

Advancing Career Pathways CTE Leaders Academy

Kick-Off Meeting

September 13, 2016

ADVANCING CAREER PATHWAYS

CAREER AND TECHNICAL EDUCATION

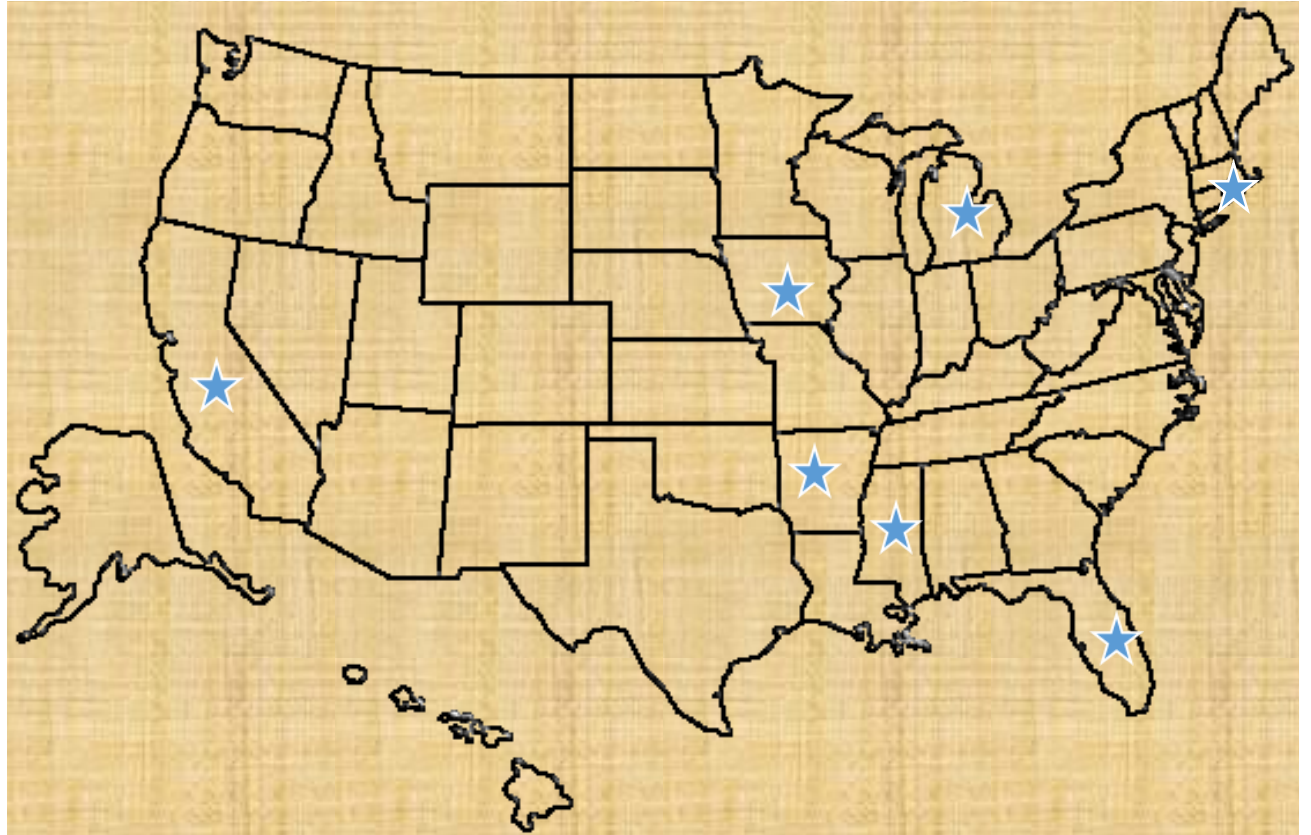
- Welcome and introductions
- Academy purpose and goals
- Delivery and structure of the Academy
- Transformative leadership and change agency
- Academy teams
- Leadership in action
- Next steps and homework

Welcome and Introductions

Welcome and Introductions

States Participating

- **Alabama**
- **Arkansas**
- **California**
- **Florida**
- **Iowa**
- **Michigan**
- **Rhode Island**



Academy Purpose and Goals

- Build leadership skills among CTE leaders
 - Promise of career pathways systems
 - Scaling and sustainability
- Build skills to engage stakeholders
- Leverage the significant body of existing career pathways work
- Increase knowledge of career pathways
- Create an effective implementation plan

What Will Academy Participants Gain?

- Leadership skills
 - Tools for engaging career pathways stakeholders
 - Technical assistance and mentoring to local leaders
- Understanding of career pathways systems
 - Six Key Elements of Career Pathways
 - Role of CTE in a career pathways system
 - Common definitions of career pathways and programs of study
- Vision
 - Pivotal role of CTE in your state's career pathways system
 - Alignment with key partners' career pathways efforts
- Implementation plan: scaling and sustaining career pathways systems

How Will We Do It?

- Develop **change agency** skills in Academy participants
- Build state-level capacity for **transformative change**
- Anticipate and address **challenges and opportunities** in implementation



Delivery and Structure: Blended Model

In-person

- CTE Leaders Institute
- CTE Leaders Capstone Institute

Virtual

- Kick-off webinar
- 4 online modules: leadership applications for Six Key Elements
- Community of practice focus topics

In-state

- Planning team meetings

Delivery and Structure: Blended Model

Kick-off webinar

- Academy overview
- Team expectations

CTE Leaders Institute

- Change agency
- Systems change
- Vision
- Gap analysis
- Career pathways systems

CTE Leaders Capstone Institute

- Implementation plans
- Scaling and sustainability

Delivery and Structure: Blended Model

Virtual

- 4 online modules: leadership applications for Six Key Elements
- Community of practice focus topics

Planning meetings

- In-state
- Full state-based planning team engagement

Why a Leaders Academy?

- Career pathways represent **systems change**
 - Leaders must convince others of the **need for change**
 - Leadership must be **transformative**
 - Leadership must be **distributed**



Transformative Leadership

- Focused on guiding, directing, and influencing others
 - Brings about fundamental change
 - Applies to internal processes
- Leads to transformative change
 - Shifts the ways leaders do their work
 - Shifts how leaders impact others
- Forms the Academy's theoretical framework
 - Organizational change
 - Applies to the systemic nature of career pathways



Developing Change Agents

- Provide CTE leaders with knowledge and skills
 - Become effective agents of change
 - Target resources: define, initiate, validate, and carry out effective change
 - Three central skills
 - Communication
 - Engagement
 - Planning and accommodation

Change Agents: Central Skills

1) Clear communication

- » shortcomings of the existing system
- » the need for change
- » what that change should be

The Leaders Academy will include instruction in research-based problem-solving models that you can use to frame, diagnose, evaluate, and solve organizational needs, such as gap analysis.

Change Agents: Central Skills

2) Engage stakeholders

- » throughout their organization
- » in the immediate or larger community

The Leaders Academy will facilitate guided learning experiences that help change agents to build coalitions within groups and between groups, establish areas of common interest, and then begin to move forward as a more cohesive unit.

Change Agents: Central Skills

3) Planning and accommodation

- » time, anxieties, concerns, and excitement
- » setbacks and successes

The Leaders Academy will help develop skills to engage in socio-emotional processes such as building rapport, support, conflict negotiation and mediation, collaboration, and confrontation.

Distributed Leadership

- Does not focus on a single leader
 - Builds in structures, capacity, and culture
 - Fosters systemic change
 - Owned and sustained by a broad base of leaders
- Shares responsibility beyond a single leader
 - Incorporates others into the process
 - Moves from individual change agents to institutional buy-in
 - Reduces “initiative fatigue”
 - Lowers barriers to change implementation

Planning Your State Teams

- Two-tiered structure
 - Leadership team
 - 4-6 team members ranging in experience and skills
 - Main focus of leadership development efforts
 - Participate in all in-person and online activities
 - Lead efforts with the state-based planning team
 - State-based planning team
 - Larger group of CTE stakeholders
 - Participate in some online activities
 - Contribute to state implementation plan



Leadership in Action

- State choice depends on
 - Experience levels
 - Opportunities within your state
 - Individual and team goals

Leadership in action gives Leaders Academy participants opportunities to put their change agency skills into practice, while also sharing knowledge of career pathways systems development.

Leadership in Action Examples

- Work with one of your LEAs to introduce a tool from the “Career Pathways Playbook”
- Facilitate a session at a regional technical assistance meeting
- Serve as a mentor team for one of the Intensive Technical Assistance states (Arkansas, Hawaii, Iowa, Michigan, and Nebraska)

Interaction with Intensive Technical Assistance and other projects

- Leaders Academy activities
 - Complement existing work
 - Minimize or eliminate duplication of effort



Next Steps and Homework

- Review materials for CTE Leaders Institute in online community
- Review vision and approach to CTE's leadership role in career pathways system development in your state
- Complete the Bolman and Deal Leadership Assessment
- Create an introduction for your state leadership team
- Attend CTE Leaders Institute



CTE Leaders Institute

- September 27-28, 2016
- Potomac Center Plaza
550 12th St, SW
Washington, DC



Save the Date!

- Save the date to attend one of the following Advancing Career Pathways Regional Meetings
 - **November 14, 2016 ~ Chicago, IL**
 - **February 7, 2017 ~ Arlington, TX**
 - **May 4, 2017 ~ Washington, DC**
 - **June 6, 2017 ~ Salt Lake City, UT**