

Better *Together*

▶ Annual Report 2016



Durham YouthWork intern *Amber Davis* (center) poses with intern hosts from Duke University Biology Research Greenhouses.

“ We work *together* to ensure every young person who is ‘made in Durham’ enjoys a bright and rewarding future and that our companies have the pipeline of local talent they need to grow and thrive. ”

Victor Dzau

Chair, Made in Durham
President, National Academy of Medicine

Better *Together*

Vision: All Durham youth and young adults complete a postsecondary credential and begin a rewarding career by age 25.

Durham employers create thousands of good jobs every year, but too few of Durham's youth and young adults have the skills and experience necessary to compete for them.

Roughly 40 percent of our young people may not be on track to complete high school, achieve a postsecondary credential of some kind or gain employment by the time they are 25.

Durham leaders have come together in an unprecedented collaboration to design an education-to-career system that gives all Durham youth the quality education, training and support they need to prepare them for successful adulthood and good jobs in our regional labor market.

Our collective goal is to enable all young people who are "made in Durham" to achieve life success and contribute economically and socially to our community.

Our success will ensure that our companies can secure the talent they need to grow and thrive, creating a more vibrant, prosperous economy for us all.

This annual report describes how we work together for collective impact, shares key results from fiscal year 2016 and identifies next steps for 2017.

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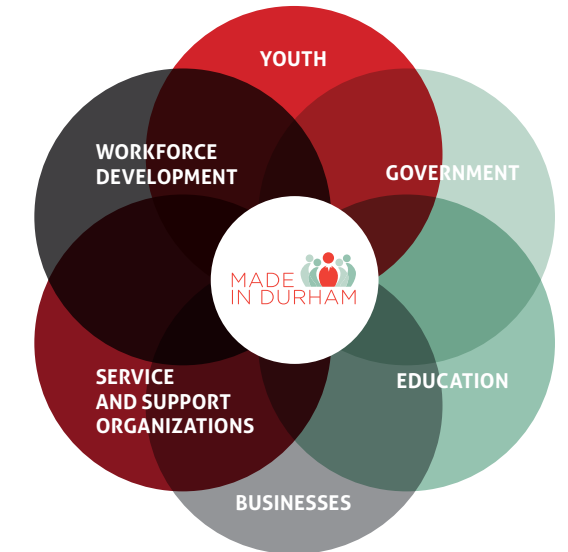
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Mobilizing Partners for *Impact*

Durham boasts a wealth of smart, visionary and community-focused organizations working in business, education and youth development, a rich history of collaboration and a culture that embraces innovation and meaningful change.

The Made in Durham partnership is harnessing these community assets to create an education-to-career system that no single organization can provide on its own.

Our growing list of partners includes a Who's Who of top business, education and community leaders focused on a shared mission of helping all of our young people prepare for and connect with career opportunity.



How We Work

Nonprofit Backbone Organization

- Cultivates partners
- Facilitates collective visioning and action
- Raises resources
- Keeps partners informed and engaged

Board of Directors

- Sets direction
- Opens doors
- Removes barriers
- Ensures accountability of the nonprofit backbone organization

Advisory Team

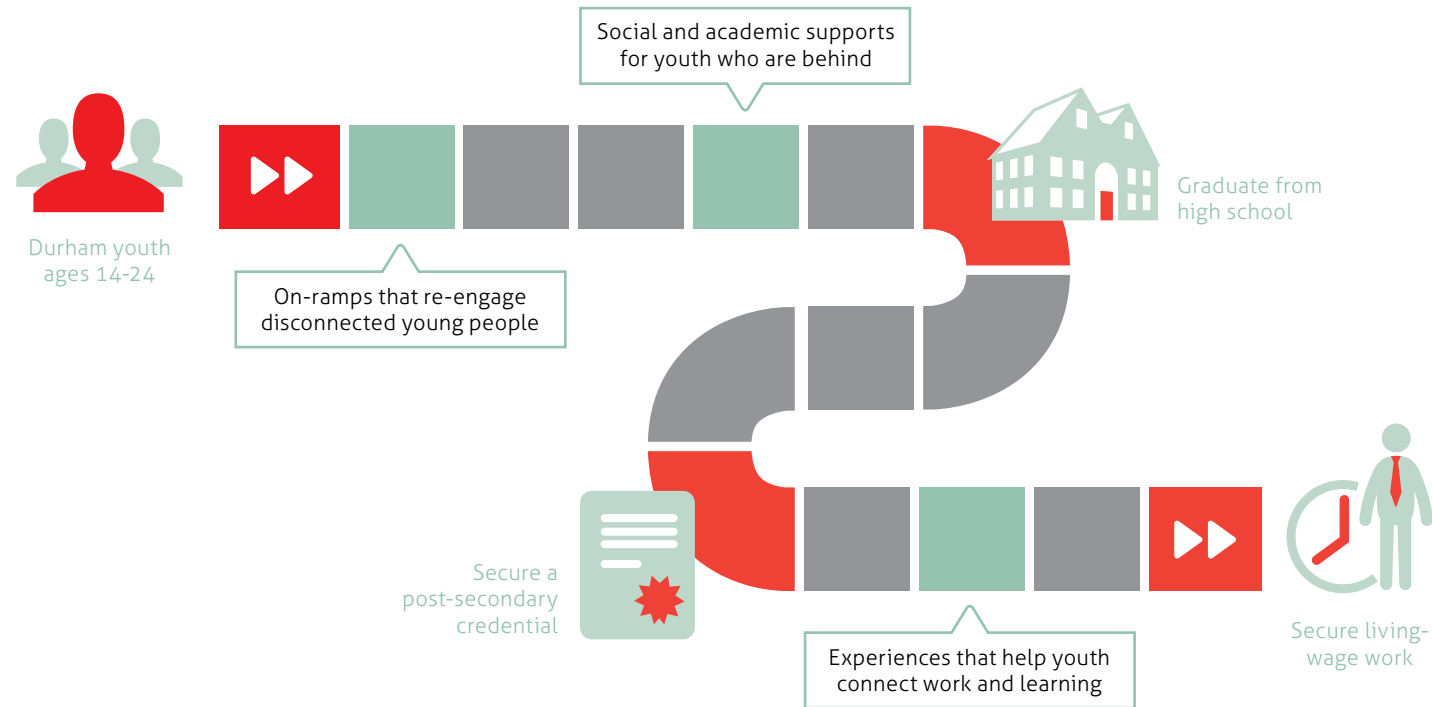
- Recommends innovations
- Ensures alignment of strategies
- Guides implementation
- Develops and recommends policy improvements

Action Teams

- Operate system components
- Implement system improvements
- Identify challenges and opportunities
- Develop strategies for change

Creating an Education-to-Career *System*

We envision a system that provides many seamless pathways to careers for all Durham youth, fully engages our dual customers — youth and employers — in shaping the system and uses data to drive decision making every step of the way. As partners, we collaborate to identify gaps, overcome barriers and implement innovations that help our youth prepare for work and connect with opportunity.



“Employers have a *key role* to play in opening up the world of work to our young people.”

William J. Fulkerson Jr., MD / Executive Vice President / Duke University Health System

Duke Health is one of a growing number of organizations, large and small, stepping forward to offer paid summer internships and other work-based learning opportunities for local high school students and youth enrolled in drop-out recovery programs.

Businesses, nonprofits and government agencies participate in career fairs, give classroom presentations, offer company tours and engage in other activities that prepare young people for work.

Partnership FY 2016 *Wins*, Next Steps for 2017

Because the Made in Durham partnership existed in 2016, business, government, education, nonprofit and youth partners across the community:

► **United around a shared vision.**

- A new nonprofit backbone organization hired staff, articulated the role of board, advisory team, action teams and partners, and developed tools and processes for collaborating, communicating and sustaining the partnership.
- Partners developed a new strategic Action Plan.
- The Advisory Team created a Partnership Agreement as the basis for collaboration.

► **Next Steps**

- Partners will convene for an inaugural stakeholder summit to celebrate and recognize the achievements of their collective impact and prepare for next steps.

- Each partner will examine how best it can contribute and will sign the Partnership Agreement.

► **Innovated across institutions to help youth connect learning and work, and transition successfully.**

- Durham Futures action team partners piloted a series of innovations at three alternative schools, helping former drop-outs graduate from high school and apply for and transition to college and post-secondary credentialing opportunities that qualify them for careers.
- Business Engagement Team partners developed infrastructure and collaborative processes to offer and scale paid summer internships for Durham youth through the City's YouthWork Internship Program.

- Partners expanded the number and type of year-round career-preparation activities that help Durham youth apply for and succeed in internships and jobs.
- N.C. Central University and Durham Tech developed the Eagle Connect dual-enrollment program for students who need academic support.
- Durham business, workforce development and education partners joined colleagues across the region to develop regional career pathways in growing regional industries: Advanced Manufacturing/Skilled Trades, Health and Life Sciences, and Information Technology.
- Durham Technical Community College offered its BioWorks certification program free to

non-college-bound Durham high school graduates, qualifying them for jobs in the region's biotech sector. Durham Futures partners helped recruit students, Durham County offered free public transportation and the City of Durham provided funds from its Longfellow Real Estate Partners grant.

► **Next Steps**

- Develop a comprehensive strategy for re-engaging youth who have dropped out and are not working, and placing them in best-fit programs.
- Map work-based learning opportunities for Durham youth and plan strategies to expand them.
- Apply for state certification of regional career pathways.
- Develop strategies that expand access to career pathways for former high school dropouts.

- Develop plans and materials for communicating STEM career opportunities and credentials to high school students, parents and counselors.

► **Identified partners who can help collect and analyze data that drive the partnership's work.**

- Staff recruited a data analytics expert to support evidenced-based decision making.
 - The new data strategist identified key partners and began building a framework for promoting data-supported action.
- ## ► **Next Steps**
- Secure data-sharing agreements and systems that inform and evaluate partners' work.
 - Develop evaluation plans and analytics for innovations that guide continuous improvement.

► **Improved partners' collective impact skills.**

- Made in Durham, with Lumina Foundation funding, provided Institute for Coalition Building trainings in effective collaboration for staff, Advisory Team and 40-plus regional career pathway partners and paid for partners to attend key national conferences focused on issues central to the partnership's work.
- Staff piloted a model youth network for developing a cohort of empowered youth who can inform the work of the partnership and hosted the first cohort of diverse young people ages 14-24.
- Staff and partners, with consultant Youth Empowered Solutions!, completed a study and recommendations for creating authentic youth-adult partnerships that inform and shape Made in Durham's work.



“ By partnering with Made in Durham’s Durham Futures team, we’re able to achieve our goal of encouraging institutions to work *together* to advance a community solution. ”

Nick Allen / Community Impact Director / United Way of the Greater Triangle

Isiah Steele (left) discusses career plans with Jacob Dolan, one of two United Way-funded specialists serving students in three dropout recovery programs piloting Made in Durham innovations. The Durham Futures action team seeks to develop scalable innovations that help students overcome academic and

life barriers, complete high school, connect with work experiences and transition to post-secondary credentialing opportunities. United Way funds the two specialist positions and a student emergency fund, and actively participates in shaping the team’s work.

- Two Youth Network members joined the board of directors, providing a youth voice and perspective.
- Some of Durham’s largest employers lowered their age requirements for interns so that youth ages 14-24 can gain valuable internship experiences.

► Next Steps

- Develop a policy agenda to remove barriers and create supports needed for success.
- Strategically integrate the youth voice into each area of the partnership’s work, drawing on lessons learned from the Youth Network and strategies recommended by the study on creating authentic youth-adult partnerships.
- Design and implement Youth Network action projects that inform the work.

- Develop a plan for leveraging other Durham youth-serving organizations that can add the youth voice and experience.

► Attracted funding for innovation support.

- Triangle United Way provided \$180,000 over two years to fund two shared resource positions and a student emergency fund for alternative schools participating in the Durham Futures dropout recovery pilot.
- A \$30,000 Duke Energy Foundation grant helped Durham Futures partners develop curricula that integrate work-based learning and employment skills training into their pilot program.
- Durham Public Schools’ Career and Technical Education used out-of-the box thinking and cross-institutional partnership to allocate \$75,000 for Durham YouthWork Internship Program support.

- The William R. Kenan Jr. Charitable Trust provided a grant to improve the skills of the partnership and enhance its ability to scale its work.

- Lumina Foundation funded technical assistance and training for partners.

- Investments from the City of Durham, Durham County, Durham Public Schools, major corporations, foundations and individuals sustained the Made in Durham nonprofit and partnership.

► Next Steps

- Continue attracting public, private and foundation funding that sustains the partnership and its innovations.

Thank You Co-creators

“ This type of initiative is *central* to our education and workforce development grant program, which invests strategically to ensure local businesses have a pipeline of talent and a diverse workforce. ”

Indira Everett / Duke Energy Foundation / District Manager for Government and Community Relations for Chatham, Durham, Lee and Orange Counties

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Indira Everett (front center) of Duke Energy Foundation presents a grant check to Durham Futures partners.

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YMCA of the Triangle

Zenbio Inc.



Made in Durham is a community partnership of educators, business, government, nonprofits, youth and young adults mobilized around a shared vision that all of Durham's youth will complete high school and a postsecondary credential and begin a rewarding career by the age of 25.

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