Mission and Model
The Challenge: Bridging A Widening Opportunity Gap

Opportunity Talent Lack
Access to Economic Mainstream
Social and economic inequities, systemic barriers, & an inefficient talent marketplace leave Opportunity Talent disconnected from the economic mainstream & without access to quality jobs.

Employers Face a Growing Need for Talent
Meanwhile, employers face a growing need for diverse, skilled talent—the talent they need for today’s jobs and for those of the future.
Year Up serves Opportunity Talent—underserved young adults who are often overlooked as a source of talent, but are motivated, resilient, and bring a diverse range of skills, experiences, and perspectives to the workforce.

**Who We Serve: National Reach**

**Gender Identity**
- 43% Female
- 57% Male

**Age at Admission**
- 12% 18
- 15% 19
- 14% 20
- 12% 21
- 12% 22
- 12% 23
- 12% 24
- 11% 25+

**Racial Identity**
- 11% Asian
- 42% Black or African American
- 33% Hispanic or Latino
- 2% Other/Unknown
- 1% Native Hawaiian or Other Pacific Islander
- 5% Two or More Races
- 6% White

55% Students that have taken college classes before Year Up
45% Students that experience financial challenges
53% Students unemployed or underemployed at the time of application
Where we Serve: National Presence

34,000+ students served to date
Program Model: Phases & Core Principles

Year Up Program Phases

Pre-Program
Recruitment & Admissions

Phase 1
Learning and Development

Phase 2
Corporate Internship

Post-Program
Career & Higher Education

Year Up Model & Core Principles

SUPPORT
- Educational stipends
- Coaches & Mentors
- Student Supports

TRAINING
- Technical skills
- Professional skills
- College coursework & credentials

GUIDANCE
- Behavioral contract
- Constant feedback
- Career guidance

EXPERIENCE
- Hands-on training
- Corporate internship (virtual or in-person)

Core Principles:

HIGH SUPPORT, HIGH EXPECTATIONS
COMMITMENT TO STRONG OUTCOMES
INTERNSHIP AND CAREER READINESS
COACHING
COMMUNITY BUILDING
WRAPAROUND SUPPORTS
**Demonstrated Results: Overall Performance Outcomes**

- **90% GRADUATE PLACEMENT**
  Graduates employed and/or enrolled in postsecondary education within four months of program completion.

- **$44,000 STARTING SALARY**
  Employed graduates earn an average starting wage of $22.00/hr, equivalent to a salary of $44,000/yr.

- **250+ FORWARD THINKING CORPORATE PARTNERS**
  1/3 FORTUNE 100 COMPANIES PARTNER WITH YEAR UP

- **75% FULL-TIME, TRAINING-ALIGNED ROLES**
  Graduates employed full-time in roles aligned with one of the five career pathways Year Up trains students.

- **95% GRADUATE EMPLOYMENT RETENTION**
  Graduates placed in full-time, training-aligned roles working for the same company at 12 months post-program.

- **90% PARTNER SATISFACTION RATE**

- **45% GRADUATES CONVERTED TO HIRE FROM INTERNSHIP**
Year Up: A Social Program that Conservatives (and Liberals) Can Love

David Fein
Abt Associates Inc.
Setting the Scene

- Two policy problems
  1) Millions of young adults disconnected from work and school
  2) Employers face difficulties recruiting for middle-skill jobs in fast-growing occupations
- Publicly-funded workforce training has not boosted employment and earnings much
  - Small dosages, minimal supports, weak connections to employers
  - Short-lived grants, uneven provider quality, fragmented delivery systems
- Newer “sectoral training” programs are proving more effective
- Year Up is among the largest and most effective of these programs
The Study

- **Auspices**
  - Sponsored by the federal Administration for Children and Families
  - Part of PACE, a larger study of promising programs
  - Implementation, impact, and cost-benefit sub-studies

- **Design**
  - 2,544 young adults randomly assigned to treatment (Year Up) and control (existing services) group in 9 cities from 2013-14
  - Characteristics
    - Aged 18-24, w/high school diploma/equivalent
    - From low-income communities, screened for ability to benefit
    - 85% Black or Hispanic

- **Analysis**
  - Measure and compare outcomes for treatment and control groups
  - Over a 5 year-period (future reports will extend)
Main Finding: Large Earnings Impacts Persisted to the End of the 5-Year Period
Other Findings

- Large earnings increases for all subgroups (though size varies)
- Decreases in
  - Financial distress (-10%)
  - Debt (-$2,495)
  - Public assistance receipt (-5 percentage points)
- No effects on
  - Further education and training
  - Psycho-social outcomes
Benefits Exceed Costs

- @$28,190 per participant: a relatively expensive program
- Net benefits to society outweigh costs: for every $1 spent, the program returned $1.66 over the initial 5 years

- Under the hood:
  - Payments from employers finance 3/5 of Year Up’s costs
  - Philanthropy covers the rest (aiming to avoid restrictions w/gov’t funds)
  - Key benefits
    - *Increased earnings & fringe benefits (offset by diminished nonmarket activities), stipends, tax payments, returns on corporate investments*
  - Net benefits likely to increase well beyond $1.66 in longer-term (as earnings impacts extend beyond 5 years)
What Makes Year Up Work?

- Strong implementation
  - 96% of treatment group members received some training, 78% of these completed the one-year program
  - Staff diligently enforced Year Up’s contract: 96% received 1+ infraction, 45% received 10+ infractions. Infractions reduce stipends and can progress to being “fired” from the program. The average treatment group member nonetheless earned $7,142 in stipends.
- Excellent management and a cohesive program culture
- Comprehensive services address the varied challenges that participants can face
But Are All of Year Up’s Components Critical?

- Study measured YU’s overall impact, not effects of its individual components
- All seem plausible, embody best practices:
  - Careful screening of applicants for ability to benefit
  - High quality, work-focused training in technical and professional skills
  - Strong supports (e.g., coaching, learning communities, stipends) and high expectations (e.g., behavior contracts)
  - Authentic work-based learning and exposure to prospective employers through internships
  - Employer financing creates incentives for employers to ensure that interns succeed and for Year Up to optimize training to meet employers’ needs
- Stakeholder sentiment: “comprehensive matters”
  - Synergies across YU components create effects greater than sum of parts
Implication for Scaling

- Replication with high fidelity is likely to produce comparable impacts
- Less comprehensive, lower intensity, lower-cost versions may not...
  ... But are worth testing!
How Year Up Squares with Conservative Values

▪ Limited government
  – Operates well with minimal strictures
  – A “trust but verify” philosophy w/strong performance measurement (e.g., RADIO*)

▪ Work
  – A heavily work-based curriculum including six months of workplace-based learning
  – High levels of employer engagement

▪ Self-sufficiency
  – Generates large, sustained earnings impacts

* Year Up’s performance measurement system tracks Retention, Admissions, Development ($), Internships, and post-program Outcomes
A Candidate for Bipartisan Policy?

- Many would agree that disconnection and skill shortages are problems
- And that it is better to invest in proven solutions
- For example: The Expanding Pathways to Employment Act
  - Co-sponsored by Reps Sherrill (D, NJ) and McKinley (R, WV)
  - Commits $700 million over 9 years to “help workers access good-paying jobs by supporting proven workforce development programs”
    - Stresses evaluation
    - Administered by Dept of Treasury
- A helpful start, but well short of resources needed to scale to level of problem
What Scaling Might Entail

▪ A financial illustration
  – Fund Year Up for 100,000 young adults at $14K per (employers cover remainder)
  – $1.4B total cost x $1.66 = $2.3B return to society at large

▪ Open questions
  – Potential to mobilize state and federal dollars for scaling?
  – What might a state-level initiative look like?
  – Can Year Up be adapted for broader populations than served to date? (e.g., lower-skilled, wider age band, more occupations, rural communities)
For More Information

For the report and much more, visit:

And/or contact:
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The *Pathways for Advancing Careers and Education (PACE) Study* is supported by the Office of Planning, Research and Evaluation (OPRE), Administration for Children and Families (ACF), U.S. Department of Health and Human Services (HHS) (Contract #: HHSP23320095624WC). Supplemental funding for PACE from the Open Society Foundations also has helped to support the Year Up study.

The contents of this presentation do not necessarily represent the official views or policies of OPRE, ACF, HHS, or foundation sponsors.
What We Teach: Our Training and Largest Industries Served

5 CAREER PATHWAYS

- INFORMATION TECHNOLOGY
- FINANCIAL OPERATIONS
- SALES & CUSTOMER SUPPORT
- BUSINESS OPERATIONS
- SOFTWARE DEVELOPMENT & SUPPORT

Financial Services
Technology
Healthcare
Insurance
Higher Education

Logos of various companies and institutions are shown at the bottom.
Deliver the Model through Three Distinct Channels

Core
training occurs within an independent Year Up campus

PTC
training occurs at a College Partner

Employer-Based
training occurs at a Corporate Partner
Appendix: Philadelphia & South Florida Pilot

Year Up has established an accelerated, technology-enabled version of its program to **test the effectiveness and scalability of a shorter, primarily virtual experience** to meet the needs of students & corporate partners.

**PILOT OVERVIEW**

- **3 months of highly supportive, primarily virtual learning and training** leveraging third-party platforms for content delivery.

- **4-month work immersion experience with employer partners.** Participants are matched with employers for a work-based learning experience, while continuing to enhance their professional skills and build their resume with added support from a dedicated YUPRO representative.

- **Robust wraparound support to encourage participants’ persistence and success.** Participants have access to an on-staff social worker; academic tutoring; group, peer, and one-on-one coaching; and a virtual community.

**MODEL BENEFITS & POTENTIAL FOR SCALE**

- **Increased Program Flexibility**
  An asynchronous, self-directed curriculum enables students to balance work, home, and other demands while completing the program in a shorter timeframe.

- **Lower Cost Per Participant**
  Shorter duration & tech-enabled means lower cost for program delivery, with significant savings in real estate & personnel compared to Year Up’s traditional model.

- **Ability to Serve More Young Adults & Employers**
  Because of the remote nature of the pilot, we can serve a broader geography of young adults by eliminating the commute to a central training location, and can scale to serve a broader geography of employers.

- **Early Integration of YUPRO’s Suite of Talent Placement & Support Services**
  Creating earlier connections with YUPRO is designed to increase the number of students who obtain quality jobs after graduation.
Year Up’s Expanded Model: For an Equitable Future

- **Opportunity Talent**
- **Year Up Operated Programs**
- **Partnerships with Training Providers**
- **Connect Talent with Employer Demand**
- **Employers**

**GRADS of LIFE** Promotes Equitable Talent Practices among Employers

**YUPRO: Alumni Support Year Up Alumni Career Advancement**
Program Model: Phases & Core Principles

YEAR UP PROGRAM PHASES

Pre-Program
Recruitment & Admissions

Phase 1
Training Phase

Phase 2
Work-based Experience

Post-Program
Career & Higher Education

MODEL & CORE PRINCIPLES

TRAINING
- Technical & professional skills
- College credits & credentials

SUPPORT
- Educational stipends
- Coaches & support services

EXPERIENCE
- Hands-on skills application
- Work-based experience

GUIDANCE
- Accountability framework
- Ongoing feedback

- High Support, High Expectations
- Commitment to Strong Results
- Internship & Career Readiness
- Coaching
- Community Building
- Wraparound Supports
Program Model: Student Experience

Year Up Program

Pre-Program Recruitment & Admissions
- Info Session
- Application
- Academic Review
- Interview
- Decision

Phase 1 Learning and Development
- Track/Specialty technical skills training (Coursework eligible for college credits)
- Professional skills training
- Guest speakers & career development/networking events
- Community feedback sessions
- 1:1 and group coaching
- Behavioral Contract

Phase 2 Corporate Internship
- Year Up Internship Seminar
- Internship guidance
- Career & professional development
- Coaching & mentoring
- LinkedIn workshops
- Resume & interview support
- Job search best practices
- Internship company-led training (as applicable)

Post-Program Career & Higher Education
- Alumni Association
- Career resources & advancement support
- Higher Education & certifications
- Financial literacy
- Quality of life supports
Standard Offering: In-Demand Training Solutions

**Track Family**
- Information Technology
  - Helpdesk/ Desktop Support
  - Cyber Security
- Financial Operations
  - Accounting & Corporate Finance
  - Investment Operations
- Sales & Customer Support
  - Client Services & Sales Support
  - Customer Service
- Business Operations
  - Project Management Support
  - Business Fundamentals
- Software Development & Support
  - Data Analytics
  - Quality Assurance
  - Application Development & Support

**Essential Skills Training**
- Public Speaking
- Microsoft Excel
- Business Writing
- Computer Applications
- Career Development
Year Up’s corporate internship partners span across a wide range of industries; with the largest presence in the following five industries:

- Financial Services
- Technology
- Healthcare
- Insurance
- Higher Education

Other industries served include:

- Media & Agencies
- Professional, Consulting, & Tech Services
- Retail (B2C)
- Manufacturing
- Energy, Oil, & Gas
- Telecommunications
- Legal
- Automotive
- Government
- Transportation & Travel
- Hospitality
- Biotechnology/Pharmaceutical Manufacturing
- Consumer Packaged Goods
### Partnership Portfolio: Example Corporate Internship Partners by Industry

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<th>Financial Services</th>
<th>JPMorgan Chase &amp; Co.</th>
<th>American Express</th>
<th>Bank of America</th>
<th>BNY Mellon</th>
<th>Capital One</th>
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<tr>
<td>Technology</td>
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<td>Salesforce</td>
<td>Facebook</td>
<td>Amazon</td>
<td>LinkedIn</td>
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<tr>
<td>Healthcare</td>
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<td>Kaiser Permanente</td>
<td>Rush University Medical Center</td>
<td>Lifespan</td>
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<td>Amica</td>
<td>New York Life</td>
<td>Liberty Mutual</td>
<td>BlueCross BlueShield</td>
<td>Marsh &amp; McLennan Companies</td>
</tr>
<tr>
<td>Higher Education</td>
<td>Harvard University</td>
<td>Johns Hopkins University</td>
<td>Northeastern University</td>
<td>Northwestern University</td>
<td>Stanford University</td>
</tr>
</tbody>
</table>
Appendix: Los Angeles Pilot

Year Up is serving as a connector between employers and community colleges and testing new capabilities in recruiting, assessing, and upskilling young adults who have already acquired, or nearly acquired, a credential, as well as placing those young people in work-based experiences with employers looking to hire talent. This program model streamlines participants’ pathways to family-sustaining wages.

**PILOT OVERVIEW**

- **Partnerships with community colleges to recruit talent** who have earned or are close to earning an industry-recognized credential but lack access to professional networks & meaningful career opportunities.

- **Talent assessment** to determine and prioritize skill development needs for participants.

- **2-week intensive last-mile professional skills training bootcamp** to upskill young adults and ensure they are career ready.

- **24-week, paid work-based learning experience with employers looking to hire**. Year Up assesses, matches, & places young adults in immersive work-based experiences; participants earn $15/hour.

**MODEL BENEFITS & POTENTIAL FOR SCALE**

**Expanded Student Profile**
Leveraging partnerships with training providers to connect young adults who have some technical training, but otherwise lack access to upwardly mobile careers, with work-based learning experiences and ultimately jobs.

**Technology-Enabled Scale**
Tech-enabled strategies to recruit, assess, and upskill talent enables us to intentionally match and place young adults in work-based learning experiences at scale.

**Lower Cost Per Participant**
Lighter touch and shorter Year Up-led interventions lead to lower cost of delivery & more young adults connected to living-wage jobs.

**Industry Representation**
Partnering with a variety of training providers and employers enable us to expand the industries & role types available to young adults.