



Operational Alignment

Throughout all facets of district operations, leaders align policies, practices, and resources to support pathway development and quality. In particular, human resource policies and practices support the unique instructional and leadership needs of pathways. To accomplish this objective, districts may need to renegotiate union agreements, implement waiver processes, consider practices related to teacher assignment and seniority-based placement, modify evaluation processes, articulate pathway staffing needs and expectations to university pre-service programs, establish internal leadership development programs, and pay attention to changing professional development needs.

District facilities will need to accommodate and support the teaching and learning needs of pathway programs of study. To accomplish this objective, districts may need to reconfigure or reassign existing space, plan for expansion or renovation, and/or consider sharing facilities with other educational or community organizations. Similarly, districts may need to invest to ensure that appropriate equipment is made available to support the particular teaching and learning needs of pathways with different career or industry themes.

Pathways may have start-up costs, and sometimes ongoing costs, above and beyond those of traditional high school education programs. District finance procedures ensure the regular evaluation of pathway funding needs and put plans in place to support those needs as part of the overall implementation plan.

Reflect on Your Practice

- How have individual departments on the district leadership team or individual departments on the team assessed needed resources or facilities for an upcoming project in the past?
- What kinds of parameters guide decision-making around refurbishing or resource allocation?

Foundational Steps

- Clarifying non-negotiable resources needed for the work to move forward.
- Clarifying potential funding sources and expense limitations.

D5. Operational Alignment

	1 Emerging	2 Developing	3 Advancing	4 Transforming
Human Resources				
D5.1 Recruitment and Hiring Practices	The district's human resources (HR) director adjusts recruitment and hiring practices to address the unique knowledge and skills required for teachers, teacher leaders, counselors, and administrators working in pathway settings; including revising job descriptions, interview questions, and selection criteria.	District HR staff and site principals consider future staffing needs and communicate them to local institutions that provide teacher and administrator preparation articulating the unique skills of pathway teachers and site leaders.	The district collaborates with teacher and site leader preparation institutions to place pre-service interns and student teachers in pathways. District hiring practices include pathway team members in the recruitment and selection of new team members and site leaders.	In addition to items in previous columns, the director of secondary education provides ongoing support to site leaders to develop their understanding and a servant/learning leader approach that values the expertise of teachers.
D5.2 Evaluating and Retaining Teachers and Administrators	The director for secondary education works with the teachers' union and site leader supervisor to ensure that the unique qualifications and abilities required are reflected in teacher and site leader support processes and evaluations.	The director for secondary education incorporates into site administrator and pathway teacher support professional development that builds capacity in the specific qualifications and capabilities identified.	The director for curriculum and instruction aligns teacher support programs , such as teacher induction, peer assistance and review, and professional learning communities (PLCs), as well as site leader support programs , such as coaching and Community of Practice offerings, with retention and professional development needs.	In addition to items in previous columns, the HR director works with high school principal supervisors and the teachers' union to maintain effective cross-disciplinary teams of pathway teachers and effective management/support of those teams by site administrators to retain uniquely qualified pathway teachers and site administrators.
Physical Infrastructure				
D5.3 Facilities and Equipment	The district's facilities director and/or site leaders consult with teachers, their local business and industry partners, pathway team leaders, and site administrators to determine the facility and equipment needs for current and future pathways.	The district's facilities director integrates the special facility and equipment needs of pathways into short- and long-term facilities planning processes.	The district's facilities director and site principals re-purpose and re-configure use of existing space to co-locate classrooms by pathway, rather than a traditional departmental configuration.	The district's facilities director and high school leaders take advantage of creative facility use options , such as sharing facilities at a nearby college or joint apprenticeship center.

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Funding				
D5.4 Leveraging Fiscal Resources	<p>The district’s chief financial officer identifies ways in which existing state and federal funding resources, including regional career and technical education resources, may directly contribute to the formation and support of career pathway planning, implementation, and sustainability.</p>	<p>The district’s chief financial officer identifies ways to reallocate and/or repurpose local, state, and federal funding to align resources to support elements of pathway programs of study.</p>	<p>The district’s chief financial officer, business office staff, and high school principals exercise flexibility in their use of funding to combine and align resources to support pathways.</p> <p>The superintendent independently or with a broad-based coalition dedicates resources to identify potential new funding sources and raise funds to support pathway expansion, quality, sustainability, and student access.</p>	<p>In addition to items in previous columns, the district’s chief financial officer integrates pathway needs into short- and long-term budgeting and funding processes and develops systems to effectively manage resources.</p> <p>The district explicitly integrates pathway strategies into official reporting on budget decisions for accountability purposes.</p> <p>The school board ensures long-term support for pathway planning, implementation, expansion, and sustainability as part of the district’s core investment.</p>