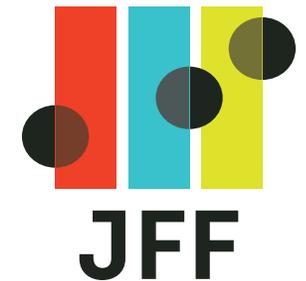


Advancing Equity through Guided Pathways

Michael Collins, JFF
April 20, 2022



**BUILDING A FUTURE
THAT WORKS**

Vision

**A society in which
economic advancement
is attainable for all**

Mission

**JFF is building a society in which everyone has
the skills, resources, and credentials they need
to achieve economic advancement.**

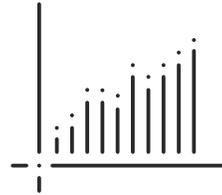
**To reach this goal, we drive transformation
of the American workforce and
education systems.**

Our approach



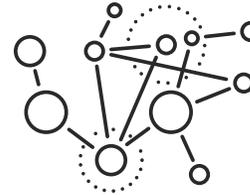
DESIGN

We bring evidence-based models and innovative solutions to life



SCALE

We leverage national networks and advanced technologies to drive change in systems



INFLUENCE

We shape policy and drive the national conversation among workforce, education, government, and corporate leaders

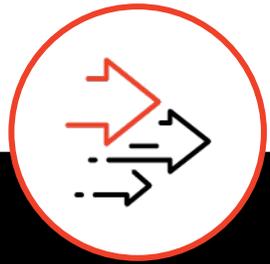


INVEST

We invest capital to incubate new solutions, accelerate innovation, and generate impact

Five focus areas

- align all we do to drive equitable economic advancement for all



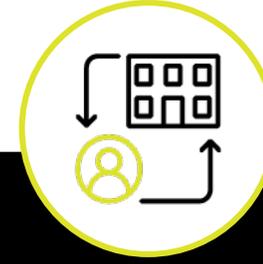
**Create worker
& learner
opportunity**



**Reimagine
education
& career
navigation**



**Ensure program
quality &
efficacy**



**Integrate work
& learning**



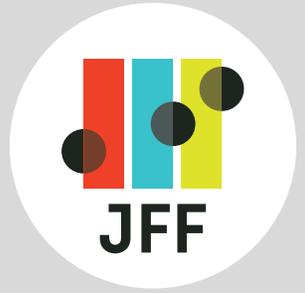
**Build strong
regional
economies**



WE PARTNER WITH

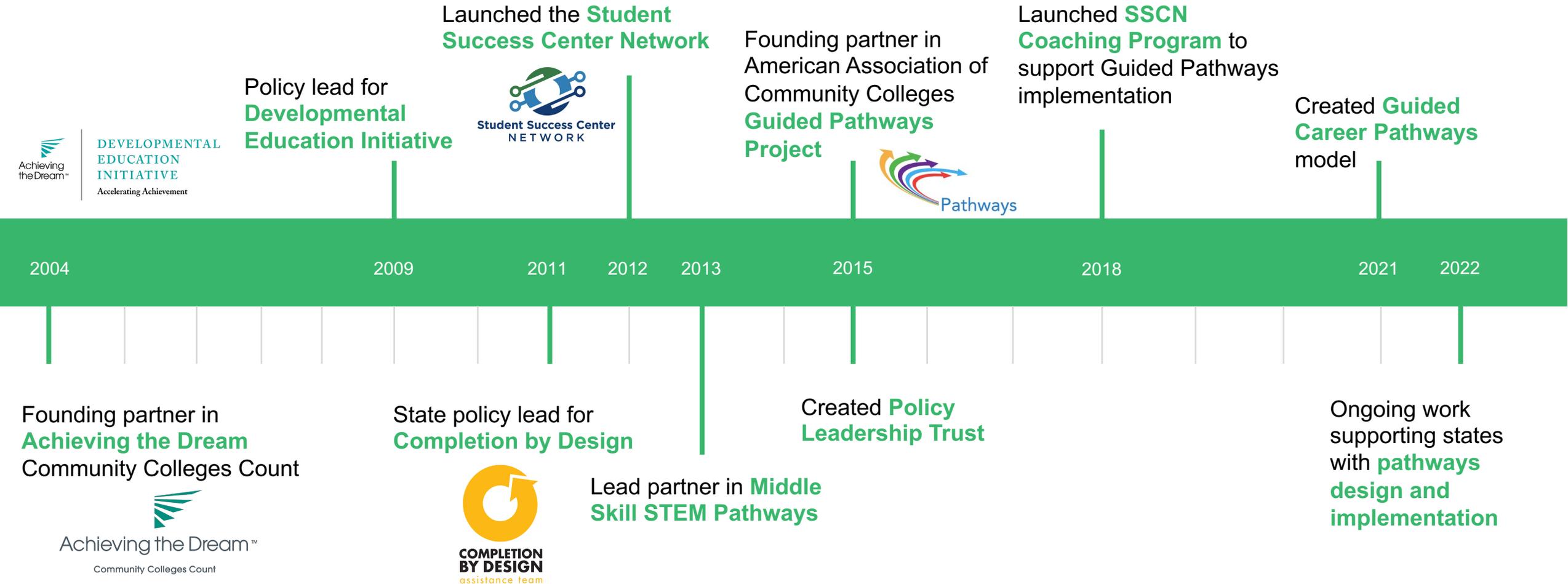


**Postsecondary institutions,
Philanthropy, Corporations,
Industry, Startups, Government,
Workforce boards,
K-12 schools, Nonprofits**

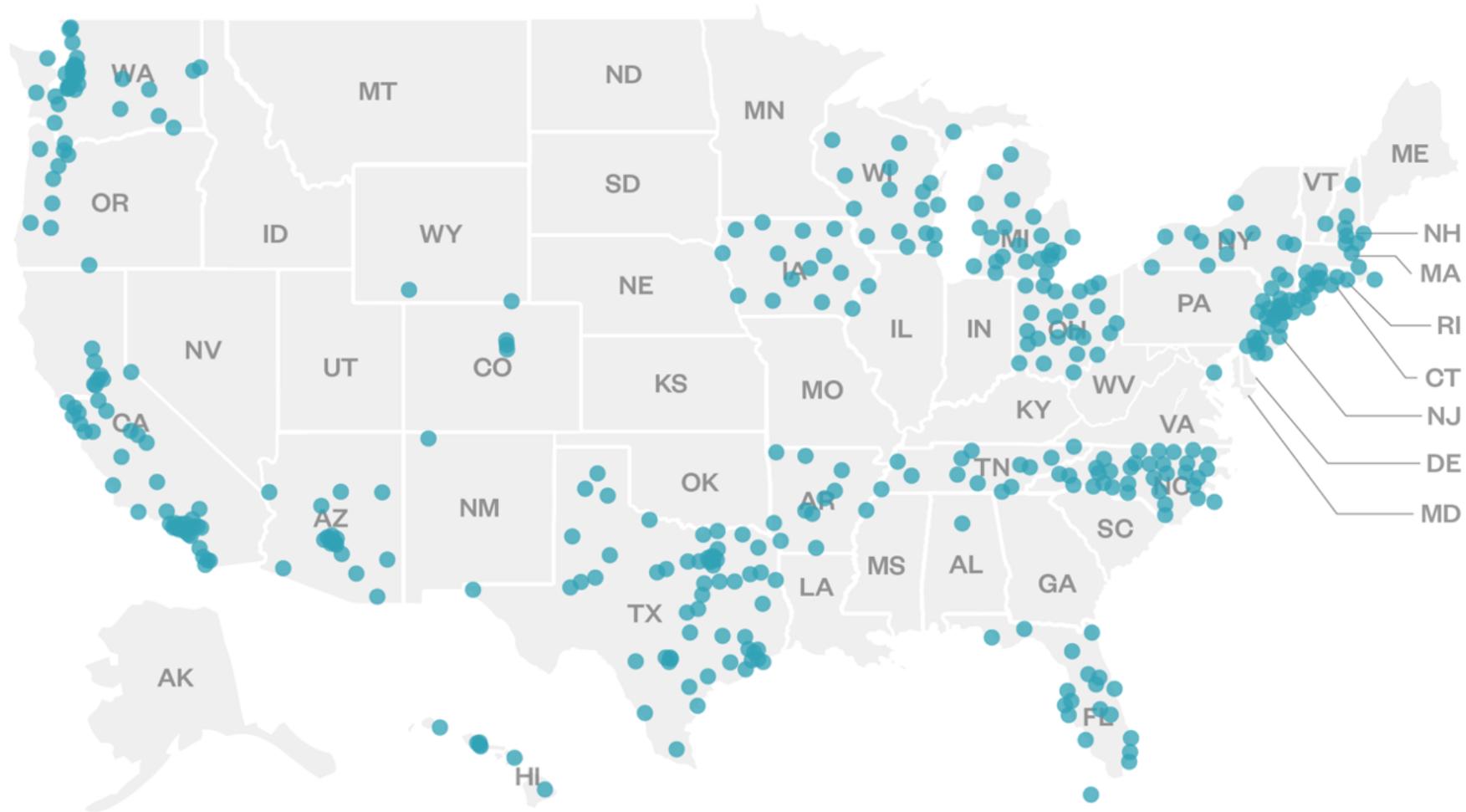


Our Pathways Journey

JFF's Role in Postsecondary Reform



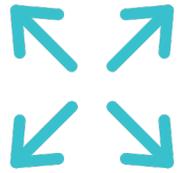
The Scale of Guided Pathways Reform



● *Community colleges implementing guided pathways as part of formal state or national initiatives*

Source: Community College Research Center

The Impact We've Made Together



Accelerating and scaling evidence-based reforms



Building in-state capacity and expertise to lead reforms



Facilitating knowledge sharing and collaboration



Influencing state policy

Early Findings from Guided Pathways

There is promising evidence that Guided Pathways reforms improve student outcomes. CCRC has observed:

- increases in rates at which students take college-level courses in their first year and other “early momentum” metrics
- increased retention and completion rates at early adopter colleges
- reductions in non-degree-applicable credits and gains from state performance funding at some colleges
- improvements across all student groups, including Black and Latinx students and those from low-income families

At the same time, equity gaps in outcomes persist.



Celebrating New York's Work

- Statewide Guided Pathways implementation – 28 colleges
- NY Coaching Academy a national model
 - 45 coaches trained as of June 2022
- Significant gains in completion rates for students who completed gateway math and English courses in 1st year
- Statewide DEI Action Plan for closing racial equity gaps and eliminating cultural and institutional racial discrimination
- Individual college efforts to address diversity, equity, inclusion
- Targeted efforts re: strategic enrollment management and increasing opportunities for adults of color to receive quality, affordable pathways

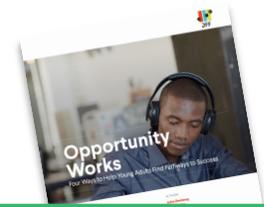


Where We Are Today

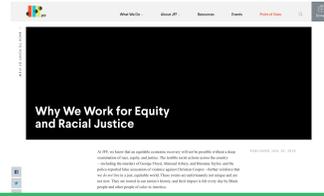
OUR PATHWAYS JOURNEY | **WHERE WE ARE TODAY** | CALL TO ACTION | PRESIDENT'S PERSPECTIVE



JFF's Journey Toward Racial Economic Equity



June 2020



JFF makes a [public commitment](#) to stand against racism, acknowledging that we cannot fulfill our mission without intentionally addressing racial inequity in workforce and education systems.

February 2021



JFF launches a partnership with Comcast NBCUniversal to boost the number and proportion of Black workers in high-growth sectors. (Read the [press release](#).)

July 2021

JFF launches Advisory Committee of Black leaders to inform our research and solutions.

June 2020



In an op-ed, JFF VP Michael Collins makes the case for prioritizing racial economic equity in our workforce and education systems. (Read the [Bloomberg op-ed](#).)

September 2021

JFF is exploring how a national philanthropy organization should invest in connecting community college humanities degrees to high-value jobs and careers.

November 2021

JFF is partnering with a national postsecondary organization to explore social capital strategies for Black learners and workers.

February 2022

Publication of JFF market scan, call to action, and narratives and storytelling to challenge conventional and often deficit-oriented narratives about Black Americans, with a focus on advancement in tech careers.

JFF is expanding our Racial Economic Equity service offering to embed REE across our portfolio of systems work.

June 2020

February 2021

July 2021

August 2021

Sept 2021

February 2022



To achieve equitable economic advancement for all, race can no longer be a determinant of education and economic outcomes.

COVID-19 has had deeply unequal educational and economic impacts on Americans.

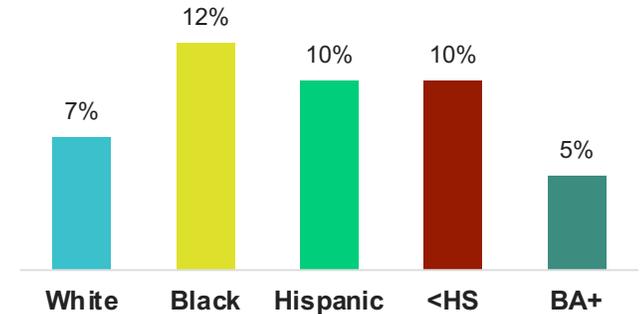
Women, young people, Black and Latinx workers, less educated workers, and workers in low-wage jobs have been hit hardest.

As of August 2020, students from families with incomes under \$75,000 were almost

2x as likely to cancel college plans

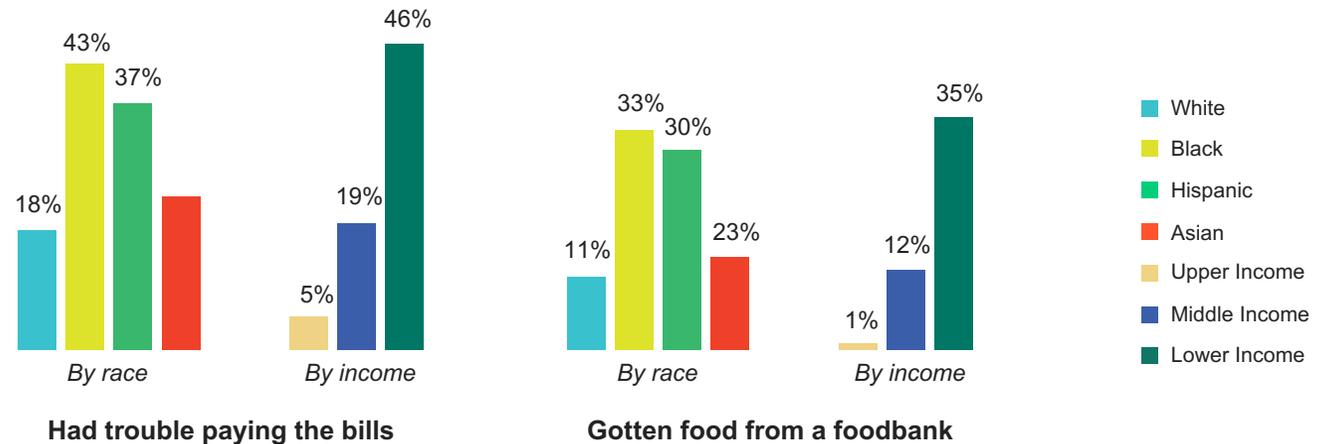
than students from wealthier families.

Unemployment September 2020



Financial pain points during coronavirus outbreak

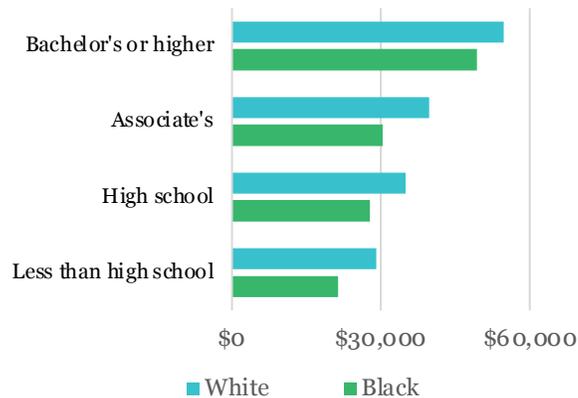
% saying they have ____ since the pandemic started (as of summer 2020)



Education Has Not Proven To Be the “Great Equalizer”

Black workers earn significantly less than white workers at every level of educational attainment

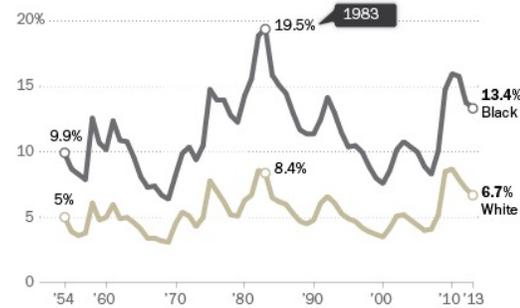
Median annual earnings of full-time year-round workers 25 to 34 years old, by race and education



The Black unemployment rate has been twice as high as the white unemployment rate for nearly 50 years.

Unemployment rates by race

Seasonally adjusted



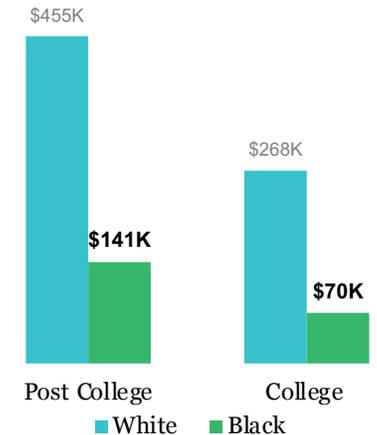
Source: Bureau of Labor Statistics

Black workers who have gained in-demand skills and credentials can't fully leverage them due to pervasive racism in the labor market.

The percentage of Black students earning computer science degrees is about **twice as high** as the percentage of Black workers at leading tech companies.

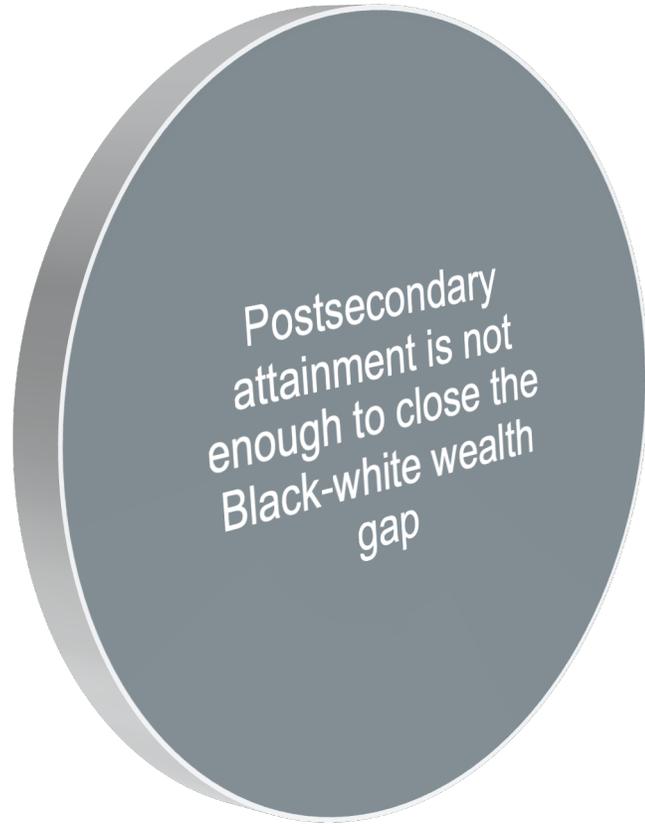
Black Americans have significantly lower net worth than their white peers, even after controlling for education.

Median Household Net Worth by Race and Education



If we do not act decisively now to disrupt the status quo, these gaps will widen further, as our economy continues its shift toward digitalization and automation.

The Role of Postsecondary: Two Sides of the Same Coin



Structural Barriers in Postsecondary Systems

Black Americans are **underrepresented in college majors** associated with the fastest growing, highest-paying occupations.

Nearly equal proportions of Black and white college students declare a STEM major. By the third year, only **30% of Black STEM majors persist** in their field, compared with 50% of white STEM majors.

Black students are disproportionately required to take **remedial courses**.

Black high school students are **underrepresented in dual enrollment and AP** courses.

Black students are **more likely to require student loans** to finance their educations and **hold more debt** than their white peers.

The proportion of Black adults (age 25-29) with an associate's degree or higher is **nearly 20 percentage points lower** than that of their white peers.

Black Learners' Representation in Fastest Growing Fields

Black Americans are **underrepresented in college majors** associated with the fastest growing, highest-paying occupations.

Detailed Major	Median Earnings (\$)	Percent African American (%)
Pharmacy, Pharmaceutical Sciences, and Administration	84,000	6
Industrial and Manufacturing Engineering	76,000	5
Chemical Engineering	73,000	5
Electrical Engineering	72,000	6
Mechanical Engineering	72,000	3
Computer Engineering	69,000	5
Civil Engineering	68,000	3
Nursing	66,000	10
General Engineering	66,000	8
Computer Science	65,000	8

African Americans: College Majors and Earnings. Georgetown Center on Education and the Workforce (2016). National top 10 median earnings for African Americans with Bachelor's degrees, ranked by highest to lowest earnings (with percentage African American).

Themes from Our Interviews of Black Workers in Tech

Barriers

- **Limited awareness** of high-value pathways
- **Lack of academic career advising and navigation** in secondary and postsecondary systems
- Factors contributing to **low program completion or transfer**: family obligations, finances, mental health
- **Little to no social capital** among interviewees
- IT entry is **expensive**
- Limited **career change or advancement supports**
- Culturally **challenging education and work environments** decrease morale and motivation

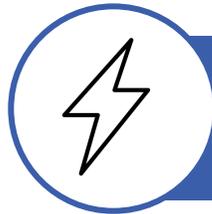
Opportunities

- **Careers in tech** bring stability, flexibility, higher pay
- **Mentorship** makes a difference
- **Peer-to-peer support** is vital
- **Wraparound supports** provided through trainings and programs allow Black learners and workers to pursue and complete learning
- General **aspirations shared by interviewees**: want to give back to their communities and be a “contributing member of society”



We Must Do Better

Our interviews with Black learners and workers, market scan, research, analysis, and conversations with Advisory Committee members have informed our evolving Racial Economic Equity Framework.



Disrupt Occupational Segregation

Reimagine education and training systems to promote affordable, quality, and career-connected credentials for Black Americans

Eliminate racial discrimination in the workplace, focusing on hiring, wages, and advancement

Racial Economic Equity



Eradicate the Black-White Wealth Gap

Advance Black entrepreneurs

Develop strategies to address the social determinants of work

Explore financial innovations



The challenge

Despite decades of postsecondary education and workforce development reform, Black Americans do not experience equitable education attainment, employment, earnings, and mobility outcomes as compared with their white peers.

The opportunity

Increase the number and proportion of Black learners and workers who secure quality jobs in high-growth sectors, advance their careers, and experience economic advancement by innovating on systems-level strategies with **stakeholders** across the learn-to-work ecosystem.

WHO WE'RE CALLING ON

Employers | Postsecondary education and training providers | Technologists | Entrepreneurs
State and federal agencies | Community-based organizations | Policymakers | Philanthropists

Our Call to Action: Guided Pathways with a Racial Equity Lens

We need a new, responsive, and dynamic model for postsecondary education that builds family-sustaining careers.

Today's rapidly changing economy has exacerbated disparities: Black, Latinx, and Indigenous workers, as well as those in low-wage jobs, are experiencing greater barriers to gaining postsecondary credentials than ever before.

Many adult learners are seeking faster ways to acquire skills and advance, while employers demand new avenues to develop the skills of their workforce.



Guided Pathways: The Next Frontier



**Economic
Mobility**

**Labor market aligned credentials and that
build family-sustaining careers**



**Equitable
Access &
Outcomes**

**Systems that work for all learners, including those
poorly served by traditional models – working
adults, and Black, Latinx, indigenous, and low-
income populations**

How we can improve program quality

- **Create career-connected learning pathways** with an emphasis on transferable digital skills, math preparation, and soft skills for all learners.
- Partner across the learn-to-work continuum to **ensure every credential offered holds labor market value.**
- **Incorporate high-quality internships and work-based learning opportunities** at every stage in education and training to improve Black learners' exposure to, preparation for, and placement in well-paying jobs and industries.



How we can expand access, affordability, retention

- **Expand access to stackable short-term credentialing** opportunities for Black learners and workers.
- **Reduce barriers to entry.** Offer on-ramps and entry points to meet all learners where they are.
- **Reduce the administrative burdens** students from low-income backgrounds face in accessing benefits. Offer financial aid and/or learn-and-earn opportunities.
- **Create inclusive environments** that are supportive of all learners, including Black learners.



How we can accelerate completion

- **Enable Black high school students to start accumulating college credit**—through dual enrollment, early college, AP, or other programs as soon and as much as possible.
- **Ensure developmental education is high-quality, equitable, credit-bearing, and accelerated.**
- **Provide more robust credit for prior learning and competency-based models** that can credit prior life and career experience toward degrees.



The background of the slide features two ceramic mugs. The mug on the left is a dark teal color, and the mug on the right is a dark grey color. Both mugs are filled with a dark liquid, and wisps of white steam are rising from the top of each. The mugs are set against a dark, blurred background, creating a moody and intimate atmosphere.

President's Perspective: Discussion with Michael Baston Rockland Community College

Discussion Questions

- What questions and reactions do you have?
- What are you most proud of as you reflect on the student success work you've been leading?
- How might we strengthen our efforts to accelerate impact?
- What bright spots can be leveraged to increase equity?

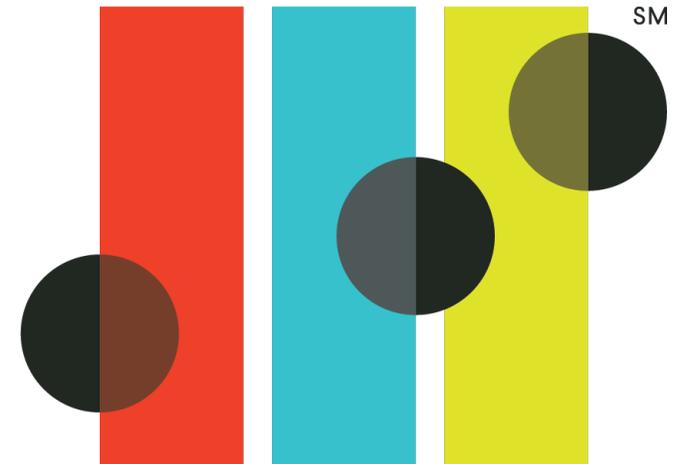
Thank you!



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JFF