



## AN INTRODUCTION TO THE BUILDING A DIVERSE CTE LEADERSHIP PIPELINE TOOLKIT

The Building a Diverse CTE Leadership Pipeline Toolkit is designed to help state leaders develop and design a program to strengthen, expand and diversify the Career Technical Education (CTE) state leadership talent pipeline. The toolkit shares insights into the creation of the [Postsecondary State Career Technical Education Leaders Fellowship at Advance CTE – Sponsored by ECMC Foundation](#) and lessons learned along the way. The toolkit offers recommendations, reflections, plug-and-play resources and steps you can take to create a CTE leadership pipeline initiative in your state.

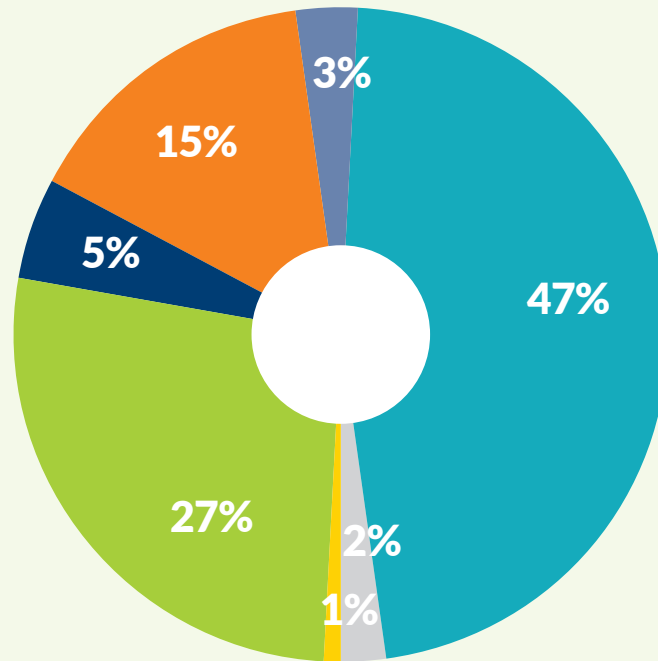
## MAKING THE CASE

The second principle of Advance CTE’s organizational vision, [Without Limits: A Shared Vision for the Future of Career Technical Education](#), calls upon “(s)tates and institutions ... to commit to building recruitment strategies and talent pipeline programs that attract diverse CTE instructors, administrators and leaders who are demographically representative of the learners they teach.”



## CTE PARTICIPANT ENROLLMENT 2020-2021

### Postsecondary and Secondary



Source: The Perkins Collaborative Resource Network

### STATE CTE DIRECTOR DIVERSITY AND EXPERIENCE

To achieve this vision, we must acknowledge and act upon the reality before us:

- U.S. demographics are changing: The demographics of the typical American learner are shifting to a majority minority population.<sup>1</sup>
- State CTE leadership is mostly White and is turning over at rapid rates, a trend exacerbated by the coronavirus pandemic. In the 2019 Advance CTE Member Services Survey, 87 percent of the State CTE Directors that responded identified as White.

To ensure that CTE leaders look like CTE learners, we must diversify the CTE workforce.

Number of Directors	Years of Experience
5	7+
1	10+



Note: based on a straw poll conducted at Advance CTE's 2022 Spring State Leadership Retreat

<sup>1</sup> Gagnon, E., Johannsen, B. K., & López-Salido, D. (2021). Understanding the new normal: The role of demographics. *IMF Economic Review*, 69, 357–390. <https://doi.org/10.1057/s41308-021-00138-4>



# USING THE TOOLKIT



The Building a Diverse CTE Leadership Pipeline Toolkit consists of a suite of tools and resources:

**Part 1:** An Introduction to the Building a Diverse CTE Leadership Pipeline Toolkit offers an overview of the goals and purpose of building a CTE leadership pipeline, as well as a full list of the components of the toolkit.

**Part 2:** [An Overview of the Advance CTE Leaders Fellowship](#) enables CTE leaders to learn from Advance CTE's experiences associated with administering and facilitating the Postsecondary State Career Technical Education Leaders Fellowship at Advance CTE – Sponsored by ECMC Foundation.

**Part 3:** [Building a Diverse CTE Leadership Pipeline Toolkit Guide](#) is a comprehensive document with guiding questions, recommendations and additional resources to assist CTE leaders with replicating the Advance CTE processes to develop a leadership pipeline program.

**Part 4:** [Building a Diverse CTE Leadership Pipeline Workbook](#) is a plug-and-play resource aligned with the guiding questions and recommendations from the guide to allow CTE leaders to actively design their CTE leadership program as they work through the guide. The workbook includes additional tools to facilitate program development.



## Additional Resources

- [Advancing Equity in CTE blog series](#): A four-part blog series that makes the case for creating a diverse leadership pipeline with a review and assessment of current state leadership programs and a brief introduction to the equity-minded leadership framework.
- [Annotated Bibliography](#): 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.
- [Elevating Knowledge briefs](#): Policy recommendations for state leaders and potential action steps for the field based on the findings of the Fellows' research to elevate a new and more demographically diverse generation of CTE leaders.
- [Journey to CTE Leadership video series](#): The authentic journey of a diverse group of Fellows on their pathway to state CTE leadership roles in agencies and postsecondary institutions.

This introduction is the first step in delving into the Building a Diverse CTE Leadership Pipeline Toolkit and frames the purpose of this necessary, but difficult, work for CTE leaders and their stakeholders.



## Acknowledgments

The success of the Advance CTE – ECMCF Fellows and the Fellowship in general is attributable to the host of visionary leaders and diligent contributors who provided resources, time and expertise to this endeavor: our generous sponsor [ECMC Foundation](#); former Advance CTE Executive Director Kimberly Green; the NAC; Dr. Debra Bragg; [Education Strategy Group](#); Fellowship consultant, advisory committee member, and coach recruiter Dr. Kumea Shorter-Gooden; the 30 coaches from across the nation in various leadership positions in state postsecondary CTE agencies and postsecondary institutions; guest speakers from national organizations and CTE and workforce agencies; real-world project reviewers; and the Advance CTE staff: Dr. Kevin R Johnson Sr. (Senior Advisor and Fellowship Lead), Amy Hodge (Policy Associate and Fellowship Coordinator), Stacy Whitehouse (Associate Director, Communications), and Jodi Langellotti (Communications Associate).

The Postsecondary State Career Technical Education Leaders Fellowship at Advance CTE – Sponsored by ECMC Foundation (The Fellowship) strives to address the growing shortage of state postsecondary CTE leadership by closing racial representation gaps and removing equity barriers to leadership advancement. Through individualized support, intentional network building and a real-world fellowship project, Advance CTE – ECMCF Fellows will gain the skills and network to pursue leadership positions and advance high-quality, equitable state postsecondary CTE systems.