INNOVATION PATHWAYS TOOLKIT

A Resource for Designing Rigorous, Student-Centered Pathways
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Dear Colleague(s),

On behalf of the Department of Elementary and Secondary Education (DESE) and the Center for Collaborative Education (CCE), we are proud to present the Innovation Pathways Toolkit. Launched in 2017, Massachusetts’ Innovation Pathways are designed to connect student learning to broadly-defined industry sectors that are in demand in the regional and state economy. With the help of Connecting Activities, a critical strategy to support high quality pathways, students are exposed to career development education throughout high school. Participation in this kind of pathway will help students gain awareness of future employment opportunities, fully prepare them academically, and help support informed decision-making related to post-secondary pathways in the industry of their interest.

The toolkit is a compilation of resources, curated to support Massachusetts high schools, MassHire Workforce Boards, and employers in the development and implementation of Innovation Pathways. Materials are organized according to the five guiding principles and design characteristics that define Innovation Pathways. We hope that this initial iteration, while not exhaustive, will be useful to an audience ranging from those in the initial stages of learning about Innovation Pathways to those who are members of the inaugural cohort. As we seek to expand this repository to make it as robust and relevant as possible, we welcome any feedback and suggestions for additions.

In partnership,

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Innovation Pathways Lead
Office for College, Career and Technical Education
Massachusetts Department of Elementary and Secondary Education

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Career Development Education Lead
Office for College, Career and Technical Education
Massachusetts Department of Elementary and Secondary Education
Dear Reader,

The Center for Collaborative Education Team and I are pleased to have been a partner in putting together this toolkit with the Department of Elementary and Secondary Education (DESE). This tool kit includes resources that enhance college and career preparatory education as well as tools that have been developed in the field by members of this Community of Practice. We hope that you and your community find it helpful.

The Center for Collaborative Education’s mission is to work with educators, schools and districts to provide opportunities, resources and support that increase equity and justice that transform learning and teaching and academic success for all students. As a result, this tool kit is near and dear to us as it focuses on providing concrete tools and resources that support educational equity and opportunities for all.

The design of this tool kit melds useful resources with an inclusive, future-focused, and reflective design process, which can help teams ensure sustainable, equitable, and successful outcomes for all learners. Another important design element of this tool kit is that it is designed to be iterative and adaptive. We are excited to continue to expand on this tool kit and will continue to add more resources as schools develop and implement more resources and successful strategies to make sure that it is dynamic, relevant and representative of the work that happens in schools.

The Center for Collaborative Education is excited to partner with the Department of Education and with schools throughout the Commonwealth on this important endeavor for in the years ahead. Again, we hope that you and your community find the toolkit to be helpful and useful.

Sincerely,

Oscar Santos, Ed. D
Executive Director
Center for Collaborative Education
What are Innovation Pathways?

Innovation Pathways are structures within Massachusetts high schools that are designed to connect students to learning to a broadly-designed industry sector that is in demand in the regional and state economy. Schools leverage strong partnerships with employers to provide students career awareness and work based learning activities. Students participate in a series of courses and experiences relevant to achieving industry recognized credentials. Participation in this kind of pathway can lead students to opportunities for meaningful careers in that industry sector upon the completion of needed post-secondary education and training.

Massachusetts’ Innovation Pathways draws on three decades of successful practices and are designed to support schools to enhance a student’s ability to gain awareness and preparedness of future employment opportunities, fully prepare academically, and make informed choices related to post-secondary pathways in the industry of their interest.

Innovation Pathway programs are rooted in the five Guiding Principles, approved by the joint Boards of Elementary and Secondary Education and Higher Education:

**PRINCIPLE 1:** Equitable Access

**PRINCIPLE 2:** Guided Academic Pathways

**PRINCIPLE 3:** Enhanced Student Support

**PRINCIPLE 4:** Connection to Career

**PRINCIPLE 5:** Effective Partnerships

Full guidance on Innovation Pathways and Designation Criteria is available on the DESE website at: [www.doe.mass.edu/ccte/innovation-pathways/](http://www.doe.mass.edu/ccte/innovation-pathways/).

An interactive pathways mapping tool is designed for secondary school administrators, workforce and economic development professionals, postsecondary education partners, families and other stakeholders to see which schools in Massachusetts offer High Quality College and Career Pathway programs, including Innovation Pathways.

The most recent list of current Innovation Pathways Designees is available on the DESE website at: [http://www.doe.mass.edu/ccte/innovation-pathways/designees.html](http://www.doe.mass.edu/ccte/innovation-pathways/designees.html).

Innovation Pathways designees are required to partner with the MassHire State Workforce Board and also encouraged to reach out to local workforce boards for local resources. Pathway design should draw from both the resources provided in this toolkit and from local resources available through the regional MassHire Workforce Boards.
SECTION 1: INNOVATION PATHWAYS

The processes, tools and resources within this toolkit are not exhaustive, nor is it intended that Innovation Pathways design and development teams necessarily make use of each resource shared within this toolkit. Rather, the resources shared are intended to support a variety of design, development, and implementation needs in a way that is customizable according to each school and pathway’s particular context.
SECTION 2: CORE DESIGN ELEMENTS

To receive an Innovation Pathways designation, applicants are required to demonstrate that its pathways are rooted in all five of the Guiding Principles. MA recognizes that a structured pathway that integrates these into a coherent set of strategies and services for participating students ensures the quality of the pathway. This section includes resources from the MA Department of Elementary and Secondary Education to support planning and design of required core elements of Innovation Pathways programs.

CAREER ADVISING

My Career and Academic Plan
A guide from DESE to support implementation of a student-centered, multi-year planning tool designed to provide students with ongoing opportunities to plan for their academic, personal/social and career success.

INTEGRATED INSTRUCTION

Massachusetts Career Development Education Guide and Glossary
This guide provides a variety of Career Development Education activities now offered by many schools and communities in Massachusetts, along with definitions and frameworks to assist with efforts to create or expand and improve these activities.

LABOR MARKET INFORMATION

MA Labor Market Blueprints
A series of regional labor market resources that provide an analysis of the regional labor market, identifying industries and occupations that provide growing and emerging opportunities in your area. Staff from the Connecting Activities initiative and staff and board members from the MassHire workforce boards can help school leaders to think about how these emerging opportunities might translate into pathway themes.

A Primer for Labor Market Information
This tool from DESE is specifically designed to help users gain a working familiarity with national and state databases regarding industry sectors and occupations.

Labor Market Workbook: a practice workbook to support the Labor Market Information Primer.

Developing a Regional Labor Market Analysis: A presentation from DESE that provides an overview of developing programming using a regional labor market analysis.
SECTION 2: CORE DESIGN ELEMENTS

- MassConnecting.org
  Connecting Activities is a statewide network, organized through the sixteen MassHire Workforce Boards, connecting employers and schools to support work-based learning and other career development education activities for students. The Connecting Activities Initiative shares resources with the MA High-Quality College and Career Pathways initiative and is intended to provide links and resources for Innovation Pathways.

WORK-BASED LEARNING

- Elements of a Model Internship Guide
  This guide from DESE presents materials and approaches on internship program design from Connecting Activities programs throughout Massachusetts.

- Work-Based Learning Plan
  Developed by DESE, this template is designed as an easy-to-use system for focusing on identifying and assessing the skills developed through worksite learning experiences. The Work-Based Learning Plan includes a job description, a description of the Employability Skills and Career and Workplace Specific Skills used in the student’s placement and a performance review section.

- Massachusetts Career Ready Database
  This database is provided by the Connecting Activities initiative, available for use by Connecting Activities and any other work-based learning and career development program in Massachusetts. The database includes the online version of the Massachusetts Work-Based Learning Plan, along with a placement screen for tracking internship placements, employer screens for managing information about area employers who are involved in your program, and a career development activities screens for managing information about activities such as career days, guest speaker series, industry field trips, and more. The database manual is available here.
SECTION 3: PATHWAY DESIGN PROCESS

Student pathways are one part of a comprehensive system to support students’ college and career readiness. CCE’s Toolkit to Designing Rigorous, Student-centered Pathways is a four-part resource intended to help district and school staff design and implement their pathways system.

This section is intended to guide school teams through a process of pathway development that includes a four-part cycle: (1) Building a vision, (2) Understanding your community, (3) Designing and Planning, and (4) Implementing and Progress Monitoring. Although the phases and steps are numbered, they are rarely approached in simple chronological order. Often multiple steps occur simultaneously. Sometimes steps must be retraced in order for the overall pathway(s) to be successful. However, the phases and steps, as described, are in an order that can serve as a logical reference for teams engaging in pathway design and development.

1. BUILD A VISION

Step 1 of this phase focuses on the big-picture vision for the pathway program, grounded in equity and culturally responsive practice, as well as the shared priorities of the community. Using structured visioning exercises, group members can free themselves of practical constraints, which will tether them to reality soon enough, and dare to dream together about an alternative to the reality of school inequity that we all know too well. Regardless of the visioning protocol used, the vision should be refined side-by-side with the existing school mission statement and other foundational documents. The emphasis must be on ensuring that the vision simultaneously aligns with the school’s identity and results in equitable opportunities and outcomes for all students in the school, especially those from historically marginalized racial, ethnic, and socioeconomic backgrounds.

Recommended templates, tools and protocols for “Building a Vision” phase:

- **Building an Inclusive Team**
  A tool from CCE’s Building for Equity Guide. This tool supports design teams in their efforts to widen the “team” engaged in pathway improvement and design work, providing guidance about which important stakeholder groups to include and identifying important considerations for authentic engagement.

- **Vision of the Graduate Protocol**
  A tool from CCE’s Quality Performance Assessment Guide. This tool helps to develop a vision of what a graduate from your school should know, understand, and be able to do.
SECTION 3: PATHWAY DESIGN PROCESS

2. UNDERSTANDING YOUR COMMUNITY
Identify key elements of MA Innovation Pathways, identify the stakeholders in your community, define roles and responsibilities of stakeholders in designing a pathway system, and determine the goals of your local pathways system. Students, families, community organizations, industry, workforce, and local MassHire Boards are critical partners in this phase.

Recommended templates, tools and protocols for “Understanding Your Community” phase:

- **Individual and Group Learning Plan**
  A tool from CCE’s Building for Equity Guide. This tool is designed to support groups engaging in both collaborative learning and individual learning with the goal of building shared capacity to lead systems change and positively affect equity in student outcomes.

- **Family and Community Engagement Rubric**
  A rubric from WestEd to improving schools through high-impact family engagement practices.
SECTION 3: PATHWAY DESIGN PROCESS

3. DESIGNING AND PLANNING
Brainstorm, map and assess existing college and career readiness policies, programs, and practices; identify growing market needs in the community and/or state; and prioritize industries and occupations that will be the focus of the pathways system. Understand the knowledge, skills, and competencies students should know and be able to demonstrate for specific industries and develop a pathways system framework that includes the five Design Principles needed to receive the Innovation Pathways Designation. Develop an action plan that includes specific tasks, decisions and timelines.

Recommended templates, tools and protocols for “Designing and Planning” phase:

- **Preliminary Criteria Planning Tool**
  This planning tool is intended to support school teams applying for Innovation Pathways designation. The tool organizes and includes tracking of all the indicators necessary for the Preliminary Designation application phase.

- **Final Criteria Planning Tool**
  This planning tool is intended to support school teams applying for Innovation Pathways designation. The tool organizes and includes tracking of all the indicators necessary for the Final Designation application phase.

- **Pathways Development Design Thinking Mini Hack**
  A tool from CCE, designed for Innovation Pathways designees. This tool can support a well-formed team in designing a new Innovation Pathway that adheres to the five Guiding Principles by providing an opportunity to quickly ideate and problem-solve around a particular problem of practice.

- **Action Planning Template**
  A CCE template for design teams to capture notes and next steps during the planning process.

- **Innovation Pathways Design and Implementation Reflection Tool**
  A tool from CCE designed for Innovation Pathways designees. This tool is intended for use with planning teams to spark conversation and generate questions that apply to individual schools’ context, considering ways to establish and strengthen pathways with students at the center.
4. IMPLEMENTING AND PROGRESS MONITORING

Like our expectations for the students these systems are built to serve, the learning is never complete. This process is cyclical. Once teams have completed their initial action plan in the “Implementing” stage, cycling again through each stage through progress monitoring will support growth and improvement of a pathways system. Along the way, schools and districts should identify outcome measures and collect data on those measures to better understand the effectiveness and success of their system of pathways.

Recommended templates, tools and protocols for “Designing and Planning” phase:

- **Innovation Pathways Self-Assessment Tool**
  A tool from CCE, designed for Innovation Pathways designees. This tool can be used to guide reflection and planning in different stages of pathways development. Used during this phase, the Self-Assessment Tool can support identifying areas of achievement and growth, as well as outcome measure data that teams may want to collect and examine.

- **Technical and Adaptive Problems Protocol**
  A tool from CCE, designed for Innovation Pathways designees. This tool is designed for schools or design teams during implementation as they determine how best to approach the various challenges that they encounter.

- **Program Reflection Guide**
  A tool from CCE’s Building for Equity Guide. This tool provides questions to support a collaborative reflection activity as an integral step within an equity-minded design process.

Additional recommended resources for cyclical development and planning:

- **Building for Equity: A Guide for Inclusive School Redesign** - CCE
SECTION 4: INNOVATION PATHWAY RESOURCES

This section is intended to share templates, protocols, tools, and other resources to support design and implementation in various areas of Innovation Pathways. MA school-specific example materials and case studies have been included.

*Indicates Massachusetts school-specific example resource, materials or case study.

RESOURCE SUBSECTIONS

- Advising and Mentorship
- Demonstration of Learning
- Equity-focused Design and Implementation
- External Partnerships
- Facing and Addressing Change Leadership Challenges
- Guided Academics
- Program Marketing Materials & Strategies
- Student Supports
- Work-based Learning Remote Experiences & Support
- Work-based Learning Experiences
- Comprehensive Innovation Pathways FAQ Guide
SECTION 4: INNOVATION PATHWAY RESOURCES

ADVISING AND MENTORSHIP

Resources in this section support elements of pathway programming that relate to student advising and mentorship. These resources support design, development and implementation of pathway elements rooted in the Equitable Access, Enhanced Student Support, and Effective Partnerships Guiding Principles.

- **Developing Student-Mentor Relationships Workshop Recording and Slides**
  A virtual workshop delivered in April 2020 for the Innovation Pathways Community of Practice that explores best practices and strategies to develop trusting and supportive relationships that lead to successful work-based learning experiences.

- **Developmental Relationships Framework**
  A primer from the Search Institute. This framework identifies five elements that make relationships powerful in young people's lives.

- **Building Developmental Relationships During the COVID-19 Crisis**
  The Search Institute shares critical strategies to remote relationship building during the unprecedented pandemic.

- **Sample Mentor Agreement, Innovation Academy, Tyngsboro**

- **I Could Be**
  I Could Be is a virtual mentoring platform whose mission is to provide high school students with an online community of professional mentors, empowering teens to stay in school, plan for future careers, and achieve in life.

- **Career Village**
  An online community where students can get free personalized career advice from real-life professionals, with a focus on underrepresented youth. Includes lesson plans for educators and a Massachusetts feed for questions and answers from local students and professionals.

- **Sample Letter to Existing Workplace Partners**
  This sample letter from ConnectEd to industry partners includes options for continued involvement and connection to students when remote learning is necessary.

- **100Mentors**
  Bridge the gap between classrooms and the real world with 100-second personalized videos in which professionals answer questions from your students.

- **Dreamwakers**
  DreamWakers is a national nonprofit that connects students to real-world professionals via free video conferencing services.
SECTION 4: INNOVATION PATHWAY RESOURCES

ADVISING AND MENTORSHIP

- **Connecting Activities and Innovation Pathways Shared Resource Document**
  
  This Google Doc is an open, running resource document shared between the Massachusetts Connecting Activities and Innovation Pathways community. Use this resource to discover upcoming shared events and explore career advising resources shared by other schools.
SECTION 4: INNOVATION PATHWAYS RESOURCES

DEMONSTRATION OF LEARNING

Resources in this section support elements of pathway programming that relate to student culminating demonstration of learning, including capstones and internships. These resources support design, development and implementation of pathway elements rooted in the Guided Academics and Connection to Career Guiding Principles.

- **Rubric Design Webinar Recording and Slides**
  - What Makes a Good Rubric?
  - Rubric Design Process
  - Single Point Rubrics
  - Defense of Learning Rubric Example, Dearborn STEM Academy *

- **MassConnecting Employability Skills Rubric**

- **Capstone**
  - High-quality Capstone Webinar Recording and Slides
  - High-quality capstone resources from CCE
  - Maynard HS Capstone Requirements Example *

- **Internship**
  - Preparing for Internship Experiences
    A primer created by CCE for Innovation Pathways designees to support the design of high-quality internship experiences.
  - Elements of a Model Internship Guide
    This guide created by DESE presents materials and approaches on internship program design from Connecting Activities programs throughout Massachusetts.
  - Elements of a Model Internship Guide Workshop Slide Deck
    This presentation from Spring 2019 provides an overview of the Elements of a Model Internship Guide.
  - Intern Responsibility Descriptions from Dennis-Yarmouth *
  - Remote Internships
    A career coaching resource from Paragon One that provides remote internships to high school students, college students, and career changers.
SECTION 4: INNOVATION PATHWAYS RESOURCES

DEMONSTRATION OF LEARNING

Industry-Recognized Credentials

- What is a Credential?
  From the Association for Career and Technical Education (ACTE), this document provides definitions for certificates, certifications, licenses, and degrees.

- 44 Massachusetts Vocational Technical Education Frameworks
  Each framework includes an industry-recognized credentials section for credentials associated with each career cluster.

- Virtual Portfolio Defense Guide
  A guide to designing authentic culminating assessments in the virtual space from Envision Learning Partners.

EQUITY-FOCUSED DESIGN AND IMPLEMENTATION

Resources in this section support elements of pathway programming that relate to equitable design and support. These resources support design, development and implementation of pathway elements rooted in all five Guiding Principles.

- Building for Equity Guide
  - Building for Equity Self Assessment Tool
  - Innovation Pathways Equity Self Assessment Supplement Tool

EXTERNAL PARTNERSHIPS

Resources in this section support elements of pathway programming that relate to equitable design and support. These resources support design, development and implementation of pathway elements rooted in all five Guiding Principles.

- A Primer for Labor Market Information
  This tool from DESE is specifically designed to help users gain a working familiarity with national and state databases regarding industry sectors and occupations.

- Developing a Regional Labor Market Analysis
  A presentation from DESE that provides an overview of developing programming using a regional labor market analysis.
SECTION 4: INNOVATION PATHWAYS RESOURCES

EXTERNAL PARTNERSHIPS

- **Industry Partner Involvement**
  An example from ConnectEd of some key strategies that districts are using to engage business and community partners.

- **MA Work-Based Learning Plan Sample Job Descriptions**

- **Work-based Learning Myth vs Fact for Employers**
  An example from the Tennessee Department of Education that addresses common barriers to WBL participation.

- **Nepris**
  Nepris connects educators and learners with a network of industry professionals, virtually, bringing real-world relevance and career exposure to all students. Nepris also provides a skills-based volunteering platform for organizations to extend education outreach, and build their brand among the future workforce.

FACING AND ADDRESSING CHANGE LEADERSHIP CHALLENGES

Resources in this section support elements of pathway programming that relate to change management. These resources support design, development and implementation of pathway elements rooted in all five Guiding Principles.

- **Problems-Solutions-Outcomes Chart**
  A CCE developed tool designed to support identification of challenges or barriers, potential solutions and next steps.

- **Fishbone Equity Root Cause Analysis**
  A CCE developed tool to support a root cause analysis of an identified challenge, problem or barrier.

- **Consultancy Protocol**
  A protocol from the School Reform Initiative to help teams think more expansively about a particular, concrete dilemma.

- **Technical Problems and Adaptive Challenges Protocol**
  A tool from CCE, designed for Innovation Pathways designees. This tool is designed for schools or design teams during implementation as they determine how best to approach the various challenges that they encounter.
GUIDED ACADEMICS

- **The MA Contextual Learning Portal**
  This portal provides a template to support teachers and program leaders in developing and sharing curriculum. The portal has been used for curriculum projects from a variety of initiatives, including community service learning, academic support, creativity-building, community learning center programs and more.

- **Sample Innovation Pathways Scope and Sequence Technology Pathway**
  A sample scope and sequence provided by DESE.

- **MA List of Advanced Courses: 2020 District and School Accountability Reporting**
  A list from the DESE detailing courses considered “advanced” for the purposes of 2020 accountability reporting.

- **Sample Course Descriptions**
  - Nantucket HS - Healthcare and Maritime Studies Pathways*
  - Northampton HS - Computer Science Pathway *
  - Somerset-Berkley - Computer Science and Medical Pathways *

- **Cengage**
  For U.S. education institutions experiencing unplanned, mid-semester impacts due to COVID-19, Cengage is offering students free access to all their digital platforms and 14,000 ebooks through Cengage Unlimited, for the remainder of this semester.

- **Personal Financial Literacy Toolkit**
  Developed by the MassHire Cape & Islands Workforce Board, the Personal Financial Literacy Toolkit is an online guided instruction that consists of three interactive modules designed to explore the concepts of financial literacy. Each module is encouraged to be completed by a high school student and can also be utilized as an addition to an educators’ academic lesson.
SECTION 4: INNOVATION PATHWAYS RESOURCES

PROGRAM MARKETING MATERIALS & STRATEGIES
Resources in this section support elements of pathway programming that relate to pathway marketing and PR. These resources support design, development and implementation of pathway elements rooted in the Equitable Access and Effective Partnerships Guiding Principles.

- **Mashpee: Advanced Manufacturing** *

STUDENT SUPPORTS
Resources in this section support elements of pathway programming that relate to student supports to promote success. These resources support design, development and implementation of pathway elements rooted in the Equitable Access, Enhanced Student Support, and Connection to Career Guiding Principles.

- **My Career and Academic Plan (MyCAP) Implementation Guide**
  A guide from DESE to support implementation of a student-centered, multi-year planning tool designed to provide students with ongoing opportunities to plan for their academic, personal/social and career success.

- **Journeys Map**
  An online platform providing personalized roadmaps to explore life’s possibilities with an interactive user-interface.

- **MassHire Career Information System**
  A free online tool to provide occupational and educational information to help people make better-informed career and school choices.

- **An Equal Chance at Success**
  A tool from Learning Forward on how culturally responsive teaching practices can address students’ differing needs.

- **A Day At Work**
  A collection of videos from ConnectEd to help youth better understand the rapidly changing world of work, and the skills needed to be successful in the 21st century.

- **Jobs Made Real: By Teens For Teens**
  A searchable library (by Personality, Salary, Job Outlook and Education Goals) of videos for various careers with links to O-net and US Department of Labor Information as well as career center information.
SECTION 4: INNOVATION PATHWAYS RESOURCES

REMOTE WORK-BASED LEARNING EXPERIENCES & SUPPORT

Resources in this section support elements of pathway programming that relate to remote work-based learning experiences and skill building. These resources support design, development and implementation of pathway elements rooted in the Equitable Access, Enhanced Student Support, and Connection to Career Guiding Principles.

- **Strategies to Practice Remote Work-Based Learning**
  A CCE tool designed for Innovation Pathways designees. This tool provides suggested strategies students can use to practice work-based learning skills remotely. It also includes equity considerations and a list of on-demand resources aligned to each strategy.

- **Google Expeditions and Nearpod**
  These virtual field trips applications allow students to explore industry and workplaces around the world.

- **Virtual CDE Activities for Students**
  A crowd-sourced document that includes resources generated by Massachusetts schools.*

- **Workplaceless**
  K-12 lesson plans that prepare students for virtual roles and align with CCTC, Common Core, and ISTE standards.

- **Fee-for-Service Platforms and Products to Support Work-based Learning**
  A list of work-based learning resources that require a service fee or subscription for use. DESE and Center for Collaborative Education do not endorse any one product. These products are available for schools who may be interested in investing in work-based learning platforms and products.

- **Expanding High Quality Work-Based Learning during COVID-19**
  A Policy Brief from the Education Commission of the States defines the types of experiences on a work-based learning continuum and the challenges for maintaining quality in these programs. It also identifies five policy considerations for fostering high-quality work-based learning, based on a set of principles created through experience in the field.
WORK-BASED LEARNING EXPERIENCES

Resources in this section support elements of pathway programming that relate to remote work-based learning experiences and skill building. These resources support design, development and implementation of pathway elements rooted in the Equitable Access, Enhanced Student Support, Connection to Career and Effective Partnership Guiding Principles.

- **Work-Based Learning Plan Template**
  Developed by DESE, this template is designed as an easy-to-use system for focusing on identifying and assessing the skills developed through worksite learning experiences. The Work-Based Learning Plan includes a job description, a description of the Employability Skills and Career and Workplace Specific Skills used in the student's placement and a performance review section.

- **Massachusetts Career Development Education Guide and Glossary**
  This guide provides a variety of Career Development Education activities now offered by many schools and communities in Massachusetts, along with definitions and frameworks to assist with efforts to create or expand and improve these activities.

- **Signal Success**
  A work readiness curriculum, DESE and the Commonwealth Corporation collaborated to develop this version of CommCorp's Signal Success curriculum. It is designed primarily for students in high schools that offer internships, cooperative education or other youth employment programs, with a special emphasis on students enrolled in designated Innovation Pathways programs.

- **Exploring College, Career and Community Options (ECCCO) Career Readiness Units**
  A set of vetted lessons from ConnectEd guide high school students through a comprehensive sequence designed to prepare them for both college and career. Rich media, student-directed activities, and online interactions with industry professionals and mentors are included.

- **Work-Based Learning in Linked Learning: Career Preparation Outcomes, and Quality Criteria**

- **A Systemic Approach: An Example of How One School Implements Work-Based Learning**
SECTION 4: INNOVATION PATHWAYS RESOURCES

WORK-BASED LEARNING EXPERIENCES

- **Work-based Learning Market Scan**
  Jobs for the Future offers a market scan of organizations, programs, and tools that support aspects of work-based learning PreK through postsecondary education.

- **Virtual Enterprise**
  Students develop essential leadership, professional, functional, and core technology skills through hands-on, immersive, work-based learning experiences.

- **Future Employment Assessment Tool**
  A platform to assess career readiness skills and award micro-credentials.

- **Career Development Education Guide**
  A resource from DESE, this guide is a central document that provides guidance to districts and other stakeholders to more effectively understand, develop, implement, and optimize career development education programs and practices in MA.

- **Equity in Youth Apprenticeship Programs**
  From the National Alliance for Partnerships in Equity (NAPE), this workbook-style tool is designed to acknowledge and address equity challenges. This toolkit provides resources and activities to help youth apprenticeship practitioners eliminate disparities and to purposefully establish equitable learning environments for all students. The activities and resources in this tool may be helpful to teams (re)designing engaging and immersive work based learning experiences for students.

- **Promising Trends and Challenges in Work-based Learning: A Market Scan of Organizations and Tools**
  This resource from Jobs for the Future provides a scan of organizations, programs and tools that support aspects of high-quality work-based learning pre-K through postsecondary education.
SECTION 4: INNOVATION PATHWAYS RESOURCES

COMPREHENSIVE INNOVATION PATHWAYS FAQ GUIDE

- **Innovation Pathways FAQ Guide**
  A comprehensive frequently asked questions guide developed by the Innovation Pathways Initiative team.

- **Innovation Pathways Data Collection Webinar FAQ**
  This FAQ was developed as a result of the September 2020 Innovation Pathways data collection webinar hosted by DESE on 9/23/20.