

Remarks to the Developing Qualified Workers Conference
Federal Reserve Bank of Atlanta, August 10, 2015

***Developing Qualified Workers:
Building Pathways to Employability***

Ronald F. Ferguson
Harvard University

“It’s a Sputnik moment. Communities are going to rise or fall depending upon whether they have a workforce.”

*“We need to stop having meetings and **have a movement.**”*

Bill Shore, GlaxoSmithKline

Director of U.S. Community Partnerships

North Carolina Chamber of Commerce Education Summit, July 2011

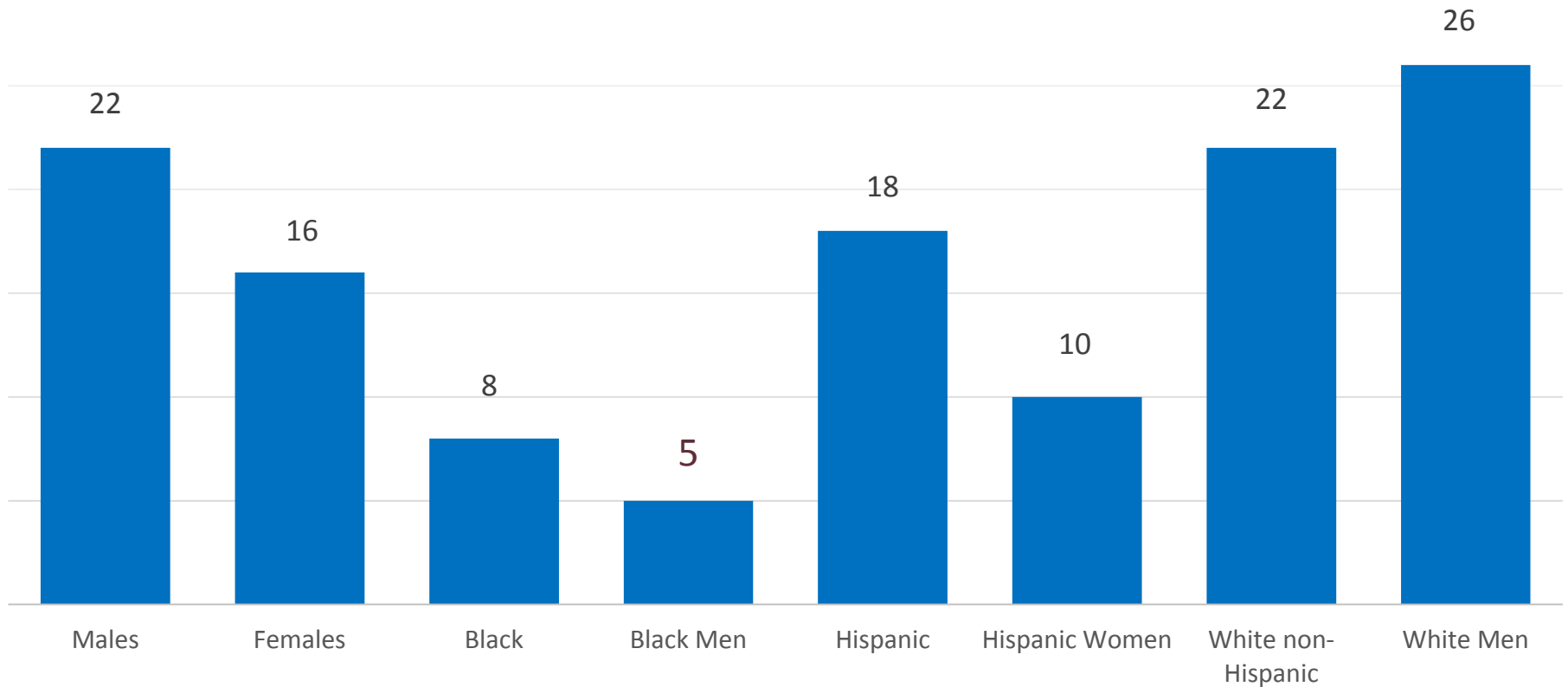
*“I worry most about what **increased inequality and reduced opportunity** will do to the legitimacy of our system. . . . Probably for the first time in American history, over the last generation the gap between the prospects for the children of the well-off and the children of the less well-off has widened.”*

Lawrence H. Summers

Past President of Harvard University, Past Secretary of the U.S. Treasury and Chief Economic Advisor to the President.

Summer 2011, Newsletter of the Robert and Renee Belfer Center for Science and International Affairs.

Full time employment rate in the October following high school graduation for non-college enrolled youth from the class of 2012 by gender, race & ethnicity (percentages)



Source: Andrew Sum, Ishwar Khatiwada & Walter McHugh. "The complete breakdown in the high school-to-work transition of young, non-college enrolled high school graduates in the U.S.: The need for an immediate national policy response." Center for Labor Market Studies, Northeastern University, Boston MA, Oct. 2013

Poem:
All They Said Was Graduate



Contributors to youth and young adult employment

What role does each play in preparing young people for the world of work?

**It's About
Our Families Too!**

Poem:
Searching for the Stairs

A Pathways Movement to:

Cultivate Commitment



Build System Capacity



Supply Opportunity



Reap Rewards over Generations

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

- 1. Leaders from Private, Nonprofit and Public Sectors who Combine Passion with Competence and High-Level Influence:** People with the name-recognition, skills and personalities to effectively cultivate not only a sense of urgency but also a sense of possibility, built on *belief in youth*, the *resource flows* that these leaders can influence and their *track records* of past accomplishment.

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

- 2. Instigators:** Individuals who work, often behind the scenes, to plant seeds of change and to propose and refine the ideas that effective leaders then promote.
- 3. Dedicated Staff:** Committed and talented people who do the day-to-day work (indicated below) inside the engines that drive the change process.

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

4. Clear Central Themes: compelling *facts and ideas* concerning the urgency of the work and ***pertaining to the structures and routines to establish and maintain*** inside an effectively operating system of *pathways to prosperity*; leaders work to establish these as a “common language” –*ever-present themes*—in the region.

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

- 5. Streamlined and Coherent “Curriculum” for the Change Process:** Materials that educate stakeholders concerning the central themes and do so in ways that support their work in the change process.

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

- 6. Organizational Structures and Personnel with Capacity to Teach and Motivate Adults:** Routines and structures inside various public, private and nonprofit institutions that help people to learn their roles—including but not limited to roles as teachers, trainers and supervisors—and feel motivated to play them effectively. **Institutional mechanisms for coaching, observing, and sharing that make it difficult for individuals to avoid the change process.**

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

- 7. Patient but Tough Accountability:** Tools and routines for monitoring practices and outcomes, targeting assistance where needed, sometimes replacing people or organizations that fail to improve.
- 8. Institutionalized Data Gathering on Young People:** Mechanisms for gathering and organizing data, including a regional registry for young people who choose to have their progress tracked and to benefit from associated information or counseling services.

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

9. Data-Driven Decision Making and Transparency:

Staffers are assigned to track, analyze and summarize key patterns. Using data from the regional registry and other sources, schooling status, job status, and academic or training credentials achieved are reported for several categories of young people. Categories include age, years of formal schooling, disability status, English as a second language status, race/ethnicity, gender and perhaps others. The region publicizes strategic goals and tracks progress in visible ways.

TEN STRATEGIC THREADS OF A *PATHWAYS TO PROSPERITY* STRATEGY

10. Community Involvement and Resources: Leaders and participating organizations engage a broad range of stakeholders—including employers, school board members, colleges, other education and training organizations and parents—to contribute ambitiously to preparing young people for adulthood and building and maintaining better *pathways to prosperity*.

Poem:
Hardships and Distractions

Is there any chance . . . ?