

**Wilmington Education Improvement Commission – Meeting the Needs of Children in Poverty Committee**

United Way of Delaware Board Room

Minutes – November 16, 2015

**Michelle Taylor, Co-Chair, called the meeting to order at 3:39 p.m.**

Michelle Taylor explained the agenda for the evening, which is to begin with approving the minutes from the previous meeting, then head directly into breakout groups. Groups would reconvene at the end of the meeting to wrap-up and then take public comment.

Michelle Taylor reiterated that the goal of the meeting was not come up with a list of solutions for the action agenda items assigned to the committee, but rather to determine what steps need to be taken to execute on the actions. By the end of this meeting the hope is that the group will have a good working draft of a collective plan, including timelines and deliverables.

Michelle Taylor then reviewed the committee's schedule for the next month.

The minutes from the October committee meeting were approved without corrections.

The committee members then broke out into their assigned subcommittees.

- Notes from the three subcommittees can be found in Appendix A.

The committee reconvened for public comment:

- The Honorable Jea Street stated that he thinks that it is critical to assign someone on the commission to work on school board realignment, voting process for school boards, and feeder patterns should the redistricting plan move forward.
- Bill Doolittle stated that he was most nervous as to whether or not the committee would be able to put together the community supports, but he could not be more pleased with what he's seen from the committee so far. He thinks that the committee still has a ways to go, but is making good progress.

Jackie Jenkins, Co-Chair, commended the committee members on their work and for their creative, out of the box thinking.

**The meeting was adjourned by Jackie Jenkins at 5:10 p.m.**

**Wilmington Education Improvement Commission  
Meeting the Needs of Children in Poverty Committee  
Attendance at the 11/16 Meeting**

**Committee Members**

Jackie Jenkins  
Michelle Taylor  
Adriana Bohm  
Vi Cade  
Nikki Castle  
Rosa Colon-Kolacko

Karen Eller  
Jacqueline Paradee Mette, Esq.  
Kenny Oates  
Deb Stevens  
The Honorable Jae Street  
Burtie Watson

**Members of the Public**

Bill Doolittle  
Orrin White  
Victoria Clymer

Harold Brady  
Steven Yeatman

**Institute for Public Administration Staff**

Kelly Sherretz  
Elizabeth Burland  
Annie Gould

# WEIC Meeting The Needs Of Children In Poverty - Action Agenda 1

## OUR GOAL/OUTCOME: Where are we going?

The governor and state legislature should mandate the IRMC to develop and implement a comprehensive plan for state and local services, including partnerships with private and nonprofit institutions, which will create a community of support for low-income children and their families. The plan also should address the needs of schools in which large percentages of low-income children enroll. The plan should include initial recommendations for program and policy changes, responsible groups or needed groups, and funding requirements and should be submitted by the IRMC to the governor and state legislature in January 2016 or a year after the mandate is implemented. The IRMC should provide the governor and state legislature with an annual report on the implementation and operation of the plan.

## OUR SUCCESS METRICS - How will we know when we have arrived?

- Comprehensive plan jointly executed with common outcomes and joint accountability
- Coordinated community services
- Data that demonstrates parity among students' success, regardless of race, class or gender

## OUR GOAL PATHWAYS - How will we get there?

- MOU between identified stakeholders to work collaboratively including how dollars are spent and how data is evaluated.
- Tracking and responding to data
- Family engagement that reflects collected competencies to understand their needs and ways to provide services
- Need legislative addenda

## Milestones

June 2017

November 30, 2016

## OUR KEY ACTION STEPS – What will we start doing?

### TASK

### WHO

### BY

**OUR GOAL/OUTCOME:** Where are we going?

Recent improvements in early childhood programs should be accelerated. The Early Childhood Council, Office of Early Learning, and Wilmington Early Care and Education Council should re-develop an early childhood community plan for Wilmington that would provide access to high-quality early childhood programs and services for all children. This initiative should align with the state's already-approved early childhood strategic plan. A key step will be the development of a citywide partnership that includes all providers (family- and center-based), Early Head Start, Head Start, school districts, and higher education. This initiative should be supported actively by the Governor's Commission on Early Education and the Economy, with the shared goal of working with providers to establish easily accessible and affordable high-quality services (including needed screenings and interventions to identify and address developmental needs) for all Wilmington children. This initiative should be coordinated with the existing Early Childhood Readiness Teams and include a formal partnership among early childhood providers and districts and charters serving Wilmington to facilitate the effective transition of children from early childhood to K-12 education.

**OUR SUCCESS METRICS** - How will we know when we have arrived?

- More city kids enter school with age appropriate skills
- More families engaged in school activities
- More students involved in quality ECE

**OUR GOAL PATHWAYS** - How will we get there?

- Education/Outreach
- Parent Training
- Screening/Intervention Services
- Title I Reallocation
- District Participation
- Wrap Around Services

**Milestones**

**OTHER**

We will be persistent with agenda by collaborating with key player  
We will be requiring ECE experience by school districts  
We will be managing transition by school districts partnerships

**OUR KEY ACTION STEPS** - What will we start doing?

**TASK** **WHO** **BY**



**OUR GOAL/OUTCOME:** Where are we going?

The state should increase supports in schools through increased numbers of psychologists, social workers, and other professionals with knowledge of working with students who experience trauma and other social or emotional challenges. Delaware should rely on models of best practices in other states to develop a program designed to meet our state's distinctive needs. We must ensure consistency among existing providers to embed improved services within all schools.

**OUR SUCCESS METRICS** - How will we know when we have arrived?

- Data sources
- Research effective models
- Clear pathways for defining metrics of success (what are our indicators, what are we looking to change)
- Every child meeting their potential

**OUR GOAL PATHWAYS** - How will we get there?

- Reword the vision to allow for clear stated goals
- Develop framework for comprehensive needs assessment (site visits – observation, surveys, data analysis)
- Develop success model, target certain strategies
- Create sustainability

**Milestones**  
January 31, 2016  
February 28, 2016

**OUR KEY ACTION STEPS** - What will we start doing?

<b><u>TASK</u></b>	<b><u>WHO</u></b>	<b><u>BY</u></b>
Bring ideas for framework	All sub-committee members	
Begin circulating new language	UD	

**WEIC Meeting The Needs Of Children In Poverty - Action Agenda 4**

**OUR GOAL/OUTCOME:** Where are we going?

The governor should redirect the Delaware P-20 Council, representing Pre-K through higher education, to recommend improvements in the alignment of resources and programs to support student learning and development from birth through access to college and careers. This should include a review of resources and programs from public, private, and nonprofit institutions. There should be a logical progression of learning for students from early childhood to post-secondary education and workforce readiness aimed at reducing the need for remediation at each transition. Improved alignment will benefit all children in Delaware. It will be of particular importance to low-income children who often lack sufficient support for their learning progress. Improved alignment also will strengthen cost-effectiveness in the overall delivery of educational programs and services.

**OUR SUCCESS METRICS** - How will we know when we have arrived?

- Explore having IRMC and P-20 Council collaborate to ensure alignment and use of resources

**OUR GOAL PATHWAYS** - How will we get there?

- Top to bottom review of state agencies, private agencies and others to determine best, most efficient use of resources

**Milestones**

December 2016

**OUR KEY ACTION STEPS** - What will we start doing by next week?

**TASK**

**WHO**

**BY**

**WEIC Meeting The Needs Of Children In Poverty - Action Agenda 5**

**OUR GOAL/OUTCOME:** Where are we going?

The governor should call upon the council of higher education presidents to create a coordinated and aligned partnership program to help strengthen Wilmington education from early childhood through college access. Delaware institutions of higher education-public and private-that offer teacher or administrator education programs should be asked to develop collaborative models of comprehensive professional development and ongoing training aimed at assisting early childhood education programs and Wilmington schools with high percentages of low-income or minority students. One step, consistent with Delaware's early childhood strategic plan, is for institutions of higher education to work more directly with the Early Childhood Council to better align early childhood and elementary education programs.

**OUR SUCCESS METRICS** - How will we know when we have arrived?

**OUR GOAL PATHWAYS** - How will we get there?

- Top to bottom review of state agencies, private agencies and others to determine best, most efficient use of resources

**Milestones**

December 2016

**OUR KEY ACTION STEPS** - What will we start doing by next week?

**TASK**

**WHO**

**BY**





## ***WEIC Meeting The Needs Of Children In Poverty - Action Agenda 6***

### **OUR GOAL/OUTCOME:** Where are we going?

In collaboration with the State and New Castle County Chambers of Commerce and the Delaware Business Roundtable, the governor should launch a business sponsorship program focused on Wilmington schools with high percentages of low-income students. Business sponsors should work as partners with each school, helping to generate the human, material, and fiscal resources needed to support student success. This type of sponsorship already is present in some schools and it should be available, formalized, and enhanced for all Wilmington schools. Once developed, the business sponsorship program should be expanded statewide for all schools with high percentages of low-income students.

### **OUR SUCCESS METRICS** - How will we know when we have arrived?

Sustainable partnerships between businesses and families to promote and improve job readiness and employment opportunities.

More residents in Wilmington will be employed by our business partners.

### **OUR GOAL PATHWAYS** - How will we get there?

- Query schools – what do they need? School and family surveys
- Share successful school and business partnerships
- Research and identify effective school/business partnerships

### **Milestones**

June 2016

June 2016

December 2016

### **OUR KEY ACTION STEPS** - What will we start doing by next week?

**TASK**

**WHO**

**BY**

## **WEIC Meeting The Needs Of Children In Poverty - Action Agenda 7**

### **OUR GOAL/OUTCOME:** Where are we going?

The Wilmington Education Alliance, supported by the Office of Education and Public Policy, should play a leadership role in strengthening parent engagement in student learning, beginning in early childhood and extending through college and career choice. The alliance also should support parent advocacy, especially for students with special needs, and mobilize cross-sector community resources to strengthen the support for low-income families and Wilmington schools with high concentrations of low-income students.

### **OUR SUCCESS METRICS** - How will we know when we have arrived?

More families engaged consistently

Families feel like true partners

More children enrolled in high-quality ECE programs

### **OUR GOAL PATHWAYS** - How will we get there?

- Specialized training for school community
- Home visits/parent outreach
- Create additional advocacy for ECE services from commission

### **Milestones**

### **OTHER COMMENTS**

We will be HEARD by school districts, DDE, elected officials (Governor)

We will be working to increase participation by children and families in high quality early childhood education programs

We will be requiring accountability by school district leaders and providers

### **OUR KEY ACTION STEPS** - What will we start doing?

#### **TASK**

Create a FACE Council post commission

#### **WHO**

#### **BY**

Wilmington Education Improvement Commission  
**Meeting The Needs Of Children In Poverty Committee**  
**Subcommittees Composition and Charge**  
October 26, 2015

I. **Composition**

- **Early Childhood (Birth – 5):** Works to provide support so that babies are born healthy and developmentally at appropriate levels entering school ready to learn.

**Jackie Jenkins**, Madeline Bayard, Susan Perry-Manning, Mary Kate Mouser, Gwendolyn Sanders, Jea Street, Patricia Belle-Scruggs

- **In-School Support and Support Services:** Works to identify, align and integrate needed resources within the school infrastructure to support academic success.

**Chandlee Kuhn**, Vi Cade, Nikki Castle, Gloria Grantham, Devon Hynson, Jackie Mette, Kenny Oates, Terrance Newton, Michael Simmonds, Deb Stevens, Monique Taylor-Gibbs, Burtie Watson

- **Out-Of-School Community Supports and Services:** Works to identify, align and ensure that adequate community based resources are in place and working collectively to support the children and families during non-traditional school based hours.

**Michelle Taylor**, Andriana Bohm, Rosa Colon-Kolacko, Kia Ervin , Melissa Froemming, , Jackie Mett, Malik Muhammed, Yasser Payne, Cara Sawyer

II. **Charge: What this group is set out to do**

- **Action Agenda Item 1:** Goals will be discussed, assigned and ranked by each sub-committee **(Deadline October 26<sup>th</sup>)**
- **Action Agenda Item 2:** Execution framework for immediate committee goals will be developed and include: **(Deadline December 14<sup>th</sup>)**
  - Objectives
  - Activities
  - Benchmarks
  - Timeframes
  - Ownership
- **Action Agenda Item 3:** Presentation of committee plans **(Deadline December 14<sup>th</sup>)**

Please familiarize yourself with SMART Objectives definition and matrix provided to collect information to be on-boarded into report format.



## HOMEWORK - WEIC Meeting the Needs of Low-Income Children: Milestones of Progress

<p>2015 to June 2016 Milestones for the Approval Stage</p> <p><i>Meeting Wilmington Student Needs</i></p> <ul style="list-style-type: none"> <li>• WEIC Committees initiate development of plans to adequately support the needs of City Wilmington students</li> <li>• Arrangements are begun with Student Success 2025, Access to Justice, and other potential partners to coordinate efforts to support the plan.</li> </ul>	<p>Committee Recommendations Action Agenda 1</p> <p>Our Goal: The governor and state legislature should mandate the IRMC to develop and implement a comprehensive plan for state and local services, including partnerships with private and nonprofit institutions, which will create a community of support for low-income children and their families. The plan also should address the needs of schools in which large percentages of low-income children enroll. The plan should include initial recommendations for program and policy changes, responsible groups or needed groups, and funding requirements and should be submitted by the IRMC to the governor and state legislature in January 2016 or a year after the mandate is implemented. The IRMC should provide the governor and state legislature with an annual report on the implementation and operation of the plan.</p>	<p>Committee Recommendations Action Agenda 1</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>• Comprehensive Plan jointly executed with common outcomes and joint accountability</li> <li>• Coordinated community services</li> <li>• Data that demonstrates parity among students' success, regardless of race, class or gender</li> </ul> <p>Our Goal Pathways</p> <ul style="list-style-type: none"> <li>• MOU between identified stakeholders to work collaboratively including how dollars are spent and how data is evaluated</li> <li>• Tracking and responding to data</li> <li>• Family engagement that reflects collected competencies to understand their needs and ways to provide services</li> <li>• Need legislative agenda</li> </ul>
<p>July 2016 to June 2017 Milestones for the Planning Stage</p> <p><i>Meeting Wilmington Student Needs</i></p> <ul style="list-style-type: none"> <li>• WEIC committees create detailed plans to support the needs of City of Wilmington students and begin implementation of the plans</li> <li>• The Commission develops a proposal for more effective integration of state and local government services for low-income students and their families, including partnering with private and nonprofit institutions</li> <li>• The United Way completes a plan to coordinate nonprofit and community institutional support for public schools in the City of Wilmington</li> </ul>	<p>Committee Recommendations Action Agenda 2</p> <p>Recent improvements in early childhood programs should be accelerated. The Early Childhood Council, Office of Early Learning, and Wilmington Early Care and Education Council should re-develop an early childhood community plan for Wilmington that would provide access to high-quality early childhood programs and services for all children. This initiative should align with the state's already-approved early childhood strategic plan. A key step will be the development of a citywide partnership that includes all providers (family- and center-</p>	<p>Committee Recommendations Action Agenda 2</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>• More city kids enter school with age appropriate skills</li> <li>• More families engaged in school activities</li> <li>• More students involved in quality ECE</li> </ul> <p>Our Goal Pathways</p> <ul style="list-style-type: none"> <li>• Education/Outreach</li> <li>• Parent Training</li> <li>• Screening/Intervention Services</li> <li>• Title I Reallocation</li> <li>• District Participation</li> <li>• Wrap Around Services</li> </ul>

**HOMEWORK - WEIC Meeting the Needs of Low-Income Children: Milestones of Progress**

<ul style="list-style-type: none"> <li>• Develop plan for the Wilmington City Government Office of Education and Public Policy</li> <li>• The Commission and partners begin development of an early childhood community plan for the City of Wilmington to further increase access of low-income children to high quality childhood services</li> </ul>	<p>based), Early Head Start, Head Start, school districts, and higher education. This initiative should be supported actively by the Governor's Commission on Early Education and the Economy, with the shared goal of working with providers to establish easily accessible and affordable high-quality services (including needed screenings and interventions to identify and address developmental needs) for all Wilmington children. This initiative should be coordinated with the existing Early Childhood Readiness Teams and include a formal partnership among early childhood providers and districts and charters serving Wilmington to facilitate the effective transition of children from early childhood to K-12 education.</p>	
<p>July 2017 to June 2018 Milestones for the Transition Stage</p> <p><i>Meeting Wilmington Student Needs</i></p> <ul style="list-style-type: none"> <li>• Continue implementation of WEIC committees' action plans to support the needs of Wilmington students</li> <li>• Continue development of a proposal by the IRMC for the development and implementation of a complete plan for state and local services including partnering with private and nonprofit institutions. Legislation is created to facilitate the integration of state services</li> <li>• Increased engagement and coordination of nonprofits in the City of Wilmington</li> <li>• The Student Success 2025, Access to Justice Commission, and other partnerships; continue execution with WEIC aligned action plans.</li> </ul>	<p>Committee Recommendations Action Agenda 3</p> <p>The state should increase supports in schools through increased numbers of psychologists, social workers, and other professionals with knowledge of working with students who experience trauma and other social or emotional challenges. Delaware should rely on models of best practices in other states to develop a program designed to meet our state's distinctive needs. We must ensure consistency among existing providers to embed improved services within all schools.</p>	<p>Committee Recommendations Action Agenda 3</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>• Data sources</li> <li>• Research effective models</li> <li>• Clear pathways for defining metrics of success (what are our indicators, what are we looking to change</li> <li>• Every child meeting their potential</li> </ul> <p>Our goal pathways</p> <ul style="list-style-type: none"> <li>• Reword the vision to allow for clear stated goals</li> <li>• Develop framework for comprehensive needs assessment(site visits – observation, surveys, data analysis)</li> <li>• Develop success model, target certain strategies</li> <li>• Create sustainability</li> </ul>



**HOMEWORK - WEIC Meeting the Needs of Low-Income Children: Milestones of Progress**

<ul style="list-style-type: none"> <li>• Finalization of an early childhood community plan for the city of Wilmington, which includes a partnership to increase access to high quality early childhood services</li> <li>• Continue to create plan for increases school supports</li> <li>• Begin to see changes in collaboration between districts and charter schools</li> <li>• Establish the Wilmington City Government Office of Education and Public Education</li> <li>• Begin development of recommendations by the P-20 Council to improve the alignment of resources and programs to support student learning from birth through college and career. With specific attention to transitions.</li> </ul>		
<p>July 2018 to June 2019 Milestones for the Implementation Stage</p> <p><i>Meeting Wilmington Student Needs</i></p> <ul style="list-style-type: none"> <li>• Continue implementation of WEIC committees' action plans to support the needs of Wilmington students</li> <li>• The United Way-led alliance of nonprofit and a community institution is fully implemented in support of Wilmington public schools.</li> <li>• New programs are put in place through the alliance of WEIC with Student Success 2025, Access to Justice Commission, and other partners</li> <li>• Begin implementation of the proposal for the development and implementation of a complete plan for the integration of state and local services including partnership with private and nonprofit institutions</li> <li>• Begin implementation of the early childhood community plan for the city of Wilmington, which includes a partnership to increase access to high quality early childhood services</li> </ul>	<p>Committee Recommendations Action Agenda 4</p> <p>The governor should redirect the Delaware P-20 Council, representing Pre-K through higher education, to recommend improvements in the alignment of re- sources and programs to support student learning and development from birth through access to college and careers. This should include a review of re- sources and programs from public, private, and nonprofit institutions. There should be a logical progression of learning for students from early childhood to post-secondary education and workforce readiness aimed at reducing the need for remediation at each transition. Improved alignment will benefit all children in Delaware. It will be of particular importance to low-income children who often lack sufficient support for their learning progress. Improved alignment also will strengthen cost-effectiveness in the overall delivery of educational</p>	<p>Committee Recommendations Action Agenda 4</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>• Explore having IRMC and P-20 Council collaborate to ensure alignment and use of resources</li> </ul> <p>Our Goal Pathways</p> <ul style="list-style-type: none"> <li>• Top to bottom review of state agencies, private agencies and others to determine best, most efficient use of resources</li> </ul>

**HOMEWORK - WEIC Meeting the Needs of Low-Income Children: Milestones of Progress**

<ul style="list-style-type: none"> <li>Begin implementation of new roles for the P-20 Council to improve alignment of resources and programs to support student learning from birth through college and career with specific attention to transitions. Begin relevant legislation</li> </ul>	<p>programs and services.</p>	
<p>July 2019 to June 2020 Milestones for Continuation</p> <p><i>Meeting Wilmington Student Needs</i></p> <ul style="list-style-type: none"> <li>Continued implementation of WEIC committees' action plans to support the needs of Wilmington students</li> <li>New programs are put in place through the alliance of WEIC with Student Success 2025, Wilmington Education Strategy Think Tank, Access to Justice Commission, and other partners</li> <li>Continued implementation of the proposal for a comprehensive plan for integration of state and local services including partnering with private and nonprofit institutions</li> <li>Continued implementation of the early childhood community plan for the city of Wilmington, which includes a partnership to increase access to high quality early childhood services</li> <li>Continued implementation of new roles for the IRMC and, P-20 Council to improve the alignment of resources and programs to support student learning from birth through college and career with specific attention to transitions. Begin relevant legislation.</li> </ul>	<p>Committee Recommendations Action Agenda 5</p> <p>The governor should call upon the council of higher education presidents to create a coordinated and aligned partnership program to help strengthen Wilmington education from early childhood through college access. Delaware institutions of higher education- public and private-that offer teacher or administrator education programs should be asked to develop collaborative models of comprehensive professional development and ongoing training aimed at assisting early childhood education programs and Wilmington schools with high percentages of low-income or minority students. One step, consistent with Delaware's early childhood strategic plan, is for institutions of higher education to work more directly with the Early Childhood Council to better align early childhood and elementary education programs.</p>	<p>Committee Recommendations Action Agenda 5</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>N/A</li> </ul> <p>Our Goal Pathways</p> <ul style="list-style-type: none"> <li>Top to bottom review of state agencies, private agencies and others to determine best, most efficient use of resources</li> </ul>
	<p>Committee Recommendations Action Agenda 6</p> <p>In collaboration with the State and New Castle County Chambers of Commerce and the Delaware Business Roundtable, the governor should launch a business sponsorship program focused on Wilmington schools with high percentages of low-income students. Business sponsors should work as partners with each</p>	<p>Committee Recommendations Action Agenda 6</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>Sustainable Partnerships between businesses and families to promote and improve job readiness and employment opportunities</li> </ul>



**HOMEWORK - WEIC Meeting the Needs of Low-Income Children: Milestones of Progress**

	<p>school, helping to generate the human, material, and fiscal resources needed to support student success. This type of sponsorship already is present in some schools and it should be available, formalized, and enhanced for all Wilmington schools. Once developed, the business sponsorship program should be expanded statewide for all schools with high percentages of low-income students.</p>	<p>Our Goal Pathways</p> <ul style="list-style-type: none"> <li>• Query schools- what do they need? School and family surveys</li> <li>• Share successful and business partnerships</li> <li>• Research and identify effective school/business partnerships</li> </ul>
	<p>Committee Recommendations Action Agenda 7</p> <p>The Wilmington Education Alliance, supported by the Office of Education and Public Policy, should play a leadership role in strengthening parent engagement in student learning, beginning in early childhood and extending through college and career choice. The alliance also should support parent advocacy, especially for students with special needs, and mobilize cross-sector community resources to strengthen the support for low-income families and Wilmington schools with high concentrations of low-income students.</p>	<p>Committee Recommendations Action Agenda 7</p> <p>Our Success Metrics</p> <ul style="list-style-type: none"> <li>• More families engaged consistently</li> <li>• Families feel like true partners</li> <li>• More children enrolled in high-quality ECE programs</li> </ul> <p>Our Goal Pathways</p> <ul style="list-style-type: none"> <li>• Specialized training for school community</li> <li>• Home visits/parent outreach</li> <li>• Create additional advocacy for ECE services from commission</li> </ul>