

A photograph of a woman with dark hair in a high bun, wearing a grey patterned face mask and a colorful plaid shirt. She is sitting at a table, looking towards another person whose back is to the camera. The background is blurred, showing indoor plants and colorful wall decorations. A large, thick orange circular graphic is overlaid on the right side of the image, framing the text.

# NIWL Annual Report

January–December 2023

Compass Rose participant Franswa meets with her boss. Photo by Jessica Scranton for FHI 360.

# Executive Summary

At FHI 360's National Institute for Work and Learning, we believe that equitable access to quality education and fulfilling work empowers people to reach their highest potential.

Our work in 2023 highlights our pivotal role as an intermediary organization. In fulfilling our mission to advance access, equity and excellence in education and workforce systems, we focus on bringing people together, listening to our partners and local leadership, fostering networks of support and providing a comprehensive spectrum of services for learning and workforce development. We work with the private sector, government agencies and community-based organizations to bring high-quality, research-based programming and evaluation in education, workforce development, and STEM learning to individuals who may otherwise lack access to these opportunities. In this collaborative journey, we empower communities to thrive and create lasting impact.

The groundbreaking Blueprint for Rural Youth Justice project is one example of our community-led, community-driven approach. Starting with local data to create a foundation of understanding, we then interviewed 54 individuals to deepen our knowledge of the people and the community organizations focused on justice-impacted young adults in southeast Arkansas. Then, we convened over 100 community leaders and members to collaboratively identify service gaps, needs and available resources for supporting justice-involved youth. From this convening emerged a project design, which our local partner Phoenix Youth and Family Services is now piloting, and a tool for replicating the model for other communities to adapt.

This work has led to an expansion of our efforts. We work closely with Tribal organizations and rural communities, focused on providing pathways for justice-involved youth to successfully reenter their communities. From program design to evaluation, our commitment to Opportunity Youth and their communities remains unwavering.

These communities possess abundant human resources, yet often lack robust investment and funding. As intermediaries, we uplift their narratives, strengthen their capacity and forge connections with funders in both public and private sectors so that one day, our partners will reach their fullest potential and serve as leaders in their respective fields.



Lisa Johnson presents at DOL to OJJDP Coordinating Council. Photo by Shawn Moore.

## Strategic Priorities

- Supporting Community Partners
- Elevating Community Voices
- Influencing the Field
- Growing with Intention

# 2023: Our Work by the Numbers

Active projects



**29**

Funders



**21**

Subawardees



**32**



Resources and tools created

**183** including

Hours of technical assistance provided



**Over 6,000**



Conferences attended

**45**



Presentations delivered

**21**



**25**

eModule courses



**27**

research and evaluation tools such as survey tools and interview protocols



**55**

individual eModules

As well as a full range of other resources: facilitator guides, student activities, training guides, program management toolkits, and workshops



# 2023 People by the Numbers



Individuals impacted directly

**17,390**



Individuals impacted indirectly<sup>1</sup>

**2,308,348**



Hours provided by employee volunteers from corporate partners to support students in NIWL projects

**14,425**



Participants who graduated from or completed a program in 2023

**1,138**



Participants who gained employment, including 19 internships and 8 apprenticeships

**303**



Participants who enrolled in workforce development services

**297**



Awarded in scholarships to 53 students

**\$74,000**

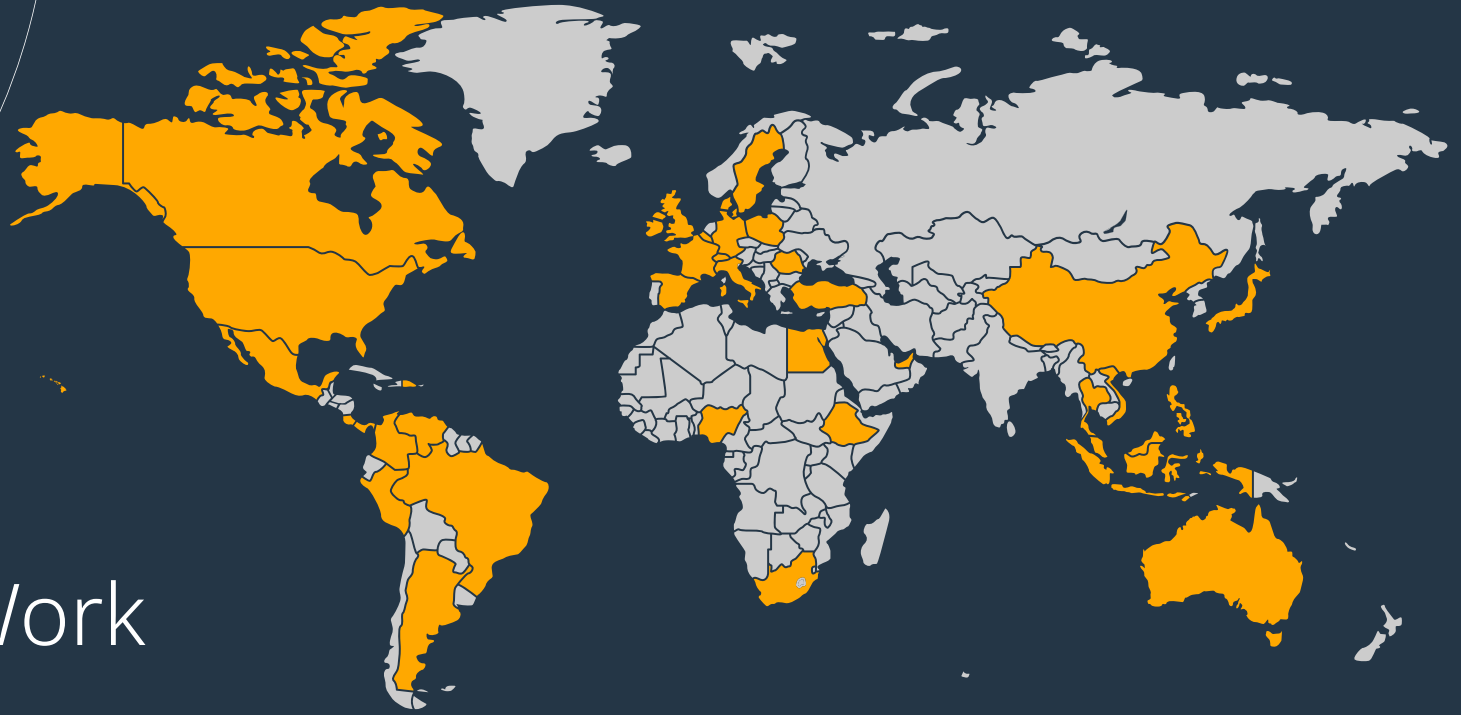


Reentry program participants who did NOT recidivate<sup>2</sup>

**Over 97%**

<sup>1</sup> This number includes over 2.2 million students participating in Women in STEM2D sessions using FHI 360-created activities, as well as parents and other family members of program participants engaged beyond direct program enrollment.

<sup>2</sup> Our partners self-report to FHI 360 on their awareness of participants' re-involvement with the justice system.

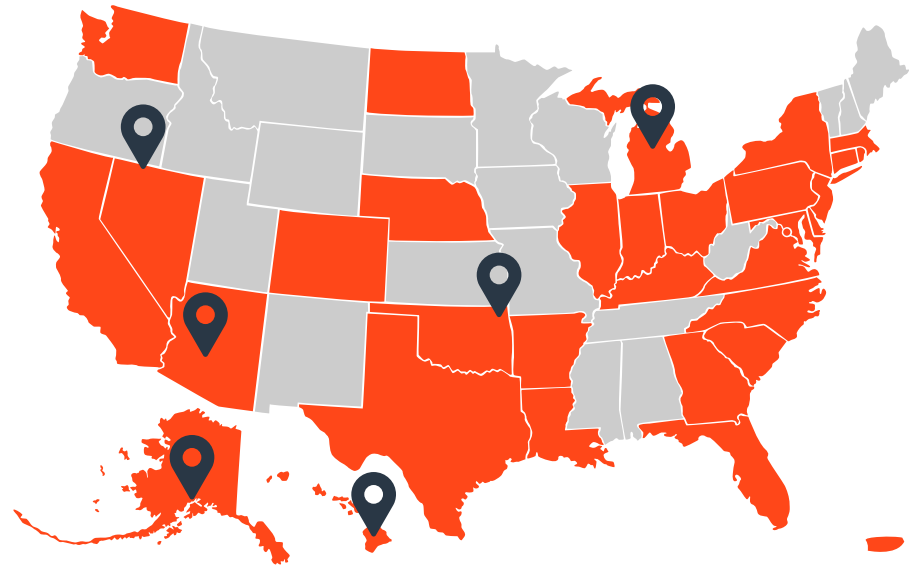


# Where We Work

## Countries

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- Argentina
- Australia
- Belgium
- Brazil
- Canada
- China
- Colombia
- Costa Rica
- Czech Republic
- Denmark
- Dominican Republic
- Egypt
- Ethiopia
- France
- Germany
- Indonesia
- Ireland
- Italy
- Japan
- Malaysia
- Malta
- Mexico
- Nigeria
- Panama
- Peru
- Philippines
- Poland
- Romania
- Singapore
- South Africa
- Spain
- Sweden
- Switzerland
- Thailand
- Turkey
- United Arab Emirates
- United Kingdom
- United States
- Venezuela
- Vietnam



# Where We Work

## States

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- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- Florida
- Georgia
- Hawaii
- Illinois
- Indiana
- Kentucky
- Louisiana
- Maryland
- Massachusetts
- Michigan
- Nebraska
- Nevada
- New Jersey
- New York
- North Carolina
- North Dakota
- Ohio
- Oklahoma
- Pennsylvania
- Puerto Rico
- Rhode Island
- South Carolina
- Texas
- Virginia
- Washington
- Washington, DC

## Tribal Organizations We Partner With\*

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- Alaska Legal Services Corporation with Association of Village Council Presidents
- Cherokee Nation
- Kinai 'Eha, Hawaii
- Nevada Legal Services with Fort McDermitt Paiute and Shoshone Tribes of the Fort McDermitt Indian Reservation
- Oklahoma Indian Legal Services with Quapaw Nation
- Pascua Yaqui Tribe
- Saginaw Chippewa Indian Tribe of Michigan

\* Locations represented by blue map pins on map above.

# Supporting Community Partners



Brittany Sanders (right) and a Next Engineers Academy facilitator prepare for students to arrive. Photo courtesy of Clemson University.



Career MAP participant attends a resource fair. Photo by Tara J Photography.

Before joining Career MAP, Takia's motivation was low and she felt unsure about her career direction. But with support from NIWL and GWUL, she completed an Empowerment Lab and created marketing materials for her business. Takia found employment, got more business clients and met her goal of providing a nice Christmas for her children. She says she now feels more positive about her prospects and her ability to grow her business.

## Career MAP

Funded by the Greater Washington Urban League

### *Championing Local Expertise*

Designed in partnership with the Greater Washington Urban League (GWUL), the Career Mobility Action Plan (MAP) project takes a holistic approach to career mobility and success. A groundbreaking pilot, Career MAP is designed to remove barriers that families with low income confront as they pursue employment that can sustain them. The pilot will provide resources directly to 300 families residing in Washington, DC, who have experienced homelessness; are committed to pursuing a career; and are at risk of losing cash, food, health care, child care, and housing benefits more quickly than their income can cover these lost resources (also known as "benefits cliffs"). GWUL is providing family support services, Functional Family Therapy, financial empowerment, self-exploration and personal development services alongside NIWL's career services, including career development skill-building workshops, self-paced eModules, resource fairs and individualized career coaching.



# Office of Juvenile Justice and Delinquency Prevention (OJJDP) School-wide Positive Behavioral Interventions and Supports Initiative Evaluation

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Funded by the Central Regional Education Association (CREA)

## *Equipping Community Partners with Evidence*

In North Dakota, CREA is implementing the School-wide Positive Behavioral Interventions and Supports model as part of OJJDP's Delinquency Prevention Grants Program. Implemented in two public school districts – Bismarck and Fargo – the project aims to reduce the number of students involved in the juvenile justice system through improvement in students' academic skills and behaviors.

NIWL serves as the external evaluator for this project. We collect existing district data, including student discipline data and school climate data, and analyze the fidelity and impact that the program has. We will also collect qualitative data through interviews with district leaders to validate our findings.

This evaluation and our findings, which we will complete in 2025, will supply CREA and the school districts with the data and evidence they need to document the effectiveness of the intervention, refine their approach as necessary and support subsequent programming efforts.



# Elevating Community Voices



Revival Center Bishop Michael Jones talks with (left to right) police officer Jerome Perez, Evelyn Prosper from PYFS and Caitlin Dawkins, formerly of FHI 360. Photo by Jessica Scranton for FHI 360.



Community members convene in southeast Arkansas.  
Photo by Hays Photography for FHI 360.

## Playbook for Rural Youth Justice

Funded by the Walmart Foundation

### *Listening to Local Leadership*

NIWL partnered with Phoenix Youth and Family Services (PYFS) to create an enrichment program for youth to deflect them from justice involvement. As part of this process, NIWL facilitated a community of practice, bringing together stakeholders from across southeast Arkansas to engage in a dialogue and information sharing around justice issues.

The community recommended that activities support youth in developing key skills, including leadership, resiliency and teamwork. PYFS designed the resulting enrichment program, called Teach a Child to Fish, which ties key life skills to the community's fishing culture.

Our work serves as a blueprint for how local communities can collaborate, elevate their voice and design programming that meets specific community needs, including community voice throughout the implementation of the project.



# Growth Opportunities

Funded by the U.S. Department of Labor

## Bringing Experts Together

Growth Opportunities (GO!) marks NIWL's fourth DOL-funded reentry program. GO! prepares justice-involved young adults for the world of work through paid work experiences, setting them on the path to more equitable career opportunities.

GO! demonstrates our commitment to elevating community voice as we bring local leaders together. In partnership with CommunityWorks, KentuckianaWorks, Kinai 'Eha, Phoenix Youth and Family Services, RISE for Youth and Operation 2 Save Lives, NIWL is building a network to extend the program's impact, offering opportunities for partners to share their experiences and expertise with one another and with funders. Through training and technical assistance, NIWL strengthens partner capacity to provide positive youth engagement, career exploration, trauma-informed training for employers, and a wide variety of career opportunities for participants.

Growth Opportunities (GO! 2022) is supported by the Employment Training Administration of the Department of Labor as part of an award totaling \$4 million with 0% financed from non-governmental sources.



Arye P. gets his hair cut and chats with barber Jaron (Jay) Cook at CommunityWorks, Colorado.  
Photo by Jessica Scranton for FHI 360.

**188**

participants in the program so far

**4,000**

hours of technical assistance provided

**99%**

of participants did NOT recidivate

“The greatest change the funding from DOL Growth Opportunities afforded me was a change in my opinion of myself. I value myself, my family, and my community now, and I want to be a change maker for my community moving forward.”

- Kadedria W., PYFS GO! participant



# Influencing the Field



Lisa Johnson speaking at DOL meeting with OJJDP Coordinating Council. Photo by Shawn Moore.

# CAR-T Cell Therapy Workforce Development Review

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Funded by Johnson & Johnson

## *Expanding the Talent Pipeline*

CAR-T cell therapy is a new type of cell-based gene therapy that involves altering the genes inside T-cells to help them attack cancer. This innovative treatment and the research and development behind it are expected to grow rapidly in the next few years, creating a need for new workers in the biopharmaceutical industry.

Through a landscape analysis, environmental scan and interviews with educators and Johnson & Johnson employees, NIWL explored current trends in the CAR-T field, identified needs and barriers for entering the field and recommended steps to enhance the talent pipeline into this innovative medical field.

NIWL shared its findings through a presentation and an internal report with Johnson & Johnson.



Bridge to Employment alumna Brenda looks through a microscope. Photo by Jessica Scranton for FHI 360.

# Native Teaching Fellows Evaluation

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Funded by the National Indian Education Association (NIEA)  
Working with the Saginaw Chippewa Indian Tribe of Michigan

## *Addressing Gaps in Native Educator Numbers*

NIWL is working with the Saginaw Chippewa Indian Tribe of Michigan and Central Michigan University to provide an evaluation of the Native Teaching Fellows program. We're assessing how effectively the program engages the Saginaw-Chippewa community in dialogue and decision-making, as well as the extent to which the program increases recruitment and enrollment of Native teacher candidates.

"We're addressing those gaps in Native educator numbers," one NIEA program manager says. "If you look at the workforce, less than half a percent are Native educators and yet three to four percent, loosely identified, of the student population is Native. So, there's definitely an imbalance already. Not only [is this program] meeting a need at the community level, and then building a profession, but...the more trained Native educators [there are], who can also become leaders in their communities, the more likely we are to empower Tribes to take over their own education systems. And at the end of the day, that's the biggest goal."





# Growing with Intention



The NIWL team at the 2023 retreat. Photo by Ana Coelho of FHI 360.





# NSF ADVANCE at American University Evaluation

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Funded by the National Science Foundation and American University

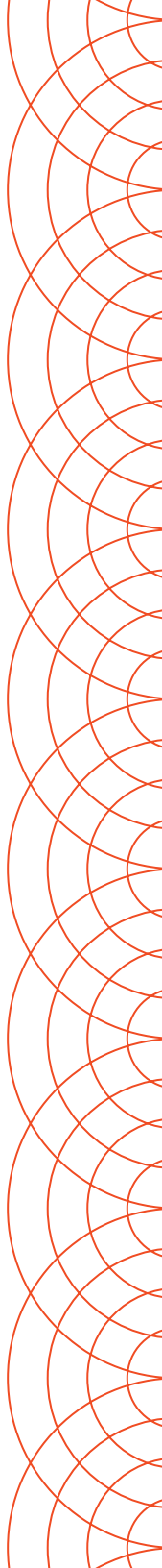
## *Centering Equity*

NIWL serves as the external evaluator for American University's three-year project entitled, ADVANCE AU: Creating Gender and Racial Equity Among STEM Faculty project. Summative findings from the three-year project will examine the extent to which the project has achieved its goals and assess any overall impact.

ADVANCE AU has three distinct aims:

1. To support women STEM faculty members' research and scholarship.
2. To improve professional and academic environments by clarifying and executing new tenure, promotion, and reappointment guidelines that integrate inclusive and antiracist principles; and
3. To increase STEM faculty members' feelings of belongingness, particularly those that self-identify as women and underrepresented minorities.

Building on the university's past equity and inclusion efforts, this project strengthens our partnership with American University (AU) on several equity-related projects. Our evaluation of AU's 2020-22 ADVANCE Catalyst project helped the university assess the structures, policies and procedures that affect women and underrepresented minority faculty in STEM fields. We went on to partner with AU on its 2023 Howard Hughes Medical Institute grant to define and measure AU's ethical STEM capacities. In addition, our work on the current project exemplifies our priority to grow with intention: It aligns with our strategic goal of elevating community voices, highlighting how NIWL's work is growing in our prioritized areas.



# Michigan Resource Hub

Funded by the Michigan Department of Education

## *Strengthening Career and Technical Education for the 21<sup>st</sup> Century*

NIWL is enhancing the career and technical education (CTE) program offerings within Michigan's juvenile justice facilities and expanding college and career learning opportunities for secondary school students throughout the state.

The Michigan Resource Hub, launched by NIWL in 2021 and expanded in 2023, houses a variety of youth-facing career exploration activities and professional development materials, pacing guides and resources for navigators, including counselors and teachers.

Through the Resource Hub and training, NIWL gives Michigan's juvenile justice facilities and high schools the tools they need to help youth prepare for and succeed in future work and learning.

**7**

eModules

**55**

Michigan school districts enrolled



Compass Rose participant Amaurius at Our Piece of the Pie in Hartford, CT. Photo by Jessica Scranton for FHI 360.



## Our Projects in 2023

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BTE and Pathways alum Marilyn (left) stands with her Johnson & Johnson mentor Jean. Photo by Jessica Scranton for FHI 360.

- Blueprint for Rural Youth Justice
- Bridge to Employment (BTE)
- Building a Financially Capable Generation Evaluation
- CAR-T Cell Therapy Workforce Development Review
- Career Mobility Action Plan (CMAP)
- Cherokee Nation Institute of Excellence Evaluation
- Cherokee Nation Teacher Bridge Evaluation
- Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP)
- Greater Washington Urban League - Center for Financial Inclusion Evaluation
- Growth Opportunities
- Holistic Defense Pilot Evaluation
- Michigan Resource Hub
- Native Teaching Fellows Evaluation
- Next Engineers
- North Dakota Choice Ready Study
- North Dakota Standards-Based Learning Evaluation
- NSF ADVANCE at American University Evaluation
- OJJDP School-wide Positive Behavioral Interventions and Supports Initiative Evaluation
- Pascua Yaqui Indian Child Welfare Act Outcomes Study
- Pathway to Success (Pathways)
- Phoenix Youth Catalyst Grant
- Playbook for Rural Youth Justice
- Promising Justice Practices in Native Communities
- Second Chance Act (SCA) Post-Release Rapid Employment Program
- Women in STEM<sup>2</sup>D Youth Pillar
- Women in STEM<sup>2</sup>D University Pillar
- Youth Adult Reentry Partnership (YARP)
- Youth Development Practitioner Apprenticeships - AMRF
- Youth Development Practitioner Apprenticeships - SBCS

## Our Funders

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- American University
- Cherokee Nation
- GE Foundation
- Greater Washington Urban League
- JA Worldwide
- Janssen
- Johnson & Johnson
- Kenvue
- Michigan Department of Education
- National American Indian Court Judges Association
- National Indian Education Association
- National Science Foundation
- North Dakota's Central Regional Education Association (CREA)
- Pascua Yaqui Tribe
- Pennsylvania's State System of Higher Education (PASSHE)
- SBCS
- The Arlene and Michael Rosen Foundation (AMRF)
- U.S. Department of Justice
- U.S. Department of Labor
- Urban Institute
- Walmart Foundation



Children participate in Teach a Child to Fish. Photo courtesy PYFS, used with permission.



# Our Subawardees

NIWL is proud to have partnered with 32 organizations in 2023. Our close collaboration enables us to provide quality support to community partners, elevate community voice, and influence the field of work and learning.

- Asociación Conciencia
- Clemson University
- Communities in Schools of Jacksonville, FL
- CommunityWorks
- Erika's Closet
- Fundación Sur Futuro
- Georgia Institute of Technology
- JA Brazil
- JA Czech Republic
- Jump! Foundation
- KentuckianaWorks
- Kinai 'Eha
- Lancaster County STEM Alliance/The Steinman Foundation
- Mecklenburg County Sheriff's Office
- NCIA
- Operation 2 Save Lives
- OrthoWorx/Orthopedics Capital Foundation
- Our Piece of the Pie
- Palm Beach State College
- Philadelphia Education Fund
- Phoenix Youth and Family Services
- PROTEC
- RightWay Foundation
- Rise & Shine/The Now Effect
- RISE for Youth
- Rutgers University
- Servicios a la Juventud (SERAJ)
- The College of New Jersey
- The Inspirational Learning Group
- Trybe
- University of California - Irvine
- University of Cincinnati



Next Engineers Camp participants build a bridge. Photo courtesy of Clemson University.



**About FHI 360:** FHI 360 is a global organization that mobilizes research, resources and relationships so people everywhere have access to the opportunities they need to lead full and healthy lives. With collaborations in over 60 countries, we work directly with local leaders to advance social and economic equity, improve health and well-being, respond to humanitarian crises and strengthen community resilience. We share data-driven insights and scalable tools that expand access and equity so communities can effectively address complex challenges, respond to shocks and achieve thriving futures.

“We have built a trusted partnership with FHI 360. Additional youth in our community have been served. Our staff are equipped and trained with new tools and materials to serve youth. We have adopted financial tracking and grant management systems that are being implemented across our organization. We have positive experiences working with the staff and look forward to continuing serving community members together.”

– Christie Lindsey, CEO of PYFS

Student ambassadors at Bridge to Employment’s Alliance Building and Training Session.  
Photo by Debbie Keen of FHI 360.



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