to strategically select representatives (individuals, organizations) - who meet your established criteria (demographics, tenure, lived experience) - to shape and support the creation of your program.



# Designing Your Program: Selecting Your Audience

What experience must program participants have had to fully benefit from your program (tenure, content expertise, advisory or administrative experience, state-specific credential requirements)?

What equity considerations or metrics built into your program goals and how does this need to be reflected in your potential audience?

How many participants do you want in each cohort of your program?



# Designing Your Program: Defining Core Competencies

Triangulated research conducted at Penn State University (Harvey, Fleck & Threeton, 2020).

Considering interviewing successful state CTE leaders in your state (or in other states) and analyze the competencies they share.

Leverage your advisory committee and their networks. Are there leadership programs in other sectors that you can reference to help broaden your perspective?

Considering your state's priorities for CTE, what competencies are needed to advance those priorities successfully?

What are the desired competencies participants will be expected to attain during the program?

Also consider program structure: how the core competencies should best be delivered, practiced and applied, taking into account different learning styles.



# Designing Your Program: Applications and Selection Criteria

Who will be your target audience for the program: instructors /teachers, mid-career administrators in CTE only positions, education administrators with a combined background of traditional roles and limited CTE experience or individuals with CTE backgrounds exclusive to postsecondary or secondary?

How will recruitment activities be inclusive of and actively seek out diverse participants?

Resources on: How to get the word out!!



# Program Elements

- Workshop Design and Delivery
  - Informed our National Advisory Committee (NAC) - composed of individuals who represent a variety of stakeholder perspectives and demographics - and delivered in a virtual format. throughout the 15-month Fellowship.
- Selection and Role of Coaches
  - A key factor in the success of any leadership pipeline is the selection of the individuals providing aspiring leaders with access to state and local networks, career guidance and personal development. Prior to selecting coaches/mentors, the expectations should be clearly defined.





# Coach/Mentor Assignment

Assignment of a coach/mentor should be dependent upon several factors.

What are the interests of the participant?

Does the participant have a preference in the coach/mentor assigned based on demographics, areas of expertise or experience at specific institutions?

Does the coach/mentor have a network that could enhance the career aspirations of the assigned participant?



# Program Element: Real World Projects

- Eliminating the Educational Assessment Score Requirement for Enrollment in Post-Secondary Education CTE Programs in the Texas Department of Criminal Justice
- Closing Identified Gaps of Genders in Nontraditional Occupations - Alabama
- Advancing Equitable Access to Education Opportunities within the Illinois Dept of Corrections
- CTE Postsecondary Pathways for Student Success - Learn, Earn, Live - Michigan
- Navigating Success: Scaffolding Culturally Responsive College and Career Success for API Students - Oregon
- The Impact of HB 444 on CTAE Dual Enrollment at TCSG Institutions - Georgia
- Successful Onboarding of Postsecondary CTE Instructors - Minnesota
- Framework for increasing CTE Student's Credentials at Rural Community Colleges in Northern California.

**Briefs available at [careertech.org](https://careertech.org)**



# Resources

## Videos: Telling Their Story

Often we hear that an invaluable resource provided in conjunction with the tool-kit, is the video testimonials of Fellows who participated in the inaugural cohort of the Fellowship. The video serves as a recruitment tool to:

- Share the authentic journey of a diverse group of Fellows on their pathway to state CTE leadership roles in agencies and postsecondary institutions.
- Highlight the reality of the barriers to these positions for individuals from marginalized and underserved populations.
- Highlight the practical and replicable steps, actions and supports states can provide to strengthen and diversify state leadership pipelines.



# Resources

## Annotated Bibliography

The annotated bibliography is a repository of curated resources derived from the Fellowship workshops that can assist state CTE leaders in building and expanding their knowledge of these competencies. These resources will also support organization-wide or personal professional development in building the competencies necessary to engage in critical discussions around transforming inequitable systems and policies.



# Telling the Story - Capturing Success Stories

What are the resources available at your organization to tell the story of the program such as a highly visible website, an extensive presence on social media platforms, annual convening opportunities or partners invested in the success of the program with the resources previously mentioned?

What are your communications norms with organization stakeholders and the cadence of the communication using methods such as newsletters, listservs or software applications that allow your organization to maintain a consistent connection to members, customers or constituents? How frequently do you communicate with potential participants and employers?

## [Videos](#)



# Staying Connected

As state leaders select a launch date for their CTE leadership pipeline program, planning with the end in mind is a prudent step to take as you consider what supports will be in place for participants at the end of the program. How do you keep participants connected to your CTE ecosystem?

Advance CTE is developing an alumni program for its Fellows' to maintain the connections that Advance CTE ECMCF Fellows





# THANK YOU

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