



## STRATEGIC INITIATIVE ACTION PLAN

<b>Focus Area</b>	College and Career Paths
<b>Initiative 7A</b>	Strengthen partnerships that provide college credit, industry certification and job experience to secondary student
<b>Initiative 7B</b>	Expand high-quality instruction in targeted career fields
<b>Draft</b>	August 2019

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## I. Intended Objective of the Strategic Initiative

Objective
Provide career-focused, hands-on opportunities for all middle and high school students.  “Career-focused” is a broad definition to ensure all students have experiences and rigorous course taking opportunities to explore their career interests and aspirations.

## II. Initiative Description

Brief Description of Initiative
<p><i>Partnerships support strong career pathways, which provide students with opportunities to participate in courses and other activities related to their career interests and goals.</i></p> <p>We will:</p> <ul style="list-style-type: none"><li>● Implement and standardize career pathways at all high schools</li><li>● Establish a family outreach program to build awareness of SPPS career-related programs</li><li>● Partner with higher education institutions to provide career-related programs that supplement SPPS career pathways</li></ul> <p>This includes:</p> <ul style="list-style-type: none"><li>● Strengthen and explore new partnerships and programs to ensure all secondary students attain real-world experience including internships, work-based learning and other job market related opportunities.</li><li>● Develop a marketing/rebranding plan for College and Career Paths to ensure all students, families and other stakeholders understand the opportunities within SPPS</li><li>● Strengthen outreach and marketing for students and families to learn about college credit and industry credentials, increasing enrollment and success in advanced coursework.</li><li>● Strengthen and develop new acceleration and support strategies to ensure all students are able to access coursework and experiences relevant to their desired college and career path.</li><li>● Allocate new and re-allocate existing staff to expand partnerships, strengthen collaboration and build coalition among institutions, employers, industry partners, and community to achieve a shared goal: Increase student participation in high quality real-world learning inside and outside the classroom, where students experience workplace and gain employability skills while in high school.</li><li>● Expand access to aligned career fields for all secondary SPPS students that are relevant to the interests of students and in-demand fields; 6-12 alignment prepares middle school students for career pathways opportunities in 9-12.</li></ul>

- Expand Early College opportunities for students to earn transcribed college credits they can use toward a higher education degree, credential and/or certification

### III. Rationale

<b>Desired State</b>
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Aligned college and career pathways and coursework equitably prepare students for success in real world experiences, college, college credit, and industry certification.

- All high schools have career pathway opportunities that allow students to earn meaningful college credit and job related experiences that equip them for life after high school
- Student Personal Learning Plans are aligned to career pathways; all students have a post-secondary plan for college, military, credential/certification and/or other career
- All secondary schools have an aligned system of career and college support that maximizes college access partners and can identify and address specific student needs
- SPPS has partnerships with industry that include determining high demand, liveable wage certifications and fields

Grades 6-12 coursework and career pathway alignment results in all students graduating ready to pursue their career aspirations.

- Graduation rate and attendance have increased as students engage in their desired career pathway
- Enrollment and success in advanced coursework and real-world opportunities is proportional among all student demographic groups
- Students are earning more college credits while in high school
- Students have more opportunities for exposure to and certification in industry standards

<b>Evidence that Demonstrates the Efficacy and/or Best Practices of this Program/Initiative</b>
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- [Career and Tech Ed in 21st Century](#)
- [Early College and High School Partnerships](#)
- [Best Practices for College and Career Center Structure and Staffing](#)
- [Best Practices for College and Career Counseling](#)
- [Evaluations of High School Career Academies](#)
- [Measuring College and Career Readiness](#)
- [Redesigning the High School Experience](#)
- [Best Practices in Innovative Programs](#)
- [CTE Graduation Pathways](#)

- [Effective Early College Programs](#)
- [Innovative Instruction for College and Career Preparation](#)
- [Best Practices in Alternative and Career and Technical Education](#)
- [K-8 Effective Career Awareness and Development](#)
- [Parental Engagement for CTE](#)
- [Best Practices in K-12 Business Partnerships](#)
- [Planning for In-Demand CTE Programs](#)
- [Meeting Labor Markets through CTE](#)
- [Rethinking Dual Enrollment to Reach More Learners](#)
- [Accelerated Coursework Program Research in MN](#)
- [Disproportionate Access to Dual Enrollment Opportunities](#)
- [AVID Data Summary](#)
- [YCC Data Summary](#)
- [2017-18 9th Grader Career Cluster Interests](#)
- [Advanced Coursework SPPS Data 9-12](#)
- [Redefining Ready!](#) College and Career Readiness

#### IV. Initiative Scope

In Scope
<ul style="list-style-type: none"> <li>● Student Engagement Advisory Board (SEAB)</li> <li>● Building Principals</li> <li>● Career and College Readiness and Partnerships Office</li> <li>● Assistant Superintendents</li> <li>● Office of Academics</li> <li>● Office of Business and Financial Affairs</li> <li>● Office of Teaching and Learning</li> <li>● School Counseling/Counselors</li> <li>● Core Counseling Curriculum and Naviance</li> <li>● Personal Learning Plans</li> <li>● Career and Technical Education and its advisory boards</li> <li>● Higher Education Institutions</li> <li>● Employers and business organizations (ex: Saint Paul Chamber of Commerce)</li> <li>● Potential Funders</li> <li>● Grants Office</li> <li>● AVID</li> <li>● SPPS Transportation</li> <li>● Metro Transit</li> <li>● Facilities</li> <li>● Office of Early Learning</li> <li>● Human Resources</li> </ul>
Out of Scope

- AVID strategies school-wide and in advanced coursework: this could be utilized in future phases related to curriculum
- College Access Partners

## V. Initiative Work Plan

#	Milestone Deliverable or Activity	Responsible Person or Group	Start Date	Status/ End Date
<b>School Year 2018-2019</b>				
1	Define College and Career Ready indicators for SPPS based on <a href="#">Redefining Ready!</a> initiative.	Action Team	April 2019	September 2019
2	Establish expectation that all comprehensive high schools have career pathways organized into four broad fields <ul style="list-style-type: none"> <li>• Career fields and pathways are defined in one page overview</li> </ul>	District Leadership	February 2019	September 2019
3	Provide work-based learning teachers/site coordinators for each comprehensive high school <ul style="list-style-type: none"> <li>• task with expanding experiential learning opportunities including internships, workplace learning, apprenticeships and job shadowing aligned to students' desired career pathway exploration.</li> </ul>	Action team, Division of Schools, Human Resources	January 2019	September 2019
4	Confirm the relationship with Saint Paul College where pathways at the College and not available through SPPS are accessible to all SPPS high school students, including Career and Technical Education	Action Team	April 2019	Complete

	(CTE), college credit and industry certifications.			
5	Partner with Saint Paul College to create Summer bridging (coursework) opportunities allowing students to advance into higher developmental or college level coursework upon enrolling at Saint Paul College	Saint Paul College (Director of College Partnerships), Post-Secondary Partnerships	January	Complete
<b>School Year 2019-2020</b>				
6	Collect and Analyze data based on SPPS' definition of <a href="#">Redefining Ready!</a> initiative.	Action Team	September 2019	June 2019
7	Document what a complete career pathway includes and the steps to take in developing one	Action Team	September 2019	October 2019
8	Create an overview of the pathways projected for each comprehensive high school, including: <ul style="list-style-type: none"> <li>At least one pathway for each of the 4 career fields at each site</li> <li>Schedule for developing each pathway at each site</li> <li>Budget and staffing estimates for each pathway</li> </ul>	Action Team, Assistant Superintendents, HS leadership teams	April 2019	October 2019
9	Create school level career pathway development plans that include: <ul style="list-style-type: none"> <li>Determining components of each pathway for that site</li> <li>9th grade career sampler experience where students select a career pathway</li> <li>Revised core coursework and electives that reflect pathway choices</li> </ul>	Action Team, Assistant Superintendents, HS leadership teams	July 2019	October 2019
10	Establish resources and funding required to implement 2020-21 career pathways	Action Team, Senior Executive Leadership Team	October 2019	April 2020

11	Develop family-friendly guides and student expectations for 2020-21 individual pathways at each site	Action Team in collaboration with school sites	September 2019	November 2019
12	Determine structure and curriculum for career sampler experience for all 9th grade students <ul style="list-style-type: none"> <li>• Aligned with career pathways offered by specific site</li> <li>• Includes Personal Learning Plans</li> </ul>	Action team, OTL, Division of Schools	September 2019	November 2019
13	Plan for integration of career pathways into high school core courses <ul style="list-style-type: none"> <li>• Curriculum resources</li> <li>• Professional development</li> </ul>	Action team, OTL, Division of Schools	November 2019	February 2020
14	Pilot model for SPPS High School Career Pathway Centers <ul style="list-style-type: none"> <li>• Align goals/outcomes</li> <li>• Provide for equitable staffing</li> </ul>	Action Team, Assistant Superintendents, School Leadership Teams	January 2019	June 2020
15	Collect and analyze data from Career Pathway Center pilots, to inform future implementation	Action Team	January 2020	June 2020
16	Develop marketing resources and communications regarding 2020-21 district career fields and site career pathways to ensure all students, families and other stakeholders understand the opportunities within SPPS	Action Team, Communications Office	August 2019	October 2019
17	Expand Career Pathway Centers to additional SPPS High Schools, informed by pilot results	Office of College and Career Readiness and Assistant Superintendents	February 2020	August 2020
<b>School Year 2020-2021</b>				
	Implement 2020-2021 school level plans for developing career pathway	Schools sites, supported by	September 2020	June 2021



	including revised core coursework and electives that reflect pathway choices	Office of College and Career Readiness		
	Implement structure and curriculum for career experiences for all 9th grade students	Schools sites, supported by Office of College and Career Readiness	September 2020	June 2021
18	Plan for added pathways in school year 2021-22	Action Team, Division of Schools	June 2020	September 2020
19	Develop guides and student expectations for 2021-22 individual pathways at each site	Action Team in collaboration with school sites	September 2020	October 2020
20	Establish specific funding required for 2021-22 career pathways	Action Team, Senior Leadership Team	October 2020	November 2020
21	<p>Implement plan for integration of career pathways into high school core courses</p> <ul style="list-style-type: none"> <li>● Curriculum resources</li> <li>● Professional development</li> </ul>	Office of Teaching and Learning, in collaboration with Action team, school sites	March 2020	December 2020
22	<p>Create a concurrent enrollment credentialing system:</p> <ul style="list-style-type: none"> <li>● Communicates and markets credentialing opportunities for teachers</li> <li>● Maintains a list, by school, of all credentialed teachers</li> <li>● Collaborates with the Office of Teaching and Learning and Career and Technical Education to ensure there are credentialed teachers to offer career pathways in high schools</li> </ul>	Action Team, HR	June 2020	December 2020
23	Provide for recruiting and retaining industry qualified professionals as	Action Team, HR	Spring 2020	December 2020

	<b>SPPS educators</b>			
24	Work with current partners and seek out new partnerships to enhance student programming and real-world opportunities.	School Work-based learning coordinators	Spring 2020	June 2021
25	Expand experiential learning opportunities including internships, workplace learning, apprenticeships and job shadowing aligned to students' desired career pathway exploration.		Spring 2020	June 2021
26	Review and expand Concurrent Enrollment courses/offerings at all high schools	Early College Team and post-secondary partners	April 2020	Spring 2021

## VI. Performance Indicators

Performance Indicator	Measurement Method	Targeted Achievement	Achievement Completion	
School Year 2018-2019			Completed (y/n)	Level of Completion
SPPS definition with indicators related to College/Career/Life Ready	<a href="#">Redefining Ready!</a> (SPPS specific); aligned to College/Career database created between 6A/7A	Set Baselines based on 2018-19; set targets for improvement	No	50%
The SPPS Career Pathways plan	Mapping of career pathways in all high schools, St. Paul College, with transportation considerations.	Plan provides for: <ul style="list-style-type: none"> <li>equitable access across the district for all students to participate in career pathways (multiple year plan)</li> <li>comprehensive organization</li> </ul>	No	Deadline extended

		of current pathways and the development of new pathways at all high schools.		
Definition of a SPPS College Access Program/Partner (CAP) and clear expectations between CAP and SPPS regarding roles/responsibilities of the partnership	Collaboration with programs, high school leadership, and the Office of College and Career Readiness	Succinct definition that eliminates confusion	Yes	At or above target
SPPS will know which and how many students are currently receiving College Access Partnership services, which students are not and why	Data analysis, by district and secondary school, to understand enrollment vs. capacity of college access programs/partnerships	Clear information will enable programs, in collaboration with schools, to fill to capacity in years 2 and three and determine where greater or different capacity is needed	No	50% complete
For students not meeting Accuplacer/ACT/Minnesota Comprehensive Assessments (MCA) requirements, multiple measures and additional programming will be developed in partnership to ensure access to Saint Paul College coursework. #8	Enrollment at St. Paul College	SPPS grads improve placement level if take part in bridging program and enroll at Saint Paul College.	Yes	At or above target

Performance Indicator	Measurement Method	Targeted Achievement
<b>School Year 2019-2020</b>		
Data based on SPPS' definition of Redefining Ready!	<a href="#">Redefining Ready!</a> (SPPS specific); aligned to College/Career database	Improvements in College/Career readiness based on baseline data
District Career Pathways plan	Plan and related documents	Plan defines: <ul style="list-style-type: none"> <li>• 4 common career fields at all comprehensive high schools</li> <li>• common and unique career pathways at each school</li> <li>• schedule for pathway development</li> <li>• Budget and staffing estimates for each pathway</li> </ul>
School level pathway development plans	Plan and related documents	Plans address: <ul style="list-style-type: none"> <li>• Components of each pathway for that site</li> <li>• 9th grade career sampler experience where students select a career pathway</li> <li>• Revised core coursework and electives that reflect pathway choices</li> </ul>
Baseline data and understanding of all partnerships related to career pathways	Database to track partnerships	Increase number of partnerships by 5% by the end of the school year
Increased and equitable student enrollment in career pathway programs and industry internships	student registration/schedules	100% of SPPS students grades 9-12 will be aware of pathway opportunities.  Increased enrollment for new pathways and increased student internships for established pathways.

Increased student capacity in College Access Programs (CAP) to maximize impact of CAP's on student	Measure increased capacity in programs	Desired percentage growth currently unknown; will need to determine based on Year One data analysis
Every SPPS High School will have equitably funded Career and College staff with aligned goals/outcomes	Staffing list	All comprehensive high schools have at least a half time college and career staff <ul style="list-style-type: none"> <li>staff allocation in proportion to 9-12 student enrollment at a high school along with other factors such as Free/Reduced Lunch, English Language Learners, Special Education, etc</li> </ul>
Improve on bridging programs and multiple measures for "college level" coursework placement based on lessons learned from year 1.	Measure student enrollment	Students improve placement levels and enroll at Saint Paul College Awareness of next steps of coursework
Increase in the number of students in experiential learning opportunities (internships, job shadowing, etc)	Developed system to track all experiential learning opportunities	Process data: increase of 3% of students participating in experiential learning opportunities.
SPPS High School Pathway Centers pilot results	Report	Pilot implementation is analyzed, includes recommendations for future sustain or expand
<b>School Year 2020-21</b>		
Collect and Analyze data based on SPPS' definition of Redefining Ready!	<a href="#">Redefining Ready!</a> (SPPS specific); aligned to College/Career database	Improvements in College/Career readiness based on baseline data
Increased and equitable student enrollment in career pathway programs and industry internships	Data from course enrollments and performance reviews	Increased enrollment for new pathways and increased student internships for established pathways.
Increase in partnerships that impact Career Pathways	Database to track partnerships	Increase number of partnerships by 5% by the end of the school year

Increase enrollment at Career Pathways Academy (at Saint Paul College)	Student Enrollment	200 students enrolled in Career Pathways Academy coursework
Increase in graduation rate for class of 2021	Graduation rate	3% increase in graduation rate
Increased student capacity in College Access Programs (CAP) to maximize impact of CAP's on student outcomes	Measure increased capacity in programs	Desired percentage growth currently unknown; will need to determine based on Year Two data analysis
Improve on bridging programs and multiple measures based on lessons learned from year 2	Measure student enrollment	Students improve placement levels and enroll at Saint Paul College Awareness of next steps of coursework
Increase in the number of students in experiential learning opportunities (internships, job shadowing, etc)	Developed system to track all experiential learning opportunities	Process data: increase of 3% of students participating in experiential learning opportunities.