



## NEW SKILLS FOR YOUTH

JPMORGAN CHASE & CO.

## DELAWARE

### 2018 SNAPSHOT

Delaware is one of the 10 states selected to participate in New Skills for Youth (NSFY), an initiative enhancing state efforts to increase the number of learners across the country who are prepared for success in both college and career. NSFY is a \$75 million national initiative developed by JPMorgan Chase & Co. in collaboration with the Council of Chief State School Officers, Advance CTE and Education Strategy Group.

In the first two years of the initiative, the Delaware NSFY team expanded Delaware Pathways, a regional strategy to scale high-quality career pathways, and improved connections between K-12 educational institutions and local employers to roll out new work-based learning opportunities.<sup>1</sup> The state has also emphasized student equity to ensure that career pathways and other opportunities are available to all youth.<sup>2</sup>

In 2018, the Delaware NSFY team focused on:

- **Establishing statewide industry councils in energy, engineering and manufacturing as well as health care:** As part of its newly developed model for employer and community engagement, Delaware launched new statewide industry-based councils, which focus on the alignment of education and training programs, education around labor market trends, and opportunities for employers and educators to network.
- **Supporting students with disabilities to increase enrollment and success in career pathways:** Under the PIPEline to Career Success program, Delaware is braiding resources across the Departments of Education, Labor and Health and Social Services to create pre-employment transition services and supports to help students with disabilities enroll and succeed in career pathways.
- **Scaling and operationalizing work-based learning across the state:** As part of a partnership led by Delaware Technical Community College (Del Tech) to connect schools and local employers, the NSFY team has developed a model to scale work-based learning coursework and employer engagement tools, which is being piloted in seven school districts.

### The Delaware Context

Delaware had strong foundations to build upon at the beginning of the NSFY initiative, including the Delaware Pathways program, a career readiness initiative launched in 2014 to expand access to state-model career pathways. Delaware Pathways has played a key role in fostering cross-sector partnerships throughout the state, particularly between education and industry. Career pathways development is part of the effort to realize the Delaware Promise — a statewide commitment to

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ensuring that by 2025, 65 percent of Delaware's workforce will earn a two- or four-year degree or professional certificate. To date, Delaware has launched 14 career pathways in in-demand fields.

Equity has been a major focus of the Delaware Pathways initiative. The state has made significant efforts to forge connections among the Department of Education, the Department of Labor, and the Department of Health and Social Services to ensure that low-income students and students with disabilities have the opportunity to pursue the career pathways of their choice and appropriate supports to ensure that they are successful.

### **Establishing Statewide Industry Councils in Energy, Engineering and Manufacturing as Well as Health Care**

To deepen the connections already formed between education and industry, Delaware began convening state industry councils in 2018. The councils serve as convening agents between secondary and postsecondary education, employers and the community. Delaware's vision is for the councils to foster a better understanding of local employer needs among the public and local educational institutions and to provide clear information on industry expectations and talent needs.

Before establishing the councils, Delaware took stock of existing industry-led efforts to strengthen career pathways in high schools and postsecondary institutions across the state. While some industry associations had a strong focus on education and training, other efforts were not coordinated or were inconsistent. The Delaware Pathways team recognized an opportunity to convene employers around a shared interest, strengthening talent pipelines into the industry, and designed the industry council model to meet that need.

The first of these councils, the State Council for Energy, Engineering and Manufacturing, was launched in April 2018 and has focused on expanding apprenticeship opportunities across the state. The Council has also engaged in curriculum and skill mapping for Delaware Pathways. Building on the success of the first industry council, Delaware launched a separate State Council for Health Care in December 2018 and is working to secure funding to establish three more councils in 2019.

Under the industry council model, each council has an executive committee that meets twice a year and engages once a year with the public. The councils are charged with producing an annual report, documenting labor market data, and summarizing the discussions and actions of the year. As this method of industry and community engagement is new for the state, the NSFY team anticipates that the model will continue to evolve over time.

### **Supporting Students With Disabilities to Increase Enrollment and Success in Career Pathways**

In 2018, Delaware developed a new framework to strengthen supports for learners with disabilities, who make up 14 percent of the high school population in the state. The model is based on the National Alliance for Partnerships in Equity's (NAPE) PIPEline to Career Success model, a wide-reaching system of supports that spans the middle and high school levels and beyond.<sup>3</sup>

#### **Delaware Pathways Programs**

- Allied Health
- Biomedical Sciences
- Cisco Networking
- Computer Science
- Culinary and Hospitality Management
- Energy
- Engineering
- Environmental Science
- Finance
- K-12 Teaching Academy
- Nurse Assisting
- Manufacturing Engineering Technology
- Manufacturing Logistics Technician
- Manufacturing Production Technician

PIPEline aims to increase the enrollment of learners with disabilities in career pathways and support them through high school graduation and postsecondary success. Drawing on NAPE's PIPEline framework for gender equity, the state conducted a literature review and examined statewide data to identify key transition points and barriers for youth to access career pathways. The state used this information and the NAPE framework to design a PIPEline model for learners with

disabilities.<sup>4</sup> The resulting program is a two-year framework for districts to assess and address challenges for students with disabilities and includes integrated supports from the Departments of Education, Labor and Health and Social Services.

Delaware launched PIPEline in the 2018-19 school year as a local pilot in three districts. In late 2018, participating school-based teams conducted root cause analyses to examine common barriers to access for learners with disabilities in high-quality career pathways. The three pilot districts convened in January 2019 to discuss their findings and have begun mapping plans to address the identified causes. Local teams will have access to grants to help with the implementation phase.

The PIPEline program is supported by \$550,000 in braided funding from NSFY, the Department of Health and Social Services and the Department of Labor, highlighting the inter-departmental nature of Delaware's career pathways work. By sourcing funds from across the state, this approach sets the state up to sustain and scale the PIPEline model once the NSFY grant comes to an end. Through its



Retrieved from

[https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/176/PIPEline%20Overview\\_PtoP\\_October%202018.pdf](https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/176/PIPEline%20Overview_PtoP_October%202018.pdf)

work on PIPEline, the Delaware team has gained a better understanding of the need for cross-departmental capacity building to support learners with disabilities. Delaware hopes that the PIPEline model can be used as a template for other states to follow to ensure equitable access to career readiness programs.

## Scaling and Operationalizing Work-Based Learning Across the State

Delaware continued building upon its earlier work to scale and operationalize work-based learning opportunities across the state. After designating Del Tech as the statewide intermediary for both secondary and postsecondary work-based learning, Delaware connected more than 1,100 secondary learners and 2,500 postsecondary learners in 2017-18 with work-based learning placements. The state aims to scale these efforts to reach 4,500 students by 2018-19.

The state's school accountability system, the Delaware School Success Framework, recognizes schools and districts for student success in co-op education or work-based learning experiences.<sup>5</sup> However, many schools do not yet have sufficient capacity or the necessary partnerships with local employers to offer high-quality work-based learning options.

In 2018, Del Tech worked with seven school districts across the state to establish partnerships and to build out a work-based learning course that would help onboard students into placements with local employers. The course includes soft skills training, help with cover letter writing and career coaching. To support the curriculum development, the Department of Education had a training session with each of the participating school districts in December 2018 to review and discuss their work-based learning plans. Additionally, the state developed a series of tools to support districts' work-based learning implementation, such as marketing materials and work-placement agreements.

Delaware is actively seeking to inform and deepen ties with local employers. The state launched a work-based learning manual for employers in early 2018, and two employer engagement coordinators were hired in summer 2018 at Del Tech with the aim of strengthening relations between employers and educational institutions.<sup>6</sup>

Similar to the PIPEline model, the Delaware Pathways team has tapped multiple state, federal and philanthropic funding sources to support and sustain its statewide work-based learning efforts. Support for these efforts comes from NSFY, the Carl D. Perkins Career and Technical Education Act, local school districts, and a \$3.25 million grant from Bloomberg Philanthropies. By braiding funding across different sources, Delaware has laid the foundation to sustain a statewide work-based learning infrastructure after the NSFY initiative comes to an end.

### Looking Ahead

With much of the accountability and operations framework for Delaware Pathways, PIPEline and work-based learning programs in place, Delaware's focus in the final year of NSFY will be on increasing participation and student success across career pathways and work-based learning programs.

Commitment from the state government and local partners will be key in ensuring the success of NSFY-supported programs after the initiative. The Delaware Pathways team is currently developing and implementing strategic plans for ongoing state funding and marketing to build the necessary support.

### Acknowledgments

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<sup>1</sup> Delaware Pathways. Retrieved from <http://delawarepathways.org/>

<sup>2</sup> Advance CTE. (2018). *New Skills for Youth 2017 snapshot: Delaware*. Retrieved from [https://cte.careertech.org/sites/default/files/files/resources/DE\\_NSFY\\_Snapshot\\_2018.pdf](https://cte.careertech.org/sites/default/files/files/resources/DE_NSFY_Snapshot_2018.pdf)

<sup>3</sup> Delaware Department of Education. (2017). *PIPEline to Career Success for students with disabilities*. Retrieved from [https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/176/DACCTE\\_PIPEline%20to%20Success%20SWD\\_12%2014%2017%20Lisa.pdf](https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/176/DACCTE_PIPEline%20to%20Success%20SWD_12%2014%2017%20Lisa.pdf)

<sup>4</sup> National Alliance for Partnerships in Equity. STEM equity pipeline. Retrieved from <https://www.napequity.org/stem/stem-equity-project/>

<sup>5</sup> Delaware Department of Education. (2019). *Delaware School Success Framework (DSSF) technical and operational manual for 2018-19*. Retrieved from [https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/468/DSSF\\_Tech-Manual\\_1\\_7\\_19.pdf](https://www.doe.k12.de.us/cms/lib/DE01922744/Centricity/Domain/468/DSSF_Tech-Manual_1_7_19.pdf)

<sup>6</sup> Delaware Pathways. Work-based learning manual for employers. Retrieved from <http://delawarepathways.org/wblmanual/>