



Building Equitable Pathways

Webinar Series

EPISODE 5

**REIMAGINING WHAT IT MEANS TO
ENGAGE EMPLOYERS**

MARCH 18, 2021 | 3:00-4:00 PM ET





BUILDING EQUITABLE PATHWAYS: THE BIG PICTURE

What is our goal?

Dramatically increase the number of Black and Latinx youth, and youth experiencing poverty, ages 14-24, who have the agency, social capital, skills, and credentials needed to thrive in the workforce and in life.

What outcome do we seek?

Increased participation in multiple high-quality local pathways that drive labor market outcomes for Black and Latinx youth, and for youth experiencing poverty.

How will we do this?

A growing and sustainable network of intermediaries that 1) model exemplar practices, 2) serve as incubators of new ideas and 3) have the capacity, know-how and influence to drive cross-system engagement across regional pathways ecosystems.

EPISODE 5

Reimagining What it Means to Engage Employers



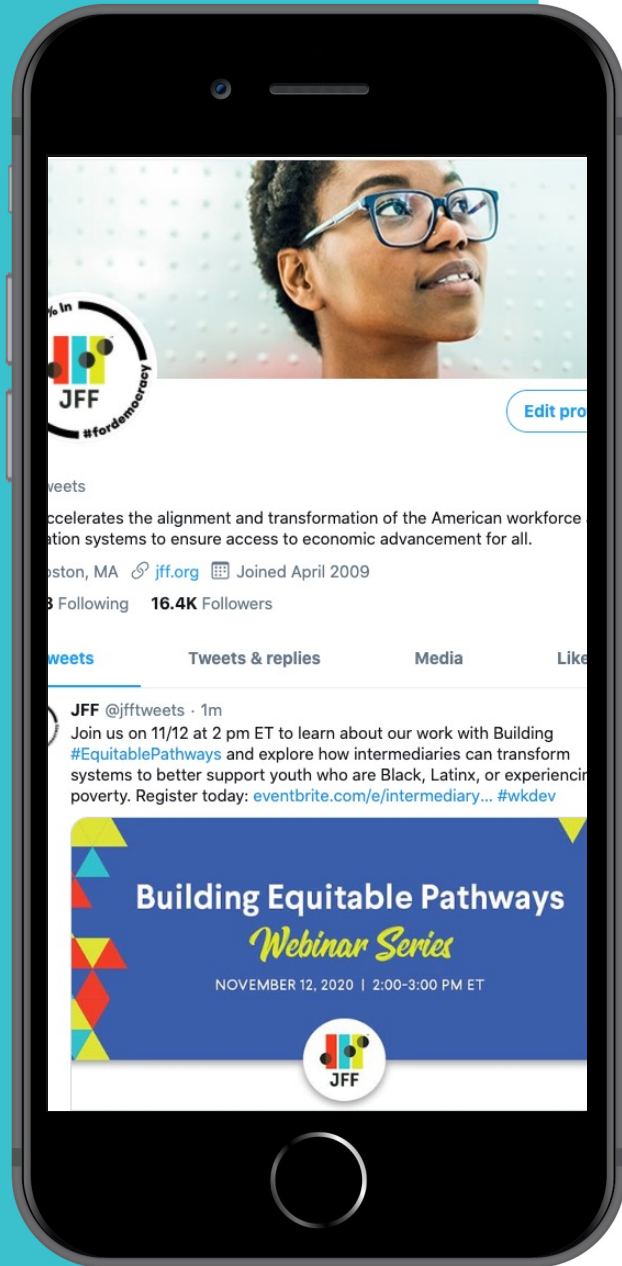
Abby Jo Sigal
Founding CEO,
HERE to HERE



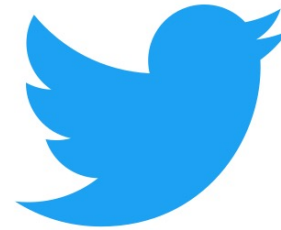
Joshua Poyer
Director, HERE to HERE Hub
and Student Voice



Angie Datta Kamath
University Dean of Continuing
Education and Workforce
Development, CUNY



TWEET @ US!



@JFFtweets

#JFFpathways

#equitablepathways





IN THE CHAT BOX

WHO IS HERE TODAY AND WHAT IS ON YOUR MIND?

What is your name?

What organization do you work
with/for?

What question brings you here
today? What problem are you
seeking to solve in your work?

Reimagining What it Means to Engage Employers

The talent of young people fuels our economy, our world, and our future.





WHO WE ARE

HERE to HERE believes a thriving, inclusive economy demands we cultivate the success of ALL, not a select few, of our young people.



As a society, we use our education system to weed people out rather than cultivate the diversity of their interests and talents.

We also segregate young people out of the workplace and then complain they are not prepared for entry level positions.

This approach fails young people, employers, and the economy.



OUR TALENT SYSTEMS ARE NOT PREPARING STUDENTS, EMPLOYERS, OR THE ECONOMY FOR THE FUTURE

Our educational system is not designed to help students connect their passions and interests to meaningful, well-paid careers.

Employers often find that graduates do not have the technical skills necessary to meaningfully contribute to the job on day one.

We've structured our economy assuming we do a good job matching talent to opportunity. We don't. The result is growing inequity and wasted talent and resources.



SHIFT FROM “LEARN THEN EARN” TO “LEARN AND EARN”

Learning happens in the classroom and in the workplace. People need to earn when they are 16 and 60. We need a talent development system that braids learning from work into academic credentials, beginning in high school and throughout a career. Not for some but for all students.

Braiding Learning from Work into Academic Pathways

EDUCATIONAL INSTITUTIONS

SYSTEM INFRASTRUCTURE

EMPLOYERS

9TH + 10TH GRADE

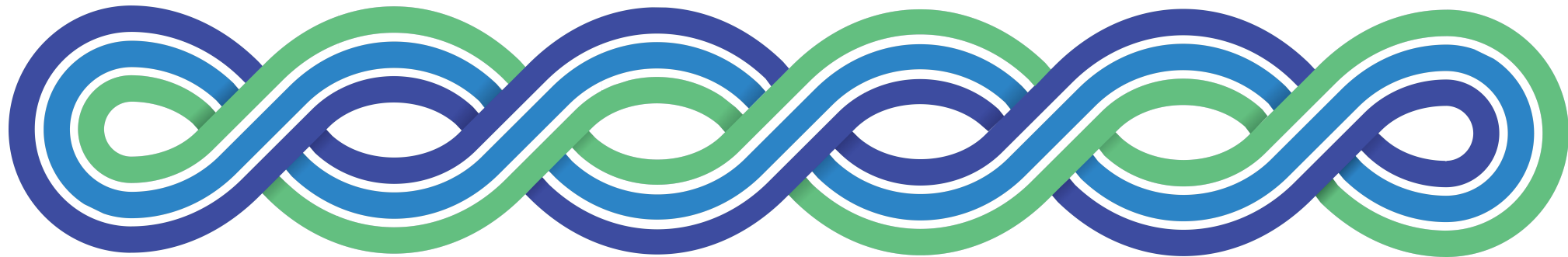
- Explores interests & careers
- Understands the link between education and work
- Builds resume & gains experience

12TH GRADE

- Explores career options through part-time work
- Completes some college credit
- Participates in an internship/apprenticeship

FULL-TIME WORK

- Continues to learn while working
- Acquires employer recognized credentials and skills



11TH GRADE

- Plans post-secondary options
- Builds early professional competencies
- Participates in an internship/apprenticeship

POST-SECONDARY


- Completes an employer recognized credential through work or an educational institution
- Networks actively in career path while working

LIFELONG LEARNING + NETWORK BUILDING

- Anticipates what's happening in the job market
- Builds professional networks
- Creates opportunities for the next generation

Key Design Principles of Braided Learning

- Student-centered
- Educational institutions and employers share responsibility
- Multiple pathways to success
- No dead ends
- Learning in the workplace is recognized and valued by academia
- Builds student social capital
- Begins in high school and continues throughout a learner's career



This braided strategy is more cost efficient,
effective, and equitable.

It better serves students, employers, and the economy.

The Key Stakeholders

- Students
- Employers
- Educators
- Families
- Policy makers
- Community based organizations
- Intermediaries
- Funders



STUDENT VOICE

Activation | Incubation | Mobilization

A photograph of three women in a hallway, all wearing face masks. The woman on the left is pointing her right arm towards the right. The woman on the right is looking towards the left. A third woman is visible in the background, also wearing a mask. The entire image is overlaid with a semi-transparent blue filter.

ACTIVATION

Activation: **HERE To HERE** Language Guide

- Released in July 2020
- Informed entirely by young people
- Created to better understand the language that surrounds and affects young people in The Bronx and beyond
- Recommends an asset-based approach when adults talk about, and talk with, with young people.
- Shared with our network of employers and educators.



The HERE to HERE Language Guide:

**A Resource for Using Asset-Based
Language with Young People**



Activation: The Story of #SaveSYEP

- Released in January 2021.
- Written & designed by young people.
- Documents the advocacy efforts by New York City youth to save SYEP in 2020
- Developed in collaboration with Teens Take Charge.
- Highlights the importance of holding elected officials and city agencies accountable for youth employment.



A photograph of three women wearing face masks, overlaid with a semi-transparent blue filter. The woman on the left is pointing her right arm towards the center. The woman on the right is looking towards the center. A third woman is visible in the background, also wearing a mask. The word "INCUBATION" is written in white, bold, uppercase letters in the center of the image.

INCUBATION

Incubation: Thinkubator

- Incubated in 2019
- Youth-led design think tank consultancy where students, with the support of professionals, craft solutions to real-world business challenges.
- Demonstrates the impact of student-centered solutions in partnership with local employers.
- Employer Partners include: Johnson Security Bureau, Mott Haven Bar & Grill, Great Performances, & Spring Bank



Incubation: CareerWise New York

- Launched in July 2019
- Offers a three-year applied-learning environment for high school students and an innovative talent-acquisition strategy for businesses.
- Competency based approach.
- Positive ROI for employers
- Students explore 3 specific fields: IT, financial services and business operations
- Employer partners include: JP Morgan Chase, Accenture, Infor, & Mastercard to name a few.

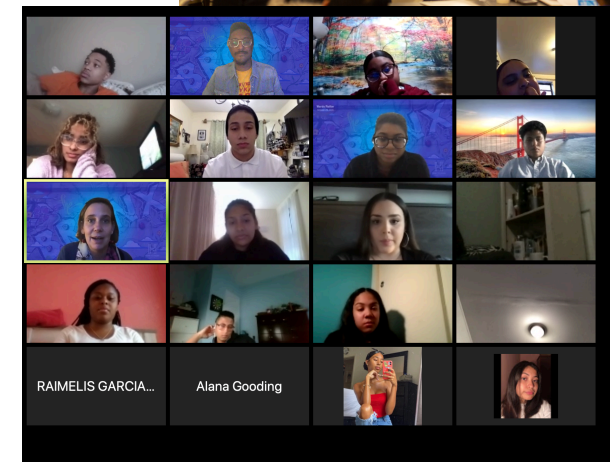


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MOBILIZATION

Mobilization: Student Voice

- Student Ambassador Fellowship
 - [3rd Cohort launching in Fall 2021]
- How we are Walking the Walk:
 - Key Distinguishers Taskforce
 - RFP Process
 - Organizational branding & messaging
- 2021 Mayoral forums
 - Amplifying employment concerns through civic engagement
- Student-designed Summer Internship
 - Sony/Orchard Music
 - Internship model that connects student, educator and employer



Career Development & Engagement: Vision

All students feel supported and empowered to explore, prepare, launch and thrive in fulfilling careers, including getting the knowledge and experience they need to succeed.

Current State: Student Feedback on Their Needs / Experiences



Students need more help...

69%

% of students that **need more help** related to career preparation



...but lack guidance and what resources they can use to get the help they need...

33%

% of students that are **confused by what is offered**



...and face barriers to inclusion

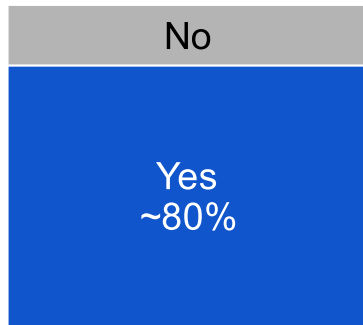
30%

% of students that **do not feel eligible** or are **intimidated** by career resources

Current State: Staff Feedback on Career Engagement



“Key career-related functions are uncoordinated and operate in silos, both within and across campuses”



% of conversations in which a **lack of coordination or silos** was raised



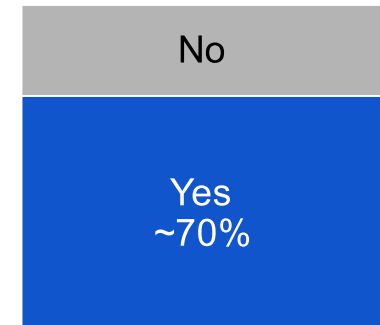
“Feelings of competition prevent sharing”



% of schools raising **competition within CUNY**



“Campuses feel under-funded and under-resourced, particularly to address career engagement”



% of conversations in which **resource constraints** were raised

Current State:

College Perspectives on 5 Key Areas

1

Advising

- **Limited to no coordination** between multiple advisors
- **Advisors receive little training and guidance** to effectively coach on careers

2

Digital Tools

- Campuses are **not fully leveraging technology** and are hindered by outdated tools
- Social media is an **effective and under-utilized tool** that can increase awareness, expand reach, and build community

3

Internships

- There are **too few paid internship opportunities** available, and they are highly selective and making it difficult for working students
- The process to find and land an internship **often falls on the students**

4

Work-based learning

- There are **not enough work-based opportunities across majors**, and the menu of offerings is unclear
- **Degree of career-connectedness in class is at faculty discretion**, with pockets leading the charge and most touting academic freedom

5

Full and part time work

- **Student work is a missed opportunity** to connect students to relevant careers
- **Student work for pay is difficult to track**, and is generally siloed outside other career-related activities

Going Forward: Initiatives to Support Work

1

Advising

- \$1mm expansions of Career Success **Peer Mentoring** program to 4 interested colleges
- Launched learning community for **20-faculty interested in research/curricular reform** (Career Faculty Fellows)

2

Digital Tools

- Creating **labor market data tools** for students, staff and faculty at all colleges
- Procuring **resume builder and interview prep tools** for 25,000 students (AI driven for 24/7 access)

3

Internships

- **Scaling CUNY wide internship programs** in roles that include subsidies, candidate matching, and screening
- Using **skills based training** to advantage CUNY students in internship hiring processes

4

Work-based learning

- **NY Jobs CEO Council investment** in curriculum development, instruction and student stipends for **100 hour micro credentials**
- NY Jobs CEO Council effort to pair employers offering **apprenticeships** in Applied Associate degree enhancement
- Using USDOE Reimagining Workforce Grants for **upskilling courses through Continuing Ed units (Degree Plus Model)**


5

Full and part time work

- Focus **Federal Work Study** to cover private sector, off campus roles, and campus roles
- Creating student **development programs with employers** (sports, finance, publishing, media)

Questions?

How We Get There



Elevate Student Career Success

- Establish launching young people into family sustaining careers as the **shared and primary priority** of educational institutions, public agencies, employers, elected officials, students, families, and communities
- Value talent development as central to State's and City's economic development strategy and well being.
- Make clear the institutional roles and accountabilities of educators, employers, and other types of supporting organizations

- Mobilize practitioners and policy makers through learning from data and practice
- Codify best practice that places Bronx & NYC students at the center of the work
- Invest in opportunities, schools, and work experiences that demonstrate, accelerate, and expand best practice
- Reimagine existing policies, institutions, and infrastructure.



Make Best Practice Into Common Practice

HERE to HERE's Immediate Priorities

- Build the case, narrative, and policies for **prioritizing student career success**
- Co-develop and adopt **key distinguishers to promote best practice** by practitioners, policymakers, and funders
- Demonstrate **authentic co-creation with students** to design best practice and mobilize champions.
- Organize employer-educator partnerships based on **in-demand occupations and competency plans**

Measures of Success

- Students attain family-sustaining jobs
- High Schools, Post-Secondary Programs, and Employers embrace and support work based learning
- Improved high school and postsecondary outcomes
- Employers able to hire the talent they need
- NYC students are go-to source of talent
- City's economy is more prosperous, resilient, and inclusive
- Public and private resources used more efficiently

HERE to HERE's Theory of Action

