



MILESTONES



New Ways to Work

*35 Years and Counting
1972-2007*

friends and supporters:

New Ways to Work first opened its doors in 1972 as a 20 member collective concerned with issues facing women as they sought to combine work with raising a family. Throughout the seventies and eighties, New Ways promoted and helped define alternatives to the 9 to 5 work week. Throughout this time, New Ways was recognized as the national resource and change-agent supporting the spread of Job Sharing and other work-time options in workplaces, legislation, and corporate policy. In the late eighties, New Ways began to promote the workplace as a learning place for youth - combining education and training with real world experiences. This early work served as the foundation for New Ways' work today - helping communities build comprehensive and connected systems that serve all youth - particularly those who are the most vulnerable. New Ways currently works with partners in education, workforce development, philanthropy, government, the private sector, and social service organizations across the country, to ensure success for youth as they transition to life as adults.



We would like to thank the New Ways founding directors - Barney Olmsted, Suzanne Smith, and Sydney Brown for their vision, tenacity, and good humor. Our work in communities across the nation builds on their dedication and commitment to meaningful social change. We would also like to thank all of the volunteer board members who have served over the past 35 years and all of the staff who have come through the New Ways door.

Touching four decades and perhaps millions of lives, the New Ways guiding principles then and now remain at once lofty and humble:

- All people - younger and older, women and men, privileged and not - have the right to find and keep meaningful work that fits their skills, their financial needs, and their families.
- The employer and the employee are members of the same team, and what benefits the worker benefits the organization.
- The times they are a-changing; change is good and it is possible.
- Good practice is guided by sound research and strong theory, but must also be grounded in reality.
- People need to be able to balance work with the rest of their lives - whether to care for their family, combine work with education, or pursue personal interests.
- Through collaboration comes innovation.

We're proud of our accomplishments, and want to share them with you. In reflecting back over 35 years facilitating change, collaboration and innovation for workers and the workplace, we're pleased to share our milestones.

New Ways to Work

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New Ways to Work

Milestones – 1972-2007

35 Years and counting...

New Ways to Work was founded in 1972 as a social change organization with a clear goal: create a workplace environment that works for both employer and employee, allowing work/life balance and flexibility while maintaining productivity and excellence. New Ways has been a leader in developing, promoting, and disseminating concrete strategies that improve the workplace experience for people of all ages. Born in an era where the profile, and therefore needs and expectations of the average worker was quickly changing, New Ways helped craft a new way for the workplace to benefit from the broadest array of talent available – and for individuals to balance work with the rest of their lives. This broadening talent included: women and men seeking to be engaged parents and working professionals; older workers living longer and healthier who had much to contribute long after what had previously been considered retirement age; and working students supporting themselves financially while learning about the world of work and advancing their opportunities through education.

The solutions promoted by New Ways to address these social and economic realities would literally revolutionize the workplace, and change forever the concept of “putting in a full day’s work.” Strategies such as: job sharing, work sharing, flextime, phased retirement, compressed workweeks, and various types of leaves have benefited employee and employer alike – win-win arrangements now all common practice in workplaces around the world.

With workplace flexibility now accepted throughout multiple industries and sectors, New Ways shifted its primary focus to the still untapped potential of America’s youth. Just as in the early days when the organization was born to address shifting needs of the American worker, it was becoming increasingly clear that young people needed better connection between their educational preparation and productive, fulfilling work lives beyond school – and the same connections were needed by the employment community for youth to be better prepared and ready for the world of work they would enter. New Ways had demonstrated in its earlier work that the issues could only be addressed by collaboration and coming together of the best minds on both the employer and worker sides of the equation. In order to affect real change in the arena of youth employment, a systems-wide approach was needed.

And so was born the All Youth-One System philosophy and framework. New Ways today is helping communities work together to build comprehensive youth-serving systems that prepare all youth for success as adults. This work is grounded in more than twenty-five years of applying the early lessons of the organization, together with direct experience implementing a third-party brokering youth employment model, building professional support networks for intermediary organizations, and providing consultation to education, employer, social service, philanthropy, and state and local government entities.

*“Coming together is a beginning.
Keeping together is progress.
Working together is success.”*

Henry Ford

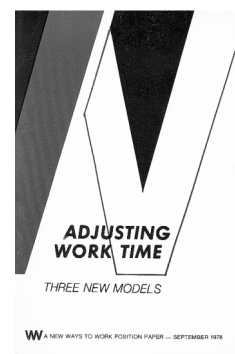
1972 - 1979

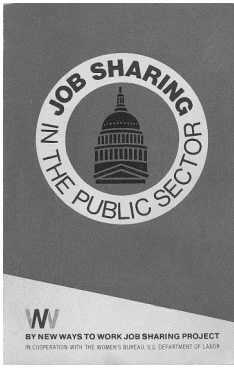
The '70s

First started as a drop-in resource center for job seekers with a focus on affirmative action and employee friendly workplaces, the first decade of New Ways saw incredible growth of the organization. Accomplishments ranged from resource referral for individuals, to conducting workshops, study groups, community forums, and large conferences. With funding and launch of the nation's first broad-based Job Sharing Project, the organization began in-depth research and publishing of results, and moved its focus from local, to regional and then national dissemination. Early industry sector adopters included school districts and the California Department of Motor Vehicles, with pilots in the public sector rapidly helping drive impact on policy at the state level.



- New Ways to Work Resource Center opened in Palo Alto, December 1972. Early activities included group counseling, self-help resources like job listings and educational catalogues, and general information about local employers.
- First **Job Sharing Project** funded by CETA Governor's Discretionary program in 1975, its intent to encourage Bay Area private sector employers to experiment with job sharing. Also in 1975, a community forum on job sharing in the schools was hosted featuring panelists representing administrative, union, and placement viewpoints. "Job Sharing in the Schools: a Study of Nine Bay Area Districts" was published.
- Staff became increasingly called upon as content experts and began directly impacting public policy, testifying to the California State Joint Committee on Legal Equality about the benefits of job sharing and other reduced work-time options. Testimony led to New Ways being asked to help design legislation to promote experimentation with permanent part-time and job sharing options for California state employees in 1977. New Ways staff consulted to a two-year pilot project in the state's Department of Motor Vehicles, the success of which led to another bill: the Reduced Work Time Act of 1980 (later replicated in New York state). In 1978, California would become the first state to pass legislation authorizing partial payments of unemployment insurance to support work sharing.
- Co-founder Sydney Brown wrote "The People's Guide To a Community Work Center: How to Start One and Run it Cooperatively" (1977) in response to interest from around the country on how the organization had been formed.
- In 1978, in conjunction with the International Personnel Management Association and the Institute for Local Self-Government, New Ways sponsored the first national conference on "Job Sharing in the Public Sector," held in San Francisco.





- A two-year statewide “Job Sharing in the Schools” project was begun in California in 1979. The program provided information and technical assistance to teachers and school administrators statewide. In the same year, “Job Sharing in the Public Sector” was published in cooperation with The Women’s Bureau of the U.S. Department of Labor. This comprehensive manual described federal, state, county, and city programs.

- Also in 1979, funding was obtained for a wide scale **National Job Sharing Program**. Its purpose was to establish a national network of non-profit organizations interested in promoting job sharing in their communities. Over the next three years, New Ways provided training, resource materials and technical assistance to groups based in Arizona, California, Colorado, Connecticut, Georgia, Iowa, Maine, Massachusetts, Michigan, Minnesota, New Mexico, New York, Oregon, Pennsylvania, Texas, Utah, Virginia, Washington, Washington D.C., and Wisconsin. This would be the first of many initiatives focused on convening local practitioners and experts across geographic boundaries and disciplines to exchange best practices, disseminate resources, leverage investment, and increase success among partners near and far.

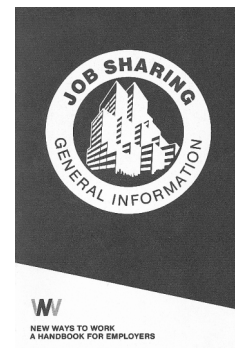
The ‘80s *1980 - 1989*

During the 1980’s Job Sharing continued to grow nationwide, and demand for New Ways’ publications and resource materials increased. Support materials for employers across many industry sectors (such as nursing and legal services) were developed, and implementation of the strategies as a means to minimize effects of layoffs and employment reductions was promoted. Unions joined the movement. New focuses emerged on issues faced by older workers and dual career families, and work began in the area of youth employment. The New Ways Workers third-party youth employment brokering model was designed, launched, and replicated. Resources and tools were created to help employers, community partners, and educators increase the quality and quantity of work-based learning experiences for youth.

- In the early ‘80s, resource materials targeted for employers grew, including: a four booklet set for employers on implementing job sharing, and the “V-Time Resource Manual” (to promote



voluntary reduced work time programs in the cities and counties of California as a way to minimize layoffs). “**The Job Sharing Handbook**” written by Co-Directors Barney Olmsted and Suzanne Smith, was first published in 1983 – to this day the definitive guide to making job sharing a success. The first edition of “**Creating a Flexible Workplace**,” also written by Olmsted and Smith was published in 1989, and won the Society for Human Resources Association annual “best book” award. A report culminating from the New Ways/Conference Board national study of flexible scheduling and staffing arrangements in U.S. corporations was published in 1989, which provided the first ever national overview of the use of these two strategies in U.S. companies.



- In 1982, outreach to unions resulted in several union resolutions supporting voluntary job sharing, and handbooks were published on why unions should support voluntary reduced work time options.
- Publication and international dissemination of “**Work Times**” was begun in 1983, a new quarterly newsletter designed to promote interest in flexible work arrangements internationally. Later, the International Society for Work Options launched in 1987, including representation from European and Asian organizations also working on issues of workplace flexibility.
- In 1983 research was conducted on job sharing for nurses, which led to a Job Sharing in Health Care Project for health care professions nationally, and publication of the “Job Sharing in Health Care” booklet. Similarly, in 1985 research was begun for the Work Time Options in the Legal Profession Project, examining use of non-standard schedules nationally in that profession, and with publication following.
- The mid-80s brought about an **Older Worker** project to promote phased and partial retirement as an alternative to full-time retirement, and a **Work Family program** to partner with and support emerging work family groups addressing the issues of a growing number of two-paycheck, dual career families. The focus on balancing Work and Family led to seminars for both local employers and employees, a survey and report on Bay Area private sector employers’ Work and Family policies. Co-Director Suzanne Smith was named as Co-Chair of the subcommittee on “Helping Families Work” of the California Legislature’s Joint Select Task Force on The Changing Family.



- Concern about growing use of **contingent employees** and the impact of this trend on people’s wages, benefits, and chances for voluntary flexible work arrangements led to partnering with the Ms. Foundation of New York. Together the two organizations held a symposium in 1986 which discussed ways to challenge the emergence of a two-tiered labor force and how to improve work

conditions for contingent workers. **The Equiflex Project** was begun in 1987 to expand public awareness about the growing number of contingent workers, and promote improved working conditions for them. This work continued over the next seven years, culminating in crafting a national policy agenda for establishing equitable standards for part-time and contingent workers.

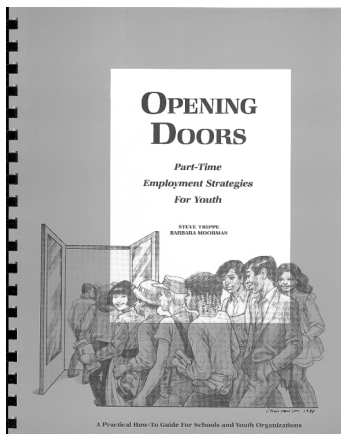
- In 1984, New Ways first began applying its strategies to the youth employment arena. The **Job Sharing for Youth Project** was started to create high quality part-time job opportunities for high school aged youth. The program evolved into development of resource materials and trainings for youth employment service providers on how to utilize alternative work time strategies to enhance their existing counseling and employment outreach programs.

- Beginning with development and refinement of the initial third-party brokering model in San Francisco in 1985, with support from the DeWitt Wallace-Reader's Digest Fund and the James Irvine Foundation, New Ways launched a network of youth employment brokering sites that grew to 14 communities in the **New Ways Workers Network**, and continued through 1999. Host entities in California, Washington, Oregon and Idaho worked in partnership with local schools and youth-serving organizations, including: community-based organizations, chambers of commerce, local governments, and Private Industry Councils. New Ways developed a "turn-key" approach to

local system-building that connected schools with workplaces and employers with classrooms. New Ways provided network members with customized management software, detailed operational procedures, sophisticated marketing approaches, templates for all materials, regular training opportunities for program staff, online and telephone technical support, and regular opportunities for sharing information and ideas with other program sites.

- Beginning in the late 1980s, New Ways began designing systems, tools, materials, and trainings to help practitioners engage workplace and community partners better, and provide high-quality work-based learning

experiences to support student learning. These efforts led to the **Quality Work-Based Learning Initiative**. Also, "**Opening Doors**" was published in 1986, a training manual describing how to set up youth labor pool projects.



1990 - 1999

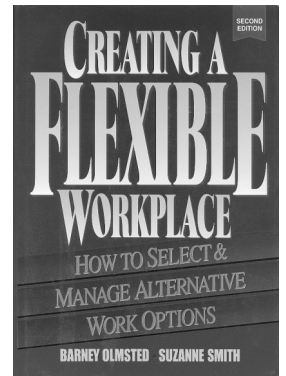
The '90s

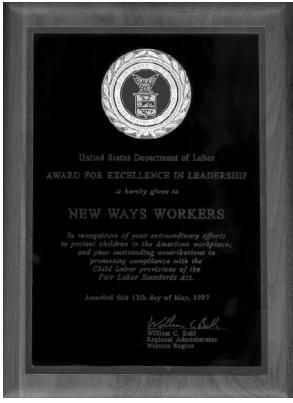
Ever responsive to current demands and societal needs, New Ways put its strategies and expertise to use in response to the Bay Area earthquake. A focus on the employer perspective grew, with publications and training promoting how flexibility is a good business practice for companies, not just an employee friendly benefit. International involvement increased. Focuses on policies for the contingent workforce, and addressing the issues of how to balance work and family continued. Work to impact the national policy agenda increased. New Ways Workers site replications expanded, and with the advent of the federal School-to-Work Opportunities Act, New Ways became a leader both nationally and regionally in providing technical assistance to communities growing collaborative systems that integrated education, workforce development, training, community service, economic development, and employer involvement into comprehensive systems to prepare youth. Associate Director, Steve Trippe was appointed to the National School-to-Work Advisory Council.

- In 1990, New Ways hosted an emergency workshop on flexible work arrangements to help employers cope with a damaged Bay Bridge and freeways resulting from the devastating earthquake that hit the Bay Area. This led staff to join forces with The Institute for Transportation Studies at the University of California at Berkeley to research what kinds of flexibility San Francisco firms had used in order to cope with the effects of the earthquake, and whether any lasting effects in company policies ensued.
- With support from the DuPont Company, New Ways published a booklet entitled "Flexibility: Compelling Strategies for a Competitive Workplace."



Through the early '90s, seminars were held in Los Angeles, Atlanta, Chicago and a national conference in New York focusing on **flexibility and the competitive edge**. In addition, New Ways began actively promoting training for human resources managers on how to create a flexible workplace. In an effort to organize a corporate think tank on flexibility, the FlexGroup was launched, with first meeting held in 1993 including founding members from AT&T, Bank of America, Chevron, Continental Insurance, Hewlett-Packard, Kaiser Permanente, Marriott, Pacific Bell, and Stride Rite. Later, in 1995 FlexGroup members produced "The Flexibility Workbook," a tool which enabled a company to create its own flexibility profile in order to measure and evaluate various aspects of flexibility.





- The **International Society for Work Options** held its first European meeting in London in 1991, co-hosted by the New Ways London office with the Jim Conway Institute for Employment Research. Together with the Conference Board, New Ways also increased the global focus by co-sponsoring the first international conference of its kind, entitled “**Workplace Flexibility in a Global Economy: Improving Your Competitive Edge**,” held in New York City in 1995. The same year, with an intern from the Free University of Berlin, research was conducted comparing the use of short-time compensation and work sharing in the U.S. and Germany.

- Work in the area of policy advocacy for **contingent workers** grew, including co-sponsorship in 1992 (with the Economic Policy Institute) of a public policy conference in Washington, D.C. entitled “New Policies for Part-time and Contingent Workers.” Proceedings resulted in publication of a policy agenda to guide advocacy in this area. Further publications included “Exploding the Myth: Is Contingent Labor Cost-Effective,” and a paper on “Part-time Strategies for Populations in Transition.” A Project Director based in Washington, D.C. was added, and outreach to interested legislators and national non-profit groups began in earnest in 1994, leading to a comprehensive piece of legislation sponsored by Senator Howard Metzenbaum entitled



“**The Contingent Workforce Equity Act.**” In 1995, New Ways launched “The Contingent Worker News” to disseminate information nationally about initiatives designed to improve conditions of work for temp agency, hourly part-time and contract workers. The book “Managing Contingent Workers: How to Reap the Benefits and Reduce the Risks” by Stanley Nollen and Helen Axel was published by the American Management Association in 1996, based on research conducted by New Ways in the Equiflex Project.

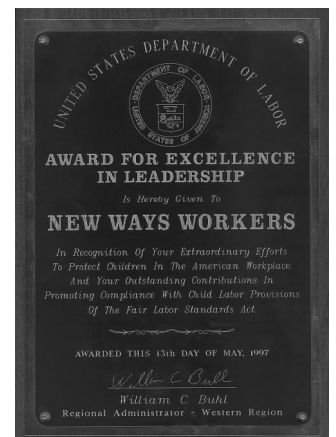
- The **Having It All/Having Enough** work-family project was officially launched in 1991 with the goal of producing a survival guide for parents drawing on actual experiences of couples who have found some balance between the demands of work and family. In 1996 the American Management Association published “Having It All/Having Enough” by Deborah Lee.
- By 1995, **New Ways Workers sites** included the original San Francisco site (now with operational oversight transitioned to the Mayor’s Youth Employment Education Project and the Japanese Community Youth Council); Portland, Oregon; Boise, Idaho; and East Palo Alto, Sonoma County, Oakland, and San Jose, California.



- In the early '90s, with the advent of the federal **School-to-Work Opportunities Act**, New Ways became certified by the National School to Work Office as one of 57 technical assistance providers helping local communities and organizations nationwide building school-to-work systems. New Ways provided consultation and support services in states such as Idaho, Montana and Nevada. In 1997, New Ways piloted an institute and training series with teams from 13 California School-to-Work partnerships on “**Developing a Sustainable Infrastructure, Making and Managing the Employer Connection.**” As part of this effort,

New Ways created a workbook of systems planning and process tools, content-focused trainings, fact sheets, and implementation materials to help communities develop local School-to-Work partnerships.

- Closer to home, and building upon the organization’s rich history of convening collaborative working groups around common goals and current employment related needs, New Ways was a founding partner of the Bay Area School-to-Career Action Network (BaySCAN) and facilitated the Northern California **School-to-Career Practitioner’s Network**, an informal association of schools, community organizations, School-to-Work (STW) partnerships, technical assistance providers, and employer associations. These efforts served to launch **CalSCAN** (the California School-to-Career Action Network), facilitated by New Ways, still alive and well today as a component of the Intermediary Network.
- In 1998, New Ways and Jobs for the Future joined with other national partners to implement the **School-to-Work Intermediary Project**, funded by the National School-to-Work office. This project promoted and strengthened intermediary practice, and publicized the increasingly important role played by local intermediary organizations in improving education, supporting workforce and economic development in communities across the country.
- New Ways was selected in 1999 by the California Department of Education to serve as the statewide capacity-building organization for **Communities and Schools for Career Success (CS²)** expansion into California. The initiative was conducted in partnership with the Commonwealth Corporation of Massachusetts, The California Department of Education, and the California Workforce Investment Board. New Ways’ selection as the primary technical assistance provider for CS² further demonstrated the organization’s value-add in the education arena – by working directly to improve the secondary education system responsible for teaching and preparing our youth, not only in providing consultation and support to community based organizations, government and employers.



The '00s 2000 - 2007

The Year 2000 brought New Ways to declare victory in its original quest to bring flexible scheduling options into common practice in American and international places of work. Co-Directors Barney Olmsted and Suzanne Smith retired, and Steve Trippe was appointed to serve as President and Executive Director.

With the new century, New Ways shifted its organizational focus from advocacy, training, publication, and convening around workplace flexibility, to the same functions for the youth and career development arena. With the New Ways Workers model under its belt and forays into school improvement and systems building work, New Ways refined its philosophy, strategies, and systems building approach. Increasingly called upon to provide technical support and materials nationally, the All Youth-One System framework was created, helping to describe in simple terms what was proving to be a very complex, highly leveraged system made up of many players all touching the issue from multiple perspectives. Steve Trippe served as the Chair of the National Youth Employment Coalition, 2001-2005. Specific work continues to date helping communities implement the strategies and achieve measurable results, in addition to growing application of the tools for use with some of the nation's most vulnerable youth populations. In addition, targeted initiatives were launched and continue to improve education, better engage employers, define quality in work-based learning opportunities, convene and support intermediaries.

Work-Based Learning Toolkit

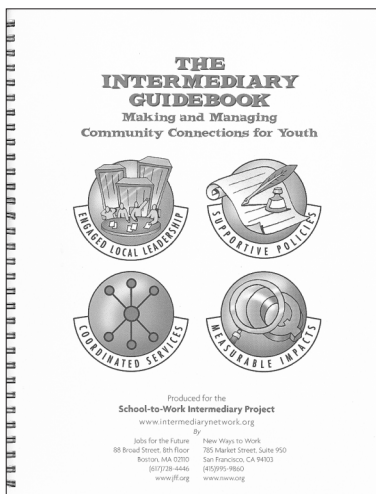


This Toolkit is produced with funding from the Governor's School-to-Career Advisory Council's Employer and Labor Involvement Committee. CD Release June 2002 v2.0

- In 2000, the California School-to-Career Inter-Agency Partners selected New Ways and a set of partners to conduct the **Employer and Labor Engagement, Work-Based Learning Tool-Kit Project**. Along with its partners, New Ways developed a range of tools, materials, capacity-building and training activities designed to increase employer and labor participation in School-to-Career initiatives. The toolkit also emphasized tools and strategies to ensure youth were being provided quality work-based learning opportunities that are also safe and legal.

- Continuing in its role as solution provider for federal and state entities, New Ways was identified in 2000 by the U.S. Department of Labor's Office of Youth Services to coach seven **Youth Opportunity Grantee (YOG)** locations, with the goal of increasing effective start-up and implementation practices. New

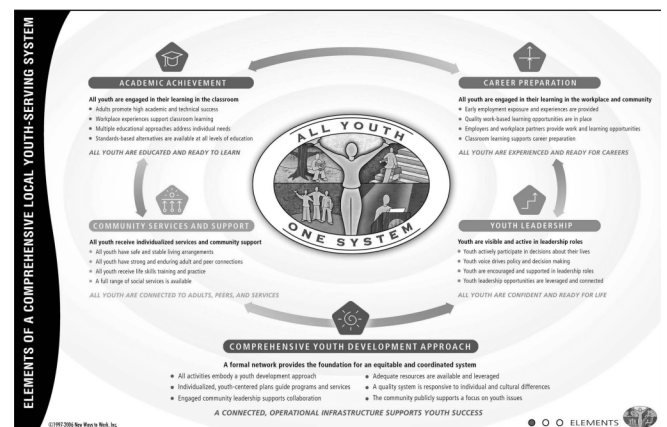




Ways provided on-the-ground technical assistance and training to newly developing, full-service youth centers in a number of cities, including three in California (the Imperial Valley, Los Angeles and San Francisco); Seattle, Washington; Portland, Oregon; and Pima County, Arizona. New Ways also supported the USDOL Office of Youth Services directly, adapting tools and materials to meet the needs of YOGs around the country. New Ways designed the framework for all sites' initial work plans and the assessment utilized to measure their progress in the first year of implementation.

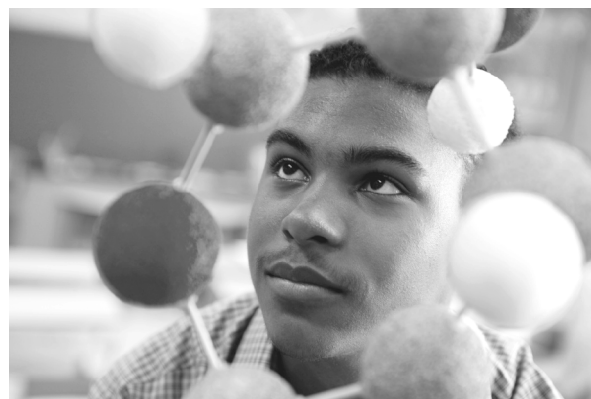
- In 2001, New Ways received funding from the California Workforce Investment Board to partner with the California Workforce Association (CWA) in development

of the California Youth Council Institute (YCi). Through this project, New Ways and CWA convened and supported a network of Youth Councils emerging as a result of the Workforce Investment Act. Through the initiative, participating Youth Councils across California were supported in building better, more comprehensive, locally-driven youth-serving systems. Representatives of each of California's 50 Youth Councils participated in one or more YCi activities between 2001 and 2005. New Ways developed a set of tools and materials designed specifically to support the fledgling Youth Councils, which in many cases were struggling to define their roles and operate collaboratively in ways they had never before. Known as the **All Youth - One System frameworks**, these process, academic, content, and planning tools serve to strategically support the efforts of local Youth Councils to be catalytic forces in their communities, building comprehensive and connected systems that serve all youth, especially those who are most in need of support. In addition, the frameworks assisted Youth Councils in effectively engaging youth in their processes, giving the system end-users a seat and voice at the table in a whole new way. As a result of YCI, New Ways has provided follow-up technical assistance directly to many local Youth Councils across California as well as providing advice and support to other states.

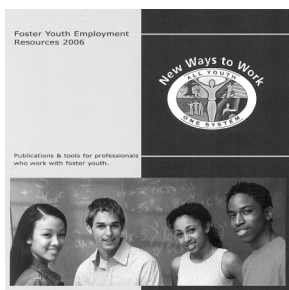


- New Ways' early work with California's local Youth Councils led to staff being asked to provide direct technical assistance to the California State Youth Council in 2002, which proceeded to adopt New Ways' All Youth-One System frameworks as its statewide approach. New Ways was honored to receive the 2002 **Architect of Change, Innovation in Customer Service Award** for its work in the California Youth Council Institute from the National Association of State Workforce Agencies and the U.S. Department of Labor.

- In 2003, participants in the federally funded **School-to-Work Intermediary Project** found their connections to be so valuable that they decided to create a self-funded network to sustain their work together beyond the previously funded activities of the project. They selected New Ways as the facilitating partner of the resulting **Intermediary Network (INet)**. New Ways helped **INet** member organizations explore connections to the after-school and small schools movements, and worked to support college access and success for under-represented populations. The two annual meetings of the Network members were filled to capacity, and the network grew, engaging new local and affiliate members. **INet** members leveraged over 18 million dollars in public and private investments and provided services to 89,000 students; 13,473 teachers; 2,000 schools and 6,422 employers. Members reported positive policy impacts at state, regional, and local levels as a result of their **INet** participation. **INet** continues today as a unique professional organization for intermediaries from around the country, bringing visibility to best practices and advocating at the public policy level.

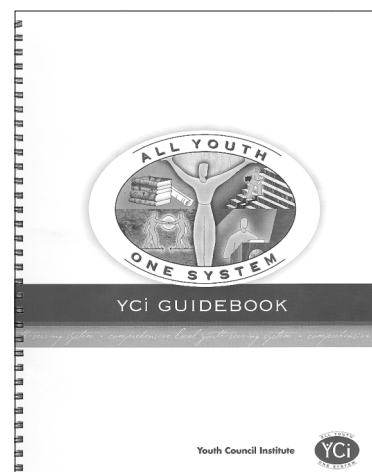


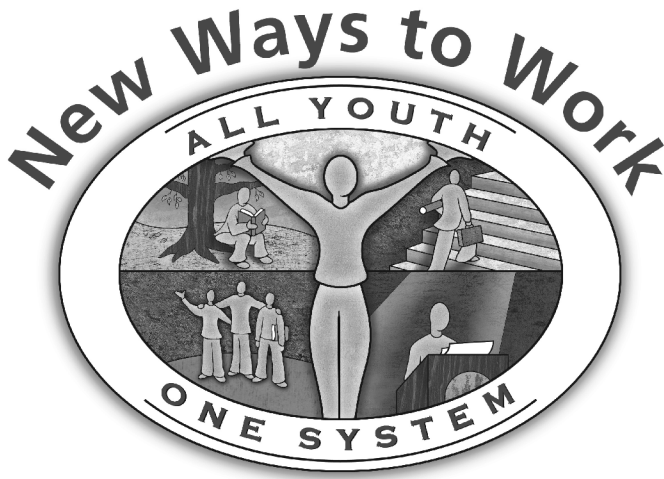
- In an effort to provide local Bay Area employer partners a unified way to leverage their involvement with educational improvement and connecting schools to the workplace, New Ways partnered with the Bay Area Council to facilitate **The School Executive Leadership Initiative (SELI)**. The initiative sought to improve low performing schools by focusing on increasing the management and leadership skills of school leaders (primarily principals) by connecting them to private sector executives as coaches and resource brokers. School leaders were paired with private sector partners to support school improvement efforts and link principals with private sector resources. Quarterly learning academies brought schools and business leaders together to focus on high-need issues identified by the participating principals.



- The **Quality Work-Based Learning Initiative (QWBL)** was active in a number of arenas during the early part of the decade. Utilizing tools and frameworks developed for the state of California, New Ways facilitated several training and strategic planning sessions for over 400 educators and youth practitioners in California during 2003. During this period, 7,431 downloads were made of QWBL tools and materials from the New Ways website. Partnering with the Ewing Marion Kauffman Foundation, New Ways helped the Kansas City, Kansas Public Schools (KCK) link work-based learning to local academic standards. This work was supported by the implementation of a based learning to local academic standards. This work was supported by the implementation of a new toolkit developed by New Ways for KCK schools and launched in the 2003-04 school year. New Ways' QWBL activities were evaluated by Brandeis University, receiving high marks for the quality of the tools, training, and support activities provided through the initiative.

- In 2004, New Ways helped design and facilitate two new transition-assistance initiatives in California, putting its strategies and tools to work in support of two specific populations of youth considered most vulnerable: the **Youth Transition Action Team Initiative (YTAT)**, focused on working with child welfare agencies, workforce boards, and others to ensure successful transitions for **foster youth**; and the **Improving Transition Outcomes for Youth with Disabilities Project (ITOP)**, seeking to demonstrate how local intermediaries can help **youth with disabilities** make successful transitions to the workforce and independent living. In both cases, New Ways convened key stakeholders, helped them articulate goals and implementation strategies. New Ways continues to provide ongoing support and technical assistance to these initiatives. Building on this design work focusing its approaches on the needs of these two vulnerable youth populations, in 2005 New Ways partnered with Casey Family Programs and the California Department of Social Services to begin the implementation phase of the YTAT, and with the California Workforce Investment Board and Sonoma State University to launch the **Improved Transition Outcomes for Youth with Disabilities Project (ITOP)**. The YTAT initiative involves counties across the state of California, and the pilot activities of ITOP focused in Shasta, Ventura, and San Francisco Counties.
- Building on its work through CS² to help educators improve schools and deepen connections with community and the workplace, New Ways extended its educational improvement impact when selected in 2005 to coordinate the expansion of the **Diploma Plus** initiative into California. Diploma Plus – supported by the Bill and Melinda Gates Foundation – is a new small schools initiative designed not only to help those young people graduate who are otherwise being left behind by the educational system, but also ensure they are ready to successfully transition from high school to college and careers. Diploma Plus schools have already shown successful outcomes for students in Connecticut, Massachusetts, New York, and Rhode Island, and to date four new schools have been selected for the initiative in California, with New Ways as facilitating partner and California Network Manager.





Today, New Ways works with public and private funders, organizations, and communities that identify local challenges related to youth and the systems that serve them. New Ways provides services to help improve the quality of the academic, career support, and personal development experiences provided for young people through schools, training programs, community activities, and in the workplace. New Ways supports the development of sustainable systems that leverage local resources and create powerful partnerships among schools, community, and the workplace. New Ways continues to manage and implement several national and state-wide initiatives, including the National Intermediary Network (INet), the National Youth Council Institute (YCi), Foster Youth Transition Action Teams (YTAT), and Diploma Plus.

*"The work goes on, the cause endures, the hope
still lives and the dreams shall never die."*

Edward Kennedy

As in 1972 when the organization was founded, our goal today is clear: young people in every community should have access to an integrated system that provides them with the education, support, and career exploration they need in order to become productive, employed members of their community. We're making progress, but the work is not done. We are proud of the achievements together we have attained, and look forward to a day when this too will be considered commonplace in every community across America.

Please join us in celebrating 35 years of improving the world of work, and in thanking our many funders and partners.

thank you!

The Organizations Who Have Funded New Ways to Work – 1972 - 2007

Philanthropy

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