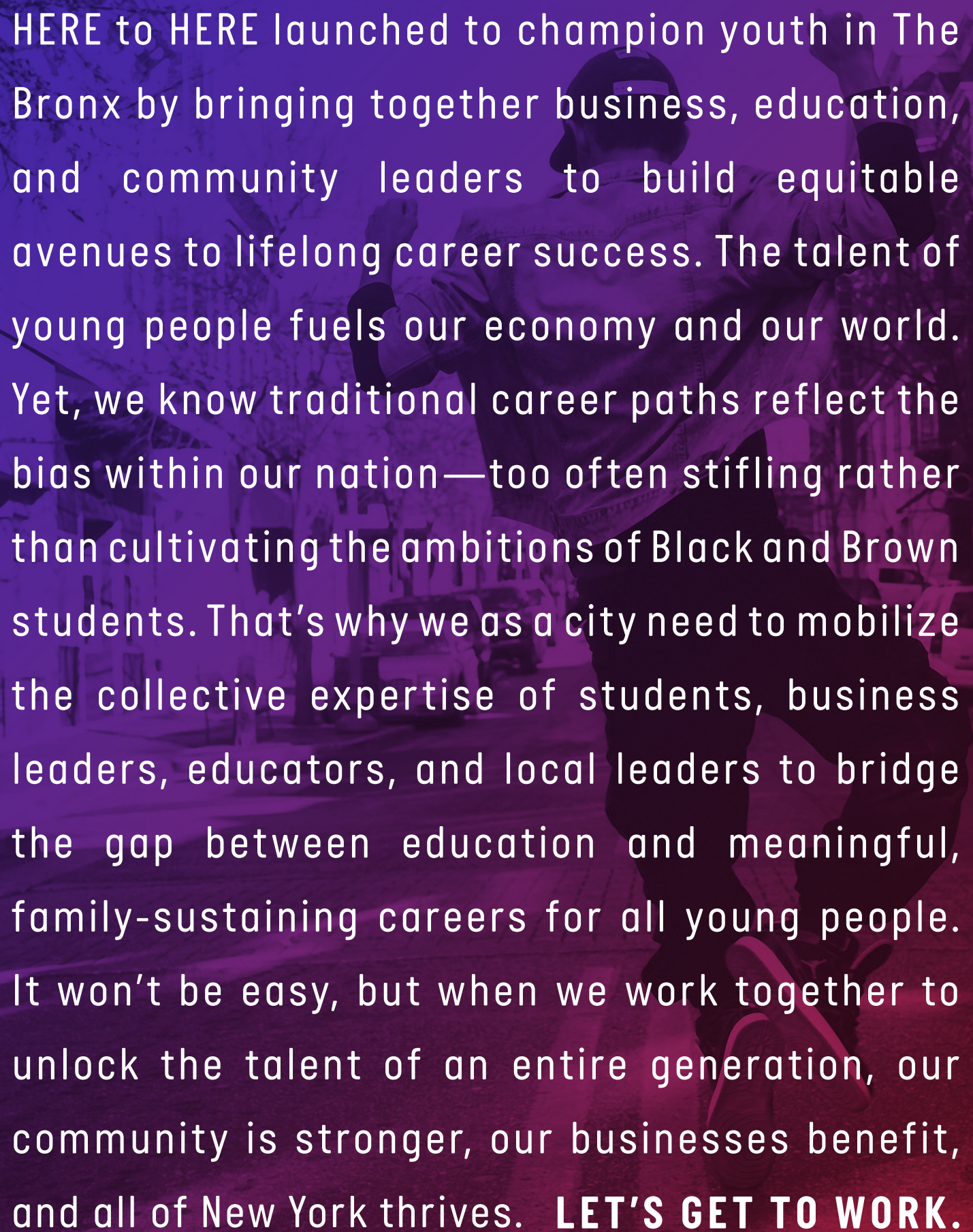




HERE TO HERE

EQUITY IN ACTION

THE FIVE FACTORS OF SYSTEMS CHANGE

A person wearing a grey hoodie, a black cap, and black pants is running on a city street. The image is overlaid with a semi-transparent purple filter. White text is superimposed on the image, reading: HERE to HERE launched to champion youth in The Bronx by bringing together business, education, and community leaders to build equitable avenues to lifelong career success. The talent of young people fuels our economy and our world. Yet, we know traditional career paths reflect the bias within our nation—too often stifling rather than cultivating the ambitions of Black and Brown students. That's why we as a city need to mobilize the collective expertise of students, business leaders, educators, and local leaders to bridge the gap between education and meaningful, family-sustaining careers for all young people. It won't be easy, but when we work together to unlock the talent of an entire generation, our community is stronger, our businesses benefit, and all of New York thrives. **LET'S GET TO WORK.**

HERE to HERE launched to champion youth in The Bronx by bringing together business, education, and community leaders to build equitable avenues to lifelong career success. The talent of young people fuels our economy and our world. Yet, we know traditional career paths reflect the bias within our nation—too often stifling rather than cultivating the ambitions of Black and Brown students. That's why we as a city need to mobilize the collective expertise of students, business leaders, educators, and local leaders to bridge the gap between education and meaningful, family-sustaining careers for all young people. It won't be easy, but when we work together to unlock the talent of an entire generation, our community is stronger, our businesses benefit, and all of New York thrives. **LET'S GET TO WORK.**

OUR ECONOMY WILL NOT THRIVE IF IT IS NOT INCLUSIVE

An effective youth talent development system braids learning from school and work so that young people can succeed in fields they enjoy and want to pursue, employers can easily tap the talent they need, and everyone can contribute to and benefit from a thriving community.

That's not what we have in place today.

As a society, we have structured our education and hiring systems to weed people out rather than cultivate all talent. We too often segregate young people out of the workplace and then complain they are not prepared for entry-level positions. It's the equivalent of asking young athletes to try out for the Yankees without ever playing Little League.

The collective crises of the pandemic and the ongoing need to proclaim that Black Lives Matter has unmasked what many have always known: Racism exists. Inequity exists. An economy that was seemingly flourishing was flourishing for some, but not all.

Today's response and tomorrow's prosperity depend on building pathways to careers for New York public school students and breaking down systemic barriers that silence the ambitions of young people—especially of Black and Brown students. We all benefit from an equitable approach to youth talent development.

Over the past five years we've learned that five factors are essential to reinvent our youth talent development system:

1 Understand what should be

2 Develop a shared vision for youth talent development in the 21st century

3 Organize stakeholders to demonstrate what's possible

4 Remain nimble, broker relationships, and fill critical gaps

5 Mobilize champions to advocate for change

The report outlines these factors, presents a shared vision for the future, and shares our collective progress towards this vision—as well as learning from this experience and opportunities to continue the work.

OUR TALENT SYSTEMS DO NOT PREPARE STUDENTS, EMPLOYERS, OR THE ECONOMY FOR THE FUTURE.

1 Understand what should be

Over the years, we have incubated innovative projects, collaborated with and supported partners, and advocated for change. But before doing any of that, we first listened to leaders in business, education, and our community, including students, to identify challenges and opportunities within New York's talent systems. Their collective voices pointed to three strategies to tap the talent of our young people and to drive equity so New York City achieves its full potential.

1. Transform students' interests into future success.

By providing more work-based learning experiences for students to explore, develop, and realize their academic and personal interests beginning in high school, they are much more likely to achieve postsecondary and career success.

2. Collaborate with employers to create a 21st century workforce. Actively engaging employers to partner with high school and postsecondary educators will create a talent development system that positions students, employers, and our city for the future.

3. Improve the systems to match talent with opportunity. Our current systems rely on college degrees and personal relationships to create opportunity, resulting in inequity, untapped talent, and wasted resources. By braiding learning from work and school, we can create equitable avenues to career success that benefits all of New York.



The Current Single-Pathway Approach Fails Too Many



For every 100 high school students in New York State, only 27 graduate college, and many of them are underemployed.

SHIFT OUR YOUTH TALENT DEVELOPMENT SYSTEM FROM “LEARN THEN EARN” TO “LEARN AND EARN.”

2 Develop a shared vision for youth talent development in the 21st century

Our goal is that all NYC students launch into family-sustaining careers by the age of 25. We all share that responsibility—as employers, educators, policymakers, community members, families, and students. To get there, we need a talent development system that values learning wherever it happens—both inside and outside the classroom.



Over the past 15 years, New York City has made strong progress in improving education outcomes for students, particularly related to high school graduation and college enrollment. But **drastic disparities in college completion and employment outcomes exist** across lines of race, ethnicity, and household income. The disparities only sharpened during recent periods of overall economic growth and ongoing disruption caused by the pandemic. Inequality, displacement, and community segregation remain persistent challenges to inclusivity and shared prosperity. **Expanding and enhancing work-based learning can combat these trends**, as outlined in our reports “Work is College Prep” and “One Step Closer to Achieving What I Learned in School”.

“You’re getting a real-world job, while being a teenager, and you’re being appreciated for what you contribute. [Work-based learning] is a level-setting opportunity that everyone needs and deserves in their lives.”

— Litza, a senior at Bronx International High School
and a former HERE to HERE Student Ambassador

When educational institutions and employers partner with students beginning in high school on career success, students can actively explore and prepare for future careers as part of their academic journey. Embedding a work-based learning curriculum connected to apprenticeships, internships, and other real-world work experiences into traditional academic pathways positions students for

future success, helps employers to find the talent they need, and sets up our city to thrive.

This braided pathways strategy is **more cost efficient, effective, and equitable**, and better serves **students, employers, and the economy**. Success, though, requires investment in system infrastructure.

Braiding Learning from Work into Academic Pathways

Educational Institutions

9th and 10th Grade

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

System Infrastructure

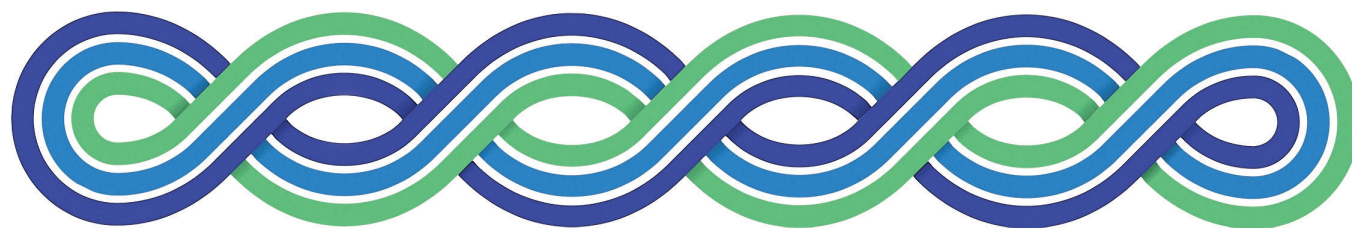
12th Grade

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

Employers

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

ADDRESSING SYSTEMIC CHALLENGES REQUIRES REDESIGNING OUR SYSTEMS.

3 Organize stakeholders to demonstrate what's possible

It takes persistent, dedicated focus and collective action to create equity and redefine the systems that unfairly burden Bronx and all Black and Brown students as they pursue their career ambitions. Failure to address this inequity holds back our city.

The issues we face are complex and embedded in our educational and employment systems. The good news is we see a growing number of programmatic models that show what is possible. To shift from disparate programs to a cohesive youth talent development system that works for students and employers, HERE to HERE has organized key actors to show how our joint actions can inspire the institutional change needed for better results.



Through the Learning Community, we have been able to collaborate with other schools and share best practices in order to come up with innovative approaches to challenges we face. HERE to HERE helped us to reimagine how to use the framework established by the Key Distinguishers and the CDOS Pathway to support students on their professional journeys. Our partnership with HERE to HERE is an invaluable asset that has helped us to achieve our work-based learning vision.

— Alyssa Getzel, Work-based Learning Coordinator,
Bronx Leadership Academy II.



Key Distinguishers

By convening a task force and learning alongside a wide range of practitioners, we co-developed criteria—the **Key Distinguishers**—that codify and advance best practice for how to implement high quality, work-based learning embedded in academic pathways.

The Key Distinguishers serve as the framework for practice, capacity building, learning communities, documentation, research, policy and advocacy critical for champions—educators, employers, policymakers, funders, non-profit organizations, students, families—to drive systems change and make best practice common practice.

Work-Based Learning Labs

Our Work-Based Learning Labs team has provided coaching and technical support to high schools, CUNY and employers to demonstrate scalable strategies that are student-centered and based on best practices from the field. HERE to HERE's **Learning Communities** have shared knowledge, solved problems, surfaced policy barriers, and identified opportunities to provide access, training, and support for data collection and career readiness tools.



Summer Youth Employment Program (SYEP)

SYEP is the nation's largest local youth employment program, administered in New York City by the Department of Youth and Community Development and in partnership with the Department of Education and CUNY. Reformed in 2018 and 2019—in part due to HERE to HERE's advocacy—SYEP **gives young people jobs skills, networks, and ideas about career pathways**. Most significantly, SYEP is increasingly school-based, which **supports educators braiding work experience into school** and students in preparing, selecting, and learning from summer work. In 2021, SYEP provided **nearly 75,000 young people** between the ages of 14 and 24 with paid work opportunities **across 13,000+ diverse work sites** through **a \$160 million public investment**. Our goal is to have universal, school-connected Summer Youth Employment positions available to every New York City high school student and a dedicated work-based learning coordinator in every high school.

WHEN YOU ENCOUNTER A CHALLENGE, ADDRESS IT.

4

Remain nimble, broker relationships, and fill critical gaps

New York City's size works against us—great ideas, good work, and promising talent go unnoticed and hidden by a big system. One of the key roles HERE to HERE plays is to identify new approaches that have promise. We have fostered partnerships, and co-designed, incubated, and launched new organizations, programs, and strategies to drive change.

CareerReady NYC

A framework for career pathways

The NYC Center for Youth Employment and HERE to HERE partnered with a consortium of educators, employers, city officials, service providers, advocates, and private funders to develop CareerReady NYC—a shared commitment to helping all New York City youth reach adulthood ready for sustained success in the world of work.

CareerWise New York

Establishing multiple pathways to success for NYC students

After studying the Swiss apprenticeship system and recognizing youth apprenticeship as a powerful pathway to empower students and drive broader structural change with employers, HERE to HERE partnered with CareerWise Colorado and our employer council to establish a modern youth apprenticeship program here in New York.



Emerging Leaders Program

Building strong connections to professionals in high school

The Emerging Leaders Program incubated at HERE to HERE brings together schools and a dedicated set of employer partners to design a sequence of work-based learning coursework, projects, mentorship, and internship experiences.

The New York Jobs CEO Council

Creating a coalesced employer voice

Initially founded as the HERE to HERE Business Council, the New York Jobs CEO Council, comprised of more than 30 CEOs from New York City Fortune 100 companies, aims to hire an additional 100,000 New Yorkers by 2030 and offer 25,000 apprenticeships to CUNY students.

The Thinkubator

Student consultancies for real world problems

Bronx high school innovators form consultancy teams and come together with professionals to create solutions to real-world business problems in a model developed

and incubated at HERE to HERE through partnerships with Bronx employers, DreamYard, and The DO School.

Bronx Recovery Corps

College service program braiding learning and work

Lehman College, in partnership with HERE to HERE, launched The Bronx Recovery Corps, in which students receive academic credit, advisement, and career development coaching while doing paid work to assist The Bronx's economic recovery, and has a goal to reach 25% of Lehman's incoming students.



"By partnering with industry leaders to infuse practical experience with classroom learning, we can not only forge new paths to career success for our young people but also advance economic mobility through an effective braided pathways system."

— Angie Kamath
Dean, NYU School of Professional Studies



Advancing Economic Mobility Through Braided Pathways

Building on the foundation developed by HERE to HERE in partnership with key stakeholders, we see tremendous opportunity over the next five years to scale. Our goals are to:

- **Expand the number of educational institutions that prioritize student career readiness** and braid learning from work into traditional academic pathways.
- Establish clear and accessible pathways to family-sustaining careers for Bronx and New York students by helping to **transform how companies recruit, hire, and retain diverse staff from underrepresented socioeconomic and racial groups.**
- Elevate and evaluate braided pathways and career-connected learning to help **scale a structured system in New York** where K-12, post-secondary and employers partners align around a shared strategy, objectives, and funding.

Executing on this vision will require deeper relationships with leaders in the field. HERE to HERE is evaluating such partnerships now so we can deepen our impact and scale both in the short and long-term.

EMPOWER LEADERS AT THE CENTER OF THE WORK.

5 Mobilize champions to advocate for change

Power comes not only from those who call for and pioneer change, but also from those who listen and echo those calls. Over the past five years we've learned that those *within* organizations, especially employer and educational institutions, are agents of change. By identifying, galvanizing, and connecting these internal champions and amplifying their work, we can reinvent our youth talent development system.

Activate Internal Champions

From Pathways to Prosperity NYC and the Key Distinguishers Task Force to Learning Communities and Bronx Employers, HERE to HERE has convened, activated, and elevated the practitioners, employers, and students working within educational institutions, companies, nonprofits, and public agencies who understand and experience the everyday realities of work-based learning. They are best equipped to design and implement our youth talent development system.

Amplify Student Voices

Bronx youth are a community of dreamers and doers with a powerful voice. Young people need to not only have a seat at the decision-making table, but also be embraced as key contributors who should always be in the room and at the table.

HERE to HERE has activated, incubated, and mobilized student voice and agency to yield better results. We have demonstrated this in our work, including our **Student Ambassador Fellowship**, HERE to HERE project-based internships, student-centered campaigns and events, and student contributions to publications.



"It's worth investing the time and resources now so that you can impact the workforce of the future."

— Jessica Johnson-Cope,
President, Johnson Security Bureau



Pathways to Prosperity NYC Campaign

In March 2021, HERE to HERE launched a broad-scale public campaign calling for building a thriving, inclusive economy powered by our students. Standing side-by-side with student, education, community, and employer leaders, we have created our platform to say that **now is the moment to rebuild an equitable, thriving economy that values the contributions of Bronx and New York City students.**



The HERE to HERE Language Guide is an example of how student voice can not only inform the workplace, but also have an important impact on how language can be used to build bridges and deconstruct barriers. It serves as a resource to encourage the use, particularly by adults, of asset-based approaches when talking to and with young people.



The Power of Student Voice

One day, La'Toya is **informing her classmates about internship opportunities** available to them. Another, she is **authoring an op-ed in *Teen Vogue*** on the impact the 2020 cancellation of SYEP—a result of pandemic-related budget cuts—is having on her and her peers. Yet another, she is **speaking to 100+ people**, including City Council members, the Public Advocate, partners, and educators, about **a report she co-authored** with HERE to HERE and Teens Take Charge on their successful campaign to #SaveSYEP. At 16, she's just getting started.

La'Toya gained this professional experience—and the skills and social capital that comes with it—over two years thanks to her hard work, her school Health Education and Research Occupations (HERO) High School, her role as a HERE to HERE Student Ambassador, and her internships at HERE to HERE and Teens Take Charge. **By braiding learning through work into the curriculum, every high school can provide these opportunities to all of their students.** Our city would be much more resilient and strong if all students—not some—had the opportunities and experiences of HERO high school students like La'Toya.

LOOKING FORWARD...

Transforming systems doesn't happen overnight.

As we move toward a new youth talent development system, we as a city need continue to:

- Codify and advance best practice by embracing the Key Distinguishers as shared criteria and to set the bar for quality work-based learning experiences for our young people;
- Celebrate, elevate, and learn from the best examples of braiding learning and work;
- Uplift student career success as a shared and critical priority for educational institutions, public agencies, employers, elected officials, students, families, and communities;
- Co-create a redesigned youth talent development system with students as authentic leaders, demonstrating to others how it's done; and
- Mobilize a growing number of champions to advocate for policies and practices that...

Help bridge the gap between talent and opportunity so that all Bronx and New York City students launch into meaningful, family-sustaining careers and choice-filled lives.

...WORKING TOGETHER

We extend our thanks, appreciation, and admiration to the friends, partners, and allies at New York City high schools, CUNY, employers, public agencies, and community-based organizations, with special thanks to

- The Bronx Borough President and our local elected officials
- HERE to HERE Network schools, the NYC Department of Education, and The Fund for Public Schools
- City University of New York, and particularly the Bronx-serving CUNY colleges
- NYU School of Professional Studies
- NYC Center for Youth Employment
- NYC Department of Youth and Community Development
- Members of the Key Distinguishers Task Force and the Pathways to Prosperity NYC Coalition
- Our Bronx and citywide employer partners
- Student Ambassadors and HERE to HERE Interns
- The teams at CareerWise New York, The Thinkubator, the Brooklyn Navy Yard & STEAM Center, ExpandEd, and Teens Take Charge
- Founding partners Big Picture Learning and DreamYard

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- Robin Hood Foundation
- Sony Music Group

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Lastly, we thank Judy Dimon for setting us on this path to transform our youth talent development system and bring everyone, from educators to employers, together on how we prepare and equip our young people for adulthood and for the workforce.

FIVE YEARS OF IMPACT



HERE TO HERE

15 Bronx High Schools

Have embedded work and career readiness into course curriculum and culture

Incubated **4 new models**

of braided pathways:
CareerWise New York,
Thinkubator, Emerging
Leaders Program, and
the Bronx Recovery Corps.

Our policy efforts have helped the
Summer Youth Employment Program
grow to

75,000
paid work opportunities

100+ Practitioners

At high schools, CUNY, nonprofits,
public agencies, and businesses
have worked together to codify
our braided pathways through
the Key Distinguishers

Championed **50 Student Leaders**

shaping the city-wide work-
based learning movement

Our partnership with CUNY to elevate student career success and
academic credit for work experience has helped CUNY serve

Over 10,000
students in career success programs

75 Employers large and small committed to our braided pathways approach

Over 5,000
School-connected internship and
youth apprenticeship opportunities
for Bronx high school students

When we work together to unlock the talent of
an entire generation, our community is stronger,
our businesses benefit, and all of New York thrives.

LET'S GET TO WORK.