The Opportunity and Challenge

Our Opportunity:
How do we design a highly effective employer engagement strategy to launch a higher proportion of students into well-paying jobs and choice filled futures?

Key Challenges:
- To date, efforts to connect the academic experience with career readiness at CUNY have not been strategic and consistent
- While the vast majority of students are employed post-graduation, based on state wage records students wage levels are not competitive and many graduates are working in lower wage service jobs (retail, home health, etc.)
- Employers in NYC often do not know about CUNY and the scale and caliber of our students and programs
- With 25 colleges, employers need to navigate individual colleges to access CUNY students which can be overwhelming and inefficient
Our Vision is to create a system in CUNY that serves adults and young adults in degree and certification/credential programs such that all students have access to the competencies relevant to navigating career choices.

<table>
<thead>
<tr>
<th>Stages of Growth</th>
<th>Career Exploration</th>
<th>Skill Building</th>
<th>Internships/Work Experience</th>
<th>Full time Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activities to build competencies</strong></td>
<td>Learn basics of career planning</td>
<td>Applied learning and team based work</td>
<td>Gain work experience and/or an internship</td>
<td>Develop a clear career map for post-graduation</td>
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<td></td>
<td>Introduction to industries and occupations</td>
<td>Refine resume development, interview, and networking skills</td>
<td>Learn networking skills and grow network</td>
<td>Achieve full time job placement</td>
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<tr>
<td></td>
<td>Basic resume and interview skills</td>
<td>Refine target career interests</td>
<td>Acquire skills, credentials, competencies</td>
<td>Develop skill advancement plan</td>
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<tr>
<td></td>
<td>Start to build a network</td>
<td>Develop a career development portfolio</td>
<td>Increase ability to effectively network and self-market</td>
<td>Grow network</td>
</tr>
<tr>
<td></td>
<td>Connect with a peer mentor</td>
<td></td>
<td></td>
<td>Mentor</td>
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</tbody>
</table>
Career exploration, hands-on experiential learning, and paid work opportunities that are sector specific are the key to creating a scaled pipeline of CUNY talent that is ready and competitive for employment opportunities at the internship and post-graduate levels.

**Key sectors:**
- Technology
- Finance
- Art/Creative/Media
- Hospitality
- Industrial/Construction
- Energy
- Healthcare
- Nonprofit/Community Organizations
- Life Sciences
- Public Sector/NYC government agencies
- Transportation/logistics
- Education
Effectively Using Industry Input

Faculty and staff will determine how best to use industry input in the advising, academic, and student life context.

Examples:
- Professional development to help inform student advising
- Creation of “career maps” using data on jobs, salaries, companies and positions based on CUNY alumni data
- Using curriculum development funds to infuse industry trends in existing courses
- New course development/experiential learning opportunities
- Adding field work or research elements to existing courses
- Guest speakers and/or site visits
- Alumni panel
Creating Career Pathways at CUNY

Transforming CUNY to be focused on academic attainment AND economic mobility/career competitiveness for students will require working with stakeholders in new ways.

- **Build a career readiness curriculum and set of activities with employers that prepares our students for job opportunities in collaboration with college staff and faculty**
  - Leverage existing curriculum for general career readiness
  - Work with employers to develop sector-specific career readiness curriculum

- **Build a University-wide employer engagement infrastructure to source internship and job opportunities and deliver industry feedback to better prepare students**
  - Leverage success factors from the CA “Doing What Matters for Jobs and the Economy”
  - Create “Sector Navigators” who are trusted professionals with sector knowledge and an ability to work with colleges to prepare their students for jobs and inform curriculum
  - Use data and web based tools to highlight CUNY programs, industry needs, and performance metrics to highlight opportunities for industry and CUNY to collaborate

- **Build sector-specific communities of students from across the University**
  - Organize students across colleges who share common career interests into regular, high quality career exploration opportunities built with industry
  - Create a mechanism for CUNY alumni to engage with current students
# 3 Year Growth Strategy

## CUNY Career Pathways Student Impact

<table>
<thead>
<tr>
<th>Year</th>
<th>Focus</th>
<th>Career Exploration/Readiness</th>
<th>Experiential learning/Skill Building</th>
<th>Internships/Work Experience</th>
<th>Full time jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>Launch efforts in 7 of 10 sectors to coordinate employers, students and career pathway activities.</td>
<td>5,000</td>
<td>4,000</td>
<td>2,500</td>
<td>2,000</td>
</tr>
<tr>
<td>Year 2</td>
<td>Launch and/or maintain career pathway work in 10 sectors</td>
<td>15,000</td>
<td>10,000</td>
<td>5,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>Enable a system where all students have access and opportunity to CUNY Career Pathways</td>
<td>25,000</td>
<td>20,000</td>
<td>10,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Total 3 years</td>
<td></td>
<td>45,000</td>
<td>34,000</td>
<td>17,500</td>
<td>14,000</td>
</tr>
</tbody>
</table>
1. Launch sector specific **infrastructure** for 10 sectors CUNY-wide that will organize students, employers, and faculty professional development activities that will impact 45,000 students over a 3 year period.

2. Develop a **data and evaluation plan** that is tied to existing systems and tracking for experiential learning and wage reporting records to show increased participation and the effect on earnings post-graduation.

3. Develop **stackable credential models** in key sectors like healthcare and IT that accrue credit and have strong industry buy-in and participation.

4. Develop and launch a **website for employers and students** that consolidates opportunities and makes pathways in specific sectors clear and related to education pathways.

5. **Increase the number of paid internship** placements and full time placements over a three year period.

6. Use of data and evidence to **secure sustainable public funding** of the CUNY Career Pathway model.
Key Next Steps

1. **Solicit feedback** from Colleges, Faculty, Staff, Alumni, and Employers
2. **Develop and release an “RFP”** for Colleges to understand current Career Success activities, baseline data, and appetite for integrating Career Success initiatives into academic and student focused work
3. **Select 5-6 Colleges to participate in Phase 1** of Career Pathways implementation and well as additional College partners for specific sector-focused initiatives (eg. curriculum development, career focused activities that are CUNY wide)
4. **Develop metrics and outcome measures** to track progress
5. Work with Labor Market Information Service, OIRA, and the Research, Evaluation and Program Support (REPS) units to **integrate data on job market supply/demand with students and employers**