



# Career and Technical Education: Comprehensive Local Needs Assessment

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A Systemic Review Guidebook for Postsecondary Schools

Office of College and Career Pathways

2024 - 2026

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## Document Control Information

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### DOCUMENT HISTORY

Document Version	Date	Summary of Change
1.0	February 2024	Initial Document

## Purpose

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The federal Strengthening Career and Technical Education for the 21st Century Act (Perkins V), provides funding to support educators in developing the technical and employability skills and academic knowledge of secondary and postsecondary education students enrolling in career and technical education (CTE) programming.

Perkins V requires that grant recipients complete a Comprehensive Local Needs Assessment (CLNA) every other year to identify needs or gaps that should be addressed to strengthen the delivery of high-quality CTE programming.

The Maryland State Department of Education (MSDE) has created this document to assist you in conducting your CLNA. Information contained within it also will help you to align your improvement efforts with the College and Career Readiness Pillar contained in the Blueprint for Maryland's Future. Key action steps include assessing the alignment of CTE programs of study (POS) to labor market needs; reviewing student participation and performance in CTE coursework; evaluating site progress in making CTE offerings accessible to students; and considering efforts to recruit, train, and retain CTE instructors.

Results from this CLNA should be incorporated into your Perkins V Local Application, which details how you plan to use federal funds to improve CTE instruction and expand equitable student access to quality programs.

The Comprehensive Local Needs Assessment and the Local Application will be reviewed and approved on a rolling basis, and must be fully completed by the Community College, negotiated (CC and MSDE), and approved by the State Director of Career and Technical Education or their designee prior to July 1<sup>st</sup> of each year.

If you have questions about how to use this guide, please contact your designated Postsecondary Program Coordinator in the Office of College and Career Pathways.

## Instructions

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Conducting this needs assessment will take several months to complete and must precede the creation of your 2024-25 Perkins V Local Application.

This guide provides a framework to help you investigate the status of your CTE programming and identify areas for improvement. It is organized into six sections:

- Guiding Principles
- Assembling a Stakeholder Team
- Component A: Labor Market Alignment
- Component B: Student Participation and Persistence
- Component C: Program Performance
- Component D: Professional Development

While you may choose to cover topics in any order, you should begin by assembling a stakeholder team to inform your effort. This group must include representatives from the stakeholder groups that are identified in the Perkins V legislation.

You may complete this document online or electronically by typing directly into the provided fillable fields. Alternatively, you may print out a copy of this form and enter information by hand. Do not alter or remove sections. Those choosing to complete the document offline should upload a completed copy using SharePoint.

## Guiding Principles and Logic Model

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### OVERVIEW

MSDE has identified a set of guiding principles to inform the creation of CTE programming. It includes the expectation that all learners should have access to high-quality CTE coursework that:

- aligns to high-skill, high-wage, in-demand careers,
- leads to industry-recognized and/or postsecondary credentials that supports entrance or advancement in a specific career cluster, and
- offers career-based learning experiences (e.g., work-based learning, apprenticeship) that require the application of academic and technical knowledge and skills in a work setting.

### LOGIC MODEL

Despite the growing emphasis on CTE as a pivotal pathway for students in Maryland, there is a significant gap in the systematic evaluation of current CTE programs. Maryland's dedication to aligning educational experiences with the demands of the real-world labor market faces challenges:

1. Lack of Comprehensive Oversight: There isn't a unified method to holistically assess the state's CTE programming capacity. This absence has led to disparities among various student groups across CTE clusters, hindering equitable access to quality education.
2. Inefficient Funding Application Process: Potential CTE grantees in Maryland lack a structured Local Application process for Perkins V grant funds, affecting their ability to optimally leverage these resources for student outcomes.

The combined effect of these challenges puts Maryland's CTE programs at risk of not fully aligning with the Perkins V requirements and, more importantly, not meeting the evolving needs of students and the labor market. Consequently, there is an urgent need for a systematic approach to bridge these gaps, ensuring the delivery of equitable, high-quality career and technical training that truly mirrors labor market demands.

Resources	Strategies	Outputs	Short-Term Outcomes	Long-Term Outcomes	Impacts
<b>Tangible:</b> Funding from Perkins V	Develop a CLNA	Comprehensive report detailing current state of CTE programs	Identification of gaps and disparities in CTE programs	Enhanced quality and inclusivity of CTE programs	A workforce better prepared for Maryland's labor market demands
<b>Tangible:</b> Labor Market Information (LMI) Data	Analyze LMI to align CTE programs with labor market demands	List of high-demand sectors and occupations in Maryland	CTE curriculum adjustments based on labor market needs	Improved alignment of CTE tracks with workforce demands	Higher employment rates for CTE program graduates
<b>Tangible:</b> Interview and Focus Group	Conduct interviews and focus groups with stakeholders	Collection of feedback and insights from stakeholder groups	Immediate feedback loop established with stakeholders	Strengthened collaboration and partnerships	Enhanced stakeholder trust and investment in CTE programs
<b>Intangible:</b> Expertise in CTE Programming	Design a structured Local Application process for Perkins V funding	Guideline document for potential CTE grantees	Streamlined application process for Perkins V funding	Increased number of high-quality grant applications, earlier in the process	Optimal leverage of grant funds for improved student outcomes
<b>Intangible:</b> Stakeholder Relationships	Engage regularly with stakeholders for continuous feedback	Periodic stakeholder engagement sessions	Fostered sense of community ownership and involvement	Stronger community ties and support for CTE programs	CTE programs that resonate more deeply with community needs
<b>Intangible:</b> Knowledge of federal and state education guidelines	Ensure CTE programs align with Perkins V, the Blueprint for Maryland's Future, and other relevant guidelines	Regular compliance checks and reports	Immediate course correction when misalignments are found	Consistent alignment with state and federal guidelines	Sustained funding and support for CTE programs due to compliance



**INTERPRETATION**

1. **IF** we intentionally and strategically allocate Perkins funding in the planning process, **THEN** we can develop a CLNA leading to a comprehensive report that identifies gaps in the CTE programs, ultimately enhancing the quality and inclusivity of CTE programs and preparing the workforce better for Maryland's labor market demands.
2. **IF** we utilize LMI data, **THEN** we can better align CTE programs with current labor market demands, leading to adjustments in the CTE curriculum, improving the alignment of CTE tracks with workforce demands, and resulting in higher employment rates for CTE program graduates.
3. **IF** we employ interview and focus groups effectively, **THEN** we can gather valuable feedback from stakeholders, establishing an immediate feedback loop, strengthening collaboration, and enhancing stakeholder trust and investment in CTE programs.
4. **IF** we leverage our expertise in CTE programming, **THEN** we can design a structured Local Application process for Perkins V funding, streamlining the application process, increasing the number of successful grant applications, and optimizing the use of grant funds for improved student outcomes.
5. **IF** we nurture and maintain stakeholder relationships, **THEN** we can engage more deeply and regularly for feedback, fostering a sense of community ownership, strengthening community ties, and creating CTE programs that resonate more deeply with community needs.
6. **IF** we stay updated on federal and state education guidelines, **THEN** we can ensure consistent alignment of CTE programs with these guidelines, leading to immediate course corrections when needed, sustained alignment, and thereby securing sustained funding and support for CTE programs

**PROGRAM DESIGN**

All CTE programming in Maryland must be delivered through Programs of Study (POS) developed by the state or a local school system. To be considered “state approved,” each program of study must meet these criteria:

- Strengthens the academic, career, and technical skills of students to prepare them for careers and further education.
- Incorporates input from diverse stakeholder groups, including industry and postsecondary partners
- Fits within one of 10 state-recognized career clusters that help students learn about their work options so that they may make informed career decisions.
- Includes opportunities for students to earn industry or postsecondary credentials and participate in career-based learning experiences.
- Prepares students for both college and careers through the completion of a planned sequence of coursework that blends academic, technical, and workplace skills.
- Incorporates a coherent set of academic, employability, and technical skills based on national and state standards that offer students a competitive advantage in the workplace.
- Offers multiple options to prepare students for entry into careers and further education through articulation agreements, supervised career-based learning experiences (e.g., work-based learning, internship, apprenticeship, etc.), and/or industry-mentored or capstone projects.
- Is based on enrollment and outcome data to inform program improvement and increase student performance.

Refer to these criteria as you conduct your CLNA to ensure your programming is rigorous and of uniformly high quality.

**STUDENT ENGAGEMENT**

A CTE POS includes a course sequence from grades nine through 12 and two or more years of postsecondary education courses. A student may meet the following thresholds of engagement:

**Participant** — Student completing not less than one credit in a MSDE approved CTE POS.

**Concentrator** — Students who have earned at least 12 credits in a CTE POS or completed such a program if the program encompasses fewer than 12 credits or the equivalent in total in a MSDE approved CTE POS.

**Completer** — Student who meets all requirements in a state approved CTE POS.

**PROGRAM DELIVERY**

Local school systems must meet **Size, Scope, and Quality** criteria to qualify for federal funding. Detailed information on these and additional expectations relating to CTE programming can be found in Maryland’s [Policies & Procedures for the Development & Continuous Improvement of Career and Technical Education Programs of Study](#).

Any program that fails to meet all the following criteria will need to be brought into compliance or removed from your program approval request, invalidating it for Perkins V funding. While you are not expected to develop plans to address deficiencies as part of the CLNA process, you are encouraged to assess each CTE POS against these criteria to help prepare for developing your local application.

SIZE
At least two state-approved CTE POSs are offered in recognized clusters.
Each POS consists of a coordinated, non-duplicative sequence of academic and technical coursework comprising at least 3 credits.
Each CTE concentrator-level course (typically the 3rd in a program) has a minimum of 10 concentrators over a 4-year period. If not, evidence must be offered of continued progress toward meeting this requirement.
Each POS has the required number of staff, availability of equipment, and student access to facilities.

SCOPE
Curricula are aligned to state-approved industry standards that allow students to earn recognized credentials, certifications, licenses, college credit, or degrees
Curricula offer a progression from secondary to postsecondary education and/or employment (including attainment of an industry-recognized credential or apprenticeship), and from community college to bachelor’s degree programs
Curricula allow students to learn and demonstrate academic, technical, and employability skills
Curricula include differentiated supports and modifications to meet the needs of diverse learners
Each CTE student has a written career and academic plan in place that includes the: <ul style="list-style-type: none"> <li>• required courses to complete a POS and graduate</li> <li>• required assessments to earn a certification, license, credential, or degree</li> <li>• required academic assessments to graduate</li> <li>• timeline to take courses, assessments, and complete career-based learning experiences.</li> </ul>

**SCOPE**

All students, regardless of race, color, national origin, sex, or disability, have equitable access to high-quality CTE programs as required by [Code of Maryland Regulation 13A.04.02.04](#)

Approved POSs are guided by Local Advisory Councils and Program Advisory Committees according to the CTE Local Advisory Council and Program Advisory Committee Policies and Procedures (COMAR EA Title 21. Sec.101)

All CTE POS adhere to CTE Development Standards, which are required by [Code of Maryland Regulations 13A.04.02.03](#)

All programs meet the definitions for high-skill, high-wage, in-demand occupations

**QUALITY**

The site achieves or consistently makes progress towards local targets established for state and federal core indicators of performance

POS are delivered by instructors who meet state requirements to teach content at the secondary level

CTE POS are delivered by instructors who earned a minimum of effective on their teacher evaluation as defined by [Code of Maryland Regulation 13A.07.09](#) within three years

Each CTE POS meets all the requirements of the MSDE evaluation criteria found in the Policies and Procedures for the Development and Continuous Improvement of CTE Programs of Study (page 45).

All students, including students in special populations, are offered the opportunity to:

- Participate in at least one career-based learning experience (e.g., work-based learning, internship, apprenticeship, etc.)
- Earn college credit and/or industry credentials
- Participate in CTSOs

Professional learning opportunities, informed by data, are provided for administrators, instructors, faculty, counselors and support personnel to improve student learning outcomes. All secondary professional learning must be guided by the Maryland-endorsed National Learning Standards

Local and state annual data-reporting requirements are met, and reviews conducted of all annual Program Quality Index reports to inform improvement

Human resources are included in the recruitment process to ensure a diverse CTE teacher and faculty member candidate pool

Metrics are used to ensure that CTE teacher and faculty member recruitment strategies are successful

Teacher retention rates are reviewed annually, for the most recent 3 years, with data used to identify the top three contributing factors to CTE teacher and faculty member turnover

## Assembling a Stakeholder Team

Assemble a diverse stakeholder team to assist you in conducting your CLNA. Representation in the listed categories is required by federal statute, except where indicated. While Perkins V requires more than one representative for each group (with an exception for CTE coordinators and data analysts), it is permissible for one person to fulfill up to two roles.

### STAKEHOLDER TEAM COORDINATOR

[This is the individual responsible for planning and holding stakeholder meetings and completing CLNA]

Name	Kendrick Kenney II
Organization	Prince George's Community College
Title	Director, Career & Technical Education
Email	Kenneykn@opgcc.edu

### STAKEHOLDER TEAM MEMBERS

When Selecting Stakeholders, consider:

- Recruit individuals who are knowledgeable about CTE at your site and influential in the field.
- Ensure that members understand the time commitment and can attend all scheduled meetings.
- Perkins V requires *more than one representative for each group* (with an exception for the coordinators and data analyst). Members may not represent more than two stakeholder groups.
- If you are unable to recruit a member to fulfil a required role you should keep a record of your outreach efforts to demonstrate you acted in good faith.

### Stakeholder Team Responsibilities

- Review Maryland Department of Labor employment and projections data, college student participation and performance data, and educator support efforts to identify priority areas for improvement.
- Ensure that program offerings are aligned to local, regional, and/or state employment priorities.
- Help to communicate the importance of delivering high-quality CTE POS in your site and champion local efforts to achieve improvement goals.
- Meet on a quarterly basis to track your progress in improving CTE programming and make annual updates to this needs assessment.

Note that stakeholder team meetings may be held in person, virtually, or using a hybrid approach. If scheduling conflicts make holding a full team meeting impractical, stakeholders may meet in subgroups to review data and consider strategies to strengthen programming. Ultimately, all stakeholders should contribute to identifying challenges and formulating solutions, and publicly support your findings.

## Stakeholder Team Roster

### SECONDARY FEEDER SCHOOLS

Role	Name	Title	Affiliation
Administration (e.g., principal,	Jean Paul Cadet	Director of Career & Technical Education	Prince Goerge's County Public Schools

assistant principal)	Monica Goldson, Ed.D.		Prince George's County Public Schools
	Dr. Michael Gilchrist	Principal	
Professional career or academic counselor	Doreen Hogans	Supervisor - Professional School Counseling	
Instructors	Dr. Marilyn Fitzpatrick	IT/CS Instructor	
Instructional Support and Paraprofessionals (Psychologists, Social Workers, etc.)	Karla Laney	Career Support Coordinator	Prince George's County Public Schools
	Natasha Jones	Case Manager - Homeless Education	

**POSTSECONDARY**

Role	Name	Title	Affiliation
Administration (e.g., dean, division chair)	Dr. Clayton Railey	Executive Vice President & Provost	Prince George's Community College
	Angela Anderson	Dean, Health, Wellness & Hospitality	Prince George's Community College
	Adrienne Washington	Perkins Coordinator	Prince George's Community College
	Laura Ellsworth	Assistant Vice President for Curriculum	Prince George's Community College
Faculty	Folashade Adeleke	Associate Professor, Technology, Engineering & Construction	Prince George's Community College
	LaLinda Street	Professor, Public Safety & Law	Prince George's Community College
	Nicholas Robinson	Professor, Nuclear Medicine	Prince George's Community College

**WORKFORCE**

Role	Name	Title	Affiliation
Local Workforce Development board member	Jeffrey Smith	Manager	DLLR

*Regional Economic Development organization member	Walter Simmons	Program Manager for Apprenticeship and Training	EPG
Local business & industry representative	Brian Smith	Executive Director	EduSerc
	Dr. Jonathan Cresci	Chief Marketing Officer	CMO Fundamental Sounds, LLC

**OTHER**

Role	Name	Title	Affiliation
Parent or caretaker			
Student			
Representative of Special Populations	Lundi Carter	CTE Advisor	Prince George's Community College
Out-of-School youth / unhoused youth / corrections			

\* Not required under Perkins V but recommended to include.

## Component A: Labor Market Alignment

### OVERVIEW

Career programming in Maryland must address the economic and workforce development needs of the state and align to high-skill, high-wage, and/or in-demand (HS/HW/ID) careers. These are defined as:

**High-Skill** — Careers that: (1) require previous work-related skills, knowledge, or experience of one or more years; (2) have a Specific Vocational Preparation (SVP) rating of at least six as defined by [O\\*Net](#); (3) require state or federal licensing or industry-recognized certification; or (4). require a recognized postsecondary credential or degree.

**High-Wage** — Careers that exceed the state average annual wage of \$69,750 in 2022.

**In-Demand** — Careers with a growth rate over ten years of at least 7% or a two-year occupational projected growth of 2.5%.

The Division of Career and College Readiness has evaluated all secondary and postsecondary State and Local approved POS against these HS/HW/ID criteria. Ideally, your CTE POS will meet all three of the criteria, or at least one to qualify for funding. You may access additional information on these programs at the [Maryland CTE Data website](#). The Maryland Department of Labor has also developed [Long Term Occupational Projections](#) thru 2030, which can help you to identify high demand careers and the education and job training necessary to secure them.

### ACTIVITY A.1 : TAKING STOCK

The following table details the CTE POS offered at your college in the 2022-23 school year, their alignment with high-skill, high-wage, and in-demand careers, and the relative proportion of students concentrating in each area. Although it is not *required* that each POS meet the criteria for high-skill, high-wage, *and* in-demand, it should be the goal of each POS to do so.

*Note: Prior to sharing this table with your stakeholder team, you will need to suppress numbers and percentages in cell that do not include the minimum number of students required to protect student confidentiality. Maryland state policy is to suppress data for cells or percentages that are based on fewer than 35 students. Please consult your college policies to determine which data cells should be suppressed and how this information should be communicated (e.g., by entering 'LOW N' or '<35 students' in effected cells.*



Program Code	Program Name	Alignment to current statewide industries			Number of CTE participants 2022-23	Percent of all CTE Participants 2022-23
		HS	HW	ID		
090199	Communications and Media Studies, Other		x	x	41	1%
110203	Computer Prgrmg, Vendor/Product Cert.		x		15	0%
110801	Web Page Digital/Multimedia & Info Research Design		x	x	19	0%
111003	Computer & Information Systems Security		x	x	546	14%
120503	Culinary Arts/Chef Training			x	251	6%
131001	Special Education, General		x	x	9	0%
151202	Computer Technology/Computer Sys Technology		x		177	5%
159999	Engineering-Related Technol./Technicians, Other		x	x	5	0%
190709	Child Care Provider/Assistant			x	148	4%
220302	Legal Assistant/Paralegal		x	x	112	3%
430107	Law Enforcement/Police Science		x	x	229	6%
440000	Human Services, General		x	x	127	3%
460412	Bldg/Constr Site Mngmnt/Mgr		x		73	2%
470104	Computer Installer and Repairer				42	1%
500402	Graphic Design, Commercial Art and Illustration		x	x	224	6%
500502	Technical Theater/Theater Design and Stagecraft		x	x	5	0%
510707	Medical Records Tech./Technician	x	x	x	72	2%
510801	Medical Assistant			x	168	4%
510905	Nuclear Medical Tech./Technician		x	x	22	1%
510907	Medical Radiologic Tech./Technician		x	x	46	1%
510908	Respiratory Therapy Technician		x	x	21	1%
510909	Surgical/Operating Room Technician		x	x	32	1%
513801	Registered Nursing		x	x	266	7%
513901	Licensed Practical Nursing			x	21	1%
520201	Business Administration and Management		x	x	454	12%
520302	Accounting Technician			x	210	5%
520904	Hotel/Motel Administration Management		x	x	70	2%
520907	Event Management			x	1	0%
521001	Human Resources Management		x	x	31	1%
521201	Management Information Systems		x	x	361	9%
521401	Business Marketing and Marketing Management		x	x	86	2%

Are you planning on adding any new or phasing out any existing POS in the upcoming year? If so, which CTE POS(s) are you considering and why?

Program/CIP Code	Adding or deleting	Rational for change
Recording Arts and Sciences	Adding	Degree program added in 2022

**ACTIVITY A.2: ASSESSING PROGRAM ALIGNMENT TO LABOR MARKET AND INDUSTRY NEEDS**

Based on a review of the CTE POS data for high-skill, high-demand, and in-demand standards, rate each statement as a strength or area for improvement. Provide an explanation for any answer with which you identify as an ‘area for improvement.’

	Meets	Area for Improvement	Explanation
Our CTE stakeholders review workforce and economic data to assess current and anticipate future local employment needs in HS/HW/ID industries	x		
Processes are in place to identify and expand college level registered apprenticeship opportunities.	x		
Processes are in place to update or phase out CTE POS that do not align with HS/HW/ID industries		x	We recently hired a Career and Technical Education Director whose primary task will be to develop a process to update and phase out CTE programs of study that do not align with HS/HW/ID and better align/ bridging career and technical education with continuing education.
A majority of our students are concentrating in POS aligned to HS/HW/ID industries	x		
Processes are in place to recruit business and industry stakeholders to participate on Program Advisory Committees	x		

**ACTIVITY A.3: REFLECTION**

Based on your responses in this component of the needs assessment guide, consider the following questions:

- a. What is your rationale for offering programming that is not fully aligned with HS/HW/ID criteria you rated in Activity 1.1)?

The only program that failed to meet the three requirements is Computer Installer and Repairer (there are 42 students currently enrolled). The rationale for offering this specific program is that classes in computer installation and repair help increase overall technical literacy, enabling more individuals to navigate and troubleshoot basic technology issues. These skills are essential for understanding more complex IT systems and can be built upon with further training and education.

- b. What are the top five priorities you will address in the coming year to update or phase out misaligned CTE programs and/or expand student participation in CTE programming aligned with HW/HS/ID careers?

1. Evaluate the alignment of existing CTE programs with current and future workforce needs, focusing primarily on Computer Installer and Repair, Computer Programming, Computer Technology/Computer Systems Technology, to start. We will gather feedback from industry partners, educators, and students to assess the program's strengths and weaknesses.

2. Ensure CTE programs provide relevant skills and knowledge for HW/HS/ID careers by incorporating emerging trends and skills into the curriculum, such as digital literacy, cybersecurity, and advanced manufacturing.

3. Strengthen connections between education and industry to provide real-world learning experiences by hiring a CTE Director to lead efforts to expand partnerships with local businesses, industry leaders, and trade organizations to offer internships, apprenticeships, and job shadowing opportunities.

4. Equip educators with the skills and knowledge needed to deliver high-quality CTE instruction by providing professional development opportunities focused on latest industry trends, technologies, and teaching methods.

## Component B: Student Participation and Persistence

### OVERVIEW

To ensure that all students have equitable access to CTE programming, MSDE encourages colleges to assess rates of student participation and persistence in CTE overall, as well as within each POS offered for the state approved Career Clusters. Enrollments also should be tracked using the disaggregates for student gender, race-ethnicity, and special population status detailed in Perkins V.

### ACTIVITY B.1: TAKING STOCK

The following table asks you to enter the number and percentage of 2023 graduates statewide and in your college who participated in CTE coursework and persisted to achieve concentrator status in CTE programming, disaggregated by selected student demographics.

Please use the disaggregated 2023 statewide graduate data and postsecondary heat maps, provided by MSDE, to fill in the requested information. You may contact staff at MSDE if you have questions about the data to be entered.

Once you have entered the data, review the information to determine whether there are any concerning gaps in student participation and/or persistence. Note that small numbers of students may have large impacts on your participation and concentrator status rates; consequently, use care in interpreting data with cell sizes less than 10 students.

**Note:** Prior to sharing this table with your stakeholder team, you will need to suppress numbers and percentages in cell that do not include the minimum number of students required to protect student confidentiality. Maryland state policy is to suppress data for cells or percentages that are based on fewer than 35 students. Please consult your college policies to determine which data cells should be suppressed and how this information should be communicated (e.g., by entering "LOW N" or "< 25 students" in affected cells).

Student Group	2023 Graduates Statewide				2023 Graduates in Your College			
	Number	Percent	Percent participating in CTE	Percent of participants who achieved concentrator status	Number	Percent	Percent participating in CTE	Percent of participants who achieved concentrator status
All 2023 Graduates					1336		49%	
<b>Gender</b>								
Male					388	36%	41%	
Female					670	63%	59%	
<b>Race-ethnicity</b>								
American Indian					1	0%	0%	
Asian					62	5%	3%	
Black					695	65%	8%	
Hispanic					174	16%	2%	
Multi-race					36	3%	1%	
White					55	5%	0%	
<b>Special Populations</b>								
Economically disadvantaged					387	36%		
English learners					1	0%		
Individuals with disabilities					64	6%		
Nontraditional fields								
Single parents								
Out of workforce								
Unhoused Individuals								
Youth in foster care								

Youth with parent in military					0			
Migrant students								

Note that since special population status is not mutually exclusive (i.e., a student may belong to more than one category), these data may not sum to 100%.

**ACTIVITY B.2: ASSESSING YOUR PROGRAM**

Based on a review of the overall CTE program data—relative to the state and across student groups—rate each statement as a strength or area for improvement. Provide an explanation for any answer with which you identify as an ‘area for improvement.’

	Meets	Area for Improvement	Explanation
Our college ensures all students—irrespective of gender, race, or special population status—are provided unbiased, inclusive, and non-discriminatory information about CTE courses and POS		X	Based on the recommendation within the Monitoring report and an internal self-assessment, the college is currently working on expanding marketing and outreach materials, counseling and advising specifically for English Language Learners. The primary area for improvement in FY25 will focus on providing materials in Spanish.
Our college has processes in place to recruit students traditionally underrepresented in CTE to improve diversity in CTE POS		x	While the college has increased the number of English Language Learner concentrators in CTE, there are not specific processes in place to better serve all traditionally underserved students. The college is expanding student support services to improve diversity within CTE POS.
Processes are in place to ensure that students traditionally underrepresented in CTE have options to <u>enroll</u> in CTE POS	x		
Processes are in place to ensure that students traditionally underrepresented in CTE <u>persist</u> in CTE POS once enrolled	x		
Processes are in place to ensure that all eligible students have equitable access to career-based learning experiences	x		
Career guidance and advisement services are		X	Within the FY25 plan, we are proposing to hire more staff to provide career guidance and advisement services. This will



<p>provided to student prior to enrolling in a CTE POS</p>			<p>significantly enhance the support system for students considering CTE programs. It ensures that all students receive the necessary guidance to make informed decisions, reduces barriers to participation, and improves overall student success and retention in CTE pathways. Perkins currently funds three advisors; we are proposing to add an additional English Language Learner CTE advisor to help with the increase of ELLs.</p>
<p>All students have access to career planning and support services to help them successfully transition to advanced education and/or the workforce</p>	<p>x</p>		

**ACTIVITY B.3: REFLECTION**

Based on your review of your data and responses in Activity B.2, consider the following questions:

1. Are there any student groups in your college that have concerning gaps in their CTE participation or persistence rates? If so, which groups are underperforming?

The most concerning gaps for are English Language Learner (ELL students.) While ELL students make up close to 48% of the CTE enrollment, their graduation rates for 2023 is less than 1%.

2. What are the top five priorities you will address in the coming year to expand student participation in CTE programming and reduce participation and/or persistence gaps among students? *[Note: At least one priority area you identify should address the needs of gender, race-ethnicity, or special population groups.]*

1. Enhancing Outreach and Recruitment Effort- Increase the awareness and interest in CTE programs among English Language Learners and economically disadvantaged students.

2. Providing Comprehensive Support Services - Ensure all students have the resources and support needed to succeed in CTE programs.

3. Improve Inclusivity and Diversity in CTE Enrollment - Reduce disparities in CTE enrollment and ensure equitable access for all students, focusing specifically on economically disadvantaged students.

4. Strengthening Industry Partnerships - Enhance the relevance and appeal of CTE programs within the community, by expanding partnerships with workforce and industry partnerships through

5. Monitoring and Addressing Participation and Persistence Gaps -- Identify and address factors that impact student retention and success in CTE programs by regularly analyzing data to identify trends and gaps among different student groups.

**ACTIVITY B.4: CAREER CLUSTER PARTICIPATION AND PERSISTENCE**

Student participation and persistence rates may differ across Career Clusters. The following table asks you to enter the number and percentage of 2023 college graduates in your college who participated in CTE coursework and persisted to achieve concentrator status a given Career Cluster, disaggregated by selected student demographics. Create a separate table for each CTE Career Cluster offered.

Work with your college data team to find the requested information. You may contact staff at MSDE if you have questions about the data to be entered.

**CLUSTER-LEVEL DATA**

Arts, Media and Communication		
CIP	PPROGRAM	# of Program Graduates
090199	MEDIA PRODUCTION	3
110801	WEB TECHNOLOGY	2
500402	ANIMATION AND SCREEN-BASED DESIGN	2
500402	COMPUTER GRAPHICS	0
500402	GRAPHIC DESIGN	2
500402	VISUAL COMMUNICATION GRAPHIC DESIGN	16
500502	ENTERTAINMENT TECHNOLOGY	0
500502	THEATRE DESIGN & PRODUCTION	1
		26

Business, Management & Finance		
CIP	PROGRAM	# of Program Graduates
520201	BUSINESS MANAGEMENT	19
520201	SMALL BUSINESS MANAGEMENT	3
520302	ACCOUNTING	8
520302	ACCOUNTING PROFESSIONAL	11
521001	HUMAN RESOURCE MANAGEMENT	6
521201	COMPUTER INFORMATION SYSTEMS	1
521401	MARKETING MANAGEMENT	7
	BUSINESS ADMINISTRATION	61
		116

Construction & Development		
CIP	PROGRAM	# of Program Graduates
460401	RESIDENTIAL PROPERTY MANAGEMENT	1
460412	CONSTRUCTION MANAGEMENT	16
		17



Consumer Services, Hospitality & Tourism		
CIP	PROGRAM	# of Program Graduates
120503	CULINARY ARTS	19
520904	HOSPITALITY SERVICES MANAGEMENT	19
520907	MEETING and EVENT MANAGEMENT	0
		38

<b>Health &amp; Biosciences</b>		
<b>CIP</b>	<b>PROGRAM</b>	<b># of Program Graduates</b>
510707	HEALTH INFORMATION TECHNOLOGY	31
510801	MEDICAL ASSISTING	5
510905	NUCLEAR MEDICINE TECH	5
510907	RADIOGRAPHY	19
510908	RESPIRATORY THERAPY	0
510909	SURGICAL TECHNOLOGY	7
513801	NURSING (RN)	57
513901	NURSING (LPN)	0
		124

<b>Human Resource Services</b>		
<b>CIP</b>	<b>PROGRAM</b>	<b># of Program Graduates</b>
131001	EARLY CHILDHOOD SPECIAL EDUCATION	34
190708	MASTERY IN ADMIN OF CHILD CARE PROGRAMS	
190709	EARLY CHILDHOOD ED.	15
220302	PARALEGAL/LEGAL ASSISTANT	17
430107	CRIMINAL JUSTICE	40
440000	HUMAN SERVICES	9
510904	PARAMEDIC	4
		110

Based on your responses in this component of the needs assessment guide, consider the following questions:

- Does it appear that students in your college are participating at rates equivalent to their representation in the population for this CTE cluster? If not, what factors might be affecting their decisions?
  
- Does it appear that all students participating in this cluster are persisting at equivalent rates? If not, what factors might be affecting their decisions?

- 
- How might student participation and persistence in this cluster differ by program of study? Might there be some programs of study that are under- or over-performing the cluster average?
  
  - What are the top five priorities you will address in the coming year to expand student participation in CTE programming and reduce participation and/or persistence gaps among students? *[Note: At least one priority area you identify should address the needs of gender, race-ethnicity, or special population groups.]*
    - Create a marketing and recruitment plan for college-wide CTE programs by creating a website, marketing materials (accessible in multiple languages), hosting career days in partnership with secondary schools.
    - Establish and update articulation agreements with secondary institutions to ensure smooth transitions for students pursuing further education.
    - Strengthen partnerships with local industries to provide students with real-world experiences and internships.
    - Offer comprehensive advising and counseling services to help students navigate their educational pathways and address personal challenges.
    - Provide funding and/or financial aid options to reduce financial barriers for students (vouchers and/or course materials)

## Component C: Program Performance

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Federal law requires that you collect data on the performance of CTE concentrators. The accountability indicators cover a range of outcomes to help you assess whether students are making educational progress, earning recognized postsecondary credentials, concentrating in programs that prepare individuals for non-traditional occupations. These include:

**1P1: Postsecondary placement:** The percentage of CTE concentrators who, during the second quarter after program completion, remain enrolled in postsecondary education, are in advanced training, military service, or a service program that receives assistance under title I of the National and Community Service Act of 1990 (42 U.S.C. 12511 et seq.), are volunteers as described in section 5(a) of the Peace Corps Act (22 U.S.C. 2504(a)), or are placed or retained in employment.

**2P1: Earned recognized postsecondary credential:** The percentage of CTE concentrators who receive a recognized postsecondary credential during participation in or within 1 year of program completion.

**3P1: Non-traditional program concentration:** The percentage of CTE concentrators in career and technical education programs and programs of study that lead to non-traditional fields.

To establish performance expectations, MSDE has set performance targets for each indicator based on an analysis of statewide data. All providers are expected to achieve the performance targets established for each indicator. Moreover, to ensure that all students make progress, you are expected to monitor performance on an annual basis.

In the following table, use your heatmap to fill in your college's performance on the federal measures. On the heatmap, cells highlighted in green indicate your college met or exceeded the statewide performance level; yellow indicates your college performance did not meet the performance level but was within 90% of the target; and red indicates that your college did not meet the performance level and was less than 90% of the target.

Colleges failing to achieve the state performance level are expected to develop a program improvement plan to bring them into compliance.

**COLLEGE PERFORMANCE BY STUDENT GROUP**

	Federal Accountability Indicator 2023 Graduates								
	1P1	2P1	3P1						
State Performance Target	71.33%	44.4	24.5%						
College Performance	68%	38%	35%						
<b>Gender</b>									
Males	77%	39%	12%						
Females	63%	38%	52%						
<b>Race-ethnicity</b>									
American Indian	0	0	33%						
Asian	72%	48%	38%						
Black	70%	38%	36%						
Hispanic	70%	39%	31%						
Multi-race	0%	25%	29%						
White	0%	38%	33%						



**SPECIAL POPULATIONS**

	Federal Accountability Indicator 2023 Graduates						
	1P1	2P1	3P1				
State Performance Target	71.33%	44.4	24.5%				
College Performance	68%	38%	35%				
Economically disadvantaged	68%	38%	33%				
English learners			35%				
Individuals with disabilities		70%	25%				
Nontraditional fields	68%	36%	100%				
Single parents							
Out of workforce							
Homeless individuals	59%	63%					
Youth in foster care							
Youth with a parent in active military							
Migrant students							

\* Data for the 3S1 indicator reflect outcomes for 2022 graduates 6-months following their graduation.

**ACTIVITY C.1: ASSESSING PROGRAM PERFORMANCE**

	List
<p>Looking at <i>overall performance</i>, on which indicators are you <u>substantially underperforming</u>* the college performance target?</p>	<p><b>1P1: Postsecondary placement</b> (Target 71.33%; actual 68%) Clusters of primary concern: Arts, Media &amp; Communication (54%) Business, Management &amp; Finance (70%) Human Resource Services (63%) Construction &amp; Development (0%) Manufacturing, Engineering &amp; Tech (0%)</p> <p><b>2P1: Earned recognized postsecondary credential</b> (Target 44%; actual 38%) Clusters of primary concern: Arts, Media &amp; Communication (42%) Business, Management &amp; Finance (30%) Consumer Services, Hospitality &amp; Tourism (27%) Human Resource Services (35%)</p> <p><b>3P1: Non-traditional enrollment</b> (Target 24.85%; actual 35%) Arts, Media &amp; Communication (0%) Health &amp; Biosciences (13%)</p>
<p>Looking at <i>overall performance</i>, on which indicators are you <u>substantially exceeding</u> the college performance target?</p>	<p><b>1P1: Postsecondary placement</b> (Target 71.33%; actual 68%)</p> <ul style="list-style-type: none"> <li>• Consumer Services, Hospitality &amp; Tourism (77%)</li> </ul> <p><b>2P1: Earned recognized postsecondary credential</b> (Target 44%; actual 38%)</p> <ul style="list-style-type: none"> <li>• Health &amp; Biosciences (54%)</li> <li>• Asian American students exceeded the target by 4%</li> </ul> <p><b>3P1: Non-traditional enrollment</b> (Target 24.85%; actual 35%)</p> <ul style="list-style-type: none"> <li>• Business, Management &amp; Finance (41%)</li> <li>• Consumer Services, Hospitality and Tourism (66%)</li> </ul>

\* Substantially underperforming is defined as achieving an outcome that is less than 90% of the college performance target, and substantially over-performing is achieving an outcome that is more than 110% of the college performance target.

**ACTIVITY C.2: DETERMINING ROOT CAUSES**

1. For each indicator for which you are substantially underperforming the college performance target, identify the key factors that might affect student performance, including any disparities or gaps in performance by program. Ideally, these factors should be the primary drivers of the results that you see.

While the college did not substantially underperform in the area of earned recognized postsecondary credential (we came within 86% of the 2P1 target), some of the key factors that may have led to an underperformance within the Arts & Communication, Business, Management and Finance; Construction & Development; Consumer Services, Hospitality and Tourism and Human Resource Services, include:

- Lack of connection to current workforce needs
  - Lack of preparation for college, with an increased need for developmental support and career and support services
  - Economic hardships that make it difficult to afford tuition, fees and fees (including fees for credentials)
2. The data provided reflect the performance of all students within your college. Remember that aggregate data can hide considerable variation. As you think about strategies to improve performance, consider how program performance might differ within programs of study. Might some programs be performing above or below the site average?

In recent years, the college allocated funding, through Perkins, for the Information Technology cluster to provide a faculty member with release time to focus on credentialing, in addition to providing course materials (books and fees), offering bootcamps and vouchers to test for certifications. Over the last three years, this cluster's performance has increased by 28% (the program impacted the most is Computer & Information Systems Security). The performance improvement in this area is directly related to increased funding support.

**The Health and Bioscience cluster is performing above average in 1P1, 2P1**

3. Resource constraints may affect the activities you might undertake. What might be the most efficient and effective approach to making change (e.g., taking into consideration the relative size of your program enrollments)?

Several programs lack sufficient data within the core indicators due to low participant and program enrollments. The Manufacturing, Engineering and Technology program currently has 4 concentrators, which is a decrease from 2022 (there were 8). Identifying ways to increase enrollment within low-enrolled programs is an example of an effective approach to increase retention and completion.

In addition, providing professional learning opportunities for faculty and staff to learn more about best practices in Career and Technical education, diversity, equity and inclusion and enhancements and/or cutting-edge industry improvements remain a priority.

4. What are the top five priorities you will address in the coming year to improve student performance outcomes on indicators on which you are substantially underperforming? [Note: At least one priority area you identify should address the needs of gender, race-ethnicity, or special population groups.]
  - To increase 1P1 (from 68% to 71%) by adjusting curriculum and course modality offerings, with particular focus on the following clusters (and programs). By ensuring that the curriculum is up-to-date and aligned with industry standards and job market needs and emerging technologies.
    - Art, Media and Communications
    - Human Resource Services
    - Health & Biosciences
  - Increase student support services and advising by hiring CTE advisors for all CTE areas and success coaches within the Health & Bioscience cluster. Additional staff will provide personalized academic and career advising to help students navigate their educational pathways and make informed decisions about their careers.
  - Develop a CTE marketing and recruitment plan, with a specific emphasis on English Language Learners to increase enrollment and persistence among this special population. While ELL are doing well in non-traditional fields (although mostly men) and they make up a high percentage of participant enrollment but have very low completion and retention rates.
  - To better assist economically disadvantaged students in the areas of retention (1P1) and credentials (2P1), the college will work within the Information Technology and Health & Bioscience clusters to provide resources for economically disadvantaged students within each cluster.

## Component D: Recruiting, Developing, and Retraining CTE Educations

The quality of your CTE programming depends upon the skills of your workforce. This extends to all members of your educational team, including full-time faculty, part-time faculty, additional support staff available, and more. Ideally, faculty and staff should also be representative of the populations served and retained over time to promote program sustainability.

### ACTIVITY D.1: REVIEW DATA ON CURRENT STAFF

Reviewing current staff demographics is critical to understanding where there are opportunities to strengthen staff skills and diversify your workforce.

**NAME OF CAREER CLUSTER OR CTE POS:**

Faculty / Staff demographic	Percentage of 2022-23 faculty / staff	Percentage of students participating in CTE programming 2022-23	5-year faculty / staff turnover rate (Percentage of faculty / staff who did not return for years 2018-19 thru 2022-23)		
			Full-time Faculty	Part-time Faculty	Counselors / Support Staff
<b>Gender</b>					
Male					
Female					
<b>Race-ethnicity</b>					
American Indian					
Asian					
Black					
Hispanic					
Multi-race					
White					
<b>Credential</b>					
Properly Licensed					
Granted Temporary Waiver					

**ACTIVITY D.2: ASSESS EDUCATOR SUPPORT OPPORTUNITIES**

It’s critical to create consistent opportunities that allow your faculty/staff to maintain licensure and grow within this field. Professional development is a key strategy for retention and ensuring a high-quality workforce.

Based on your knowledge of professional licensure requirements and the availability of content-specific professional development opportunities across clusters, rate the extent to which you strongly agree or disagree with each statement. Where applicable, please add an explanation for your assessment with examples.

	Strength	Area for Improvement	Explanation
Faculty/staff acquire content-specific professional development required to maintain licensure.	Strongly Agree		Faculty/staff all maintain appropriate credentials for their positions. Many require on-going content-specific professional development for licensure renewal.
Faculty/staff are aware of the requirements to maintain endorsement.	Strongly Agree		Requirements for maintaining endorsement are reviewed with faculty regularly.
Faculty/staff have equal access to content-specific professional development opportunities across industries.	Strongly Agree		Funding for professional development opportunities at PGCC is centralized through the Teaching and Learning Center (TLC). In addition, the TLC collaborates with faculty to conduct/host discipline-specific professional development opportunities on campus.
Data is collected on the effectiveness of professional development to ensure it meets the needs of educators.	Strongly Agree		The TLC collects feedback through surveys at the completion of each professional development opportunity.

## ACTIVITY 4.3: REFLECTION

Based on your responses in this section of the needs assessment guide, consider the following questions:

1. Does your faculty/staff demographic characteristics reflect the students they serve across programs of study?

Faculty demographic characteristics for most programs reflect the students they serve. The college has a strong commitment to diversifying the workplace.

2. Are instructors adequately credentialed, including licenses, certifications, or endorsements for the courses they're teaching? If not, what mechanisms can be put in place to get them endorsed, or what recruitment efforts are necessary to attract properly credentialed instructors?

All instructors possess the required credentials for the courses they are teaching. Faculty are encouraged to pursue additional certifications related to their discipline. The college has a program in place through which faculty may apply for reimbursement for exam fees associated with acquisition of new credentials.

3. To what extent does your institution offer regular, substantive content-specific professional development opportunities? Do all faculty/staff members have equal awareness of, and opportunities to participate in content-specific professional development opportunities, necessary to maintain their industry credentials and endorsements?

The college provides many professional development opportunities and, in some disciplines, offers content-specific professional development opportunities. Required content-specific professional development for some disciplines, such as nursing and allied health, must be acquired through a recognized RCEEM (Recognized Continuing Education Evaluation Mechanism). The college maintains a budget to support attendance at conferences for faculty to participate in approved activities.

4. What barriers exist to offering and participating in content-specific professional development?

For small programs with lower enrollment, strategies use to retain students, enhance the curriculum and/or expand program offerings may be difficult because there are very few faculty to teach within the classroom and these same faculty members need professional learning.

Professional learning opportunities for content-specific professional development may conflict with teaching schedules or place financial burden on the college (conferences and credential exams may exceed cluster funding allocations).

5. What are the top five priorities you might wish to address in the coming year to recruit, develop, and retain CTE instructors and improve their professional skills?

1. Hire a Career and Technical Education Director to oversee the expansion of CTE at the college, in partnership with the Teaching and Learning department. Under the oversight of the Director, the college will create professional learning opportunities for instructors.

2. Provide support for instructors to participate in continuous professional development opportunities to help instructors stay updated with the latest industry trends, technologies, and teaching methodologies.
3. Create mentorship programs for postsecondary and secondary instructors to work collaboratively.
4. Focus on high impact practices and incorporation of experiential learning experiences in teaching and Increase faculty use of active learning strategies in courses.



## Next Steps

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With the completion of the CLNA), you are now poised to embark on the crucial next phase of securing Perkins V funding. This stage involves translating the insights and findings from the CLNA into actionable and strategic plans.

### **UTILIZING CLNA ANALYSIS FOR LOCAL PERKINS APPLICATION S.M.A.R.T.I.E. GOAL SETTING**

The first step for postsecondary schools is to use their CLNA analysis to formulate S.M.A.R.T.I.E. goals. These goals should be Specific, Measurable, Achievable, Relevant, Time-bound, Inclusive, and Equitable. The essence of this process is to ensure that the goals set for CTE programs are not only aligned with the identified needs and opportunities but are also focused on inclusivity and equity.

Postsecondary schools should look at areas highlighted in the CLNA, such as skill gaps, program areas needing enhancement, and disparities in student participation and success rates. From here, specific goals can be set. For example, if the CLNA indicated a gap in technology-related skills among students, a S.M.A.R.T.I.E. goal could be to increase enrollment in technology-focused CTE programs by 15% within the next two years while ensuring equitable access for all student groups.

### **CONNECTING GOALS TO AN ANNUAL BUDGET FOR PERKINS FUNDING**

Once S.M.A.R.T.I.E. goals are established, postsecondary schools must then align these objectives with an annual budget for Perkins funding. This budgeting should be a reflective exercise, considering not just the cost of program enhancements but also the broader resources required to meet these goals. This includes faculty development, curriculum updates, equipment purchases, and any necessary infrastructure improvements.

For instance, if one of the goals is to enhance a manufacturing CTE program, the budget may include expenses for new machinery, professional development for educators to teach advanced manufacturing techniques, and outreach initiatives to increase program enrollment.

### **ENSURING ALIGNMENT WITH PERKINS REQUIREMENTS**

Throughout this process, postsecondary schools need to ensure that their plans align with the requirements of the Perkins V Act. This means that the goals, strategies, and budgeted activities should contribute to developing more effective and equitable CTE programs, as stipulated by Perkins V.