



# 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
2.0	April 2024	Modified data tables in Activity B.1

## 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>
All students, regardless of race, color, national origin, sex, or disability, have equitable access to high-quality CTE programs as required by <a href="#">Code of Maryland Regulation 13A.04.02.04</a>
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 <a href="#">Code of Maryland Regulations 13A.04.02.03</a>
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 <a href="#">Code of Maryland Regulation 13A.07.09</a> 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).
<p>All students, including students in special populations, are offered the opportunity to:</p> <ul style="list-style-type: none"> <li>• Participate in at least one career-based learning experience (e.g., work-based learning, internship, apprenticeship, etc.)</li> <li>• Earn college credit and/or industry credentials</li> <li>• Participate in CTSOs</li> </ul>
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	Karen King-Sheridan
Organization	Baltimore City Community College
Title	Assistant Vice President, Academic Engagement and Partnerships
Email	kkingsheridan@bccc.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, assistant principal)	Stan Wolfe	<i>Coordinator, Career Readiness</i>	Baltimore City Public Schools
	Adenike Akintilo	Manager – Work Based Learning	Baltimore City Public Schools
Professional career or academic counselor			
Instructors	Shanmugavel Rajendran	AP Science Teacher	Western High School
Instructional Support and Paraprofessionals (Psychologists, Social Workers, etc.)			

### POSTSECONDARY

Role	Name	Title	Affiliation
Administration (e.g., dean, division chair)	Dr. Anil Malaki	Associate Dean	Baltimore City Community College
	Dr. Bob Iweha	Interim Associate Dean	Baltimore City Community College
	Dr. Mahmood	Dean	Baltimore City Community College
	Dr. Phillip Powell	Dean	Baltimore City Community College
	Dr. Anthony McEachern	Associate Dean	Baltimore City Community College
	Mr. Scott Saunders	Associate Dean	Baltimore City Community College
Faculty	Dr. Ye Liu	Prof., Engineering	Baltimore City Community College
	Dr. Woolford Hudgins	Prof., Nursing	Baltimore City Community College
	Dr. George Andrews	Prof., Addiction Counseling	Baltimore City Community College

### WORKFORCE

Role	Name	Title	Affiliation
Local Workforce Development board member	Michael Thomas	VP, Workforce Development and Continuing Education	Baltimore City Community College

*Regional Economic Development organization member			
Local business & industry representative	Vanessa Freund	Chief of Innovation and Strategic Partnerships	Small and Minority Business Advocacy and Development

**OTHER**

Role	Name	Title	Affiliation
Parent or caretaker			
Student			
Representative of Special Populations			
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	Alignment to current statewide industries (enter ü)			Number of CTE participants 2022-23	Percent of all CTE Participants 2022-23
Example	HS	HW	ID	###	100%
Accounting		X	X	80	5%
Addiction Counseling/ Allied Human Services			X	206	14%
Biotechnology		X	X	41	3%
Business-Business Management/Marketing		X	X	170	11%
Computer Information Systems & Information Technology Basic Skills			X	151	10%
Computer-Aided Draft. & Design		X		23	2%
Construction Supervision		X	X	12	1%
Cyber Security and Assurance		X	X	124	11%
Dental Hygiene		X	X	46	3%
Early Childhood Education		X	X	170	11%
Electrical Engineering		X	X	21	1%
Emergency Medical Services			X	10	1%
Fashion Design		X	X	43	3%
Health Information Technology	X	X	X	9	1%
Law Enforcement & Correctional Admin.		X	X	58	4%
Legal Assistant		X	X	30	2%
Licensed Practical Nursing			X	184	12%
Nursing		X	X	15	1%

Office Administration		X		11	1%
Physical Therapist Assistant			X	21	1%
Respiratory Care		X	X	22	1%
Robotics/Mechatronics Technology		X	X	11	1%
Special Education Assistant		X	X	6	0%
Surgical Technologist		X	X	12	1%
Teacher Education, General		X	X	4	0%
Transportation and Supply Chain Mngt		X	X	25	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
Cybersecurity Digital Forensics 430403	Adding	The Cybersecurity Digital Forensics CIP crosswalks to Standard Occupational Classification (SOC) 15-1212 Information Security Analysts, which is expected to grow 32% between 2022 and 2032. The Bureau of Labor Statistics reports that Information Security Analysts industries requiring skills associated with Cybersecurity Digital Forensics include Accounting, Tax Preparation, Computer Systems and Design, Computing Infrastructure, and Data Processing which offer high wage and in demand job opportunities.

**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	BCCC is in the process of developing crosswalks between non-credit and credit courses and programs which will require stakeholders to assess future employment needs.
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	BCCC will utilize its program review process to evaluate program of study alignment with HS/HW/ID careers. The College will engage external industry partners and credentialing bodies in aligning programs.
A majority of our students are concentrating in POS aligned to HS/HW/ID industries		X	BCCC will embed CTE micro credentialing into coursework across programs as an opportunity for students to receive CTE credentials.
Processes are in place to recruit business and industry stakeholders to participate on Program Advisory Committees		X	BCCC recently approved an Academic Program Advisory Committee policy. The procedures/processes are forthcoming.

**ACTIVITY A.3: REFLECTION**

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

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

According to the Maryland CTE Data website, all BCCC POS align with the high wage and high demand criteria. All programs in the School of Nursing and Health Professions meet all three criteria -- high skills, high wage, and high demand criteria.

2. 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?

The College's priorities to update programs and expand student participation are to:

- embed CTE certifications into coursework.
- develop CTE non-credit to credit crosswalks.
- host the annual STEM Symposium.
- expand tutoring and student support services for CTE programs.
- execute targeted recruitment for CTE STEM programs.

## 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 data 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 '<35 students' in effected 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	20,213	100			420	100%	68.3%	68.3%
<b>Gender</b>								
Male	6157	30.46			118	28.1%	20.2%	20.2%
Female	14056	69.54			302	71.9%	50.5%	50.5%
<b>Race-ethnicity</b>								
American Indian	77	0.38			1	0.2%	0.0%	0%
Asian	1,502	7.43			16	3.8%	0.0%	0%
Black	5,129	25.37			337	80.2%	57.6%	57.6%
Hispanic	2,127	10.52			0	0.0%	0%	0%
Multi-race	785	3.88			13	3.1%	0%	0%
White	9,153	45.28			31	7.4%	0%	0%
<b>Special Populations</b>								
Economically disadvantaged	-	-			-	-	46.4%	46.4%
English learners	-	-			-	-	0.0%	0.0%
Individuals with disabilities	-	-			-	-	0.0%	0.0%
Nontraditional fields	-	-			-	-	10.7%	10.7%
Single parents	-	-			-	-	0.0%	0.0%
Out of workforce	-	-			-	-	0.0%	0.0%
Unhoused Individuals	-	-			-	-	0.0%	0.0%
Youth in foster care	-	-			-	-	0.0%	0.0%
Youth with parent in military	-	-			-	-	0.0%	0.0%
Migrant students	-	-			-	-	0.0%	0.0%

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%.

\*\*Note: 7.14% of students are not included. The race-ethnicity associated with these students is Foreign/Non-Resident Alien or Unknown/Not Reported.

**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		
Our college has processes in place to recruit students traditionally underrepresented in CTE to improve diversity in CTE POS	X		
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 provided to student prior to enrolling in a CTE POS	X		
All students have access to career planning and support services to help them successfully transition to advanced education and/or the workforce	X		

**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?

Yes. Female students are underrepresented participants in CTE STEM programs.

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.]*

The College's priorities to expand female participation and persistence are to:

- execute targeted recruitment for CTE STEM programs.
- host the annual STEM Symposium.
- coordinate hands-on STEM enrichment activities.
- foster connections between students and STEM professionals.
- expand tutoring services for CTE programs.

BCCC will collaborate with local high schools to coordinate recruiting events geared toward female students. BCCC will also host a STEM Symposium and showcase female participant STEM projects.

**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.

**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.



**Career Cluster Name: BUSINESS MANAGEMENT AND FINANCE****PROGRAMS OF STUDY WITHIN CLUSTER:**

Name	Number Program Graduates 2023
Accounting	-
Business: Marketing and Management AOCs	-
Health Information Technology/Coding Specialist	-
Office Administration	-

Student Group	Participation Rate			Persistence Rate
	2023 College Graduates (A)  420	2023 College graduates participating in this cluster (B) For CTE Cluster	Percentage point difference (A-B)	2023 College graduates who participated in this cluster and achieved CTE concentrator status
All 2023 Graduates	100%	100%	0	100%
<b>Gender</b>				
Male	28.1%	-	-	100%
Female	71.9%	-	-	100%
<b>Race-ethnicity</b>				
American Indian	0.2%	0%	.2	100%
Asian	3.8%	0%	3.8	100%
Black	80.2%	82.1%	1.9	100%
Hispanic	0%	0%	0	100%
Multi-race	3.1%	0%	3.1	100%
White	7.4%	0%	7.4	100%
<b>Special Populations</b>				
Economically disadvantaged	-	75.0%	-	100%
English learners	-	0%	-	100%
Individuals with disabilities	-	0%	-	100%
Nontraditional fields	-	46.4%	-	100%
Single parents	-	0%	-	100%
Out of workforce	-	0%	-	100%
Unhoused Individuals	-	0%	-	100%
Youth in foster care	-	0%	-	100%

Youth with parent in military	-	0%	-	100%
Migrant students	-	0%	-	100%

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

1. 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?

Data on gender was not provided in some areas of the storyboard.

Black students' participation exceeds the population representation rate. Students of other races-ethnicities do not participate at a rate equivalent to their representation. These students may have completed non-CTE programs.

2. Does it appear that all students participating in this cluster are persisting at equivalent rates? If not, what factors might be affecting their decisions?

Yes.

3. 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?

Based on race-ethnicity, black students are over-represented, and all other groups are under-represented in participation and persistence for all programs of study in this cluster.

### Career Cluster Name: HEALTH AND BIOSCIENCES

#### PROGRAMS OF STUDY WITHIN CLUSTER:

Name	Number Program Graduates 2023
Addiction Counseling	-
Dental Hygienist	-
Practical Nursing	-
Registered Nursing	-
Respiratory Care	-
Surgical Technologist	-

Student Group	Participation Rate			Persistence Rate
	2023 College Graduates (A)  420	2023 College graduates participating in this cluster (B) For CTE Cluster	Percentage point difference (A-B)	2023 College graduates who participated in this cluster and achieved CTE concentrator status
All 2023 Graduates	100%	100%		
<b>Gender</b>				
Male	28.1%	13.8%	14.3	100%
Female	71.9%	86.2%	14.3	100%
<b>Race-ethnicity</b>				
American Indian	0.2%	0%	.2	100%
Asian	3.8%	0%	3.8	100%
Black	80.2%	90.8%	10.6	100%
Hispanic	0.0%	0%	0	100%
Multi-race	3.1%	0%	3.1	100%
White	7.4%	0%	7.4	100%
<b>Special Populations</b>				
Economically disadvantaged	-	78.9%	-	100%
English learners	-	0%	-	100%
Individuals with disabilities	-	0%	-	100%
Nontraditional fields	-	11.0%	-	100%
Single parents	-	0%	-	100%
Out of workforce	-	0%	-	100%
Unhoused Individuals	-	0%	-	100%
Youth in foster care	-	0%	-	100%
Youth with parent in military	-	0%	-	100%
Migrant students	-	0%	-	100%

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?

No. Male students have limited exposure to male mentors in female-dominated fields and may lack awareness of CTE careers and earnings potential within this cluster.

Black students' participation exceeds the population representation rate. Students of other races-ethnicities do not participate at a rate equivalent to their representation. These students may have completed non-CTE programs.

2. Does it appear that all students participating in this cluster are persisting at equivalent rates? If not, what factors might be affecting their decisions?

Yes

3. 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?

All programs in this cluster are underrepresented by males.

Based on race-ethnicity, black students are over-represented, and all other groups are under-represented in participation and persistence for all programs of study in this cluster.

**Career Cluster Name: HUMAN RESOURCE SERVICE****PROGRAMS OF STUDY WITHIN CLUSTER:**

Name	Number Program Graduates 2023
Early Childhood Education	-
Emergency Medical Services/Paramedicine	-
Law Enforcement/Criminal Justice	-
Legal Assistant	-
Special Education	-

Student Group	Participation Rate			Persistence Rate
	2023 College Graduates (A)  420	2023 College graduates participating in this cluster (B) For CTE Cluster	Percentage point difference (A-B)	2023 College graduates who participated in this cluster and achieved CTE concentrator status
All 2023 Graduates	100%	100%		
<b>Gender</b>				
Male	28.1%	-	-	100%
Female	71.9%	-	-	100%
<b>Race-ethnicity</b>				
American Indian	0.2%	0%	.2	100%
Asian	3.8%	0%	3.8	100%
Black	80.2%	88.3%	8.1	100%
Hispanic	0.0%	0%	0	100%
Multi-race	3.1%	0%	3.1	100%
White	7.4%	0%	7.4	100%
<b>Special Populations</b>				
Economically disadvantaged	-	75.0%	-	100%
English learners	-	0%	-	100%
Individuals with disabilities	-	0%	-	100%
Nontraditional fields	-	0%	-	100%
Single parents	-	0%	-	100%
Out of workforce	-	0%	-	100%
Unhoused Individuals	-	0%	-	100%
Youth in foster care	-	0%	-	100%
Youth with parent in military	-	0%	-	100%
Migrant students	-	0%	-	100%

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

1. 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?

Data on gender was not provided in some areas of the storyboard.

Black students’ participation exceeds the population representation rate. Students of other races-ethnicities do not participate at a rate equivalent to their representation. These students may have completed non-CTE programs.

2. Does it appear that all students participating in this cluster are persisting at equivalent rates? If not, what factors might be affecting their decisions?

Yes

3. 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?

Based on race-ethnicity, black students are over-represented, and all other groups are under-represented in participation and persistence for all programs of study in this cluster.

Career Cluster Name: INFORMATION TECHNOLOGY

PROGRAMS OF STUDY WITHIN CLUSTER:

Name	Number Program Graduates 2023
Cyber Security and Assurance	-
Computer information Systems/Information Technology	-

Student Group	Participation Rate			Persistence Rate
	2023 College Graduates (A)  420	2023 College graduates participating in this cluster (B) For CTE Cluster	Percentage point difference (A-B)	2023 College graduates who participated in this cluster and achieved CTE concentrator status
All 2023 Graduates	100%	100%		
<b>Gender</b>				
Male	28.1%	70.1%	42.0	100%
Female	71.9%	29.9%	42.0	100%
<b>Race-ethnicity</b>				
American Indian	0.2%	0%	.2	100%
Asian	3.8%	0%	3.8	100%
Black	80.2%	82.1%	1.9	100%
Hispanic	0%	0%	0	100%
Multi-race	3.1%	0%	3.1	100%
White	7.4%	0%	7.4	100%
<b>Special Populations</b>				
Economically disadvantaged	-	47.8%	-	100%
English learners	-	0%	-	100%
Individuals with disabilities	-	0%	-	100%
Nontraditional fields	-	29.9%	-	100%
Single parents	-	0%	-	100%
Out of workforce	-	0%	-	100%
Unhoused Individuals	-	0%	-	100%
Youth in foster care	-	0%	-	100%
Youth with parent in military	-	0%	-	100%
Migrant students	-	0%	-	100%

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?

No. Female students have limited exposure to female mentors in male-dominated fields and may lack awareness of CTE careers and earnings potential within this cluster.

Black students' participation exceeds the population representation rate. Students of other races-ethnicities do not participate at a rate equivalent to their representation. These students may have completed non-CTE programs.

2. Does it appear that all students participating in this cluster are persisting at equivalent rates? If not, what factors might be affecting their decisions?

Yes

3. 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?

All programs in this cluster are underrepresented by females.

Based on race-ethnicity, black students are over-represented, and all other groups are under-represented in participation and persistence for all programs of study in this cluster.

### Career Cluster Name: MANUFACTURING, ENGINEERING, AND TECHNOLOGY

#### PROGRAMS OF STUDY WITHIN CLUSTER:

Name	Number Program Graduates 2023
Computer-Aided Drafting and Design	-
Electrical Engineering	-
Robotics/Mechatronics Technology	-
Biotechnology/Lab Animal Science	-

Student Group	Participation Rate			Persistence Rate
	2023 College Graduates (A) 420	2023 College graduates participating in this cluster (B) For CTE Cluster	Percentage point difference (A-B)	2023 College graduates who participated in this cluster and achieved CTE concentrator status
All 2023 Graduates	100%	100%		
<b>Gender</b>				
Male	28.1%	52.2%	24.1	100%
Female	71.9%	47.8%	24.1	100%
<b>Race-ethnicity</b>				
American Indian	0.2%	0%	.2	100%
Asian	3.8%	0%	3.8	100%



Black	80.2%	52.2%	28.0	100%
Hispanic	0%	0%	0	100%
Multi-race	3.1%	0%	3.1	100%
White	7.4%	0%	7.4	100%
<b>Special Populations</b>				
Economically disadvantaged	-	47.8%	-	100%
English learners	-	0%	-	100%
Individuals with disabilities	-	0%	-	100%
Nontraditional fields	-	0%	-	100%
Single parents	-	0%	-	100%
Out of workforce	-	0%	-	100%
Unhoused Individuals	-	0%	-	100%
Youth in foster care	-	0%	-	100%
Youth with parent in military	-	0%	-	100%
Migrant students	-	0%	-	100%

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

1. 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?

No. Female students have limited exposure to female mentors in male-dominated fields and may lack awareness of CTE careers and earnings potential within this cluster.

Black students' participation exceeds the population representation rate. Students of other races-ethnicities do not participate at a rate equivalent to their representation. These students may have completed non-CTE programs.

2. Does it appear that all students participating in this cluster are persisting at equivalent rates? If not, what factors might be affecting their decisions?

Yes

3. 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?

Except for Biotechnology, all other programs in this cluster are overrepresented by males.

Based on race-ethnicity, black students are over-represented, and all other groups are under-represented in participation and persistence for all programs of study in this cluster.

4. 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.]*

The College's priorities to expand student participation and reduce persistence gaps are to:

- execute targeted recruitment for CTE STEM programs.
- Increase student access to professional women in STEM network.
- encourage participation in conferences to improve the application of Math and Science concepts.
- expand tutoring and student support services for CTE programs.
- embed CTE certifications into coursework.

## 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%	24.85%
College Performance	73%	51%	24%
Gender			
Males	70%	52%	39%
Females	74%	50%	20%
Race-ethnicity			
American Indian	0%	0%	0%
Asian	91%	0%	26%
Black	73%	50%	24%
Hispanic	0%	56%	20%
Multi-race	0%	0%	30%
White	77%	47%	38%

**SPECIAL POPULATIONS**

	Federal Accountability Indicator 2023 Graduates		
	1P1	2P1	3P1
State Performance Target	71.33%	44.4%	24.85%
College Performance	73%	51%	24%
Economically disadvantaged	80%	50%	24%
English learners	0%	0%	60%
Individuals with disabilities	0%	0%	21%
Nontraditional fields	75%	47%	100%
Single parents	0%	0%	17%
Out of workforce	0%	0%	0%
Homeless individuals	0%	0%	0%
Youth in foster care	0%	0%	0%
Youth with a parent in active military	0%	0%	57%
Migrant students	0%	0%	0%

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

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

	List
Looking at <i>overall performance</i> , on which indicators are you <u>substantially underperforming</u> * the college performance target?	N/A BCCC met performance targets.
Looking at <i>overall performance</i> , on which indicators are you <u>substantially exceeding</u> the college performance target?	2P1

\* 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**

- 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.

BCCC is not underperforming and meets the performance target for each indicator.

- 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?

Based on course completion rates, programs of study that are Math-intensive might perform below average.

STEM-related programs of study that require state-of-the-art technology (software and/or equipment) would benefit from enhanced technology and/or equipment.

- 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)?

Convene advisory committees and identify programs of study with the most immediate need for curricular, software, and/or equipment updates. Ensure faculty are trained to deliver instruction that supports technical skills attainment.

- 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.]*

The College will:

- expand tutoring and student support services.
- provide access to credentialing reviews, prep exams, and pay credentialing exam fees.
- improve opportunities for hands-on application with employers.
- update program equipment.
- establish a Center for Teaching, Learning, and Innovation.

## 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	44.6%	31%	51.52%	42.42%	-
Female	55.4%	69%	48.48%	57.58%	-
<b>Race-ethnicity</b>					
American Indian	0.8%	0%			-
Asian	5.2%	4%		9.09%	-
Black	64.3%	78%	63.63%	60.61%	-
Hispanic	n/a	4%			-
Multi-race	0.4%	2%			-
White	22.9%	5%	24.24%	18.8%	-
<b>Credential</b>					
Properly Licensed	100%		100%	100%	-
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.	X		
Faculty/staff are aware of the requirements to maintain endorsement.	X		
Faculty/staff have equal access to content-specific professional development opportunities across industries.	X		
Data is collected on the effectiveness of professional development to ensure it meets the needs of educators.		X	BCCC is establishing a Center for Teaching, Learning, and Innovation (CTLI) which will promote professional growth and include processes to monitor professional development activities. CTLI will collaborate with the Office of Institution Effectiveness, Research and Planning to administer surveys to gauge effectiveness.



**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?

Yes

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?

Yes

3. To what extent does your institution offer regular, substantive content-specific professional development opportunities?

Professional development is regularly available to CTE faculty and staff. The Center for Teaching, Learning, and Innovation will offer content-specific opportunities to further develop faculty and staff expertise.

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?

Yes

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

There are no barriers.

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?

The College will:

- establish a Center for Teaching, Learning, and Innovation.
- allocate additional funds for professional development.
- host industry round-table discussions.
- consider hiring additional recruiters for CTE instructors.
- address hard-to-hire categories.

## 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.