



**FLORIDA'S STRATEGIC PLAN FOR BUILDING
AN ADULT EDUCATION CAREER PATHWAYS SYSTEM
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FLORIDA'S STRATEGIC PLAN FOR BUILDING AN ADULT EDUCATION CAREER PATHWAYS SYSTEM

Mission, Purpose and Rational: In alignment with the Florida Department of Education's (FLDOE) Next Generation Strategic Plan, Florida's Adult Education Career Pathways Initiative is focused upon improving the quality of Florida's Adult Education programs by incorporating a Career Pathways framework based upon the Center for Occupational Research and Development's (CORD) nationally recognized 16 career cluster model. Improvement of adult education program outcomes is also based upon the use of contextual learning to improve college and career readiness and the alignment of resources to strategic goals.

To ensure the success of the Adult Education Career Pathways Strategic Plan, the Division of Career and Adult Education has partnered with the Institute for the Professional Development of Adult Education (IPDAE) and the Adult Education Professional Development Standing Committee, which consists of members of IPDAE, all five Regional Training Councils, Florida TechNet, the Florida Literacy Coalition and Adult and Community Educators (ACE) of Florida. As the lead organization responsible for developing the strategic plan, IPDAE also utilized focus groups from around the state, as well as the support of CORD, the American Institute for Research (AIR), the Center for Adult English Language Acquisition (CAELA), the Association of Adult Literacy Professional Developers, the National Career Pathways Network, the Florida Career Pathways Network, and the United States Department of Education to ensure that national standards were addressed.

The vision to realign Florida's adult education program through a career pathways framework is largely the result of dramatic changes impacting both the state and the nation, namely economic considerations. The 2008-2009 reporting year revealed that Florida registered more than 372,000 individuals into Adult Basic Education (ABE), General Educational Development (GED), Adult High School (AHS), and English for Speakers of Other Languages (ESOL) programs. It is estimated that more than 1.5 million additional adult Floridians lack a high school diploma, and that more than 30,000 Floridians lack the literacy skills necessary to perform even the most basic functions. Such individuals are largely incapable of obtaining or retaining employment beyond the entry level, and many are unable to secure a job at all. By rededicating its programs to focus upon contextual learning with emphasis upon career preparation through postsecondary education, Florida's adult education programs will be based upon the concept that they are a starting point to a better life for millions and not an end point where further education is not expected. Currently, approximately 25% of Florida's adult education graduates transition into a postsecondary program. Florida seeks to significantly increase this number since it is projected that more than 70% of jobs created from 2006-2020 will require more than a secondary education diploma. Associate degrees, professional certificates and baccalaureate degrees are the gateway to economic independence for millions. In that vein, Florida's Adult Education Career Pathways Strategic Plan seeks to support

individuals securing middle-skill jobs where salaries range between \$33,000 to \$55,000. For many individuals, the use of career ladders will be necessary, whereas for other students the opportunity to earn an associate to baccalaureate degree is a realistic possibility. Essentially, the initiative will not only provide a systemic framework that will support millions of individuals, but will also help Florida achieve its goal of attracting and retaining new businesses and growing existing businesses for a more diversified and strengthened economy. On a final note, Florida's initiative is recognized as a national model and is undergoing development simultaneously as Florida is playing a key role in architecting a national Adult Education Career Pathways model.

In alignment with the Florida Department of Education (FLDOE) Next Generation Strategic Plan, Florida's Adult Education Career Pathways (AECP) goals are focused upon:

Improving the quality of adult education programs and student outcomes by incorporating the Adult Education Career Pathways framework and aligning program operation and curriculum to include:

- Strengthening core academic skills through contextual learning to improve college and career readiness.
- Aligning resources to strategic goals.
- Supporting postsecondary transitioning through strategic planning, partnerships, and most critically, adult education programs focused upon transitioning students through a systemic process that considers current program ability and future goals, innovation, student needs, and the local economy.

Outcomes associated with Adult Education Career Pathways provide higher rates of persistence, completion, and transition between educational levels and employment.

Strategic Vision:

Adult education students will be prepared for success in postsecondary education and will develop the skills necessary to succeed in 21st century careers.

Goal:

- To increase the number and percentage of adult education students who enter postsecondary education and earn a degree, certificate, and/or industry credential.
 - By Program Year (PY) 2015-16, at least 50% of all adult general education students who earn an adult high school diploma or GED will successfully transition, by the end of the following academic year, into post-secondary education.

- Beginning with the 2010-11 baseline cohort, the percentage of adult high school diploma and GED recipients earning a postsecondary degree, certificate, or industry certification within three years, will increase at least five percentage points per year.

Action: The Florida Adult Education Career Pathways funding opportunity will be available to all 67 counties with the purpose of building the capacity of eligible adult education providers to increase the number and percentage of adult education students who enter postsecondary education and earn a degree, certificate and/or industry credential. There is a base allocation for each county, and while the grants will be competitive within each county, partnerships are encouraged in submitting an application.

This funding opportunity will provide the fiscal resources for eligible providers to analyze their adult education programs in the areas of partnerships, program design, curriculum and instruction, student support services, assessment, professional development, marketing, and accountability, to determine system changes needed to reach the goal of increasing the number and percentage of students that enter postsecondary and earn a degree, certificate and/or industry credential. All selected applicants must develop a five-year plan outlining the activities and systemic changes that they will incorporate to meet this goal.

Action: The Department of Education, in partnership with the Regional Training Councils, will provide *Florida CHOICES* training with the goal of adult education programs integrating career awareness, exploration, and planning into the ABE, GED, AHS, and/or ESOL programs. All adult learners will develop a career and education plan using *Florida CHOICES* or a comparable system.

Action: The Department of Education, in partnership with ACE of Florida and the Regional Training Councils, will provide workshops on Adult Education Career Pathways in January, 2011. It is recommended that Adult Education programs send a team to attend one of the day-long workshops that will be offered throughout the state. The online registration can be accessed at <http://www.floridatechnet.org> and by clicking on the Regional Training Council for your area.

Action: The Department of Education will conduct a needs assessment in April 2011, to determine Adult Education Career Pathways training needs for PY 2011-2012.

Action: The Department of Education will identify opportunities for the alignment of financial resources to support the Adult Education Career Pathways System.

To ensure its success, Florida’s Adult Education Career Pathways model utilizes eight key areas of focus:

Adult Education Career Pathways Five-Year Strategic Plan - Areas of Focus	
1	Assess current Program Design to “bridge” adult education to postsecondary and the workforce
2	Integrate Career Pathways into Curriculum & Instruction , providing bridges to postsecondary and the workforce
3	Enhance quality of Adult Education Career Pathways program through Professional Development
4	Expand opportunities for Student Support Services
5	Improve student and program outcomes through quality Assessment
6	Build Partnerships with business, community and schools to strengthen bridges to postsecondary and the workforce
7	Promote awareness of Adult Education Career Pathways through targeting Marketing of linkages between adult education, postsecondary, and workforce
8	Demonstrate Accountability through data-driven decision making

To further define the areas of focus:

1. **Program Design** – Programs are designed to transition or “bridge” adults between basic and college-level skills, especially math, reading, and writing courses. Programs provide clear pathways for participants, regardless of their skill level at the point of entry, to advance as quickly as possible to postsecondary programs and ultimately to family-sustaining employment or advancement in their careers. Programs provide visual diagrams or “road maps” that shows multiple entry and exit points and depicts vertical and lateral movement within an occupation or career cluster;
2. **Curriculum and Instruction** – Programs ensure that curricula covers the full range of basic and work-readiness skills needed for entry into and success in postsecondary education and training and the workplace, and use a range of resources and instructional techniques that optimize both educational learning gains and career and college readiness. Curriculum and coursework is aligned and articulated with academic and career advancement. Instruction provides basic skills contextualized for a specific occupation or cluster of occupations within an industry or field.

3. **Professional Development** – Teachers, counselors, and administrators need ongoing professional development to develop the skills and knowledge needed to plan and implement an Adult Education Career Pathways System.
4. **Student Support Services** – Programs provide services such as tutoring, career counseling, career exploration and planning (using *Florida CHOICES* or its equivalent), and access to case management, child care, transportation, financial aid, and job placement.
5. **Assessment** – Programs use a variety of assessment tools (in addition to standardized tests used in adult education) to measure postsecondary readiness such as college placement tests, SAT, and/or ACT tests.
6. **Partnerships** - Adult education in career pathways is part of a larger system and needs to be developed in partnership with other local educational institutions and stakeholders. Community and business partnership arrangements include services such as childcare, transportation, case management, job shadowing, and internships. Partnerships must include the school district, college/technical center serving the region, workforce representative, and other area education providers as determined locally.
7. **Marketing** – Promote awareness of Adult Education Career Pathways through targeting marketing of linkages between adult education, postsecondary, and workforce. Strategies will inform adult learners of unique program offerings as well as disseminate best practices for adult education providers.
8. **Accountability** – Programs will analyze student outcomes to set baseline data and goals for increasing the number and percentage of adult students who enter postsecondary education and earn a degree, certificate and/or industry credential. Programs will document, evaluate, and improve student and program outcomes on a continuing basis.

Stages of the Adult Education Career Pathways Five-Year Strategic Plan:

As agencies are developing their Adult Education Career Pathways Five-Year Strategic Plan, the area of focus and action for each year should be an important stage of the program plan:



1st Year – Evaluation & Planning

In the first year, agencies should focus on evaluation of current program and Adult Education Career Pathways transition planning: researching, analyzing their data, improving program and curriculum, improving use of assessment and align student services procedures, as well as training staff.

2nd Year – Implementing

In the second year, agencies should implement the new and improved action plans developed in year one, encompassing the eight strategic areas of focus mentioned above.

3rd Year – Refining

In year three, adult education providers will be able to evaluate Adult Education Career Pathways implementation in year two and refine their action plans according to lessons learned in year two.

4th Year – Evaluating

In year four, adult education providers should focus on evaluating the overall effectiveness of their Adult Education Career Pathways System from years one through three.

5th Year – Expanding

In year five, agencies will be able to expand/improve their programs based on findings from the previous years as well as on new trends and demands.

Adult Education Career Pathways Five-Year Strategic Plan

The chart below gives examples of activities for each areas of focus for developing a multi-year plan for building an Adult Education Career Pathways Five-Year Strategic Plan. Agencies will analyze their adult education programs in the areas of program design, curriculum and instruction, professional development, student support services, assessment, partnerships, and accountability, to determine system changes needed to reach the goal of increasing the number and percentage of students that enter postsecondary education and earn a degree, certificate and/or industry credential. Marketing has also been added as an important component of the Adult Education Career Pathways Five-Year Strategic Plan.

*This chart contains state and local responsibilities, areas of focus, and examples of tasks and goals that agencies will need to consider and address as they develop their local five-year strategic plan. Although the eight topical categories should be addressed by all local programs, additional areas of focus can be added at the discretion of each individual agency. A Five-Year Strategic Plan form, as well as a sample plan for year one, are included in the Appendix.

Sample Activities for Adult Education Career Pathways Five-Year Strategic Plan

	Program Design	Curriculum & Instruction	Professional Development	Student Support Services	Assessment	Partnerships	Marketing	Accountability	
	Provide guidelines regarding assessment, adult education classes, curriculum standards, data collection and reporting.	<p>Set Curriculum Frameworks and Guidelines.</p> <p>Add career and education planning competencies to Adult Basic Education Frameworks</p> <p>Provide training on reading instruction through Student Achievement in Reading (STAR) Program.</p>	<p>Maintain Regional Training Councils professional development opportunities aligned with Adult Education Career Pathways goals. Provide Orientation Training on Adult Education Career Pathways to Adult Educators. Provide Florida CHOICES training. Share Best Practices. Provide online training modules for teachers and administrators.</p>	Provide access to career planning resources at the student level, such as <i>Florida CHOICES</i> or equivalent.	<p>Approve standardized tests and provide training to Adult Educators.</p> <p>Provide annual train-the-trainer update Professional Development training.</p>	<p>Establish state leadership support for building an Adult Education Career Pathways System. Align resources to support Adult Education Career Pathways goals. Utilize Adult Education Cabinet & Standing Committees for recommendations on key issues.</p>	Disseminate the importance of Career Pathways in Florida's Adult Education through teleconferences, Regional Training Councils workshops, and other meetings.	<p>Develop career pathways performance measures and state-level outcomes.</p> <p>Provide incentives for performance Provide transition data reports.</p>	S T A T E
1	Define resources, workforce needs, and demands for program development, as well as student interest.	Integrate Career Pathways framework into curriculum and include virtual learning if applicable.	Plan Professional Development on Career Pathways.	Align intake procedures, student needs, orientation, and counseling with Career Pathways	Assess current program alignment to Career Pathways framework for planning and modifications.	Identify community, education, and business partnerships. Leverage resources across systems.	Establish local marketing plan. Devise plan for financial sustainability.	Analyze transition data and program outcomes to set goals for continuous improvement; data collection and reports for evaluation. Reconvene committee after each year.	L O C A L L E V E L
2	Implement program plan and improvements. Use assessment to meet Career Pathways framework requirements and align with workforce needs.	Implement modifications/ improvements to curriculum.	Offer individualized multi-year professional development plan to adult educators.	Provide students w/ Career Pathways orientation and counseling. (Have students open their <i>Florida CHOICES</i> accounts or equivalent) Begin Adult Education Career Pathways transitioning process with	Assess students' needs, goals, skills, interests, and placement levels. Reevaluate program plans and implementation from year one for modification/ improvement. Reevaluate workforce needs and demands for overall alignment.	Establish community, business, and education partnerships.	Implement marketing plan. Implement financial sustainability plans from year one.	Data collection and reports for evaluation. Implement data driven program improvement from year one that provides regular increases in the percentage of students transitioning annually.	P L A N

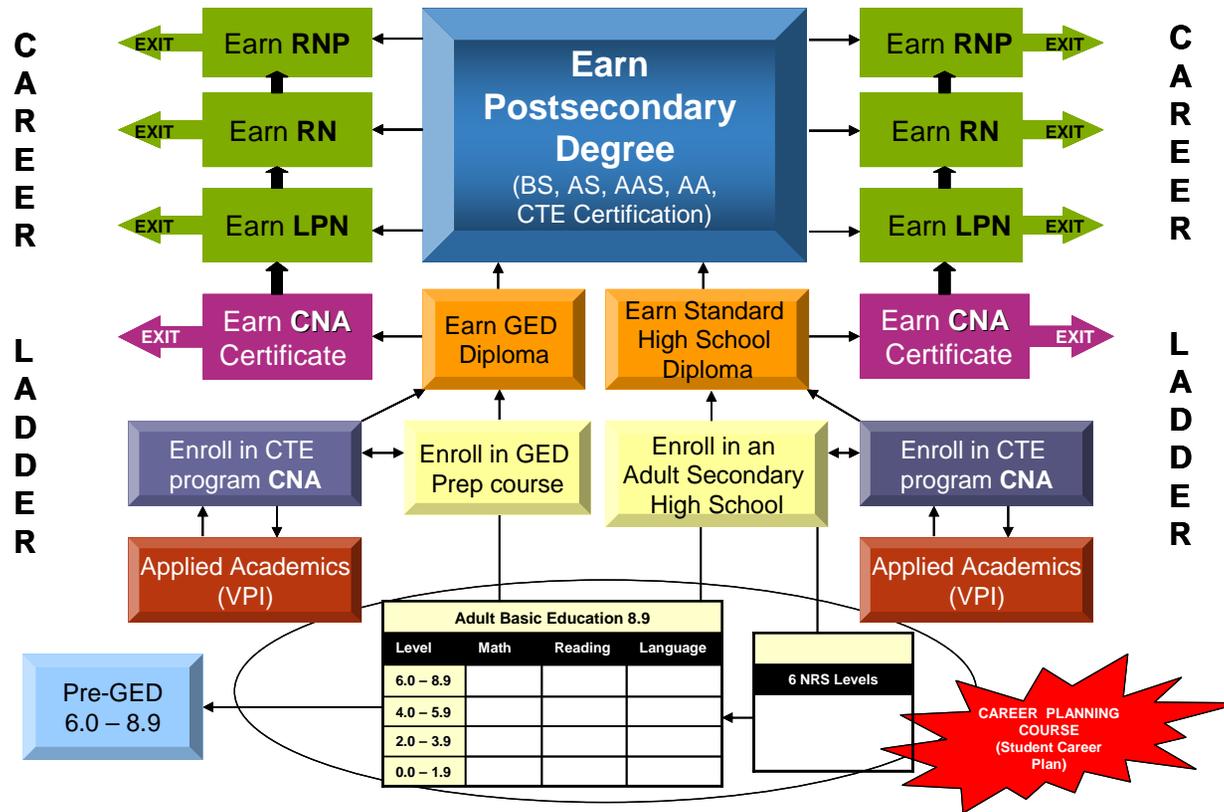
	Program Design	Curriculum & Instruction	Professional Development	Student Support Services	Assessment	Partnerships	Marketing	Accountability	
				students; establish bridge programs with community services agencies such as One Stop, Housing Authority, Food Banks, shelters, etc.				Reconvene committee after each year.	E X A M P L E S
3	Refine program design according to students' needs, skills, goals and workforce demands.	Refine/ modify curriculum according to workforce and students' needs.	Offer on-going professional development opportunities to strengthen program and curriculum.	Have students maintain their portfolios at FL CHOICES or equivalent. Ongoing counseling Establish mentorships programs	Evaluate program effectiveness and workforce needs and demands expressed at year two advisory committee meetings, as well as students' goals, interests, and success for overall alignment.	Obtain advice from partners to improve program design	Refine marketing materials and processes. Financial sustainability is established.	Data collection and reports for evaluation. Implement data driven Program improvement from year two that shows increases of the percentage of students transitioning annually. Reconvene committee after each year	
4	Evaluate overall program design according to data, advice from partners, etc, for years 1-3.	Evaluate overall curriculum effectiveness for years 1-3	Evaluate overall effectiveness of Adult Education Career Pathways professional development for years 1-3.	Evaluate overall student services effectiveness and use of resources for years 1-3	Evaluate overall program effectiveness and improvements for years 1-3 and results from Adv. Comm. meeting from year 3.	Evaluate overall effectiveness of partnerships and	Marketing plan for years 1-3.	Report evaluation results and implement data driven program improvement that shows increases of the percentage of students transitioning annually. Reconvene committee after each year	
5	Expand career pathways program and career pathways road map.	Update Professional Development and improve curriculum according to new career pathways trends.	Modify professional development plan according to new trends and adult educators' individual needs.	Improve use of and expand on resources and student support services.	Expand/improve program and curriculum evaluation procedures and reporting and student assessment services. Evaluation of Advisory comm. meeting.	Expand partnerships and/or establish new partnerships.	Examine results of plan and improve Marketing plan as needed..	On-going data collection, outcomes evaluation and reporting. Reconvene committee after each year	

APPENDIX

Attachment 1	Example of an Adult Education Career Pathway
Attachment 2	Adult Education Career Pathways: Five-Step Process
Attachment 3	Sample Five-Year Strategic Plan for Building an Adult Education Career Pathways System
Attachment 4	Template for developing five-year strategic plan

Attachment 1

Example of an Adult Education Career Pathway



Attachment 2

Adult Education Career Pathways: Five- Step Process

Programs considering the development of an Adult Education Career Pathways program may wish to utilize the following graphic for organizational purposes:

The graphic below illustrates a basic five- step planning and implementation model that continuously recycles itself so that programs will want to begin their strategic plan with a *gap analysis* and progress through the next four stages of *career pathways planning* – essentially identifying the major areas of focus within their program and the operational mechanics. The planning phase is followed by program *implementation*. During this third phase, program administrators will want to observe their program closely as they progress to the next phase of *continuous improvement* wherein observations are transformed into programmatic adjustments for program success. The final phase, *expanding pathways*, allows programs to expand in any manner desirable such as the additional of new career pathways, an increase in the number of students served, an expansion of partnerships, program outcome goals, etc.



Attachment 3

Sample Five-Year Strategic Plan for Building an Adult Education Career Pathways System

The **Adult Education Career Pathways Five-Year Strategic Plan Template** assists applicants in identifying the action steps needed to develop their five-year Career Pathways Strategic Plan. Everyone will be at different starting points so it is important to conduct the gaps analysis. As you are developing your five-year plan, consider the actions you need to take in each of the areas of focus partnerships, program design, curriculum and instruction, student support services, assessment, professional development, marketing, and accountability to determine system changes needed to reach your goals.

Steps for completing the template:

Complete the template by filling in the appropriate fields:

- Click on the appropriate box for the year you are addressing. There are five boxes, one for each year of the five-year strategic plan.
- Identify the goal intended for each year. Year one: **evaluation and planning**; year two: **implementing**; year three: **refining**; year four: **evaluating**; year five: **expanding**.
- Describe the action steps (refer to the eight areas of focus) for each year under the first column, labeled “**Action Steps.**” (See example enclosed.)
- List the assigned persons/partners responsible for each action step under the second column, labeled, “**Person(s) Responsible/Partners.**”
- Under the third column, labeled “**Timeline,**” establish a specific timeline for each action step described in the first column.
- List resources needed to accomplish each task described under each action step under the fourth column, labeled “**Resources Needed.**”
- Write notes when appropriate under the fifth column, labeled “**Notes.**” (See example enclosed.)
- Repeat the same procedure for each year.

THESE ARE SAMPLE ACTIVITIES ONLY FOR YEAR ONE

**ADULT EDUCATION CAREER PATHWAYS SYSTEM
FIVE-YEAR STRATEGIC PLAN**

Choose Year:

1

2

3

4

5

Action Steps/Area of Focus	Person(s) Responsible/ Partners	Timeline	Resources Needed	Notes
Analyze student and program data to determine gaps in program/services and to set goals. (Accountability, Program Design)	Department Chair and Support Staff, MIS staff	0-3 months	Local data/student outcomes DOE Transition data/reports	Transition rate to postsecondary is 15% of all students receiving a high school diploma or GED. Where do we want to be in 5 years? We need to increase XX percentage each year.
Evaluate existing curricula and align with career advancement and postsecondary courses. Identify or develop contextualized curriculum and offer trainings for teachers. (Curriculum & Instruction, Professional Development)	Instructors and Support Staff Curriculum Developer/Trainer	0-12 months	FLDOE curriculum standards, Career Pathways Clusters and post secondary academic requirements	Are students prepared for postsecondary? Do they need remediation courses? What strategies or curriculum changes to insure that they are college ready.
Identify community, education, and business partnerships and roles. Leverage resources across systems. Establish steering committee to oversee 5-year plan. (Partnerships)	District, Postsecondary, CBO, Workforce Board, One-Stops	0-3 months		

**ADULT EDUCATION CAREER PATHWAYS SYSTEM
FIVE-YEAR STRATEGIC PLAN**

Choose Year:	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Goal:					
Action Steps	Person(s) Responsible/Partners	Timeline	Resources Needed	Notes	