



Redding Consortium for Educational Equity

ANNUAL REPORT

July 1, 2023 through
June 30, 2024

Prepared by

Institute for Public Administration
University of Delaware

In Partnership with

Delaware State University



UNIVERSITY OF DELAWARE
BIDEN SCHOOL OF PUBLIC
POLICY & ADMINISTRATION

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University**

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Preface and Acknowledgements

The Redding Consortium for Educational Equity (Redding Consortium) was created in 2019 to recommend policies and practices to the Governor and General Assembly that will achieve educational equity and improve educational outcomes for all pre-K–12 students in the City of Wilmington and northern New Castle County, Delaware. Over the past five years, the Redding Consortium has served as a model for the state in promoting educational equity by expanding access to educational programming for students and empowering impacted school communities.

The Redding Consortium is the sixth group, since 2001, charged with addressing equity and governance issues for school systems in Wilmington and northern New Castle County through state-level policymaking. Since its creation in 2019, the Redding Consortium has worked as a state body to address structural inequities in education and improve educational outcomes for all students.

As we commemorate the 70th anniversary of the landmark *Brown v. Board of Education (1954)* Supreme Court decision, we reflect upon the legacy of the Consortium’s namesake, Louis L. Redding, and remain steadfast in our commitment to achieving educational equity for all Delaware students, regardless of their backgrounds. This annual report underscores the important work of the Redding Consortium to champion policies and advocate for best practices that ensure Louis Redding’s vision for educational equity actualizes and remains true for future generations of Delaware students.

While there are numerous valued contributors, a special thanks goes to:

- **Governor John Carney** for his work and tireless dedication to improving educational opportunities for all students in Delaware.
- **Secretary of Education Mark Holodick** for his enduring commitment to Delaware students.
- **The Delaware General Assembly** for its leadership and support of the pursuit for educational equity for students across the state.
- **All members of the Redding Consortium** for their continued commitment and ongoing dedication to improving the Delaware education system so that it benefits all students.
- **The faculty, staff, and graduate and undergraduate students** of the Institute for Public Administration at the University of Delaware and Delaware State University for providing outstanding support to the operations and research of the Redding Consortium.

Without you, this work would not be possible.

Senator S. Elizabeth “Tizzy” Lockman & Matthew Denn

Co-Chairs, Redding Consortium for Educational Equity

Introduction

The Redding Consortium for Educational Equity (Redding Consortium) was created in 2019 to recommend policies and practices to the Governor and General Assembly that will achieve educational equity and improve educational outcomes for all pre-K–12 students in the City of Wilmington and northern New Castle County, Delaware.

The Redding Consortium and its work groups have effectively identified barriers to educational equity and recommended actions for overcoming these barriers to improve educational outcomes. In 2020, the Redding Consortium submitted formal interim recommendations to the General Assembly and Governor to provide comprehensive services to students facing the most acute impacts of racial barriers and poverty in New Castle County.

The Redding Consortium has supported state-funded programs and initiatives based on its interim recommendations to improve educational equity. Notably, the Redding Consortium has helped to expand wraparound services in city schools, supported programs providing full-day pre-K for children in the city of Wilmington, and worked with the Delaware Department of Education to establish the Redding Teacher Leadership Initiative and the Redding Schools Support Scholarship Program for eligible school employees.

Overview

During its fifth year of operation, the Redding Consortium continued to focus on its priority areas and mandates from the first year of operations, worked with state agencies to fulfill and implement policy recommendations made by the work groups, and began working on redistricting. The Redding Consortium continued to use its definition for educational equity and focused on stakeholder engagement, research, and data.

The Educator Work Group co-chairs ensured the educator initiatives were implemented with fidelity. The two major programs championed by this work group include the [Redding Schools Support Scholarship](#) program and the Redding Teacher Leadership Initiative, a whole-school professional development pilot program established in the 2023–24 school year.

The Social Determinants of Health and Education Work Group co-chairs have transitioned this past year to monitoring the implementation of the work group’s initiatives by collaborating with state agencies and partners. The work group co-chairs worked with the Data Service Center (DSC) and the Delaware Department of Education (DDOE) to begin initial phases of creating the Equity Data Dashboard. Additionally, the work group co-chairs supported and monitored the work of the Boost ’22–’26 initiative this year.

The Redding Consortium renewed its focus on its redistricting mandate and resumed its work since the COVID-19 pandemic to address redistricting in the city of Wilmington and northern New Castle County. State Representative Nnamdi Chukwuocha and New Castle County Councilman Jea P. Street led the Consortium’s efforts this year on redistricting to draft and develop an interim plan, which is a framework for educational governance change in the city of Wilmington.

The Redding Consortium also made a concerted effort to be transparent and have two-way communication with the community. The Consortium continued to build its Facebook presence,

posted all meetings on YouTube, and used its website to share the consortium’s publications, meeting notices, and agendas. Throughout the past year, the Redding Consortium also published reports and one-pagers related to the educational outcomes for students across the state. For a list of publications, please visit: <https://www.solutionsfordelawareschools.com/resources-2/>.

Creation and Mandate

The Redding Consortium was officially established under legislation in the Delaware General Assembly. Two pieces of legislation from the 2019–2020 legislative session created the Redding Consortium, Senate Bill 148 and House Bill 222 (HB222). Senate Bill 148 created the Redding Consortium, established its mandates, and specified membership and staffing requirements. HB222 allowed the State Board of Education to change or alter boundaries of reorganized school districts



Redding Consortium Co-Chairs, Senator S. Elizabeth “Tizzy” Lockman and Matt Denn, make statements at the Redding Consortium Joint Finance Committee Presentation on February 14, 2024.

Photo Credit: Delaware House Majority Caucus Staff

based upon redistricting recommendations from the Redding Consortium. Due to the COVID-19 pandemic, the timeline in HB222 is no longer effective.

House Bill 436 (HB436) passed in June 2022 and extended the dates in which the governance recommendation and plan of the Redding Consortium must be reviewed and acted upon by the State Board of Education. House Bill 229 (HB229) passed in June 2023 and amended HB436. HB229 removed the required window for submission of a final plan from the Redding Consortium to the State Board of Education and allows for the Consortium to submit an interim plan prior to the completion of its full plan.

Research and Engagement Framework

The Redding Consortium is a state body committed to making decisions informed by community stakeholder engagement, data, and research. The Redding Consortium’s definition for educational equity states: “Educational equity requires safe, secure, and student-focused learning environments where every student is intentionally provided access to the support, resources, and opportunities they need to reach their full academic and social potential, in and out of the classroom.” This definition of educational equity informs the Redding Consortium’s work in policy and research. To achieve its goals and fulfill its mandate, the Redding Consortium convenes education and community stakeholders and examines local data and rigorous research to inform the creation of policy recommendations and local and state policy proposals.

Accomplishments

Since 2020, the Redding Consortium has made recommendations that have been funded by the state to support Wilmington students, educators, and school communities as noted in the [Redding Consortium Impacts Report](#):

- **\$30 million** has been invested since 2020 toward Wilmington students, families, and educators.
- **\$10.2 million** was secured in recurring state funds in the Delaware budget to support Wilmington students, families, and educators.
- The Redding Consortium Data Report tracks the progress of **over 11,000 Wilmington students** every year.
- The Redding Consortium has helped to expand full-day pre-K seats for **499 Wilmington children**; the Redding Early Childhood Assistance Program (ECAP) model was adopted statewide.
- Over **200 scholarships were awarded** to eligible educators and school employees at Redding Consortium Schools since the fall of 2022.

These numbers contextualize how many students, educators, and school personnel have been impacted by Redding-supported programs and initiatives funded by the state.

Status Update on the Redding Consortium's Priorities

The Redding Consortium has made considerable progress over the past year to achieve its stated goals and to advance its priorities. The Consortium remains action-oriented to fulfill its charges and work on its current list of priorities as ranked by Redding Consortium members from this past year.

The Redding Consortium's top three priorities are as follows:

1. Prioritizing and Following Through on Redding Consortium Mandates
2. Coordinating Cross-District Collaboration
3. Leveraging School and Community Based Partnerships

Prioritizing and Following Through on Redding Consortium Mandates

The Redding Consortium has taken substantial action on prioritizing these mandates by working with leadership and agencies to:

- Expand full-day state-contracted pre-K for Wilmington children.
 - This year, the Delaware Department of Education adopted this successful state-contracted full-day pre-K model statewide.
- Address the redistricting mandate by approving and submitting a redistricting interim plan framework for educational governance change in the city of Wilmington to the State Board of Education for review and consideration.
- Support state-funded programs expanding access to outside-of-school-time programs and school-based health centers for Wilmington students and their families in local schools.
- Provide scholarships, which are administered by the Delaware Higher Education Office, to eligible educators and support staff to improve teacher recruitment and retention in high-needs schools across Wilmington.
- Publish a data report on the educational progress and outcomes of city of Wilmington students—the only data report of its kind in Delaware.

Coordinating Cross-District Collaboration

The Redding Consortium has taken substantial action on prioritizing these mandates by working with leadership and organizations to:

- Align work with the Wilmington Learning Collaborative (WLC) that resulted in the creation of an [alignment document](#) to improve transparency.
 - This document provides a high-level overview of the areas of alignment between both entities in addition to detailing their distinct purposes, charges, and the school districts involved with the Redding Consortium and the WLC.
- Conduct regular leadership meetings between the Redding Consortium and the WLC to discuss updates and developments.
 - The main area of alignment includes work on teacher-leader professional development for educators in city schools. The WLC will scale and enhance the Redding Teacher Leadership Initiative, a pilot program, into a multi-year program over the next three years.

Leveraging School and Community Based Partnerships

The Redding Consortium has taken substantial action on prioritizing these mandates by working with leadership and agencies to:

- Continue to collaborate with organizations and community partners on issues related to public education.
- Supported the state-contracted pre-K program, the Redding Schools Support Scholarships, and the Redding Teacher Leadership Initiative.
- Coordinate with DDOE and the Data Service Center (DSC) on the creation of a Redding Data Equity Dashboard.
- Promote cross-district collaboration by identifying opportunities for partnership through its data research support of the Boost '22–'26 Initiative for students across five school districts in New Castle County, Delaware.

Redding Consortium Operations

Full-Body Meetings

The Redding Consortium met six times between July 2023 and June 2024. The agendas and minutes for each of these meetings can be found in the [meeting materials](#) section of the Redding Consortium's website, www.solutionsfordelawareschools.com. All Redding Consortium and work group meetings have been open to the public, materials are available on the website, and the recordings are available on the Redding Consortium for Educational Equity [YouTube page](#). The [Consortium members](#) are listed on the website and on page 19 of this report.

Legislative Update

In the fiscal year (FY) 2023–24 budget, the Redding Consortium secured \$10.2 million in the operating budget and \$5.8 million in carryover funds. All the funds provided by the state are intended for policies and practices that work toward educational equity. These funds will help to continue initiatives for pre-K programs and wraparound services for high-needs schools in Wilmington and northern New Castle County. In FY 2023–24, through Redding Consortium recommendations and a partnership with DDOE, the Redding Consortium supported services to high-needs childcare centers, schools, community centers, and facilities in Wilmington. Listed below are the impacted organizations.

In 2023–2024, the Redding Consortium helped provide full-day preschool at:

- A Leap of Faith Child Development Center
- Blossom & Bloom Learning Center
- Christina Cultural Arts Center
- Kingswood Community Center
- Latin American Community Center
- Precious Little Hands II
- Seeds of Jesus
- St. Michael's School and Nursery
- Tender Care Learning Academy
- Hilltop Lutheran Neighborhood Center

In 2023–2024, the Redding Consortium continued to help provide wraparound services to:

- The Bancroft School
- Kuumba Academy Charter School

The Redding Consortium continues to provide focused, comprehensive help to the state's highest-need schools and the children who attend those schools. The transformative work of the Redding Consortium is building the foundation for broader future reforms to provide educational equity and improved educational outcomes for Delaware students.

Redding Consortium Work Groups

Between July 2023 and June 2024, there was one active work group: Social Determinants of Health and Education. Most of the work groups have transitioned to monitoring and overseeing the implementation of their initiatives. The focus of FY 2023–24 was to ensure the Redding Consortium's interim recommendations turned into reality and were implemented with fidelity as

demonstrated by the work of the Educator Work Group co-chairs and the Social Determinants of Health and Education co-chairs.

The Settlement Work Group officially ended its monitoring work in June 2023. This work group had monitored items created and implemented because of the education lawsuit settlement and made recommendations for change or improvement for those items. This year, the Redding Consortium renewed its focus on addressing its redistricting mandate. This work on redistricting culminated in an interim plan for governance change in the city of Wilmington voted on by the full Redding Consortium that passed by majority votes on each section at the May 2024 Full Body Meeting.

Educator Work Group

The Educator Work Group started in December 2019. The Educator Work Group recommendations have been funded since FY 2020–21 and continue to be funded in FY 2023–24. The Educator Work Group did not formally meet during this time, but the Work Group co-chairs worked diligently with Redding Consortium staff and leadership and DDOE staff on the implementation of the Redding Consortium Schools Support Scholarship and the Redding Teacher Leadership Initiative, which are programs based on the interim recommendations.

The Educator Work Group recommendations from December 2020 are available on the Redding Consortium website [here](#). A summary of the funded recommendations is listed below:

- The Redding Consortium recommends that the State create a whole-school professional learning package in five high-need schools within the City of Wilmington.
- The Redding Consortium recommends that the State begin the process of expanding its Teacher Academy programs conducted with institutes of higher education to create a stronger and more sustainable pipeline of teachers to high-need schools. This would be the first step in the type of “Grow Our Own” program that has been recommended to improve the quality of Delaware’s pipeline of new teachers.
- In FY 2022–23, the Redding Consortium recommended providing \$100,000 to better advertise teacher academy programs, particularly for critical-shortage-area candidates, and up to \$4,000 per person in scholarship funds to allow related education professionals, community members, parents, and others representative of the school population to participate in these programs.

While these recommendations do not address all educator recruitment and retention issues, the work group members believe they are a positive starting point that will help address some of the systemic issues related to the recruitment, retention, and equitable allocation of critical-shortage-area educators. In the FY 2023–24 budget and beyond, there are re-occurring funds for the Redding Consortium to continue this important work.

Accomplishments

Redding Consortium Schools Support Scholarship

In the 2022–23 academic year, the Educator Work Group established the [Redding Consortium Schools Support Scholarship](#). This scholarship is to fulfill the recommendations of the Educator Work Group to meaningfully address teacher shortages and recruitment issues in Delaware. This

scholarship program is administered and coordinated by the Delaware Higher Education Office (DHEO).

The Redding Consortium School Support Scholarships provide eligible employees or student teachers who are currently working at a Redding Consortium school (see table) with an opportunity to apply for a scholarship to put toward tuition costs at a Delaware Institution of Higher Education. During the 2023–24 academic year, the Redding Consortium added P.S. DuPont Middle School and Pulaski Early Education Center to this list of eligible schools for this scholarship program.

Eligible employees include teachers, paraeducators, student teachers, principals, nurses, counselors, social workers, and other education support staff in a Redding Consortium school. The eligibility degree types offered for the scholarship include associate, bachelors, masters, certificate, and advanced credentialing programs. Doctoral programs were no longer eligible beginning in Summer 2023 due to the Educator Work Group co-chairs’ decision for the scholarship to prioritize educators and staff working on the frontline in student-facing roles. There is no minimum number of credits that an eligible employee must be enrolled in to qualify for this scholarship.

Eligible Colleges

- Delaware State University
- Delaware Technical Community College
- Goldey-Beacom College
- Relay Graduate School of Education – Delaware
- University of Delaware
- Wilmington University

Redding Consortium School Support Scholarship	
District	School
Brandywine	Harlan Elementary School
	P.S. DuPont Middle School
Christina	The Bancroft School
	The Bayard School
	Pulaski Early Education Center
	Stubbs Early Education Center
Red Clay Consolidated	Shortlidge Academy
	Lewis Dual Language Elementary
	Joseph E. Johnson, Jr. Elementary School
	Warner Elementary School
Charter Schools	Edison Charter School
	East Side Charter School
	Great Oaks Charter School
	Kuumba Academy

Eligible programs of study include but are not limited to:

- Educator prep and Alternative Routes to Certification (ARTC)
- Bachelors or associate in education
- Education leadership at the master’s or certificate level
- Mental health, speech-language pathology, occupational therapy, school nursing

Scholarship Data

Since the scholarship program’s creation in the fall of 2022, over 200 scholarships were awarded by the Delaware Higher Education Office to eligible educators and school employees at Redding Consortium Schools. Many educators have received more than one scholarship award. DHEO has tracked the data for the educators and staff who received multiple awards across each term. Each of the participating Redding schools have educators who were awarded a scholarship. All the educators and school staff who were awarded scholarships have continued working in Redding schools.

Program Implementation, Monitoring, and Oversight

The Educator Work Group co-chairs have met with DHEO regularly to provide oversight and monitor the implementation of the program to ensure the work group's recommendations are upheld with fidelity. The Work Group co-chairs will build upon the success of the scholarship program this year by focusing on sustaining the future funding for the program, tracking more robust data about educators awarded scholarships, and coordinating the communications outreach with DHEO.

Redding Teacher Leadership Initiative

The Redding Teacher Leadership Initiative is a whole-school professional development program that the Delaware Department of Education's Educator Excellence Workgroup launched as a pilot program in 12 participating Redding schools during the 2023–24 school year. The creation of this whole-school professional development program is based on the recommendations of the Educator Work Group from the Redding Consortium submitted in 2020.

The Redding Teacher Leadership Initiative fosters locally designed teacher-leadership models that are customized to meet each school's needs and context. Professional development for this program is grounded in the teacher-leader model standards and professional standards for school leaders. The teacher leaders participating in this program engage in a continuous cycle of improvement to develop and build their capacity as educators.

The State funded stipends for the 12 participating schools to design and implement their own teacher-leader programs. Throughout the school year, teacher-leader coaches from Leading for School Improvement and Leading with Purpose Together provided technical assistance and individualized coaching support to teacher leaders at these schools. The Redding Teacher Leadership Initiative also convened Community of Practice Sessions that brought together teacher leaders from across all the schools. These sessions focused on promoting high-quality professional development learning opportunities for educators across districts and charters in the city of Wilmington.

Building upon the success of the program this year, the WLC will coordinate with DDOE to lead the transition of this teacher leader program as a core WLC program. The WLC will expand and scale the current Redding Teacher Leader Initiative pilot program into a three-year program model funded by the state, as noted in the WLC's 2023–24 budget narrative. The WLC Director of Educator Pathways will work to enhance the teacher-leader program and help better meet the needs of educators for the next academic year.

Redding Teacher Leadership Initiative	
District	School
Brandywine	Harlan Elementary School
Christina	The Bancroft School
	The Bayard School
	Pulaski Early Education Center
	Stubbs Early Education Center
Red Clay Consolidated	Shortlidge Academy
	Lewis Dual Language Elementary
	Joseph E. Johnson, Jr. Elementary School
	Warner Elementary School
Charter Schools	Edison Charter School
	East Side Charter School
	Kuumba Academy

Social Determinants of Health and Education Work Group

The Social Determinants of Health and Education Work Group started in the summer of 2020 and transitioned to the monitoring phase in December 2023. This work group was charged with identifying the challenges that students in the city of Wilmington face both in and outside of school that impact their educational attainment and personal success. In 2020, the Social Determinants of Health and Education Work Group recommendations were funded, and FY 2023–24 focused on continuing to implement these recommendations.

A summary of the funded recommendations is listed below:

- The Redding Consortium recommends that the State expand intensive home visitation programs targeted at infants, toddlers, and their parents living below the poverty line in the city of Wilmington, to ensure that those children are receiving the highest level of care with respect to assessments and supports to meet developmental milestones, health, and early learning.
- The Redding Consortium recommends that the State provide adequate funding to DDOE so that it can require and enforce developmental screening requirements for state-licensed childcare facilities.
- The Redding Consortium recommends that the State ensure free, high-quality full-day pre-K services for three- and four-year-old children in areas having the state's highest concentrations of poverty.
- The Redding Consortium recommends that the State implement comprehensive wraparound services, including robust before-school, after-school, and summer programming and school-based health centers with mental health resources, at between two and ten of its schools serving student populations with the highest levels of poverty.
- For the State to make thoughtful transformations to address race-related school inequality, the Redding Consortium recommends that the State gather transparent and user-friendly disaggregated open-source schooling data, access data, and outcome data. The Redding Consortium also recommends that the State collect primary data, including interviews and other forms of ethnographic data, to capture the larger context and voices of students, parents, other community members, and educators. Part of this data collection should result in a designation for historically segregated educational settings and collection of data related to those settings through interviews and other forms of ethnographic data.

In terms of follow-through, work group co-chairs, Raye Jones Avery and Jeffrey Menzer, worked diligently with DDOE, community groups, and childcare providers to implement the recommendations listed above. This year, the Social Determinants of Health and Education Work Group also worked with the DSC and DDOE to begin the phases of development for creation of the Equity Data Dashboard. The Redding Consortium helped to provide free, high-quality full-day pre-K services to areas having the state's highest concentrations of poverty. Additionally, the Redding Consortium helped facilities provide comprehensive wraparound services, including robust before-school, after-school, and summer programming.

Accomplishments

Full-Day Pre-School and Wraparound Services

State-Contracted Full-Day Pre-K Program Expanded Statewide Using the Redding Model

- The Redding Consortium model of full-day pre-K has expanded statewide through the Early Childhood Assistance Program (ECAP), improving early childhood education for children in the city of Wilmington and across the state of Delaware.
- All state ECAP programs are now offering the same levels of reimbursement and opportunity for full-day services that started with the Redding-Consortium-funded programs.

From 2024–2027, the Redding Consortium will help provide wraparound services to:

- **Kuumba Academy Charter School’s Out-of-School Time Before, After, and Summer Programs:**
 - This program will be an expansion of Kuumba Academy’s current out-of-school time programming, supported by the Redding Consortium, to meet the needs of its students and families.
- **The Bayard School’s Wraparound Services for Students:**
 - The Bayard School will partner with United Way of Delaware and the Life Health Center to support students in improving outcomes related to academics, behavioral, and socio-emotional health through this wraparound services grant.
- **East Side Charter’s STEM Hub:**
 - The East Side Charter program will include a STEM Hub available to the community after school hours, academic programming after school for students, and a School-Based Health Center.

Equity Data Dashboard

In 2022, the Social Determinants of Health and Education Work Group funded recommendation to create a public facing Equity Data Dashboard. The work group partnered with staff members from DDOE and the DSC to provide input on the dashboard. In 2023, the work group co-chairs and work group members worked with DDOE and DSC to build the dashboard prototype and follow through on the promise to help the State address race-related school inequality. The Social Determinants of Health and Education Work Group also facilitated a contract with DDOE to work on Wilmington data and the University of Delaware on geocoding for the dashboard.

The work for the Equity Data Dashboard contains three major phases:

- **Phase 1:** Defining Requirements
- **Phase 2:** Gathering the Data
- **Phase 3:** Developing the Data Dashboard

The first phase of work specifies what the Dashboard should look like and the ideas for choosing its data. From 2022 to 2023, the work group and DSC held brainstorming sessions to determine potential metrics, audiences, and uses for the dashboard. During this time, the work group co-chairs coordinated focus group meetings with work group members, stakeholders, and Redding Consortium members to gain input and feedback on the purpose, goals, data, and appearance of the dashboard. These focus group meetings informed the data requirements and the creation data dashboard prototype. The second phase currently includes gathering data and analyzing the gaps in the existing data. This includes tagging city of Wilmington geocode student data by county, city, and district and creating educator data. A priority for phase 2 is working on creating a geotag that aligns

with each city of Wilmington student. The final phase includes developing the racial equity data dashboard for the Redding Consortium.

This year there was progress on geotagging data to help identify Wilmington and non-Wilmington students in a more effective and efficient way for DDOE, community organizations, educators, and advocates. The goal is to have this geotagging accessible through the eSchool platform. The data dashboard progress was slightly interrupted by DDOE's shift to a new Student Information System (SIS). The work is ongoing and Work Group leadership is in communication with DDOE and the DSC on updated and realistic timeline for the completion of the work and integration into the new SIS.

Boost '22 – '26 Initiative

Through cross-district collaboration between New Castle County traditional public and vocational-technical schools, the Boost '22–'26 initiative funds graduation coaches to directly support city of Wilmington students to improve their educational outcomes and increase graduation rates. The IPA team is currently conducting data analysis to research the effectiveness of the Boost Initiative. The graduation coaches, provided by Community In Schools (CIS) will work with students for a period of 2–3 years. The IPA staff will conduct data analysis to report on graduation trends and emerging research developments of the cohorts of students receiving the academic coaching through this initiative.

Redistricting Effort

In April 2022, New Castle County Councilman Street joined State Representative Chukwuocha to lead the Redding Consortium's redistricting efforts as a co-chair of this education governance work. Under their leadership, the Redding Consortium has worked to determine the best strategy for approaching governance change in the city of Wilmington and northern New Castle County.

December 14, 2023

During the full body meeting on December 14, 2023, Councilman Street and Representative Chukwuocha presented a history of education governance reform, shared updates on the path forward for redistricting, and led a discussion about the Redding Consortium's fulfillment of its statutory redistricting proposal duties. From December 2023 to February 2024, Representative Chukwuocha and Councilman Street drafted a redistricting proposal with support from IPA staff.

March 11, 2024

On March 11, 2024, the Redding Consortium convened a retreat-style meeting as a full body to review and gather feedback on the "modified River plan" governance proposal shared for consideration by Representative Chukwuocha and Councilman Street. The modified River Plan proposed that Christina and Colonial School Districts would leave the City of Wilmington and the Brandywine and Red Clay Consolidated School Districts would be the two traditional districts serving city of Wilmington students. The Wilmington Education Improvement Commission (WEIC)



State Representative Nnamdi Chukwuocha speaks at the Wilmington Learning Collaborative Joint Finance Committee Presentation on February 14, 2024.

Photo Credit: Delaware House Majority Caucus Staff

plan informed the development of this governance plan, and Representative Chukwuocha and Councilman Street modified the River Plan so that the Red Clay Consolidated School District would keep Shortlidge Academy and Warner Elementary School after receiving feedback from district partners about the redistricting proposal.

March 21, 2024

The Redding Consortium met on March 21, 2024, to discuss changes in the redistricting approach. Representative Chukwuocha and Councilman Street shared that they had heard feedback from the Redding Consortium members at the retreat about the previous plan and how the process moved too quickly without adequate Consortium member or community engagement. Per House Bill 229, the Redding Consortium may submit one or more “interim plans” for action that address redistricting—without including all of components expected in a final plan—as a means to demonstrate areas of consensus, foster dialogue, and provide structure for the plan development to come. With the input gathered from this meeting, Representative Chukwuocha and Councilman Street put forth an interim plan for consideration that included a focus on immediate support for Wilmington students in the Christina School District through the WLC, developing a two-district approach, and creating a process timeline for final plan development and stakeholder engagement.

April 11, 2024

On April 11, 2024, the Redding Consortium convened as a full body to review and discuss the interim plan. During this meeting, Consortium members engaged in interactive exercises designed to provide feedback and reach points of consensus about the interim plan. Following this meeting, Redding Consortium staff revised the interim plan to include the substantial feedback shared by Consortium members. This revised interim plan defined a framework and process for creating a final redistricting plan. It presented a path forward to the State Board of Education around boundary shifts for school districts, immediate support for city schools, the timeline and engagement process to develop a final redistricting plan, and policy ideas and reforms to address systemic and systematic change for Wilmington students.

May 9, 2024

The Redding Consortium met as a full body on May 9, 2024, to review the summarized feedback on the interim plan from the April 11th full body meeting, discuss the major changes incorporated into the revised interim plan, and vote on each section of the revised interim plan.

The three sections of the updated interim plan include:

- **Section 1:** The Removal of the Christina School District from the City of Wilmington
- **Section 2:** A Process and Timeline for Final Plan Development and Stakeholder Engagement
- **Section 3:** Further Recommendations for Action

During this facilitated meeting, Redding Consortium members provided their input, asked clarifying questions, and engaged in a discussion before voting on each section. Consortium members approved sections 1 and 2 as written and provided comments to inform the next steps for the final plan development. Additionally, Consortium members proposed two major changes to section 3, which included a motion to add back in the enhanced wraparound services language and include a social drivers of health and education needs assessment for the city of Wilmington and northern New Castle County, Delaware. The Redding Consortium voted by a majority of members to approve

all three sections of this interim plan framework to submit for review and consideration by the State Board of Education.

Throughout this process, Representative Chukwuocha and Councilman Street have presented updates to the State Board of Education during its monthly meetings. The goal is to engage regularly with the State Board in this work to collect feedback, ensure open dialogue, and build a final plan that is best for students and families in Wilmington and northern New Castle County.

The Redding Consortium's redistricting work moving forward will include the development of a final plan to submit to the State Board of Education. Redding Consortium members will review and vet several redistricting approaches for consideration brought forth by Representative Chukwuocha and Councilman Street. Additionally, Consortium members will be actively involved in the redistricting process through their work on various subcommittees to address the 13 stipulations required for a final plan. The three subcommittees will include the Operational Impacts Subcommittee, Fiscal Impacts Subcommittee, and Community Engagement Subcommittee. These subcommittees will have charges and a timeline for the work of up to 18 months, contributing to the final comprehensive redistricting plan. To learn more about the current redistricting process, structure, and timeline, please read the Redding Consortium redistricting interim plan approved by the full body on May 9, 2024.

Publications and Communications

Publications

In addition to background research in areas such as educational equity and child development and wellbeing, the Redding Consortium published the following in FY 2023–24:

Reports and Documents

Redistricting Documents and Resources

- [Approved Redding Consortium Redistricting Interim Plan as of May 9, 2024](#)
- [Approved Redding Consortium Redistricting Interim Plan Appendix as of May 9, 2024](#)
- [Revised Redding Consortium Redistricting Interim Plan as of April 29, 2024](#)
- [Revised Redding Consortium Redistricting Interim Plan Appendix as of April 29, 2024](#)
- [One-Pager on Key Revisions to the Interim Plan Between March and April 2024](#)
- [Summarized Feedback Activity on Interim Plan from April 11, 2024](#)
- [Redding Consortium Redistricting Interim Plan as of March 28, 2024](#)
- [Redding Consortium Redistricting Interim Plan Appendix as of March 28, 2024](#)
- [Redding Consortium Redistricting Proposal as of March 7, 2024](#)

Additional Documents

- [Redding Consortium Joint Finance Committee Hearing: Information Packet \(2024\)](#)
- [Status of Public Education for City of Wilmington Students 2021–22 School Year Data Report](#)
- [Redding Consortium and Wilmington Learning Collaborative Alignment Document \(2023\)](#)
- [Redding Consortium Impacts Report \(2023\)](#)

Communications

The Redding Consortium utilized communication with stakeholders through its newsletter, website, Facebook page, YouTube page, and the Delaware Public Meeting Calendar. The Redding Consortium used all these public platforms to post meeting dates and times, meeting materials, infographics, and data to help keep Redding Consortium work transparent, interactive, and user-friendly.

Facebook Posts

The Redding Consortium [Facebook page](#) is an excellent place for stakeholders to ask questions, provide input, and share the Redding Consortium’s work with a larger audience. Some of our Facebook posts have reached over 1,200 people, which means the work is visible and can create open and authentic dialogue with and for community members.

YouTube

The Redding Consortium [YouTube page](#) allows stakeholders to watch or listen to meetings they could not attend or re-watch meetings as needed. The page has over 100 videos of full body meetings, work group meetings, testimonials, and more. This resource gives the Redding Consortium the opportunity to showcase its work and provides greater access for the public to stay informed about its progress. When most activities went virtual during the COVID-19 pandemic, the Redding Consortium adapted too and created the YouTube page as a space for transparency and

accountability. The Redding Consortium continues to upload its hybrid meetings on its YouTube channel to share with the public and boost its presence through community engagement.

Website

The Redding Consortium [website](#) is a great resource to stay updated and informed on all consortium activities. The website contains meeting materials, work group updates, publications that pertain to educational equity, and all other Redding Consortium information. Stakeholder engagement and community engagement is one of the Redding Consortium's main priorities, and the website is one of the tools utilized to inform and communicate with the community.

Consortium Staffing

Senate Bill 148 indicates that “The Consortium shall be staffed by the University of Delaware’s Institute for Public Administration and Delaware State University’s School of Graduate Studies. The staff shall be managed by a policy director from the Institute for Public Administration, who shall be approved by the co-chairs of the Consortium. An annual line-item and direct allocation of funding shall be provided to the Consortium to support the operational services, research, and analysis carried out by the Institute for Public Administration and Delaware State University and in the development of the transition, resource, and development plan.”

Redding Consortium Membership

S. Elizabeth “Tizzy” Lockman—Co-Chair

State Senator, Senate District 3

Matthew Denn—Co-Chair

Managing Partner, Draper Richards Kaplan Foundation

Raye Jones Avery

Representative, Wilmington Center for Education Equity and Policy

Aaron Bass

Chief Executive Officer, EastSide Charter School

Eric L. Buckson

State Senator, Senate District 16

Maria Cabrera

President Pro-Tempore and Council Member At-Large, Wilmington City Council

Nnamdi O. Chukwuocha

State Representative, Representative District 1

Dorrell Green

Superintendent, Red Clay Consolidated School District

Tika Hartsock

Parent Representative

Lincoln Hohler

Superintendent, Brandywine School District

Stephanie Ingram

President, Delaware State Education Association

Joseph Jones

Superintendent, New Castle County Vocational-Technical School District

Kevin Kelley

Chair, Wilmington Community Advisory Council

Ayanna Khan

Founder, President, and CEO, Delaware Black Chamber of Commerce

Margie López Waite

Head of School, Las Américas ASPIRA Academy

Maria Matos

President and CEO, Latin American Community Center

Jeffrey Menzer

Superintendent, Colonial School District

Xavia Mills

Parent Representative

Noelle Picara

Educator, Kuumba Academy Charter School

Michael Purzycki

Mayor, City of Wilmington, Delaware

Dan Shelton

Superintendent, Christina School District

Michael F. Smith (through 2024)

State Representative, Representative District 22

Jennifer Thompkins

President & CEO, Metropolitan Wilmington Urban League

Bettina Tweardy Riveros

Chief Health Equity Officer and Chief Public Affairs Officer, ChristianaCare

Danya Woods

Assistant Principal, Richardson Park Elementary School, Red Clay Consolidated School District

Ex-officio, non-voting members

Cerron Cade

Director, Office of Management and Budget, State of Delaware

Richard Geisenberger

Secretary of Finance, State of Delaware

Mark Holodick

Secretary of Education, State of Delaware

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