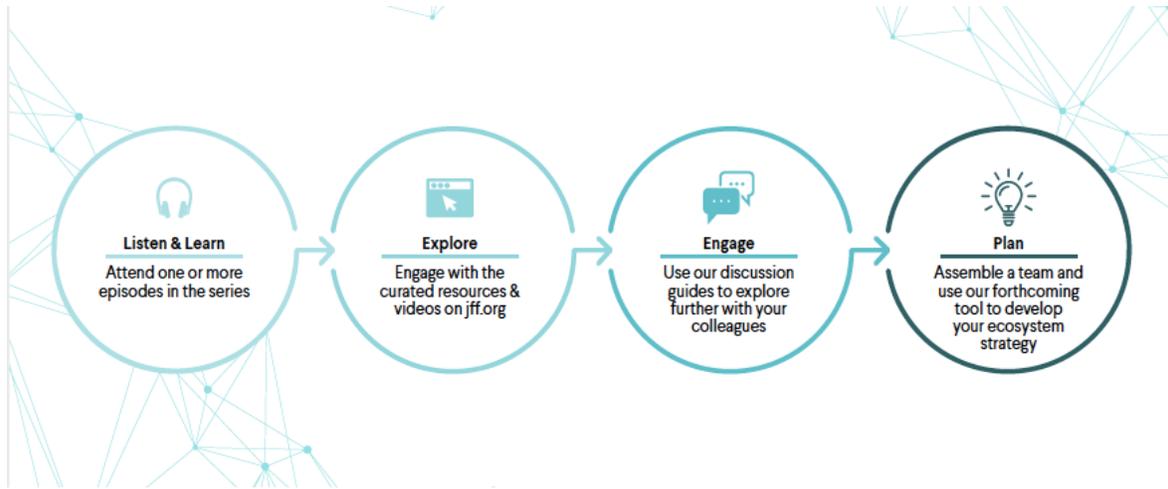




## Resources for Further Exploration

Want to dig deeper into the themes explored throughout *Better Together: Forging Partnerships for Equitable Economic Recovery*? These resources are a great place to start.



## The Urgency of Partnerships

### Five Commitments Every Community College Must Make to Meet the Moment

This piece, developed by community college leaders serving on JFF's Policy Leadership Trust, urges colleges to explore how campus structures reinforce systemic racism and white privilege and then take tangible steps to undo the deep inequities in education and economic outcomes that Black students and other students of color experience. The commitment to care and the commitment to serve the whole community in particular call for an increased focus on partnerships.

<https://www.jff.org/what-we-do/impact-stories/policy-jff/five-commitments-every-community-college-must-make-meet-moment/>

Learn more about the Policy Leadership Trust:

<https://www.jff.org/what-we-do/impact-stories/policy-leadership-trust/>

### How Education Philanthropies are Responding to the Workforce Crisis

In challenging times, the need to forge pathways to opportunity is greater than ever. A discussion hosted by Whiteboard Advisors on how education philanthropies are responding to the workforce crisis.



Watch on demand:

[https://whiteboardadvisors.zoom.us/webinar/register/rec/WN\\_ufamAqKiTQuO7LNBCQa9Zg?meetingId=r2J3oaEFopTPzSqU5kc7r0vxRNxzom9W9v7uWgMN7IX9vIUaWxXQxv3\\_OfkKBkww.GjvvHGUPj3M49cB4&playId=&action=play&\\_xzm\\_rtaid=1JPDQ4wSTUC0LFKx1rcPdQ.1605626990248.3f5cc17fe13f38c86d1f69bc5cba33e2&\\_xzm\\_rhtaid=484](https://whiteboardadvisors.zoom.us/webinar/register/rec/WN_ufamAqKiTQuO7LNBCQa9Zg?meetingId=r2J3oaEFopTPzSqU5kc7r0vxRNxzom9W9v7uWgMN7IX9vIUaWxXQxv3_OfkKBkww.GjvvHGUPj3M49cB4&playId=&action=play&_xzm_rtaid=1JPDQ4wSTUC0LFKx1rcPdQ.1605626990248.3f5cc17fe13f38c86d1f69bc5cba33e2&_xzm_rhtaid=484)

### **Racial Justice, Educational Philanthropy and the Needs and Roles of Community Colleges in the COVID-19 Postsecondary Landscape**

In this podcast episode, Heather McCambly and Lorenzo Baber talk about the intersections of racial justice, educational philanthropy, and the needs and roles of community colleges in the COVID-19 postsecondary landscape. McCambly is a doctoral candidate at Northwestern University who is studying the intersections of racial justice and educational philanthropy. Dr. Baber is an associate professor of higher education and the program chair of higher education at Loyola University.

<https://directory.libsyn.com/episode/index/show/occl/id/16208516>

### **Redesigning Training Programs for the COVID-19 Era and Beyond**

This piece explores how education and training programs can adapt to meet for the COVID-19 era and beyond with an emphasis on equitable access and success. This moment of change and transition presents an opportunity to make training programs more equitable. We can adapt existing programs and design new ones to better serve the immediate and long-term needs of workers—programs that not only teach people the skills they need to find new jobs quickly, but also provide them with lifelong learning opportunities. An essential component is for programs to fully embrace their existing partnerships and actively try to expand and diversify their networks of partnerships.

<https://www.jff.org/resources/redesigning-training-programs-covid-19-era-and-beyond/>

## Partnership Structure & Leadership

*A note about intermediaries: many of these resources discuss the roles and functions of intermediaries. Intermediaries act as the “glue” of a pathways ecosystem. Intermediaries unite and collaborate with all key partners to establish a collective vision and set of goals for a pathways ecosystem. They also operationalize the work, coordinating the design and implementation of statewide, regional, and local pathways systems. Intermediaries are transparent, credible organizations that are positioned to work across multiple stakeholder groups, including employers and educational institutions. Depending on community context, intermediaries might be nonprofits, governmental and quasi-governmental agencies, industry associations, or higher education groups.*

### **Lessons in Leadership and Governance**

Implementing college and career pathways requires deep collaboration among stakeholders across K-12 and higher education, industry, workforce development, and government. While these partners come to



this work with differing perspectives, they must commit to shared outcomes for young people and economies. Bringing partners together, building a collective vision, and scaling college and career pathways systems requires strong, organized, and collaborative systems of leadership and governance with intentional commitments. This report highlights five structures and four commitments that are essential in a strong leadership and governance system that establishes and accelerates support for college and career pathways at scale.

[https://jfforg-prod-new.s3.amazonaws.com/media/documents/Lessons\\_in\\_Leadership\\_and\\_Governance\\_GLCCPP.pdf](https://jfforg-prod-new.s3.amazonaws.com/media/documents/Lessons_in_Leadership_and_Governance_GLCCPP.pdf)

### **Intermediary Functions and Features in Pathways Systems**

Working together can lead to tangible rewards. But it can be challenging to create partnerships across organizations with different missions, cultures, practices, funding sources, and approaches. Many community colleges and public workforce organizations have overcome these challenges to have a larger impact together than they could have alone in helping people prepare for jobs and employers find a skilled labor force.

[https://jfforg-prod-new.s3.amazonaws.com/media/documents/Intermediary\\_Functions\\_Features\\_Pathways\\_Systems.pdf](https://jfforg-prod-new.s3.amazonaws.com/media/documents/Intermediary_Functions_Features_Pathways_Systems.pdf)

### **Bridge Builders: How Intermediaries Can Connect Education and Work in a Postpandemic World**

“Bridge Builders: How Intermediaries Can Connect Education and Work in a Postpandemic World” demonstrates the tremendous potential of intermediaries by looking at promising models from around the world, including many in the United States. It shows how these bridge builders can connect a diverse group of stakeholders to create an education-employment system that will help the economy thrive while increasing opportunities for all, not only during the current global pandemic, but long after.

[https://www.stradaeducation.org/wp-content/uploads/2020/12/Strada\\_BridgeBuilders.pdf](https://www.stradaeducation.org/wp-content/uploads/2020/12/Strada_BridgeBuilders.pdf)

### **Work in Progress Podcast: Rebuilding the learning ecosystem for the future of work, with Michelle Weise**

<https://workingnation.com/rebuilding-the-learning-ecosystem-for-the-future-of-work/>

### **Building a Lifelong Learning System: A Roadmap for Cities**

Using the specific examples of Chicago, Phoenix, and Hartford, this report describes the lifelong learning ecosystem as it exists and recommends specific steps that cities can take to develop a lifelong learning system. The cities in this report were chosen based on their different geographic and demographic attributes, and the presence of unique education and training resources to support adult workers

[https://www.aspeninstitute.org/wp-content/uploads/2020/11/Building-a-Lifelong-Learning-System\\_December-2020\\_Aspen-Institute-Future-of-Work-Initiative.pdf?\\_ga=2.83834974.911894001.1606932651-1156852337.1603922001](https://www.aspeninstitute.org/wp-content/uploads/2020/11/Building-a-Lifelong-Learning-System_December-2020_Aspen-Institute-Future-of-Work-Initiative.pdf?_ga=2.83834974.911894001.1606932651-1156852337.1603922001)



## Partnerships in Action

### **Powerhouse Partnerships: Community Colleges and Workforce Boards Working Together**

This report describes the activities and strategies of a wide variety of partnerships between community colleges and workforce boards, with key takeaways starting on page 9 that can assist other community colleges and workforce organizations to solidify their collaborations and further their mutual goals.

[https://jfforg-prod-new.s3.amazonaws.com/media/documents/TAACCCT\\_Partnerships-032118\\_3.pdf](https://jfforg-prod-new.s3.amazonaws.com/media/documents/TAACCCT_Partnerships-032118_3.pdf)

### **Innovative Strategies to Close Postsecondary Attainment Gaps: Neighbors Helping Neighbors Through Nashville's Reconnect Ambassador Program**

*Neighbors Helping Neighbors Through Nashville's Reconnect Ambassador Program* shares how the Chamber of Commerce in Nashville, Tennessee is helping neighbors connect in order to promote access and completion. As a result, area institutions, including Nashville State Community College, are seeing an increase in enrollment of students of color.

<http://ihep.org/research/publications/innovative-strategies-talent-hubs-nashville>

## Planning Tools

### **Work-Based Learning System Navigator**

Whether you are looking for ways to engage in work-based learning or enhance the work-based learning delivery system in your own context, it can be hard to know where to start.

To cut through the confusion, this Work-Based Learning System Navigator will help you identify the key connection points for your organization based on your situation and context. By answering a few short questions, you will receive a customized map that will show you how to best leverage the assets in your community to build a strong work-based learning delivery system.

<https://www.jff.org/work-based-learning-tool/>

### **Planning Tool: Building Equitable Pathways**

With this tool, intermediary organizations can gauge their capacity and effectiveness in leading and supporting the creation, improvement, and sustainability of high-quality career pathways for Black and Latinx youth and young people who are experiencing poverty. This tool will allow your organization to plan, partner, and do the work necessary to become a more effective intermediary in your unique context.

[https://jfforg-prod-new.s3.amazonaws.com/media/documents/Planning\\_Tool\\_Building\\_Equitable\\_Pathways.pdf](https://jfforg-prod-new.s3.amazonaws.com/media/documents/Planning_Tool_Building_Equitable_Pathways.pdf)



## Diversity, Equity, and Inclusion

### How to Confront Racism in Philanthropy

Equitable outcomes take more than partnerships. Philanthropies, with a mostly white power structure, channel disproportionate money to white-led organizations, even with their stated missions to advance social justice. Aaron T. Walker’s Camelback Ventures is trying to close the funding gap, in part by staging racial justice trainings for white executives at philanthropies and corporations.

[https://www.ozy.com/the-new-and-the-next/how-to-confront-racism-in-philanthropy/349096/?utm\\_medium=onesignal&utm\\_source=onesignal&utm\\_campaign=onesignal](https://www.ozy.com/the-new-and-the-next/how-to-confront-racism-in-philanthropy/349096/?utm_medium=onesignal&utm_source=onesignal&utm_campaign=onesignal)

### Nonprofit AF Blog

Vu Le’s candid blog on holding nonprofits and funders accountable. A vocal critic of the attrition of leaders of color in the nonprofit world as well as in philanthropic circles, he writes posts that are not just humorous but thought-provoking and impactful.

<https://nonprofitaf.com/tag/philanthropy/>

## Research

### When Is A Job Just A Job —And When Can It Launch A Career? The Real Economic Opportunities of Middle-Skill Work

This report studies the career advancement prospects of people entering middle-skill jobs through the unprecedented analysis of nearly 4 million resumes of middle-skill jobseekers. It highlights the types of occupations that offer the strongest opportunities for financial stability and true economic advancement. This analysis provides critical insights for colleges and partnerships seeking to develop pathways that promote long-term career growth and economic mobility.

<https://ifforg-prod-new.s3.amazonaws.com/media/documents/ResumeDataBook6.pdf>

### Center for Effective Philanthropy

<https://cep.org/resources/publications/>



## Discussion Questions

1. How can/does an ecosystem approach enable the PSN and its institutions to influence and advocate for investments and systems change to promote equitable economic opportunity?
2. How can PSN leaders and philanthropic leaders develop common strategies and mutual goals?
3. What do you believe funders need to be doing to advance equity and economic mobility in their communities and across their systems?
4. What role do you see for postsecondary institutions and leaders in advancing equity and economic mobility and how does that align with funders' area of focus?