



# SYSTEMS CHANGE BENCHMARKING TOOL

## BUILDING INTEGRATED PATHWAYS

### INSTRUCTIONS

Use this and the other eight self-assessments with your state team to set a baseline at the beginning of the planning process, and revisit it periodically to assess progress across the nine strategic elements. *On page 2 you will find a set of guiding questions to help you assess where you are in the implementation process.* Team members can fill out the assessment ahead of time or work through the questions as a group. You may wish to only tackle two or three sections per meeting. You can record your scores from all nine areas on the benchmarking dashboard.

#### 1. BUILDING INTEGRATED PATHWAYS

Integrated pathways form a transparent system of education and training that integrate basic skills education and career technical/occupational training for college credit. This model: utilizes contextualized curriculum; is linked to the labor market, includes embedded student supports; and has stackable certificates enabling the learner to matriculate to higher levels of learning.

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
<p>Colleges have limited success in launching pathways</p> <p>Not all aspects of the pathway have been built out</p> <p>There are no clear standards for approving pathways</p> <p>Many students leave after achieving just one entry-level credential and do not return to the program</p> <p>Participants see no clear connection between each program level</p> <p>Students are not receiving core support services</p> <p>The needs of the student and the region are scarcely served</p> <p>Few stakeholders are involved</p> <p>Systems change is limited: college departments remain in silos</p> <p>There is no alignment with workforce or other systems</p>				<p>Each of the colleges has built out at least two robust pathways</p> <p>Systems change is evident</p> <p>A student-centered vision is fulfilled</p> <p>Key support services are embedded</p> <p>The pathways span from entry-level certificates to articulation with four-year colleges</p> <p>Each program level has a clear connection to the labor market</p> <p>Students are getting good jobs and employers across the region are effectively served</p> <p>Functional teamwork across organizational boundaries is being achieved</p> <p>Standards are in place for adding new pathways</p>

## GUIDANCE QUESTIONS FOR COMPLETING THIS SECTION

- > How many colleges have launched integrated pathways?
- > How many students have enrolled? How many credentials have been attained?
- > Does the state have a common definition of integrated pathways and a formal process for approving the launch of pathways?
- > Are the pathways aligned with the essential elements?
- > Do the colleges have clear intake and referral processes to ensure students enroll in the appropriate pathway?
- > Are pathways aligned with the needs of the regional labor market, and do they lead to jobs with family-supporting wages?
- > Have stackable certificates and career ladders/lattices been developed?
- > Do students tend to continue into the next step on the career pathway? If not, what is the plan to recapture students and support pathway advancement?
- > What is the plan to build out full pathways with multiple certificates across the colleges and then to expand to others?
- > Are all of the pathways offering certificates and courses for credit? If not, what is the plan and timeline to do so?
- > How would you characterize the quality of the team teaching and instructional components?
- > Are faculty and staff at the colleges engaged and supportive? How are the colleges encouraging awareness and shared ownership?

---

**Jobs for the Future** works with our partners to design and drive the adoption of education and career pathways leading from college readiness to career advancement for those struggling to succeed in today's economy.



**JOBS FOR THE FUTURE**

TEL 617.728.4446 FAX 617.728.4857 info@jff.org

88 Broad Street, 8th Floor, Boston, MA 02110  
122 C Street, NW, Suite 650, Washington, DC 20001

[WWW.JFF.ORG](http://WWW.JFF.ORG)

