

Creating Comprehensive Postsecondary-to-Career Pathways

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The Project on Workforce at Harvard



Agenda



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The Project on Workforce



The Project on Workforce is an interdisciplinary, collaborative project between the Harvard Kennedy School Malcolm Wiener Center for Social Policy, the Harvard Business School Managing the Future of Work Project, and the Harvard Graduate School of Education.

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Our Mission

To **chart the course** for a postsecondary system of the future that **creates more and better pathways** to economic mobility.



We use **research** to **catalyze action** across business, education and policy and **create smoother transitions** between education and good jobs.

The more education you have, the more money you earn.



SOURCE: AUTOR 2014

Americans are questioning the value of college.

26%

Of working U.S. adults with college experience strongly agree that their education is relevant to their work and day-to-day life.

57%

Of Americans say the higher education system in the US fails to provide good value for the money students and their families spend.

SOURCE: STRADA-GALLUP 2018; PEW RESEARCH CENTER 2017.

A skilled workforce is crucial to regional economic prosperity.

#1

Workforce Skills is the #1 factor cited by mayors in trying to attract businesses to their communities

26%

Just 26% of employers strongly agree that community colleges are producing the work-ready employees that their company needs

SOURCE: MENINO SURVEY OF MAYORS 2018; FULLER & RAMAN 2022

Delivering on the Degree

What can colleges, employers, and policymakers do to improve students' career outcomes, increase the value proposition of higher ed, and strengthen regional economies?



Delivering on the Degree

The College-to-Jobs Playbook

David Deming, Joseph B. Fuller, Rachel Lipson,
Kerry McKittrick, Ali Epstein, Emma Catalfamo

“Interventions” connecting college to careers



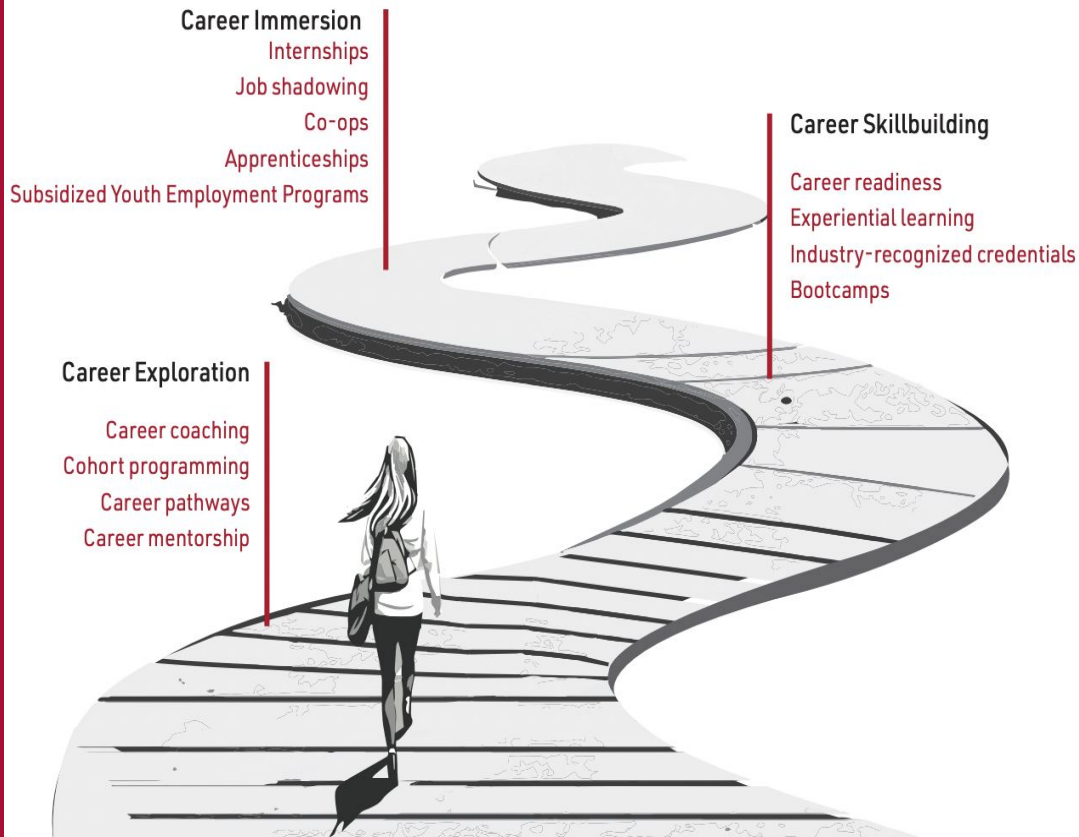
Exploration



Skillbuilding



Immersion



Evaluating research & practice

- 1 Research Prevalence
- 2 Research Strength
- 3 Implementation Prevalence
- 4 Implementation Feasibility

Intervention Category	Research Prevalence	Research Strength	Implementation Prevalence	Implementation Feasibility
Career coaching				
Cohort programming				
Career pathways initiatives				
Career mentorship Programs				
Career readiness curriculum				
Experiential learning coursework				
Industry-recognized credentials				
Last-mile bootcamps				
Internships				
Job shadowing				
Co-ops				
Apprenticeships				
Subsidized youth employment programs				

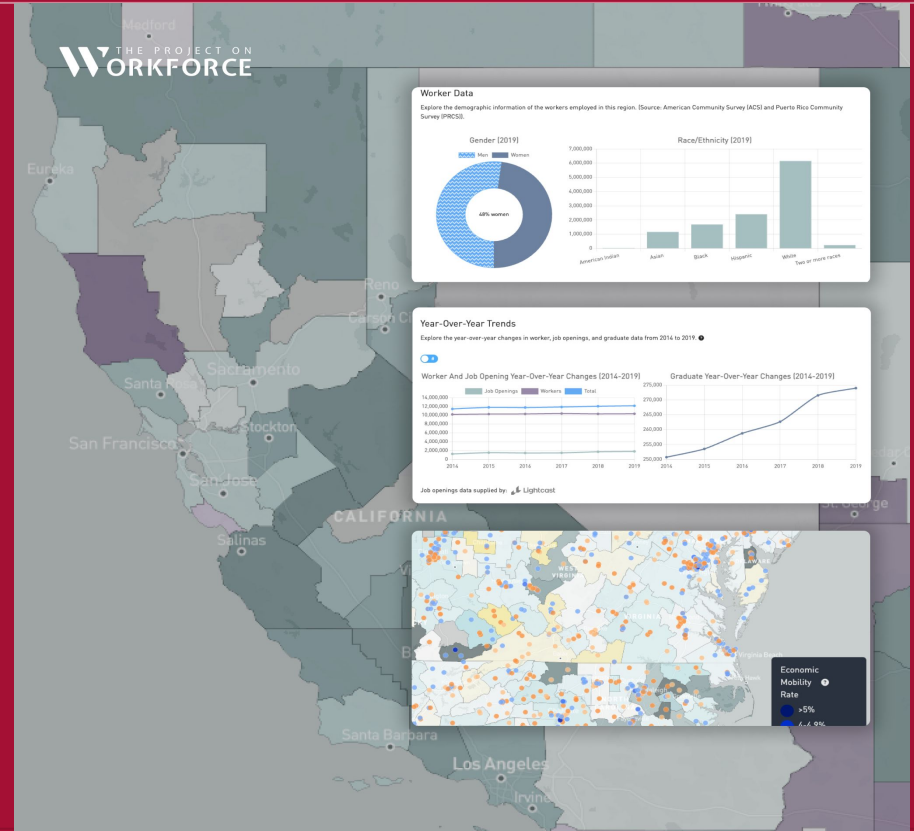
Stakeholder recommendations

- Strengthening college-employer partnerships
- Expanding work-based learning
- Redesigning accountability measures
- Driving regional development
- Modernizing data systems
- Skilling for the future of work



The College-to-Jobs Map

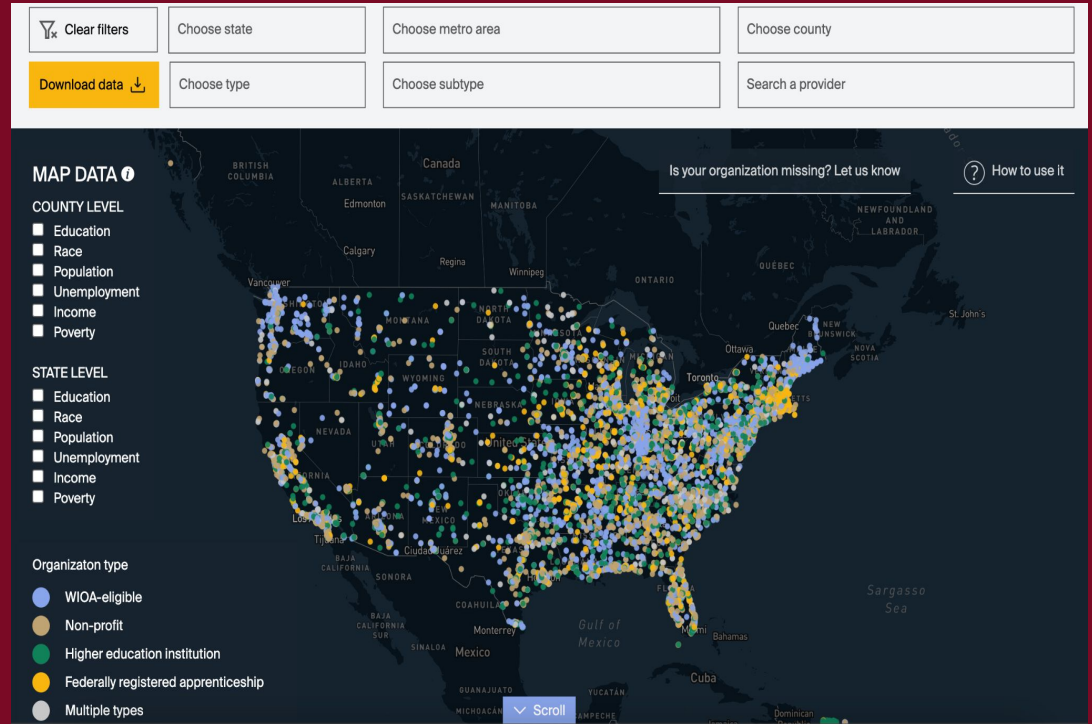
- One-stop shop for regional higher education and labor market data.
- Links education and employment data and compares regional growth.
- Informs local conversations and strategies for economic development practitioners, educators, employers, and policymakers.



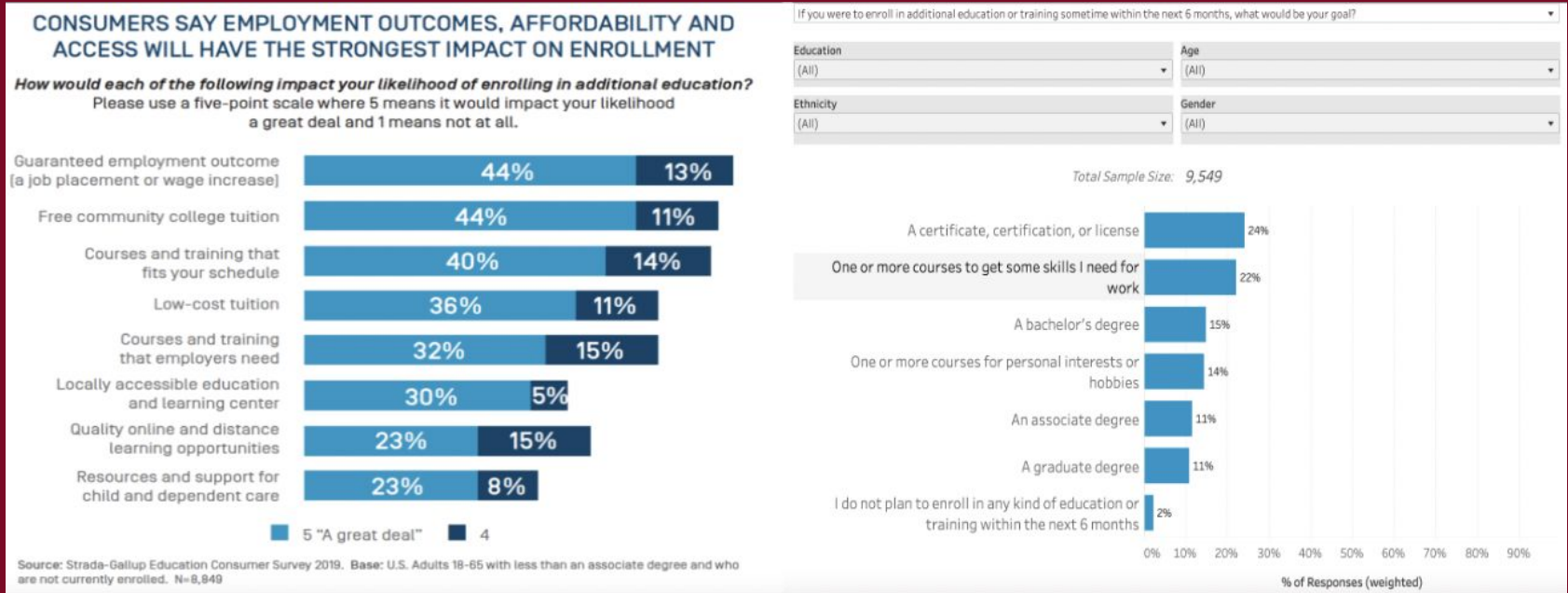
The Workforce Almanac

How are communities across the U.S. served by different types of short-term workforce training providers?

Including higher education, WIOA-eligible, registered apprenticeship sponsors, and non-profit organizations.



Americans are seeking education programs that are relevant for work, affordable, and convenient.



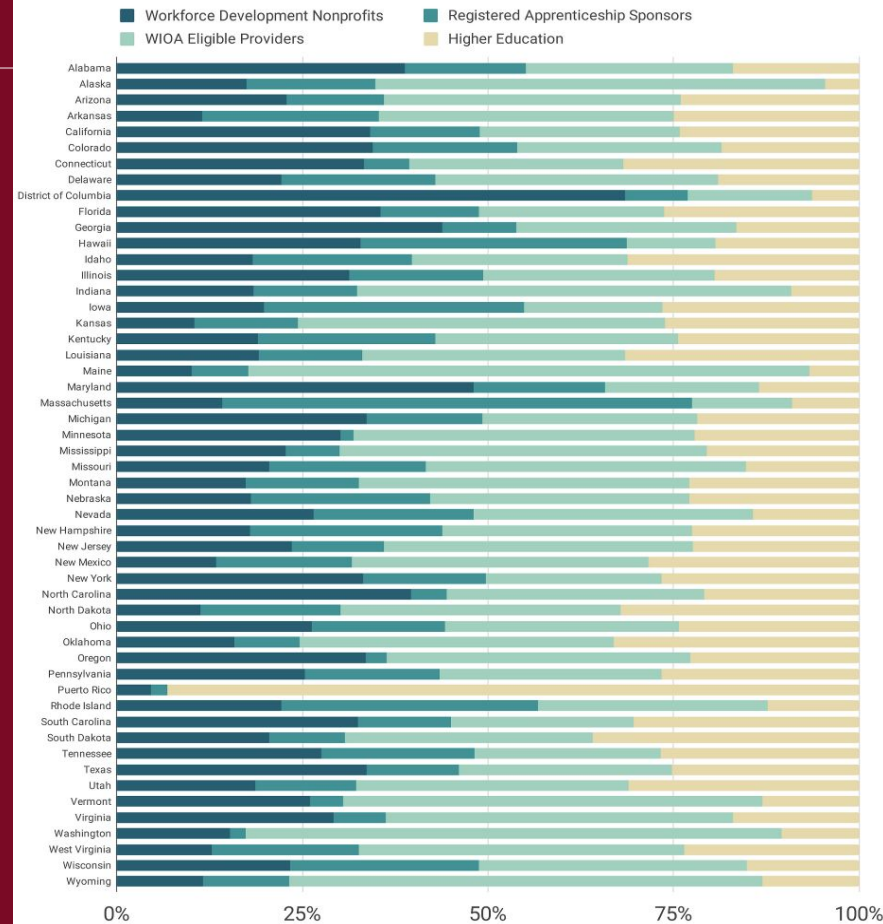
Strada, 2019. Base: US adults 18-65, with less than an associate degree and who are not currently enrolled.
Strada, 2021. COVID-19 Work and Education Survey - Public Viewpoint

The Workforce Training Landscape

Figure 2: National ratio of providers to 100k in the labor force



Figure 3: Types of workforce training providers in each U.S. state and territory [23]



Navigating Career Pathways



Information access and accuracy

Accurate knowledge of education and career opportunities, including pathways and economic outcomes data



Skills and credentials

Navigation skills and qualities (i.e., adaptability, self-efficacy), foundational skills, and job-specific skills and credentials



Social capital

Social relationships, networks, and engagement, which impact an individual's values, exposure, connections, and support



Wraparound resources and supports

The wraparound resources at one's disposal, including coaching, finances, technology, transportation and child care



Social structures and ecosystems

Social systems, including public and private policies, economic conditions, and discrimination and racism

Building an education-to-work ecosystem.



EMPLOYERS

Build partnerships -
develop clear pathways
- Incentivize equitable
talent practices - track
worker mobility



EDUCATORS & TRAINERS

Center economic
mobility - provide career
coaching - Build
foundational skills -
Embed work-based
learning - engage with
employers



POLICYMAKERS

Embed workforce
services in communities -
invest in career coaching
- incentivize wage
progression - expand
access to upskilling -
collect disaggregated
data



INTERMEDIARIES

Recruit underrepresented
individuals - build
intergenerational
programs - provide career
exploration to adults -
uplift worker aspirations



PHILANTHROPY

Embrace the R&D role -
support leaders with
lived experience -
advance research and
evaluation

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