



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Summer 2010 Alliance Work in the Field

### Alliance Members Work to Promote Pathways

Many Alliance partners have invested substantial organizational resources to promote Linked Learning development and expansion. Efforts range from policy and research to curriculum development and local pathway implementation. As of May 2010, more than 70 Alliance members are contributing to the projects described below.

#### Building Awareness

##### Project Description

##### Coalition Members Involved

#### Building Public Will and Educating Policy-makers

America's Edge is a national non-profit organization of business leaders dedicated to strengthening businesses and the economy through investments in children and youth. Its work in California consists primarily of building public will for Linked Learning through earned media strategies and educating policy-makers about the promising effects that Linked Learning is having on students throughout the state. America's Edge members are guiding the way to a stronger and more sustainable economy through their support of programs that provide immediate benefits to businesses' bottom lines and that will help develop a workforce with the 21st century skills American businesses need to succeed.

- America's Edge
- Fight Crime, Invest in Kids

**Contact:**

Jennifer Ortega, America's Edge  
[jortega@americasedge.org](mailto:jortega@americasedge.org)

#### Communications Planning for the Field

The organizations working on multiple pathways have decided to use the phrase "Linked Learning" rather than "multiple pathways" to describe the approach. The Coalition for Multiple Pathways will now be known as the Linked Learning Alliance to align with the Linked Learning name. These changes are part of a broader communications strategy the field has undertaken to build awareness about the Linked Learning approach and its benefits.

- California Department of Education
- ConnectEd: The California Center for College and Career
- LA Chamber of Commerce
- National Academy Foundation
- PACE
- UCLA/IDEA
- United Way of Greater LA

**Contact:** Hilary McLean, California Department of Education, [hmclean@cde.ca.gov](mailto:hmclean@cde.ca.gov);

Daniel Silverman, The James Irvine Foundation  
[dsilverman@irvine.org](mailto:dsilverman@irvine.org)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Building Awareness—Continued

Project Description	Coalition Members Involved
<p><b>Multiple Pathway Feasibility Report: AB 2648 Implementation</b></p> <p>On May 12, the California Department of Education released the AB 2648 Multiple Pathways Report, which explores the feasibility of establishing and expanding additional pathways in California.</p>	<ul style="list-style-type: none"><li>• California Department of Education</li><li>• WestEd</li></ul> <p><b>Contact:</b> Joe Radding, California Department of Education</p>
<p><b>Beyond Tracking: Multiple Pathways to College, Career and Civic Participation</b></p> <p>Published by Harvard Press, <i>Beyond Tracking: Multiple Pathways to College Career and Civic Participation</i> is an expert collection of research essays that examine how the Linked Learning approach to high school education (formally referred to as Multiple Pathways) can serve the educational, economic, and democratic purposes of schools. This collection examines the promises and the challenges of implementing an approach that prepares all students for college, careers and civic participation.</p>	<ul style="list-style-type: none"><li>• UCLA’s Institute for Democracy, Education and Access</li></ul> <p><b>Contact:</b> Marisa Saunders, UCLA-IDEA <a href="mailto:saunders@gseis.ucla.edu">saunders@gseis.ucla.edu</a></p>
<p><b>Regional Economic Association Leaders (REAL) Coalition</b></p> <p>The Regional Economic Association Leaders (REAL) Coalition is composed of 17 of California’s most influential business associations throughout the state, representing over 11,000 employers and more than 3 million California jobs. Formed in 2008, the purpose of the coalition is to address and advocate for important issues of common concern to participating organizations. Pathway development, education, and workforce development are critical issues for REAL.</p>	<ul style="list-style-type: none"><li>• Bay Area Council</li><li>• LA Area Chamber of Commerce</li><li>• Orange County Business Council</li><li>• San Diego Regional Chamber of Commerce</li></ul> <p><b>Contact:</b> Alma Salazar, LA Chamber of Commerce, <a href="mailto:asalazar@lachamber.com">asalazar@lachamber.com</a></p>
<p><b>Regional Educational Collaboratives</b></p> <p>ABC and the United Way of Greater LA continue to convene community partners from regional collaboratives to work with selected academies at local high schools to develop various components of Linked Learning pathways such as work-based learning opportunities and integrated curriculum. In particular, community partners are also leading on-going public awareness efforts at the school-site for faculty, parents and students and will soon begin the development of a community-based Parent and Youth Engagement Campaign around Linked Learning.</p>	<ul style="list-style-type: none"><li>• Alliance for a Better Community</li><li>• United Way of Greater Los Angeles</li></ul> <p><b>Contact:</b> Leslie Flores-Valmonte, Alliance for a Better Community <a href="mailto:leslie@afabc.org">leslie@afabc.org</a></p>



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Research and Policy

### Project Description

#### Creating Successful Pathways: Useful Research for Educators and Policymakers

UCLA's IDEA is conducting 10 case studies of schools and programs that have demonstrated successful implementation of a Linked Learning approach or have taken preliminary and promising steps towards full implementation. Using a mixed-methods approach, IDEA researchers will provide clear examples of how each school enacts Linked Learning principles, including their strategy and results. The 10 research sites, located throughout California, represent many issues that schools are likely to face when implementing pathways. Taken together, finding from these schools/programs can help shape the way policymakers, education leaders, and the public think about Linked Learning, guide new policies that can create the conditions for successful pathway schools, and inform educators' on-the-ground implementation.

### Coalition Members Involved

- UCLA's Institute for Democracy and Education and Access (IDEA)

**Contact:** Marisa Saunders,  
UCLA-IDEA  
[saunders@gseis.ucla.edu](mailto:saunders@gseis.ucla.edu)

#### Evaluation of the Demonstration Sites in the ConnectEd Network

To advance Linked Learning, ConnectEd established a Network of Schools consisting of a group of pathway demonstration sites. During the 2007-08 school year, the James Irvine Foundation commissioned an evaluation of those network sites. The evaluation revealed that, in certain areas, network sites were producing better student outcomes compared to the statewide average. For example, network sites on average had higher graduation rates, better pass rates on the California High School Exit Exam, increased numbers of students completing courses needed to prepare students for California's four-year public colleges, and greater student engagement in school. Key areas for improvement also emerged in the evaluation, which are outlined with their implications for the field on ConnectEd's website

- ConnectEd: The California Center for College and Career

**Contact:** Carol Studier,  
ConnectEd: The California  
Center for College and Career  
[cstudier@connectedcalifornia.org](mailto:cstudier@connectedcalifornia.org)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Research and Policy—Continued

Project Description

Coalition Members Involved

### Teachers and Linked Learning

CFTL released results in December 2009 from a two-year original research project on high school reform efforts in California and the implications for the teacher development system. The report found that California's teacher development system is not adequately aligned with high school reforms that seek to increase rigor, make school more relevant and foster more personal and supportive learning environments for students.

- The Center for the Future of Teaching and Learning (CFTL)

**Contact:** Linda Bond, The Center for the Future of Teaching and Learning,  
[LBond7@Comcast.net](mailto:LBond7@Comcast.net)

### Development of Policy and Position Papers

Several Coalition partners, including ACSA, PACE, and the California Education Round Table have released policy and position papers that support Linked Learning.

- Association of California School Administrators (ACSA)
- California Education Round Table
- Policy Analysis for California Education (PACE)

**Contact:** Laura Preston

### Pathway Cost Analysis

PACE has conducted an empirical analysis of the costs involved in starting up and operating Linked Learning in California high schools. The report has yet to be released.

- Policy Analysis for California Education (PACE)

**Contact:** David N. Plank, Policy Analysis for California Education  
[dnplank@stanford.edu](mailto:dnplank@stanford.edu)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Curriculum Development

### Project Description

### Coalition Members Involved

#### Green Curriculum

Along with the California Department of Education, and the Career Academy Support Network, ConnectEd is currently surveying the field to identify and conduct a gap analysis of high-quality curriculum appropriate for academies incorporating green themes into their instruction. The California Department of Education is also sponsoring school-based development of new green curriculum within the Green CPAs. CASN has added a section to its joint website with the California Partnership Academies ([casn.berkeley.edu](http://casn.berkeley.edu)) with a database of over 100 abstracts sources of such curriculum.

- California Department of Education
- Career Academy Support Network
- ConnectEd: The California Center for College and Career

#### Pre-Algebra Curriculum

In partnership with the National Academy Foundation, ConnectEd has developed 4 pre-algebra units and 6 algebra 1 units that teach and reinforce fundamental math skills and understanding through designing and building engineering-themed projects. The pre-algebra units are intended for use as a bridge curriculum between grades 9 and 10, to bolster students' math skills prior to entering high school. The algebra 1 units are drop-in units that can supplement or replace existing chapters from a traditional algebra 1 text. These units are in use in several districts around the state.

- National Academy Foundation
- ConnectEd: The California Center for College and Career
- ARCHES
- San Diego Unified

#### Engineering Curriculum

In partnership with the National Academy Foundation, ConnectEd is developing 10 standards-based integrated units of instruction for math, science, history, and English teachers working in engineering and architecture pathways. These curriculum units integrate directly with the design projects that are part of the Project Lead the Way, Inc. Pathway to Engineering Curriculum, and are in use in several districts around the state.

- ConnectEd: The California Center for College and Career
- National Academy Foundation
- LAUSD
- Porterville Unified
- Sacramento Unified
- San Diego Unified
- San Francisco Unified



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Curriculum Development—Continued

### Project Description

### Coalition Members Involved

#### Arts, Media, and Entertainment Curriculum

In partnership with the Education Development Center, ConnectEd is overseeing the development of a four-year interdisciplinary arts, media, and entertainment curriculum. This curriculum provides an inquiry-oriented, project-based foundation for students to pursue an interest in a design and visual arts pathway. The first phase of this work is a two-course sequence that addresses CTE standards for grades 9 and 10, and also provides integrated standards-based connections to English language arts, math, science, and social studies.

- ConnectEd: The California Center for College and Career
- Pasadena Unified
- Porterville Unified
- San Diego Unified

#### Biomedical and Health Science Curriculum

In partnership with the National Academy Foundation and with support from the California Endowment, ConnectEd is developing a health science program of study for students interested in pursuing a career in the health sciences. Development of the initial first year foundation course is underway. This and future courses will incorporate the integrated curriculum already developed by ConnectEd where appropriate.

- ConnectEd: The California Center for College and Career
- California Endowment
- San Francisco Unified
- Porterville Unified
- Antioch Unified
- Stockton Unified

#### Applied Mathematics Curriculum

Coalition for Multiple Pathways members developed applied mathematics curricula to address one of the most intractable education problems we have—how to get students to succeed in early high school math. Two of these programs are designed as supplemental instruction, a critical element needed to support student success in pathway programs.

- Architectural Foundation of San Francisco
- ConnectEd: The California Center for College and Career
- East San Gabriel Valley Regional Occupational Program (member of California Association of Regional Occupational Centers and Programs)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Teacher, Counselor, Administrator Preparation

Project Description

Coalition Members Involved

### New Teacher Preparation Programs

In May 2009, the first cohort of 25 credential candidates completed their Single Subject Credential with a multiple pathways lens at San Diego State University. Two new cohorts of approximately 25 each began the program in fall 2009. Currently, with support from the James Irvine Foundation, seven teacher preparation institutions have joined or will soon join the network to prepare teachers to teach in Linked Learning programs. Vital to these teacher preparation programs are fieldwork experiences in which credential candidates participate in secondary schools that include Linked Learning reforms. ConnectEd has launched a web-portal that is an online source of materials and opportunities for collaboration among faculty, students, and schools that are a part of this initiative. Each summer a Convening is held in San Diego to bring the partner institutions together for planning and professional development.

- California State University San Diego
- ConnectEd: The California Center for College and Career

**Contact:** Nancy Farnan,  
San Diego State University,  
[nfarnan@mail.sdsu.edu](mailto:nfarnan@mail.sdsu.edu)

### Commission on Teacher Credentialing

The CTC is seeking California educators and professionals who have experience and expertise with administrator preparation programs to serve on an advisory panel concerning a study of the preparation of leaders for California's schools. The major purpose of this study is to review the content, structure and requirements for administrator preparation to ensure that these remain appropriate to the needs of administrators serving in California schools. Further, the study should also provide recommendations concerning how to effectively identify administrators who would be adept in providing instructional leadership and be able to effectively lead transformational change within California schools. Applications are due by Friday, June 7, 2010.

- UCLA IDEA
- LA Chamber of Commerce

**For application information, please go to:**  
[http://www.ctc.ca.gov/pdf/  
Admin-Services-Cred-Advisory-  
Panel-Application.pdf](http://www.ctc.ca.gov/pdf/Admin-Services-Cred-Advisory-Panel-Application.pdf)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Pathway Expansion & Quality

Project Description

Coalition Members Involved

### New Energy Academies Program

In partnership with the Pacific Gas and Electric company, the Department of Education launched a “green energy” themed high school program. The New Energy Academy program is currently going through its first year of planning focusing on curriculum planning and teacher development. The selected schools are: Berkeley High School (Berkeley); Edison High School (Fresno); Foothill High School (Sacramento); Independence High School (Bakersfield); and Venture Academy (Stockton).

- California Department of Education

**Contact:** Karen Shores, California Department of Education, [kshores@cde.ca.gov](mailto:kshores@cde.ca.gov)

### Los Angeles Unified School District

LAUSD passed the Multiple Pathway resolution requiring pathways to be developed in each sub-district by 2016. The district has Identified existing themed small learning communities to serve as demonstration sites. Training for teachers and administrators of the sites will occur over the summer. In addition, the district is working to tie service learning and work experience education programs to the themed small learning community project based learning

- LAUSD
- Los Angeles Chamber
- United Way of Greater LA
- Alliance for A Better Community

**Contact:**  
Shelley Weston  
LAUSD  
[Shelley.Weston@lausd.net](mailto:Shelley.Weston@lausd.net)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Pathway Expansion & Quality—Continued

### Project Description

#### California Linked Learning District Initiative

Many California school districts have committed to expand pathway options for their students in an effort to raise student achievement and increase graduation and postsecondary transition rates.

As part of the California Linked Learning District Initiative, the School Redesign Network (SRN) at Stanford University continues to plan and facilitate this professional development series for district leadership teams.

With added support from ConnectEd, this series supports district leadership teams to address deeper challenges and develop innovative solutions as they work to develop a high quality system of pathways. With the combination of a Summer Institute, two district-hosted residencies, and a joint-leadership forum with district and site leaders, participating districts continue to learn from a variety of experts while also building on the knowledge within and across districts in the network.

### Coalition Members Involved

- ConnectEd: The California Center for College and Career
- Stanford School Redesign Network
- Antioch Unified\*
- LAUSD District 4\*
- Long Beach Unified\*
- Montebello Unified\*
- Oakland Unified
- Pasadena Unified\*
- Porterville Unified\*
- Sacramento Unified\*
- San Diego Unified\*
- Stockton Unified\*
- West Contra Costa Unified\*

**Contact:** Erik Rice,  
Stanford School Redesign Network  
[erikrice@stanford.edu](mailto:erikrice@stanford.edu)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Pathway Expansion & Quality—Continued

Project Description	Coalition Members Involved
<p><b>Linked Learning Pathway Certification</b></p> <p>CASN, NAF, NCAC, CDE, and representatives from schools and districts participated in the process to determine the Linked Learning Pathway Certification Criteria that will guide a pathway quality review process expected to result in the certification of approximately 25–30 pathways by the end of the 2010–11 academic year. Many Alliance members participated in a recent training for reviewers, including representatives from the Alliance for a Better Community, Antioch USD, CASN, CDE, ConnectEd, Elk Grove USD, LA Education Partnership, LA Small Schools Center, LAUSD, Long Beach USD, NAF, NACAC, and San Diego State University, Whittier Education Foundation, among others.</p>	<ul style="list-style-type: none"><li>• Alliance for a Better Community</li><li>• Antioch USD</li><li>• CASN</li><li>• CDE</li><li>• ConnectEd: The California Center for College and Career</li><li>• Elk Grove USD</li><li>• LA Education Partnership</li><li>• LA Small Schools Center</li><li>• LAUSD</li><li>• Long Beach USD</li><li>• NAF</li><li>• San Diego State University</li><li>• Whittier Education Foundation</li></ul> <p><b>Contact:</b> Roman Stearns, ConnectEd: The California Center for College and Career <a href="mailto:rstearns@connestedcalifornia.org">rstearns@connestedcalifornia.org</a></p>
<p><b>Professional Development Providers List</b></p> <p>ConnectEd has identified a list of professional development providers who are well qualified to offer training to teams of pathway teachers and district leaders in districts implementing systems of pathways. All providers have completed an orientation and are committed to providing services consistent with the Linked Learning Approach</p>	<ul style="list-style-type: none"><li>• California School Boards Association (CSBA)</li><li>• Career Academy Support Network (CASN)</li><li>• Convening Conversations</li><li>• Elk Grove USD</li></ul> <p><b>Contact:</b> Rob Atterbury, ConnectEd: The California Center for College and Career <a href="mailto:ratterbury@connectedcalifornia.org">ratterbury@connectedcalifornia.org</a></p>



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Pathway Expansion & Quality—Continued

### Project Description

#### Expansion of Career Academies

CASN, NAF and CDE support the expansion and improvement of career academies. They each provide a range of support services, including technical assistance, coaching, professional development, and publication of helpful resources. In the past two years approximately 200 additional California Partnership Academies have been launched with state grants, bringing the total to 500 statewide. Sixty of these are “Green Academies”, begun through a separate bill and funding stream and five are supported by PG&E in partnership with CDE. CASN and CDE now have a joint website with free guides and other resources at <http://casn.berkeley.edu>.

Alliance for Linked Learning partners and others are working on the expansion of Academies of Engineering (AOE) in California high schools, utilizing the highly regarded pre-engineering curriculum developed by Project Lead the Way. They incorporate ConnectEd’s integrated units of instruction to bring the theme of engineering to math, science, history, and English courses. Workforce development investments by Verizon and other corporate leaders fund this initiative.

### Coalition Members Involved

- California Department of Education (CDE)
- Career Academy Support Network (CASN)
- ConnectEd: The California Center for College and Career
- National Academy Foundation (NAF)
- Verizon
- PG&E

**Contact:** Charles Dayton,  
Coordinator, CASN;  
[charlesdayton@earthlink.net](mailto:charlesdayton@earthlink.net)



# linkedlearningalliance

PATHWAYS TO COLLEGE AND CAREER SUCCESS

## Regional Pathway Expansion

Project Description	Coalition Members Involved
<p><b>Capital Regional Career Academy Initiative</b></p> <p>Linking Education and Economic Development (LEED) Has initiated a 6-county effort to expand pathways through the region. The Capital Regional Career Academy Initiative will bring additional dollars, expertise and efficiencies through a region-wide system of support to local districts and high schools in the areas of curriculum, professional development, organizational coaching, business and civic engagement and technology development. A regional system of support will help ensure rigorous and relevant career academies at the region's high schools are effective sustainable and aligned with critical workforce needs and economic objectives, like energy, health care/bio sciences, and public services.</p>	<ul style="list-style-type: none"><li>• El Dorado UHSD</li><li>• Elk Grove USD</li><li>• LEED</li><li>• Sacramento USD</li><li>• San Juan USD</li><li>• Twin Rivers USD</li></ul>
<p><b>Linked Learning, Los Angeles</b></p> <p>The Linked Learning, L.A. area partners continue to promote pathway expansion in the Los Angeles Unified School District. The partnership is actively working to implement the LAUSD Multiple Pathway Resolution and build public awareness and support for implementing pathways at L.A. high schools.</p>	<ul style="list-style-type: none"><li>• ACLU of Southern California</li><li>• Alliance for a Better Community</li><li>• Applied Research Center</li><li>• CD Tech</li><li>• Community Coalition</li><li>• Hispanas Organized for Political Equality</li><li>• Los Angeles Area Chamber of Commerce</li><li>• National Academy Foundation</li><li>• UCLA/IDEA</li><li>• United Way of Los Angeles</li><li>• Unite-LA</li><li>• Los Angeles Education Partnership</li></ul> <p><b>Contact:</b> Leslie Flores-Valmonte Alliance for a Better Community <a href="mailto:leslie@afabc.org">leslie@afabc.org</a></p>