



Progress Update Memo – January 2018

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ABOUT DELAWARE PATHWAYS

Delaware Pathways is an initiative to realize the “Delaware Promise” – a commitment that by 2025, 65% of Delaware’s workforce will earn a 2- or 4-year degree or professional certificate, matching the percentage of Delaware jobs requiring one.

Delaware Pathways analyzes labor market information and works hand-in-hand with business partners to identify key industries with a growing shortage of skilled workers, and then creates career pathways that span secondary and postsecondary education to meet those future needs.

Twice a year, Delaware Pathways provides an update to partners on the progress of implementation. In January and July the update takes the form of a progress memo. In addition, a public report is released each calendar year by the Delaware Pathways team that includes the latest outcome data toward reaching overall goals.

PROGRESS TO DATE

The Delaware Pathways leadership team holds performance management routines twice a year to reflect on progress, celebrate accomplishments, focus on next steps, and problem solve items that are off-track. These strategic conversations, anchored in data, are the mechanism to drive coordination and implementation across the state.

To reach a shared view of implementation progress, the leads for each Delaware Pathways priority area (see [Strategic Plan](#)) rate progress on the quality of the plan, capacity to implement the plan, and evidence of implementation progress. The overall likelihood of success is a summative rating for each priority area. The ratings serve as a method of formative assessment—meaning a comparative reflection—on what’s working and what needs attention. The team is encouraged to flag and raise issues for joint problem solving and to collectively achieve goals on behalf of Delaware youth.



Key	
Red	Highly problematic – requires urgent and decisive action
Amber/Red	Problematic – requires substantial attention, some aspects need urgent attention
Amber/Green	Mixed – aspect(s) require substantial attention, some good
Green	Good – requires refinement and systematic implementation

RATINGS FROM DELAWARE PATHWAYS LEADERSHIP TEAM ROUTINE

The ratings below reflect the progress and major accomplishments for the second half of 2017, as well as the areas of focus moving forward.

Priority	Ratings			Overall likelihood of success	Summary rationale
	Quality of planning	Capacity	Evidence of progress		
Priority #1: Build a comprehensive system of career preparation that aligns with the state and regional economies	Green	Green	Amber Red	Green	Objectives are clearly aligned to the overarching goals of both the Delaware Pathways plan and other state plans such as ESSA and WIOA. Data are being sourced as evidence of progress. Additional work will be done with the Delaware Pathways team to understand the education and workforce data points that are available in the ESSA accountability system.
Priority #2: Scale and sustain meaningful work-based learning experiences for students in grades 7-14	Amber Green	Amber Green	Amber Red	Amber Green	The Office of Work-Based Learning has been established at Del Tech. School district and employer engagement has been a central focus of work to date. Additional work will focus on expanding the number of staff and aligning technology platforms. School district policy and employer manuals/tools have been drafted and are necessary to accelerate progress.
Priority #3: Integrate our education and workforce development efforts and data systems	Amber Green	Amber Red	Amber Green	Amber Green	Plan refinement was necessary to further align services for youth with disabilities and youth who are at-risk of high school graduation. Pre-apprenticeship policy and the development of a proposal to coordinate services for youth with disabilities is underway. Additional work will be focused on coordination of data and services across the Departments of Education and Labor.
Priority #4: Coordinate financial support for Delaware Pathways	Amber Red	Amber Green	Amber Green	Amber Green	Fiscal year (FY)17 financial goals were reached and the Delaware Pathways team has raised 64% of funds needed in FY18. Overarching financial strategies have been established across the Delaware Pathways team. The finalization of budgetary tools, a financial dashboard, and an updated partner MOU are in development.
Priority #5: Engage employers, educators, and service providers to support Delaware Pathways	Green	Amber Green	Amber Green	Green	A communications consultant was hired through the state RFP process. The communications team has made substantial progress to accomplish all year-end goals. Market research has been conducted with employers and parents to establish baseline data of public perception for Delaware Pathways. Annual communications routines and updates to online content will be prioritized along with planning the annual conference.
Overall likelihood of achieving our goals	Amber Green	Amber Red	Amber Green	Amber Green	Strong planning and partnerships exist with external partners and across the Delaware Pathways team. Each priority area has made substantial progress in key outcome areas. Early implementation across each priority area has proved successful building the foundation for results at scale.



ACCOMPLISHMENTS FROM THE PAST SIX MONTHS

OVERALL ACCOMPLISHMENTS

The Delaware Pathways team has made good progress in implementation since receiving the New Skills for Youth (NSFY) grant award in January 2017, validated by the recognition that Delaware is a national leader in career pathways (see [report](#) released by Jobs for the Future and Harvard).

SPECIFIC ACCOMPLISHMENTS WITHIN EACH PRIORITY

Priority	Significant Accomplishments
Priority #1: Build a comprehensive system of career preparation that aligns with the state and regional economies	<ul style="list-style-type: none"> ■ Created nineteen (19) state-model CTE career pathways that align to demand-driven occupations and provide students with the opportunity to earn college credit and an industry recognized credential(s) ■ Enrolled nearly 9,000 students in 115 pathway programs offered across 41 high schools and 2 additional institutions that serve high school youth ■ Approved ESSA plan that includes distinct college and career readiness measures as part of the Delaware School Success Framework (DSSF)
Priority #2: Scale and sustain meaningful work-based learning experiences for students in grades 7-14	<ul style="list-style-type: none"> ■ Engaged employers, community partners, and schools (over 1,000 individuals and 500 school contacts) ■ Supported an employer roundtable hosted by the Governor to further engage public and private partners in scaling work-based learning ■ Expanded IT support through the Salesforce CRM which has captured over 2,000 unique companies in Delaware for outreach ■ Drafted work-based learning manual for school districts and employer playbook to support on-boarding youth.
Priority #3: Integrate our education and workforce development efforts and data systems	<ul style="list-style-type: none"> ■ Established a pre-apprenticeship framework and working to expand Registered Apprenticeship programs through communications review and SWOT analysis with Strongpoint Marketing ■ Developed a project proposal to support youth with disabilities through increased access to and success in career pathways in partnership with in-state and national partners ■ Improved real-time labor market reporting and ability to capture employer hiring data
Priority #4: Coordinate financial support for Delaware Pathways	<ul style="list-style-type: none"> ■ Secured all needed FY17 funds and 64% of FY18 priority budget needs ■ Determined roles and responsibilities across partners to expand financial coordination and awarded \$400,000 in competitive funding to support school-based implementation of career pathways ■ Aligned funding in partnership with the Delaware Workforce Development Board to support pathways and promise communities
Priority #5: Engage employers, educators, and service providers to support Pathways	<ul style="list-style-type: none"> ■ Awarded contract for communications and engagement and completed visual branding guidelines and team glossary ■ Increased social media activity and website traffic and launched market research with employers and parents ■ Planning for the annual conference has begun, including an expanded event format with additional employer-driven breakout sessions

FOCUS FOR THE NEXT SIX MONTHS

OVERALL FOCUS

The Delaware Pathways team has identified ambitious actions for the next six months focused on improving data integration, the expansion of the work-based learning intermediary with employers, pilot programming for youth with disabilities, and continued fundraising and engagement.

SPECIFIC FOCUS WITHIN EACH PRIORITY

Priority	Focus for the Next Six Months
Priority #1: Build a comprehensive system of career preparation that aligns with the state and regional economies	<ul style="list-style-type: none"> ■ Develop policy memo on career pathways expansion, model of support for schools, and data routines to include locally developed career pathways ■ Schedule data review and discussion with Delaware Pathways team to frame shifts in the state ESSA plan and school-based accountability model (DSSF) in addition to defining additional data points for plan implementation ■ Finalize draft of Student Success Plan RFP, review protocol, and award timeline
Priority #2: Scale and sustain meaningful work-based learning experiences for students in grades 7-14	<ul style="list-style-type: none"> ■ Expand Office of Work-Based Learning at DTCC to include two new staff in FY18—New Castle County and Kent/Sussex liaisons ■ Finalize data reporting and business rules for work-based learning coursework across postsecondary institutions ■ Establish partnership model to create first Industry Council and process to identify partner(s) for work-based learning delivery, including both student supports and employer onboarding and matching ■ Finalize plan revisions for the Office of Work-Based Learning
Priority #3: Integrate our education and workforce development efforts and data systems	<ul style="list-style-type: none"> ■ Finalize Division of Vocational Rehabilitation (DVR) pipeline project abstract and funding strategy which includes defined funders, data model, and pilot school sites with partnering state agencies including DHSS and DDOE ■ Conduct retreat with staff from Departments of Labor and Education to further align efforts for Registered Apprenticeship, Pre-Apprenticeship, and support for in-school and out-of-school youth ■ Update data sharing agreements with partners to map available ESSA and WIOA data for in-school youth and out-of-school youth ■ Finalize plan revisions for Division of Employment and Training (DET) and DVR
Priority #4: Coordinate financial support for Delaware Pathways	<ul style="list-style-type: none"> ■ Complete budget mapping process and consolidated budget plan ■ Update and execute new partner agreement ■ Build list of funding opportunities, annual calendar, package for common grant language, and menu of funding options for stakeholder outreach ■ Run FY19 budget development routine and begin state budget cycle development
Priority #5: Engage employers, educators, and service providers to support Pathways	<ul style="list-style-type: none"> ■ Complete employer and parent market research, draft public report, and make recommendations to improve targeted communications ■ Create year-over-year schedule of events for 2018 and 2019 via common planning process ■ Pilot industry showcase events to coincide with Delaware Pathways Annual Conference in March 2018