

Cradle-to-Career Innovations

July 2022



At Harlem Children's Zone

Who We Are

Our North Star

We are guided by our North Star, which we define broadly as our vision and long-term goal.

Through our work with communities, **one million young people** will be connected to opportunities that place them on a pathway to **social and economic mobility** and **racial equity**. These outcomes will drive **systems change** and **scalable solutions** that are informed by research and practice.

What We Do: Two Mutually-Reinforcing Functions

Through direct work with a set of places, as well as broader field-building efforts, WJWI will build an ecosystem that enables high-impact place-based partnerships, and effectively resources and empowers proximate neighborhood leaders as integral to driving sustainable change in the most vulnerable communities.

FIELD BUILDING

The activities or investments that unlock a field's progress towards greater impact at scale and ultimately, population-level change.



TECHNICAL ASSISTANCE

The provision of targeted and customized supports by a professional(s) with subject matter expertise and skills to develop or strengthen processes, knowledge application, or implementation of services by recipients.

Target Client Segment – Stages of Cradle-to-Career

WJWI supports place-based partnerships at various stages of their Cradle-to-Career (C2C) development journey.



- Existing services and coordination cover most or all of the C2C continuum
- Strong links between developmental stages
- High centralized accountability for outcomes
- Demonstrated positive outcomes
- Full-time staff dedicated to coordinating the C2C model
- Stable and diversified funding streams



- A high % of the developmental spectrum is covered by services
- Coordination across the service continuum is being refined
- Accountability for full C2C outcomes is distributed but consolidating
- Demonstrated effectiveness
- Full-time staff dedicated to coordinating the C2C model
- Somewhat stable funding; on the path to unlocking sustainability



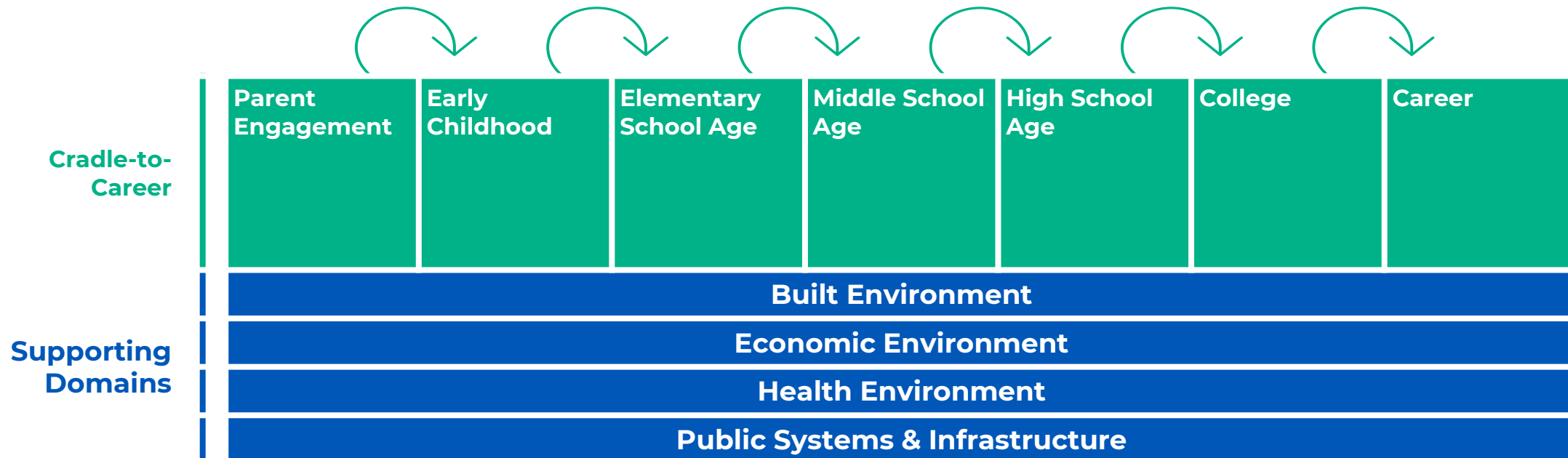
- C2C service continuum is missing developmental stages and/or has weak links between developmental stages (i.e., most components of the C2C model and related functional areas are nascent and developing)
- Low accountability for C2C outcomes and/or no centralization of that accountability
- Minimal full-time staff committed to designing / coordinating the full C2C vision

Principles for Place- Based Work

The Centrality of Cradle-to-Career

We believe place-based partnerships must center the development of cradle-to-career (C2C) support to achieve economic and social mobility, and advance racial equity.

Cradle-to-Career Pathway & Supporting Domains



Principles for Cradle-to-Career

WJWI defined six key principles for building high quality pathways to social and economic mobility and racial equity for young people.

Continuity

- Programming within a neighborhood **spans the full C2C continuum** with clear links between all developmental stages
- Services may be provided by a single organization or a collection of organizations, but they should be **coordinated and connected**

Accountability

- One organization / entity is **accountable for all C2C outcomes within the neighborhood**
- Though services may be delivered by multiple providers, there is a singular centralized body **taking responsibility across the continuum**
- Accountable entity **leverages data** to inform outcomes

Community-Based

- The programming is **rooted in and designed for a particular community** with a focus on the most historically underserved communities, where outcomes are rarely impacted by systems change

Systems Change

- The effort **engages systems leaders and leverages conditions of systems change** to support the formation and sustaining of contiguous, accountable, neighborhood-based strategies
- Systems change/related efforts provide access to **sustainable funding** for efforts over time

K-12 Engagement

- The approach includes a **focus on K-12 education**, given the central role the system plays in shaping children's outcomes
- This focus may involve working to **influence school systems**, operating / partnering with a **K-12 school**, or operating / partnering with **afterschool, weekend, and / or summer programs**

Proximate Leadership

- The effort is **led by members of the community** being served
- Leaders should have **deep connections and longstanding relationships** within the community

Developing a Programmatic Pipeline

Partners must hold accountability for key supports across the developmental spectrum

Growth Channel	Early Childhood				School Grades				Post-Sec.
	Birth	0-3	3-K	Pre-K	K-1	2-4	5-8 (MS)	9-12 (HS)	
Key Supports	Engagement, support for parents of children under 3 years old		Programming for 3-year-old children, focused on school-readiness	Full-day programming for 4-year-old children, focused on school-readiness	Interventions provided within the school context or during afterschool and/or summer hours, either embedded within the school setting or in an alternative setting within the community				Support with transition from high school to college and / or career

Strategic Planning

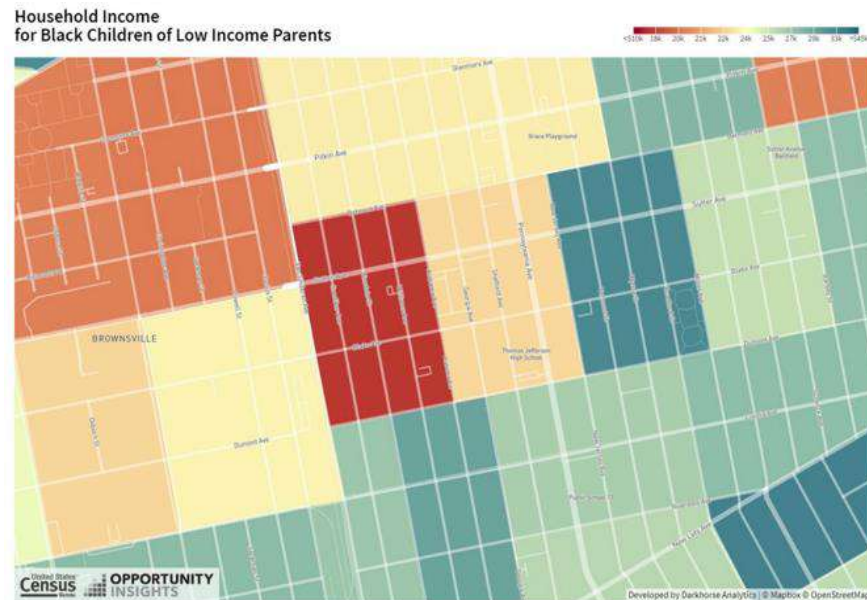
Continuity requires a planning coordinated interventions from cradle to career

Growth Channel	Early Childhood				School Grades				Post-Sec.
	Birth	0-3	3-K	Pre-K	K-1	2-4	5-8 (MS)	9-12 (HS)	
Currently provide services <u>directly</u> ?									
Plan to expand <u>direct</u> services?									
Plan to expand via <u>local</u> partners?									
Plan to expand via <u>regional/national</u> partners?									

Neighborhood as the Unit of Change

Research by Harvard Economist Raj Chetty provides evidence that *place matters* when it comes to addressing intergenerational poverty.

Inequality in America is Hyperlocal



*"Poverty rates that are more than about **half a mile away** from your house are essentially completely **irrelevant** in predicting your own **outcomes**."*



- Raj Chetty, one of the youngest professors to receive tenure at Harvard's economic department, recipient of the John Bates Clark medal and a 2012 MacArthur "Genius" Fellowship

Implications

- Upward mobility needs to be addressed at the hyperlocal level
- The most impacted populations are lost in averages
- Place-based efforts must be designed *by and for* those most marginalized

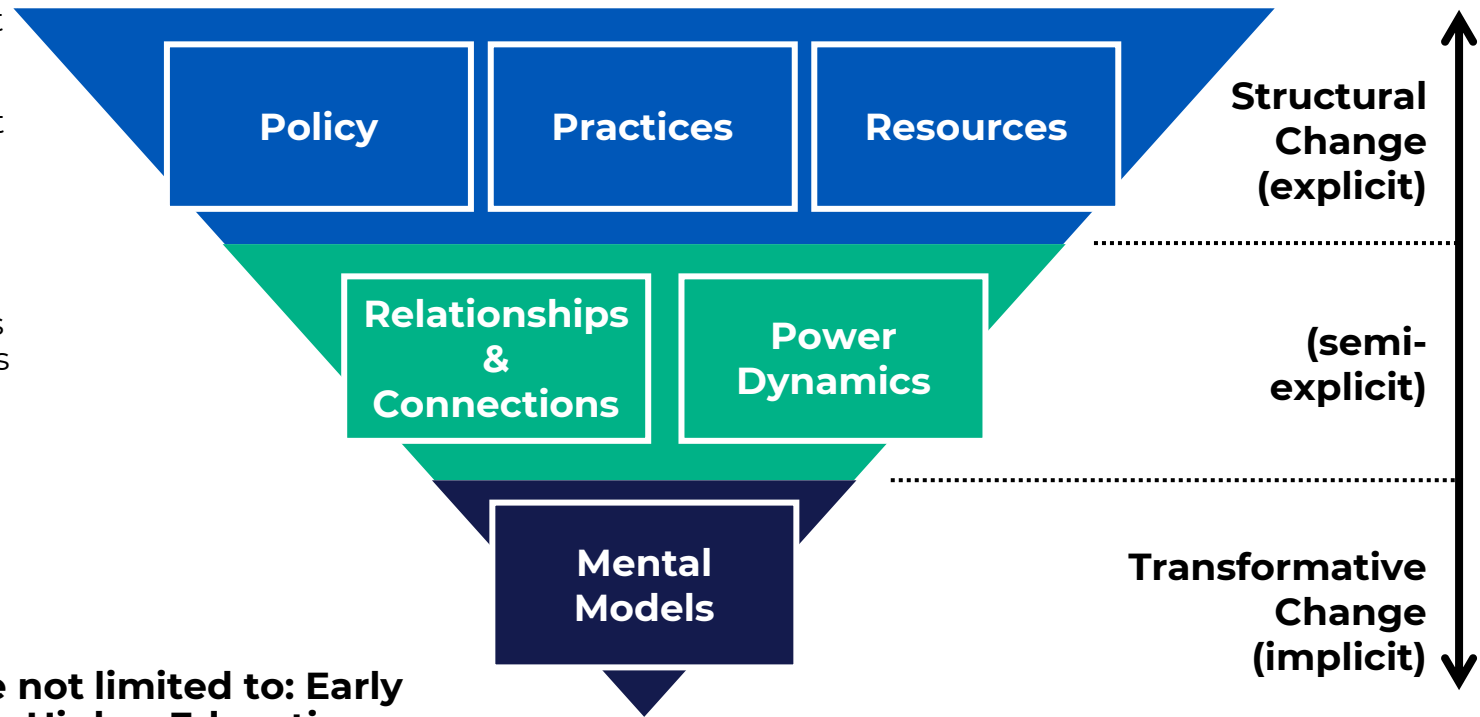
Systems Change Addresses Root Causes

Definition: a strategic approach that promotes equitable outcomes at scale by shifting the conditions that hold complex problems in place

SYSTEMS CHANGE MODEL¹

- **Policy:** Government rules, regulations and priorities that guide its and others' actions
- **Practices:** Organizational and practitioner activities that reflect their values and priorities
- **Resource Flows:** How money, people, knowledge and information are allocated and distributed
- **Relationships and Connections:** Quality of connections and communication occurring between systems players
- **Power Dynamics:** Which individuals and organizations hold decision-making power, authority, influence
- **Mental Models:** Deeply held beliefs and assumptions that influence one's action

- **The systems we aim to change include, but are not limited to: Early Childhood/K-12 Education, Youth Development, Higher Education, Employment/Labor, Housing, Public Health**



Thank You



At Harlem Children's Zone