



The City College
of New York

Impact Report

2024-2025 SCHOOL YEAR



Together with our higher education and employer partners, we're proving what's possible when you empower the next generation of leaders with the skills, networks, confidence, and experience necessary to launch a strong career.

THE CITY COLLEGE OF NEW YORK

Brittany Candelario



Graduate Student, Master of Science
in Education in School Counseling
(K-12) SUNY Brockport

Kyle James | Put You On Stage

What does this report cover?

Together with our dedicated partners, Braven is reigniting the promise of the American Dream.

By 2032, **we aim to serve 80,000 to 100,000** students, equipping 25,000 new undergraduates each year with the career-readiness skills, networks, confidence, and experience to thrive through the Braven model.

So far we've helped to empower nearly **14,000 Fellows across the country**—and we're just getting started. In this report, we shine a spotlight on the powerful journeys of these remarkable leaders as we explore **five critical questions about Braven's impact**:

- 1 Are our Fellows securing quality career outcomes that put them on the path to the American Dream?
- 2 Are we impacting more students and maintaining program quality?
- 3 Are we supporting Fellows to secure internships and complete college?
- 4 Are our Fellows developing the career readiness skills, networks, and confidence needed for success?
- 5 Are we building employer and higher education partnerships with true shared value?



THE CITY COLLEGE OF NEW YORK

Alicia Persad

Venture Capital Fellowship,
LGBT+ VC



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CITY COLLEGE OF NEW YORK

Dontel Young

Masters of Science,
Clinical Mental Health Counseling,
Lehman College

Why our work matters

Only about one quarter of the 1.4 million students who are the first in their family to go to college or who have limited financial resources will graduate and secure a strong first job or enter graduate school.¹

That's about one million students every single year who aren't on the path to the American Dream.



GRADUATE & SECURE A STRONG JOB OR ENTER GRADUATE SCHOOL

~ 400k

ARE NOT ON THE PATH TO THE AMERICAN DREAM

~ 1 million

1.4 million

STUDENTS WITH LIMITED FINANCIAL RESOURCES OR THE FIRST IN THEIR FAMILY TO ATTEND COLLEGE

Mission

In collaboration with our higher education and employer partners, Braven empowers promising college students with the skills, networks, confidence, and experience necessary to transition from college to strong economic opportunities, which lead to meaningful careers and lives of impact.

Vision

The next generation of leaders will emerge from everywhere.

The Braven Equation

In combination with students earning a four-year degree, Braven seeks to support career readiness, thereby ensuring students graduate ready to secure a strong first opportunity.

Braven refers to the sum of these four career-readiness factors as the Braven Equation.



Career-Ready College Graduate

Who Secures a Strong First Opportunity or Attends Graduate School within 6 Months of Graduation

The Braven Experience

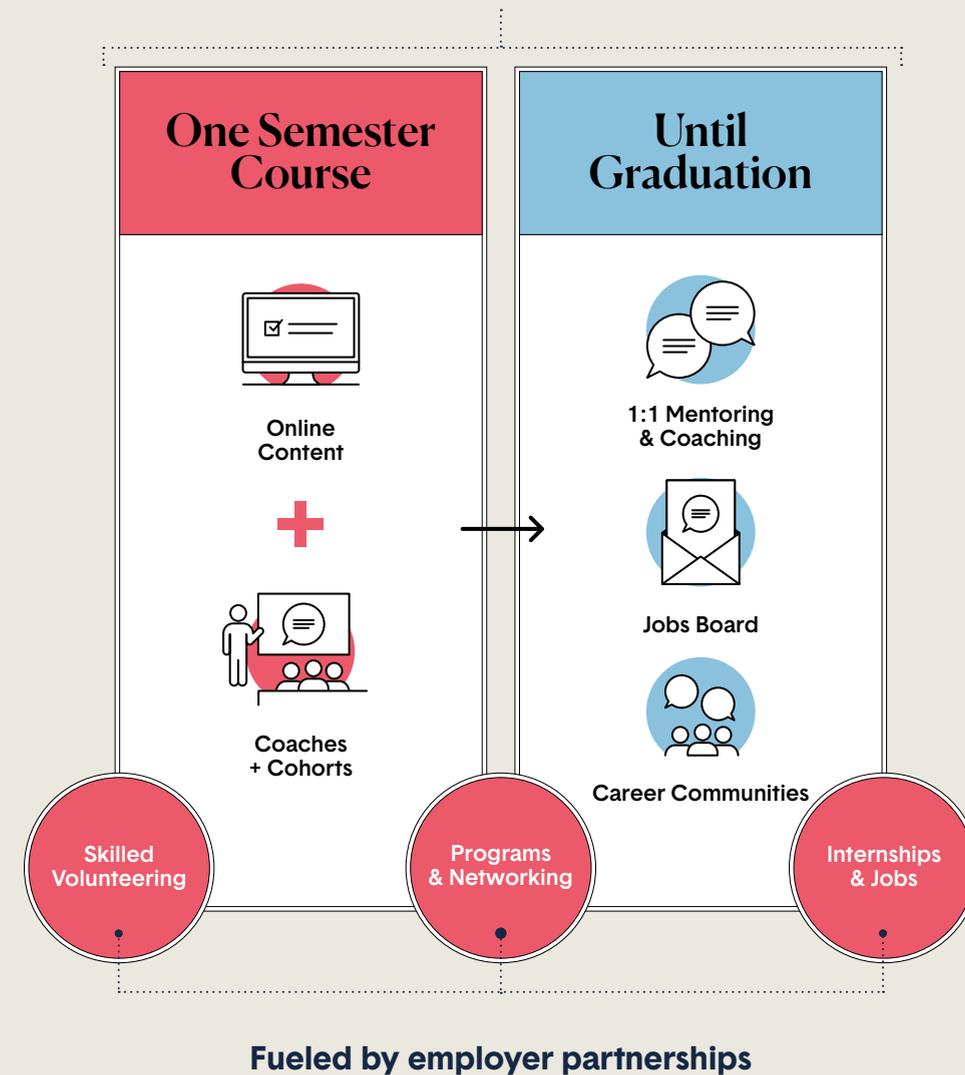
Braven empowers promising college students on their paths toward quality economic opportunities through a semester-long, cohort-based course—developed with input from our higher education partners and faculty—and support that extends beyond the course, continuing through six months after college graduation.

In our core higher education model, students take the course for credit. Students who come through BravenX via college success organizations receive a financial stipend in lieu of credit.

OUR PARTNERS



In partnership with higher education institutions and college success organizations





1

**Are our Fellows securing
quality career outcomes
that put them on the path
to the American Dream?**

Braven 2024 Graduates Secured Strong Roles Post-Graduation

Of the 147 Braven Fellows who graduated from CCNY in 2024, 84% are employed or enrolled in graduate school and 66% secured quality or pathway outcomes.²

QUALITY OUTCOME

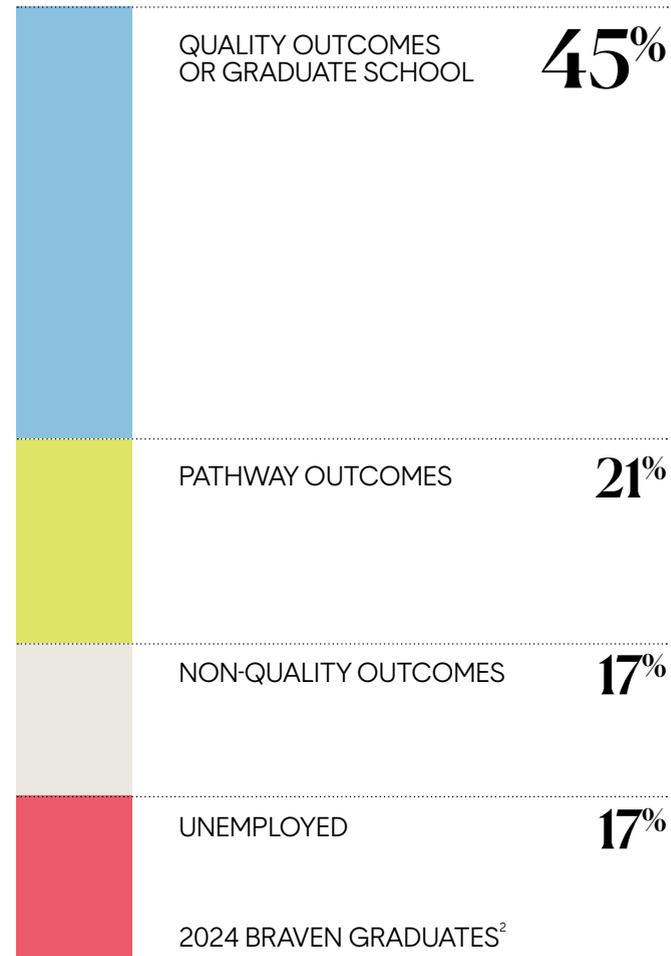
a full-time role that requires a bachelor's degree and includes some combination of promotion pathways, employee benefits, and a market-competitive starting salary, or enrollment in graduate school

PATHWAY OUTCOME

a role that does not require a bachelor's degree but helps students' financial sustainability, is aligned with career interests, and will likely lead to more career-accelerating possibilities through skill development

NON-QUALITY OUTCOME

a role that does not require a bachelor's degree, offers limited runway to additional career-accelerating opportunities, and is not aligned with students' career interests



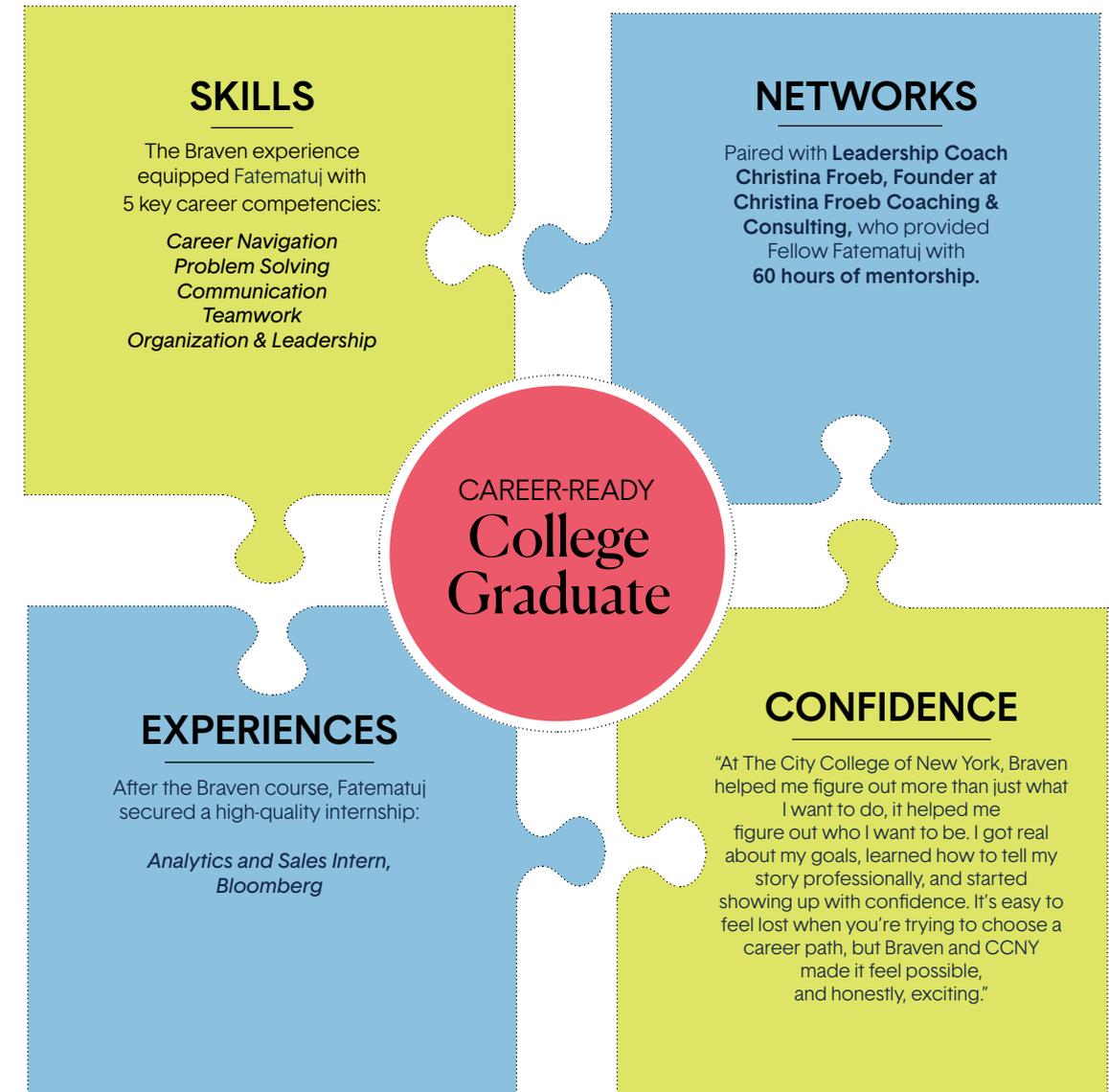
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THE CITY COLLEGE OF NEW YORK
Christian German
 Associate Banker,
 JPMorganChase





With CCNY and Braven’s help, Fatematuj Orjita built the foundation for her path to the American Dream.



THE CITY COLLEGE OF NEW YORK
Fatematuj Orjita
Spring 2025 Fellow
Analytics and Sales Representative,
Bloomberg



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THE CITY COLLEGE OF NEW YORK

Alanis Omar

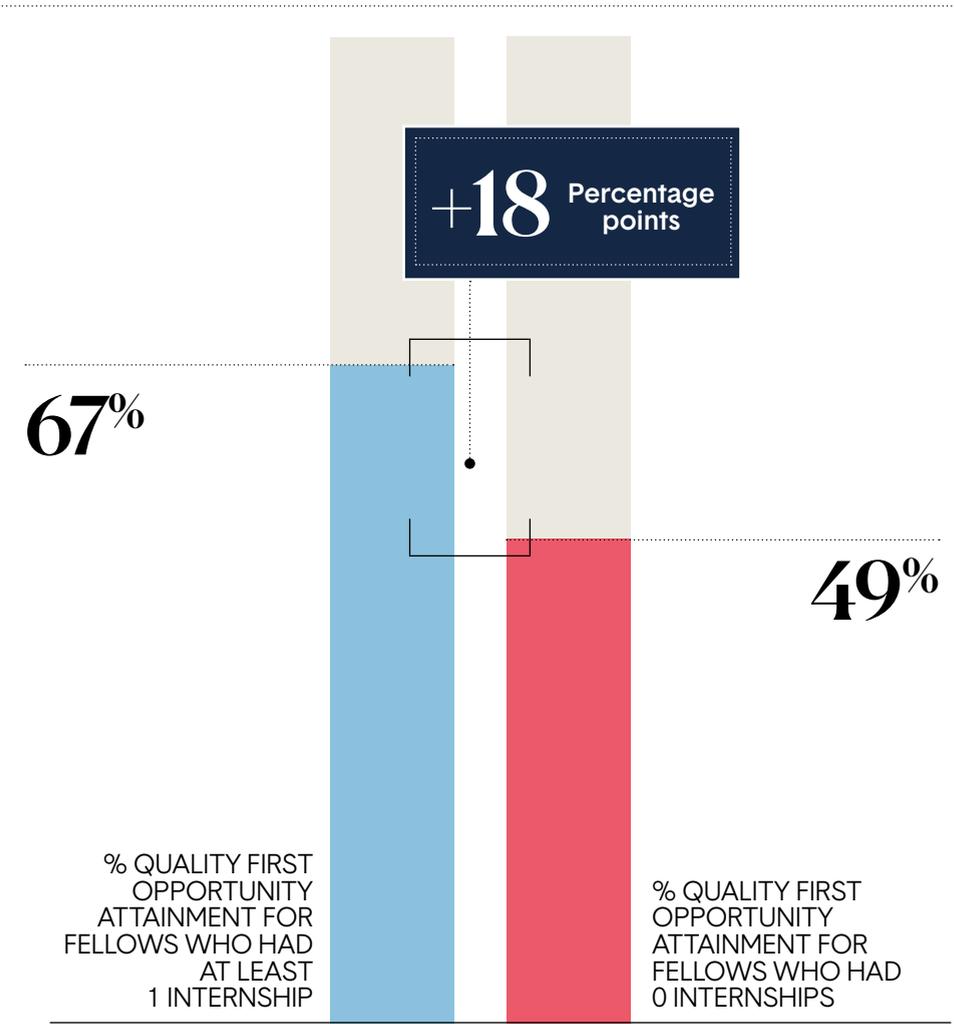
FALL 2022 FELLOW

Legislative Intern,
United States Senate

Internships Often Lead to Strong First Opportunities After College

For college students, internships serve as critical proof points of experience that open professional doors.

The influence of internships on post-graduate success is underscored by our data: Braven Fellows nationwide who have completed at least one internship in college are 18 percentage points more likely to secure a quality first opportunity than Fellows who have not (67% vs 49%).



% QUALITY FIRST OPPORTUNITY ATTAINMENT FOR FELLOWS WHO HAD AT LEAST 1 INTERNSHIP

% QUALITY FIRST OPPORTUNITY ATTAINMENT FOR FELLOWS WHO HAD 0 INTERNSHIPS



Rise of AI Presents Opportunities and Concerns for New Graduates

AI is likely to automate tasks that are tedious and routine—those typically performed by entry-level talent.³ But in the rapid rise of AI, there is still tremendous value in a college degree.

With the advancement of AI, the human skills students practice while earning a college degree are more important than ever: problem solving, communication, collaboration, real-world experience. Just as important is students' AI literacy: the ability to leverage AI thoughtfully, strategically, and confidently to enhance their work and impact.

College helps early career professionals develop:

Higher-order problem-solving skills to make ethical decisions.⁴



Strong teamwork skills to effectively lead teams and leverage AI across disciplines.⁵



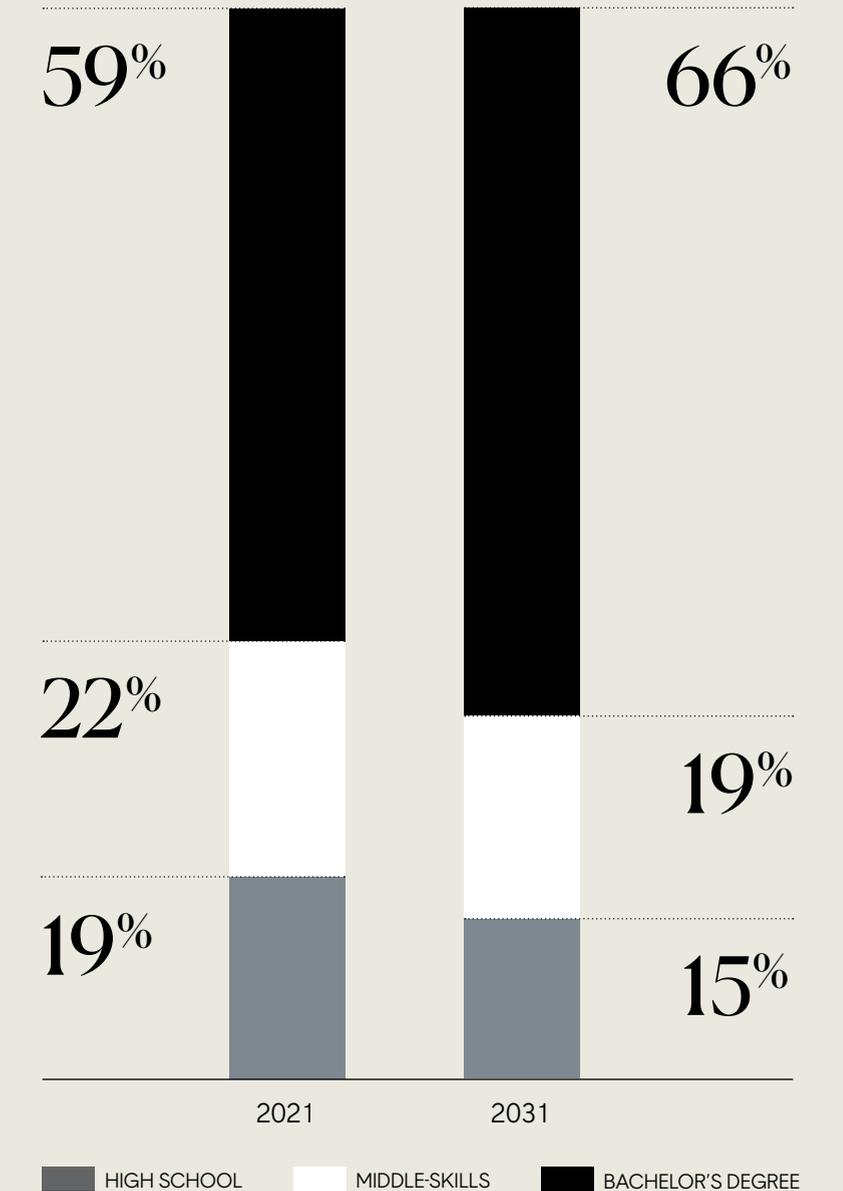
Foundational knowledge to lead and brainstorm creative, innovative solutions to complex problems.⁶



While no one is certain of the true impact AI will have on the job market, research shows that economic opportunity will increasingly favor workers with higher levels of education and training.

According to *The Future of Good Jobs* report produced by Georgetown University's Center on Education and the Workforce, while there will be good jobs in every educational pathway in 2031, only 15 percent will be available to workers on the high school pathway, compared to 66 percent on the bachelor's degree pathway and 19 percent on the middle-skills pathway.⁷

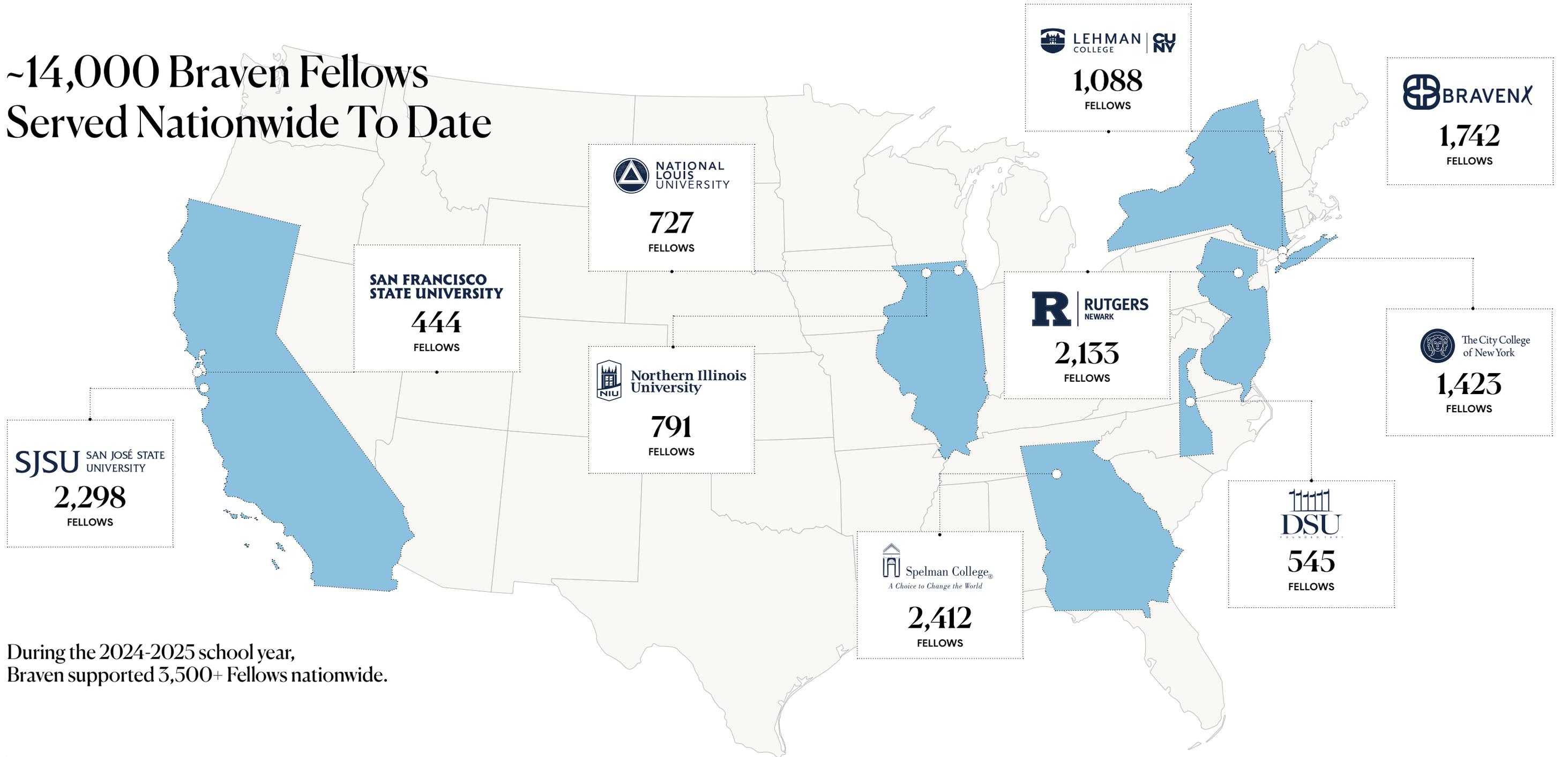
Distribution of Good Jobs by Educational Pathway





**Are we impacting
more students and
maintaining program
quality?**

~14,000 Braven Fellows Served Nationwide To Date



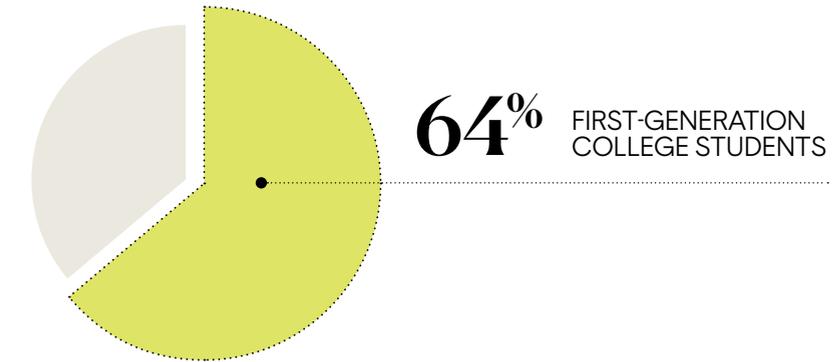
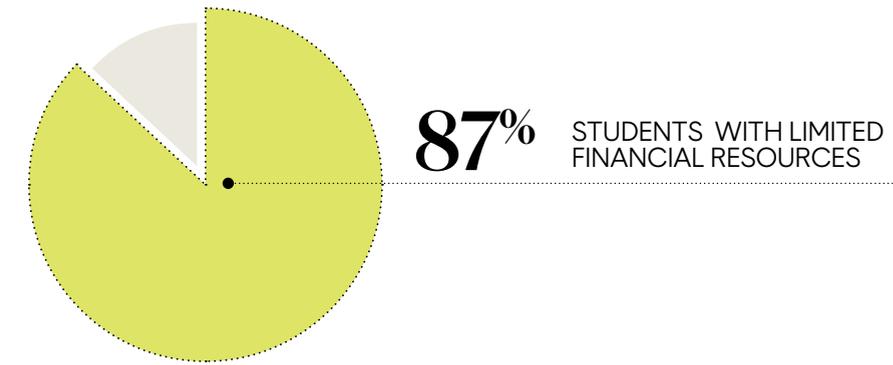
During the 2024-2025 school year, Braven supported 3,500+ Fellows nationwide.

2024-2025 CCNY Braven Fellow Class

512 Fellows completed the Braven Leadership Accelerator course in the 2024-2025 school year at The City College of New York.



2024-2025 CCNY Braven Fellows are:



75% of CCNY Braven Fellows who take the Braven Leadership Accelerator course feel Braven has improved their chances of getting a job a great deal or quite a bit.

61
Net Promoter Score: a widely used customer satisfaction metric on a scale of -100 to 100 that measures how likely a Fellow would recommend Braven to a friend. Above 0 is good, above 20 is favorable, and above 50 is excellent.

Top 5 Majors



PSYCHOLOGY



BUSINESS ADMINISTRATION



ECONOMICS



POLITICAL SCIENCE



SOCIOLOGY



Are we supporting
Fellows to secure
internships and
complete college?



Pathways to Securing Internships for All Students

Securing an internship during college is challenging.

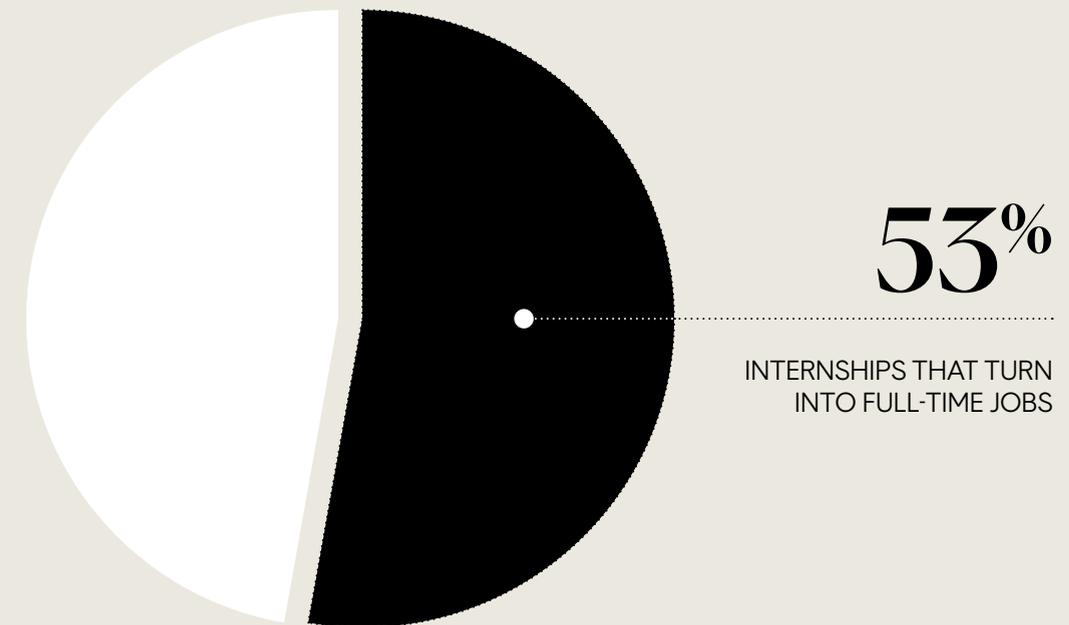
Common reasons students cite for not interning include prioritizing paid work over unpaid internships due to financial need and the difficulty of finding and securing an internship due to a lack of social networks, managing heavy course loads, and a lack of awareness about how to find internships.¹⁰

In 2023, approximately **8.2 million students** wanted an internship, but only 3.6 million had the opportunity.⁸ This means only about four in ten college students secured an internship during their undergraduate experience.



Even in light of these barriers, internships remain an important means for organizations to recruit college-level talent for entry-level roles.

According to the National Association of Colleges and Employers' (NACE) 2024 Internship & Co-op Survey, 53% of eligible interns on average were converted into full-time, entry-level hires by their employers in the 2023-2024 academic year.⁹





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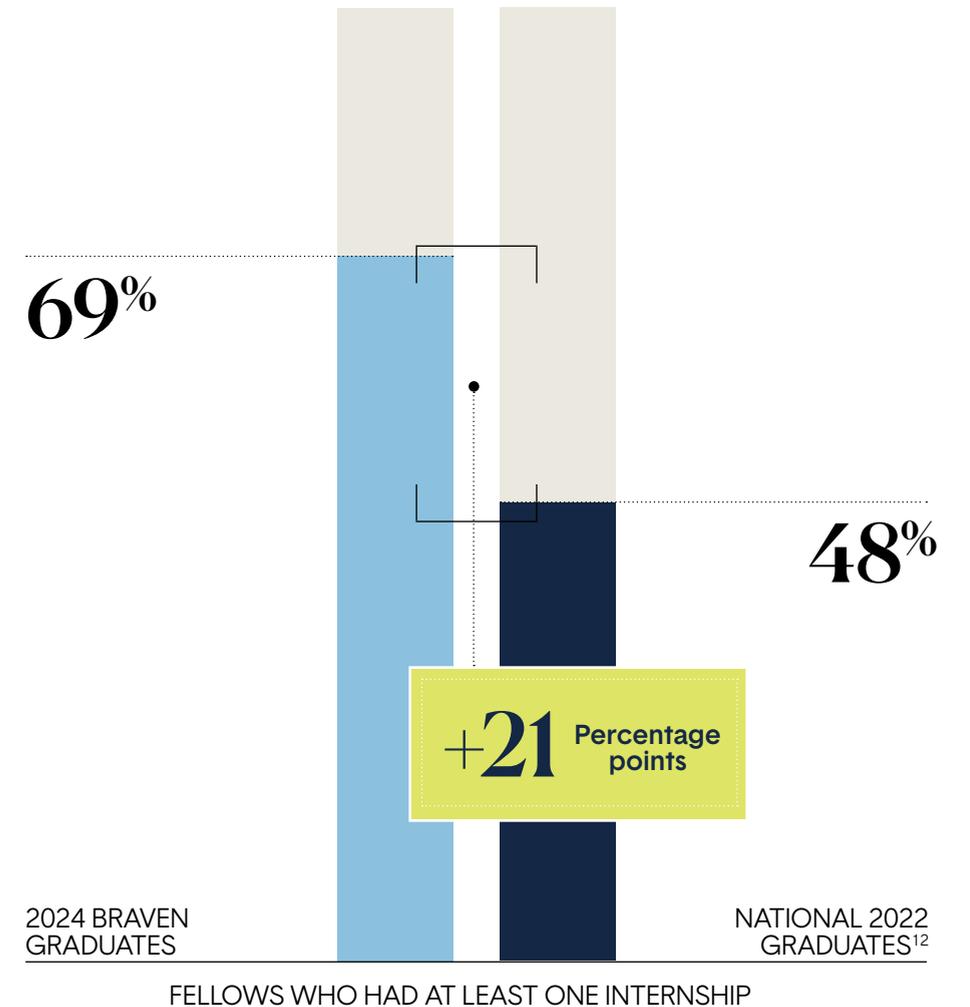
THE CITY COLLEGE OF NEW YORK
Brittany Candelario

Graduate Student, Master of Science
in Education in School Counseling
(K-12) SUNY Brockport



CCNY Braven Fellows Outpace Graduates Nationally in Internship Attainment

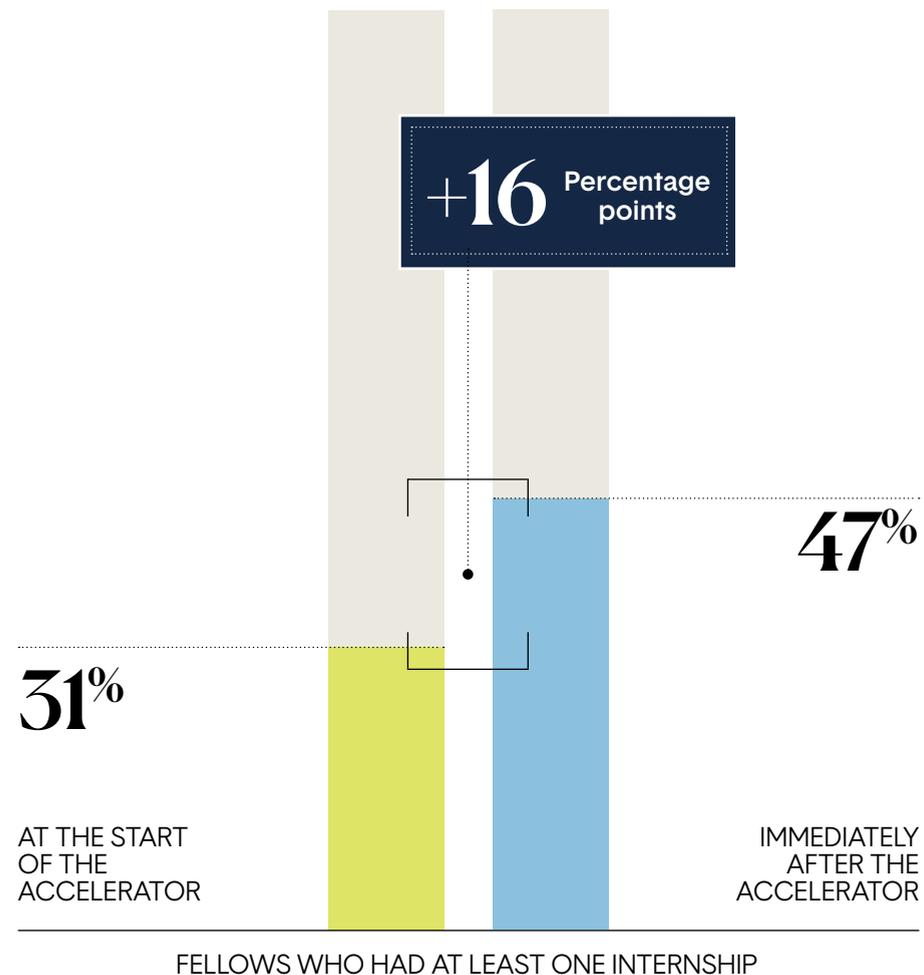
Compared with graduates nationally, CCNY Braven 2024 graduates were 21 percentage points more likely to have at least one internship during their college experience.



At CCNY, the Braven Experience Drives Meaningful Increase in Internship Attainment

Internships are a key step toward strong career outcomes.

In the 2024-2025 school year, CCNY Braven Fellows saw a 16 percentage point uplift in internship attainment between the start and end of the Accelerator course, speaking to an important element of the immediate impact of the Braven experience.



Kyle James, Put you on Stage

THE CITY COLLEGE OF NEW YORK
Vincent Allen
 WINTER 2024 FELLOW
 Production Assistant Intern,
 CUNY TV

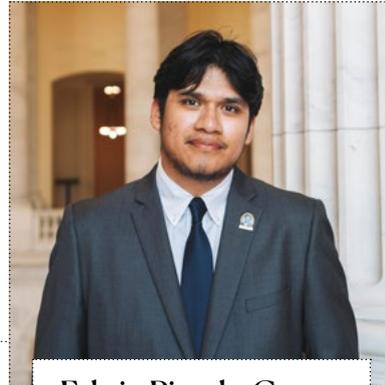
Braven Doubles Size of Capitol Hill Policy Fellowship

Originally launched in 2024 in partnership with Rutgers University-Newark, the Capitol Hill Policy Fellowship has expanded nationally in its second year.

The program now includes eight undergraduate Braven Fellows from Rutgers–Newark, San José State University, and The City College of New York, all placed in paid internships in Congressional offices in Washington, D.C.

The program is designed to support students who are first in their families to go to college and/or face financial constraints to access public service careers through a comprehensive nine-week Fellowship experience.

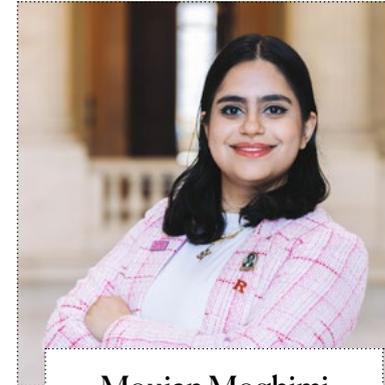
Fellows receive fully covered housing, transportation, a professional wardrobe stipend, and a generous living allowance. They also receive personalized coaching, mentorship, and career development support from Braven and higher education partners.



Edwin Pineda-Cortes

School of Arts & Sciences
Representative LaMonica McIver (NJ-10)

RUTGERS UNIVERSITY-NEWARK



Moujan Moghimi

School of Arts & Sciences
Representative Herb Conaway (NJ-13)

RUTGERS UNIVERSITY-NEWARK



Sarah Artiga

Lucas College of Business
Senate Health, Education, Labor, and Pensions Committee– Minority Staff

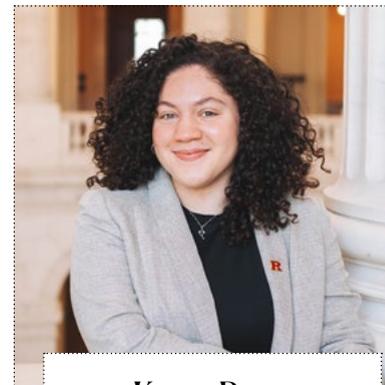
SAN JOSÉ STATE UNIVERSITY



Alexis Castro

School of Criminal Justice
Representative Lois Frankel (FL-21)

RUTGERS UNIVERSITY-NEWARK



Karen Perez

School of Public Affairs & Administration
Representative Nydia Velazquez (NY-7)

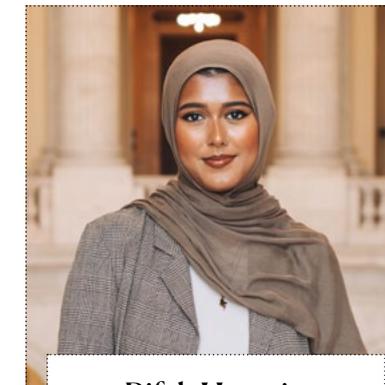
RUTGERS UNIVERSITY-NEWARK



Esron Holder

Business School
Representative LaMonica McIver (NJ-10)

RUTGERS UNIVERSITY-NEWARK



Rifah Hussain

Colin Powell School for Civic And Global Leadership & Division of Humanities and Arts

Senator Tim Kaine (VA)

THE CITY COLLEGE OF NEW YORK



Jacinay Coleman-Shelton

School of Public Affairs & Administration
Representative Bonnie Watson Coleman (NJ-12)

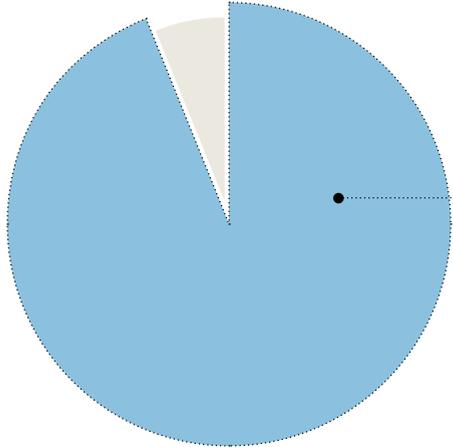
RUTGERS UNIVERSITY-NEWARK



Encouraging Levels of College Completion

94% of CCNY Braven Fellows are persisting in college or have graduated.¹³

Nationally, only about 7 in 10 students graduate within six years of college enrollment.¹⁴ CCNY Braven Fellows, who typically join us during their sophomore or junior year, are persisting and graduating at an encouraging rate.



94%

CCNY BRAVEN FELLOW PERSISTENCE/GRADUATION RATE



THE CITY COLLEGE OF NEW YORK
Darshna Baria

Consulting Analyst,
Accenture



**Are our Fellows
developing the
career readiness
skills, networks, and
confidence needed
for success?**



CCNY Fellow Growth in Career-Readiness Skills

The Braven experience focuses on the following six career-readiness skills: career navigation, problem-solving, teamwork, communication, organization, and leadership.

Why these career-readiness skills?
These career-readiness skills are:

1.

Grounded in what research says is needed to successfully secure a strong first opportunity^{19,21}

2.

In high-demand from employers (however, employers report recent graduates have not sufficiently developed these skills)^{17, 18, 20}

3.

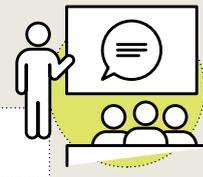
Aligned with other career-readiness frameworks such as the National Association of College Employers (NACE) career-readiness competencies and the Association of American Colleges and Universities (AAC&U)'s VALUE rubrics^{15,16}

In 2024-2025, CCNY Braven Fellows achieved an average Accelerator course pass rate of 92% and average final grade of 83%, showcasing strong career-readiness skill mastery.



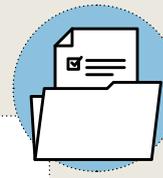
Career Navigation

- Reflects on strength, values, and interests
- Explores multiple career options
- Takes career actions such as making plans, creating a portfolio, and building networks



Leadership

- Leads from values
- Grounds in purpose and assets
- Learns continuously from feedback and reflection



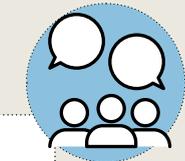
Organization

- Plans and prioritizes tasks
- Monitors progress and adjusts when faced with challenges
- Gets things done



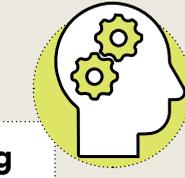
Communication

- Presents ideas clearly and purposefully
- Listens actively to understand and asks questions
- Demonstrates empathy and respect



Teamwork

- Works effectively towards shared goals
- Navigates differences
- Holds self and others accountable for deliverables



Problem Solving

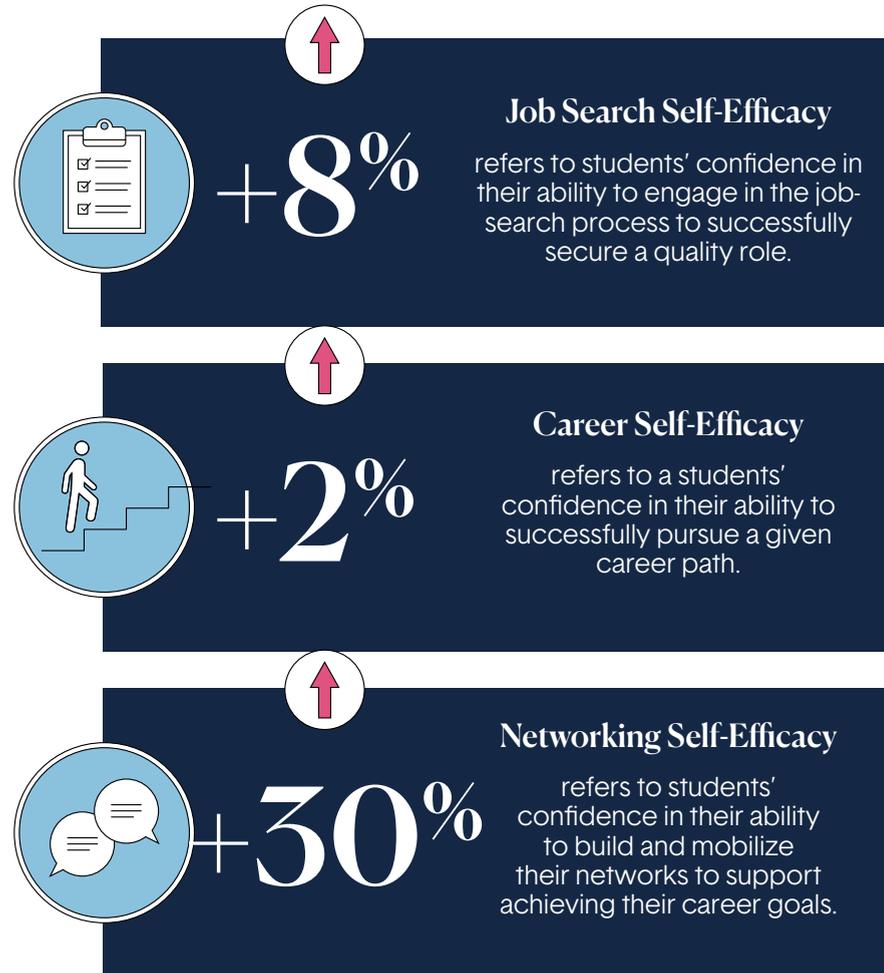
- Defines the problem & identifies root causes
- Designs potential solutions
- Tests & implements solutions

CCNY Fellows' Growth in Confidence: Self-Efficacy Measures

Each semester, Braven measures growth in self-efficacies from the start to the end of the Braven Accelerator.

Self-efficacy is a person's belief in their ability to succeed in various situations and is associated with academic and lifetime success. It is not typically measured through traditional assessments like standardized tests, but plays a large role in explaining job search, career search behaviors, and career outcomes.

In 2024-2025, Braven CCNY Fellows showed growth across all three self-efficacy measures.



THE CITY COLLEGE OF NEW YORK

Kaijiera Allotta

Teen Advisor
Harlem YMCA

Kyle James, Put You On Stage



**Are we building
employer and
higher education
partnerships with
true shared value?**



Employer Spotlight:



This year, Atlassian is one of Braven's partners investing \$250,000 and providing crucial programmatic support.

Braven has 14 projects in Jira Service Management across all departments at Braven.

Atlassian provided \$75,000+ in product support, fueling Braven's ability to scale impact.

Braven's collaboration with Atlassian helps open doors to the American Dream.

IMPACT



EMPLOYEE VOLUNTEERISM



PROGRAMMATIC HIGHLIGHTS

Pre-Summit Fellow Mixer

Host site for San Francisco State University launch

Virtual career treks for Fellows



Braven's transition to the Atlassian suite enables our teams to:



Dr. Grace Cadiz
Partnerships Manager,
Global Education
Atlassian

"Our partnership with Braven shows what's possible when we go all-in: our funding fuels their growth, our technology amplifies their reach, and our volunteers become champions after meeting Braven Fellows who just need that first door opened. If you believe talent is everywhere but opportunity isn't, Braven is proving we can change that and they're inviting all of us to be part of the solution."

Braven National Faculty Council

The Braven National Faculty Council is a distinguished collective of faculty leaders from Braven's partner institutions.

Faculty have deeply informed our model from the start. This past year we formalized their engagement through our Inaugural Faculty Council. These trailblazers serve as strategic advisors in shaping the evolution of our curriculum. They've discussed topics ranging from Braven's approach to generative AI in the curriculum to strengthening alignment between the Capstone Challenge and AAC&U's high-impact practices.



Alicia Schatteman

Vice Provost for Academic Affairs and Professor, **Northern Illinois University**



Hyacinth Miller

Assistant Teaching Professor Africana Studies and Political Science Internship and Study Abroad Director, **Rutgers University-Newark**



Kimeu Boynton

Associate Professor, Sociology and Criminal Justice; Interim Assistant Dean of the College of Humanities, Education & Social Sciences, **Delaware State University**

Director for Liberal, Integrated & Leadership Studies, **Delaware State University**



Kaleena Rogers

Associate Director of Field Education & Teaching Instructor, **Rutgers University-Newark**



Ryan Skinnell

Professor of Rhetoric & Writing and Director of First-Year Writing, **San José State University**



Phyllis Brooks Collins

We couldn't do it without you!

Higher Education Partners & Employer Partners

Higher Education Partners

Chicago State University (BravenX)
The City College of New York
Delaware State University
National Louis University
Northern Illinois University
Rutgers University - Newark
San Francisco State University (launched Fall 2024)
San José State University
Spelman College

BravenX Partners

5 Strong Scholars Foundation
Achieve Atlanta
Arkansas Commitment
Ascend Public Schools
Associated Colleges of Illinois
Augustana College
Breakthrough Kent Denver
Carmen Schools of Science & Technology
Chicago Scholars
Chicago State University
City Year Chicago
Coney Island Prep Public Schools
Cooperman College Scholars

Coral Academy of Science Las Vegas
Cristo Rey Network
DREAM Charter School
DSST Public Schools
Evanston Scholars
Excel Academy Charter School
Excellence Community Schools
Freedom Preparatory Academy Charter Schools
IDEA Public Schools
Judson University
KIPP Metro Atlanta
KIPP Forward
KIPP NJ
Lehman College
LISA Academy
National Association for Urban Debate Leagues
Newark Youth Career Pathways Program
North Central College
Noble Schools
Rivet School
SEEDS
The Academy Charter School
The Wight Foundation
Uncommon Schools
Uplift Education
UtmostU

Employer Partners

LEAD

(\$250K+ and programmatic support)

Adobe
Apollo Opportunity Foundation
Barclays
Blackstone Charitable Foundation
Deloitte
JPMorgan Chase Foundation
LinkedIn
Morgan Stanley
NBA Foundation

ANCHOR

(\$100K+ and programmatic support)

Brooks Brothers & The Golden Fleece Foundation
Cognizant US Foundation
Salesforce
The College Board
UBS

KEYSTONE

(\$25K+ and programmatic support)

Berkshire Hathaway Specialty Insurance
Blackbaud
BlackRock
CIBC Bank USA
Clayton, Dubilier & Rice
Silver Lake
Taco Bell Foundation
United Airlines

INNOVATION

(\$10K+ and programmatic support)

Hall Capital Partners
Neuberger Berman
Rakuten International

IMPACT

(\$5K+ and/or programmatic support)

Cadent
Catalina
McKinsey & Company
Student Leadership Network

Philanthropic Supporters (\$10k+)

Akila Grewal
Carnegie Corporation of New York
Carroll and Milton Petrie Foundation
Charles Hayden Foundation
Deloitte Foundation
Gray Foundation
Ken Ohashi & Adam Freed
Meghan Mckay & Allen Thorpe
Siegel Family Endowment
The Carson Family Charitable Trust
The Ichigo Foundation
The Jeffrey H. and Shari L. Aronson Family Foundation
The Laurie M. Tisch Illumination Fund
The Neuberger Berman Foundation

And a big thank you to our New York City Board of Directors:

Roger G. Arrieux, Jr.
Kimara Bonhomme
Akila Grewal
Ken Ohashi

Endnotes

1. Statistics are drawn from data provided by the National Center for Education Statistics, including figures from its Digest of Education Statistics (January 2024 table) and a report on Pell Grant recipients (February 2018). Further data is from the National Student Clearinghouse Research Center's "Transfer and Progress" report (February 2024) and the IPEDS Trend Generator (data as of Winter 2020–21).
2. We have jobs data for 82% of 2024 Braven CCNY graduates.
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9. Marken, Stephanie, and Tyisha Curtis. "Four in 10 College Students Have Had Internship Experience." *Gallup*, 2023, <https://www.gallup.com/education/509468/four-college-students-internship-experience.aspx>.
10. Marken & Curtis, 2023; Strada, 2024.
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12. Strada Education Foundation. "From College to Career: Students' Internship Expectations and Experiences." Strada Education Foundation, 17 May 2023.
13. Year-over-year persistence/graduation rate is calculated for the 350 CCNY Braven Fellows who took the Accelerator in Spring 2023 or Spring 2024.
14. National comparison is the implied six-year graduation rate for Pell Grant recipients who were full-time, first-time degree/certificate-seeking undergraduate students in the 2017 starting cohort (adjusted) at four-year public Title IV institutions, after accounting for those who persisted from freshman to sophomore year and from sophomore to junior year. Sources for data: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2023–24, Graduation Rates component (provisional data); Pitcher, McCall, and Parson, Kelle. "More to the Retention Story: Exploring Second- to Third-Year Retention at 4-Year Colleges and Universities." American Institutes for Research. July 2023.
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