



# 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.



RUTGERS UNIVERSITY-NEWARK

**Oscar Alvarado**

Compliance Examiner,  
National Futures Association

Joshua Christie | Purpose Portraits

# 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?



Joshua Christie | Purpose Portraits

**RUTGERS UNIVERSITY-NEWARK**  
**Erica Pino**  
Master of Business and  
Science in Computer  
& Information Science,  
Rutgers University-Newark





Joshua Christie | Purpose Portraits



RUTGERS UNIVERSITY-NEWARK  
**Vaibhavi Patel**

Field Operations Consultant,  
McDonald's

# 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.<sup>1</sup>

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

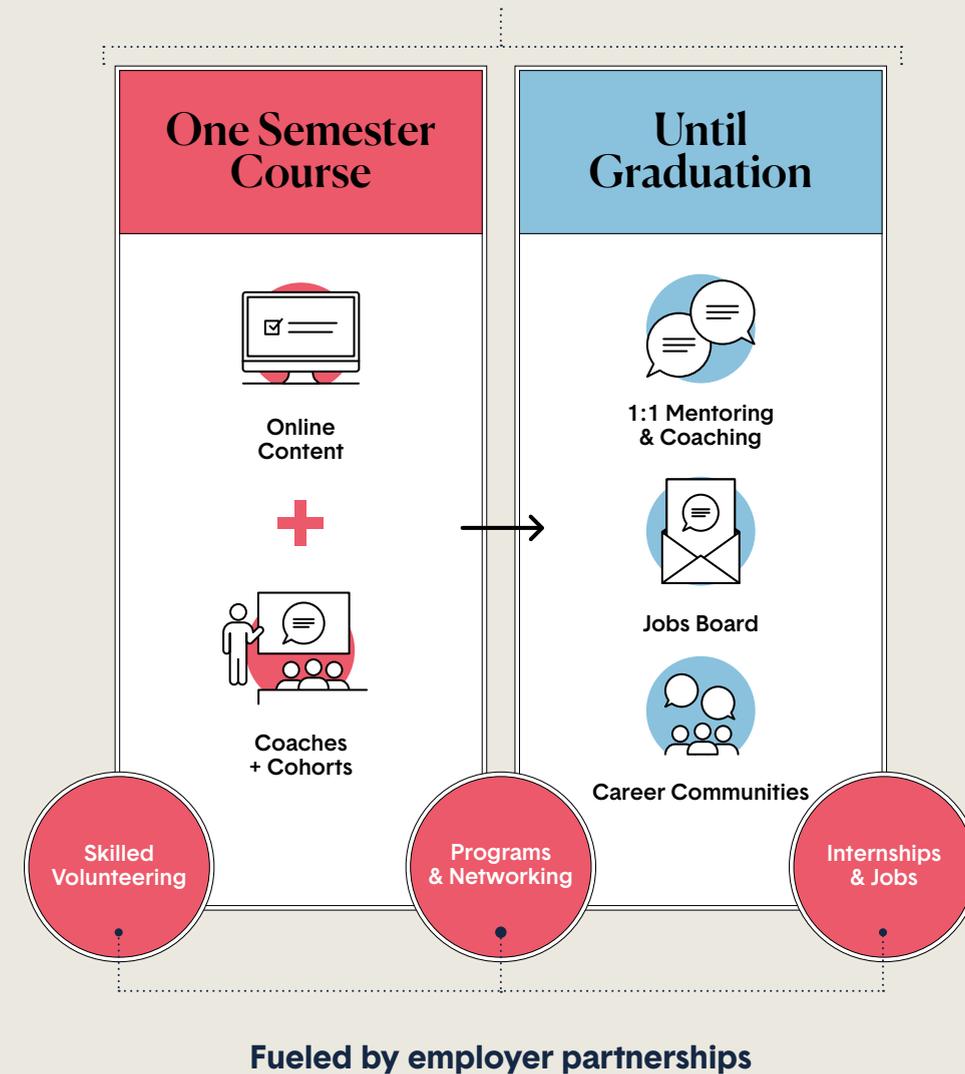
Braven empowers promising college students on their paths toward quality economic opportunities through a semester-long, cohort-based course—developed with input from our higher education partners and faculty—and support that extends beyond the course, continuing through six months after college graduation.

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 158 Braven Fellows who graduated from Rutgers University-Newark in 2024, **93%** are employed or enrolled in graduate school and **90%** secured quality or pathway outcomes.<sup>2</sup>

## 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



**RUTGERS UNIVERSITY-NEWARK**  
**Alisson López Donado**  
 Master of Public Health,  
 Rutgers School of Public Health





Joshua Christie | Purpose Portraits

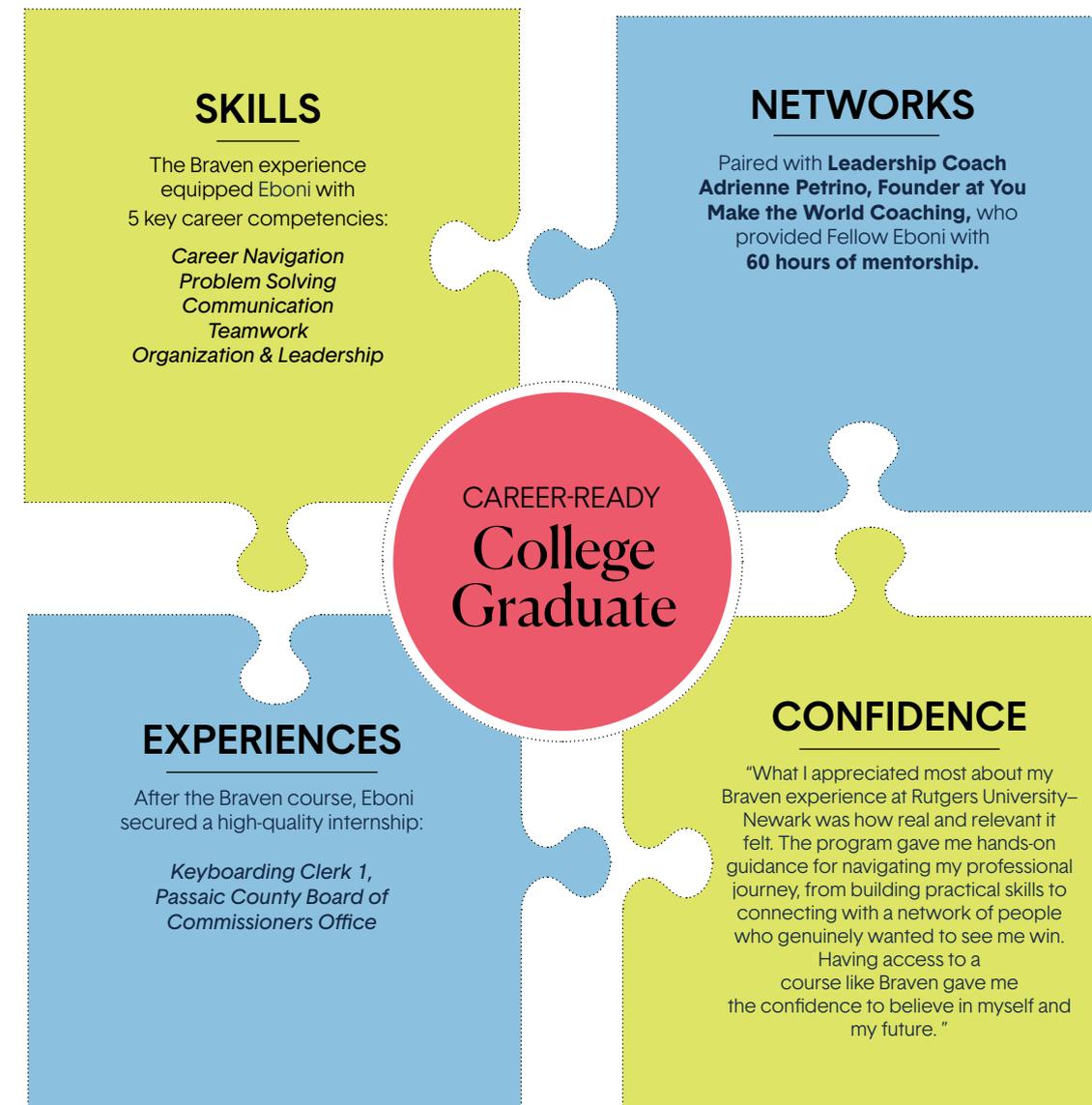


RUTGERS UNIVERSITY-NEWARK

**Eboni Bugg**

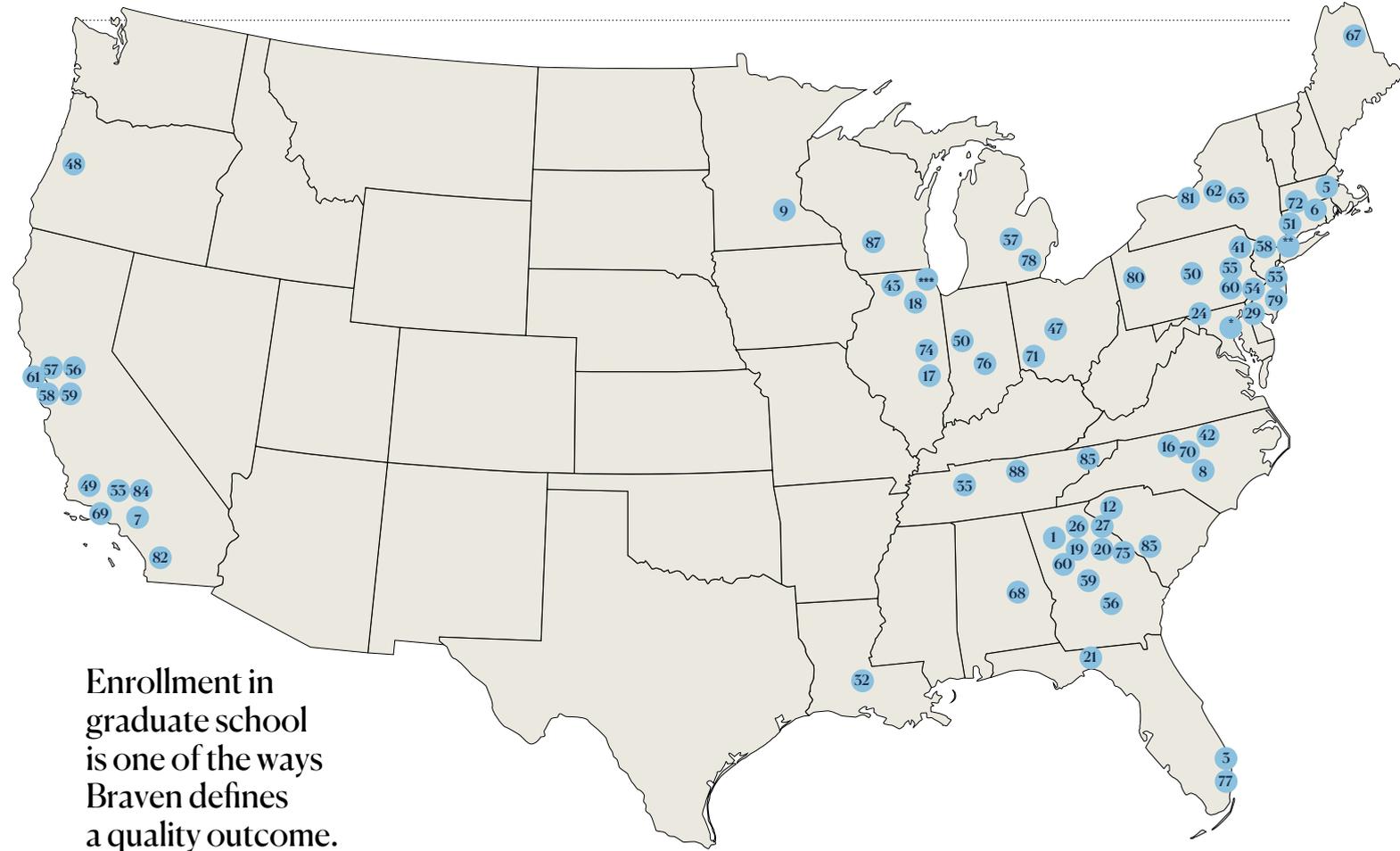
Program Coordinator,  
Rutgers University-Newark myRUN

With RU-N and Braven's help, Eboni Bugg built the foundation for her path to the American Dream.



# Fellow Enrollment in Graduate School

23% of our 2024 graduates nationally went on to graduate school within six months of graduation.



Enrollment in graduate school is one of the ways Braven defines a quality outcome.

- |  |  |  |  |
|--|--|--|--|
| 1. Agnes Scott College                           | 29. Howard University*   | 53. Rutgers Business School  | 77. University of Miami                                      |
| 2. American University*                          | 30. Lebanon Valley College   | 54. Rutgers School of Public Health  | 78. University of Michigan                                   |
| 3. Barry University                              | 31. Lehman College**   | 55. Rutgers University - Newark  | 79. University of Pennsylvania Perelman School of Medicine   |
| 4. Baruch College**                              | 32. Louisiana State University and Agricultural and Mechanical College | 56. Samuel Merritt University  | 80. University of Pittsburgh                                 |
| 5. Boston University                             | 33. Loyola Marymount University  | 57. San José State University  | 81. University of Rochester School of Medicine and Dentistry |
| 6. Brown University                              | 34. Loyola University Chicago***                                       | 58. San José State University - Charles W. Davidson College of Engineering | 82. University of San Diego                                  |
| 7. California State University, Long Beach       | 35. Meharry Medical College  | 59. Seton Hall University School of Law                                    | 83. University of South Carolina                             |
| 8. Campbell University                           | 36. Mercer University  | 60. South College Atlanta  | 84. University of Southern California                        |
| 9. Capella University                            | 37. Michigan State University  | 61. Stanford University  | 85. University of Tennessee                                  |
| 10. Chicago School of Professional Psychology*** | 38. Montclair State University   | 62. State University of New York Upstate Medical University                | 86. University of the District of Columbia*                  |
| 11. Chicago-Kent College of Law***               | 39. Morehouse School of Medicine                                       | 63. Syracuse University  | 87. University of Wisconsin-Milwaukee                        |
| 12. Clemson University                           | 40. National Louis University***                                       | 64. The City College of New York**   | 88. Vanderbilt University                                    |
| 13. Columbia University**                        | 41. New Jersey Institute of Technology                                 | 65. The City University of New York**                                      |  |
| 14. Cornell University**                         | 42. North Carolina Central University                                  | 66. The George Washington University*                                      | <b>International Schools</b>                                 |
| 15. DePaul University***                         | 43. Northern Illinois University                                       | 67. Tufts University   | 1. British Academy of Dramatic Arts                          |
| 16. Duke University                              | 44. Northwestern University***   | 68. Tuskegee University  | 2. London School of Economics                                |
| 17. Eastern Illinois University                  | 45. New York University**  | 69. University of California, Los Angeles                                  | 3. University of Manchester                                  |
| 18. Elmhurst University                          | 46. New York University Silver School of Social Work**                 | 70. University of North Carolina at Chapel Hill                            |  |
| 19. Emory University                             | 47. Ohio State University  | 71. University of Cincinnati   |  |
| 20. Emory University Goizueta Business School    | 48. Oregon State University  | 72. University of Connecticut  |  |
| 21. Florida A&M University                       | 49. Pepperdine University  | 73. University of Georgia  |  |
| 22. George Mason University*                     | 50. Purdue University  | 74. University of Illinois Urbana-Champaign                                |  |
| 23. George Washington University*                | 51. Quinnipiac University  | 75. University of Illinois Chicago***                                      |  |
| 24. Georgetown University*                       | 52. Rush University***   | 76. University of Indianapolis   |  |
| 25. Georgetown University School of Medicine*    |  |  |  |
| 26. Georgia State University                     |  |  |  |
| 27. Georgia State University College of Law      |  |  |  |
| 28. Hofstra University**                         |  |  |  |

\* Denotes schools in Washington D.C. area (8)  
 \*\* Denotes schools in New York City area (9)  
 \*\*\* Denotes schools in Chicago area (8)



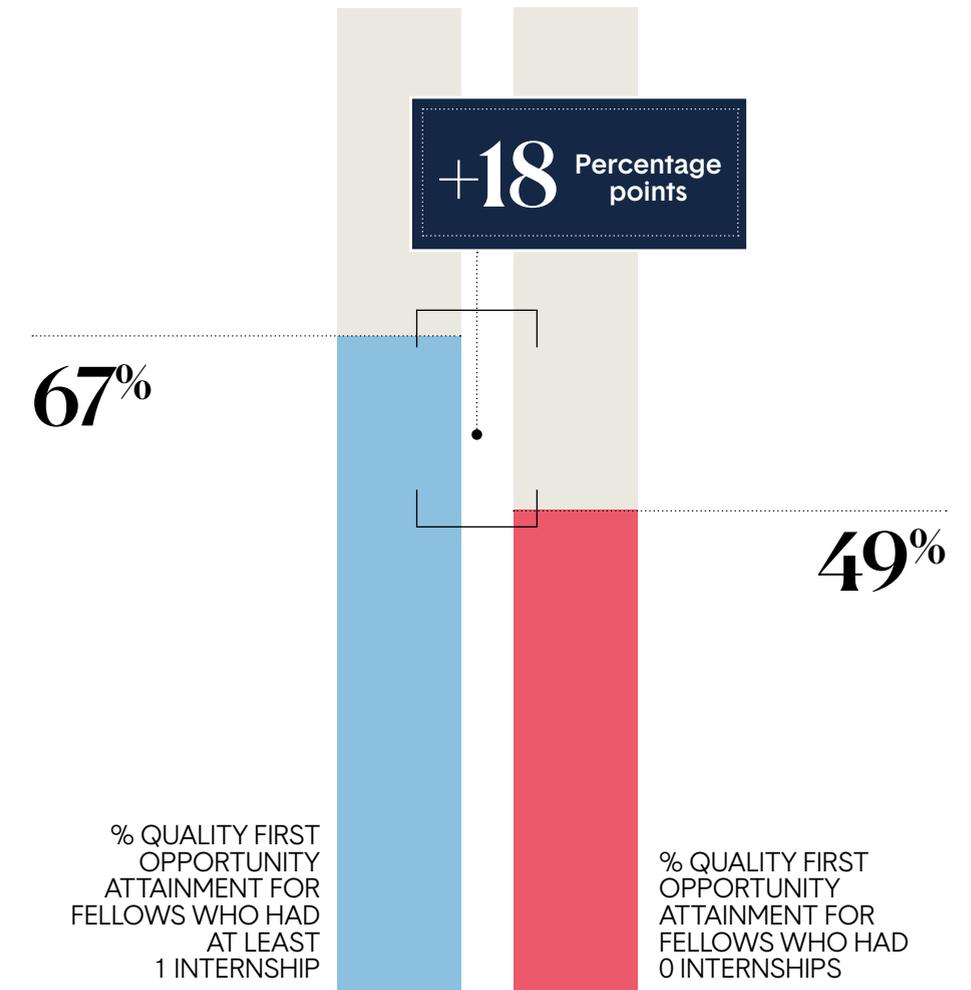
RUTGERS UNIVERSITY-NEWARK  
**Diana Serquen**

Social Work Intern,  
Essex County College - Educational  
Opportunity Fund Program

# 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%).



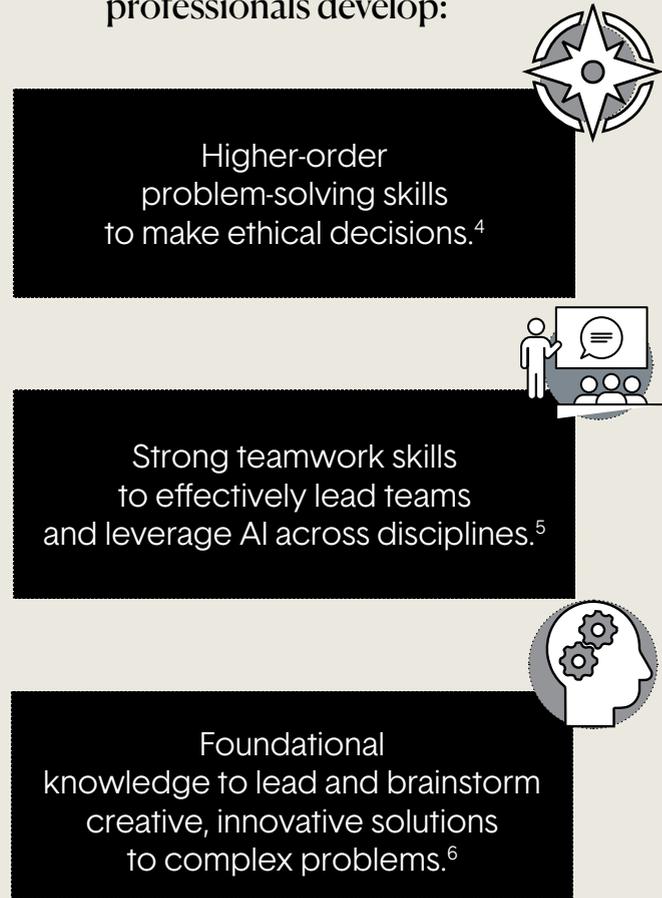


# Rise of AI Presents Opportunities and Concerns for New Graduates

AI is likely to automate tasks that are tedious and routine—those typically performed by entry-level talent.<sup>3</sup> 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.

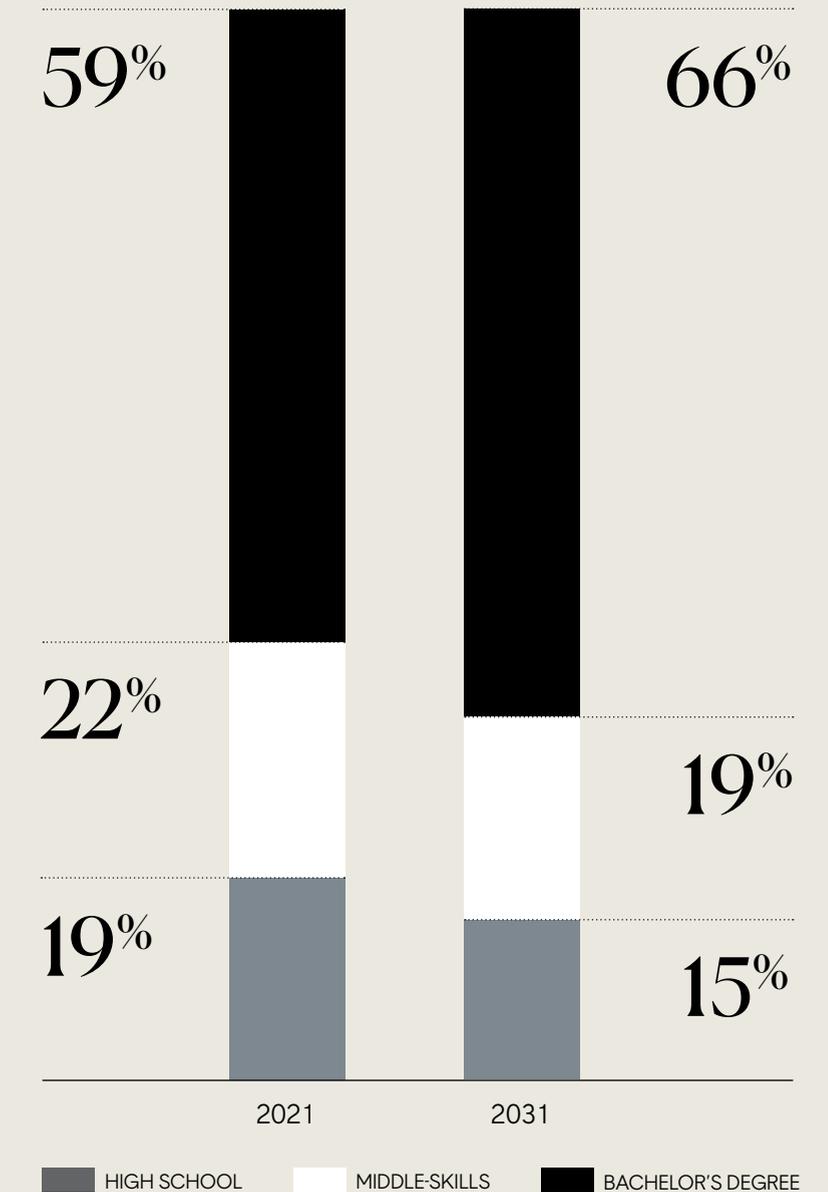
College helps early career professionals develop:



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.<sup>7</sup>

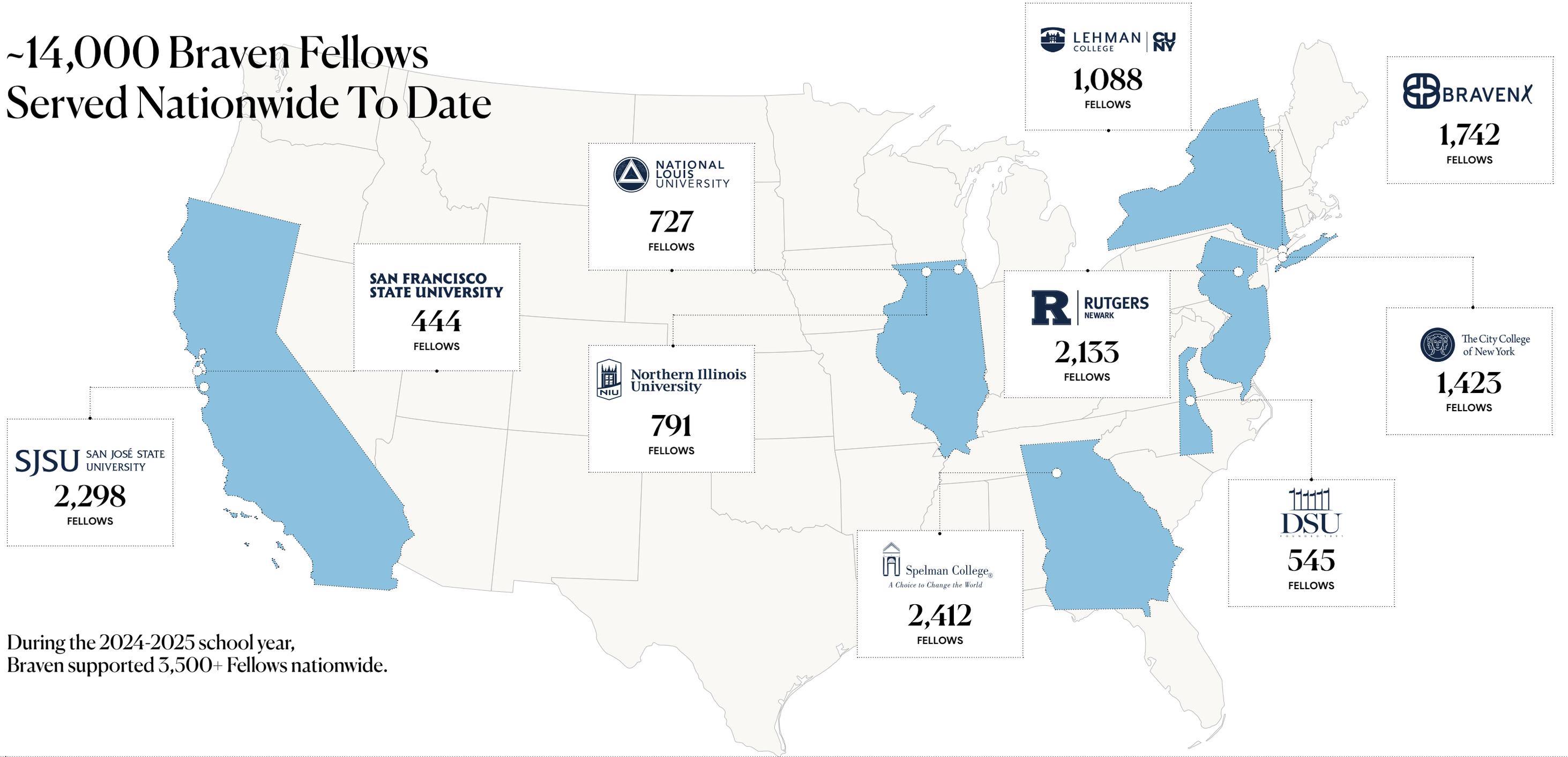
Distribution of Good Jobs by Educational Pathway





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

# ~14,000 Braven Fellows Served Nationwide To Date



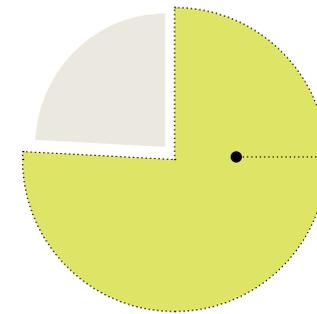
During the 2024-2025 school year,  
Braven supported 3,500+ Fellows nationwide.

# 2024-2025 RU-N Braven Fellow Class

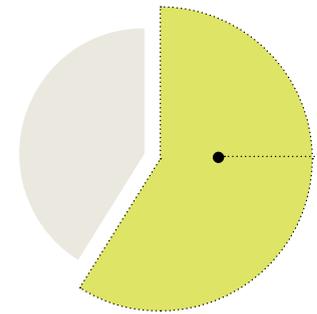
507 Fellows completed the Braven course in the 2024-2025 school year at Rutgers University-Newark.



2024-2025 RU-N Braven Fellows are:



77% STUDENTS WITH LIMITED FINANCIAL RESOURCES



57% FIRST-GENERATION COLLEGE STUDENTS

74% of RU-N Braven Fellows who take the Braven Accelerator Course feel Braven has improved their chances of getting a job a great deal or quite a bit.

**53**  
**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



CRIMINAL JUSTICE



BUSINESS



PSYCHOLOGY



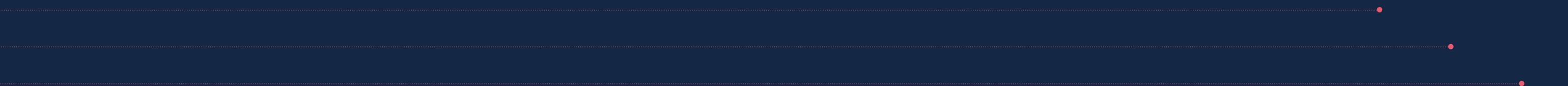
COMPUTER SCIENCE



POLITICAL SCIENCE



**Are we supporting  
Fellows to secure  
internships and  
complete college?**



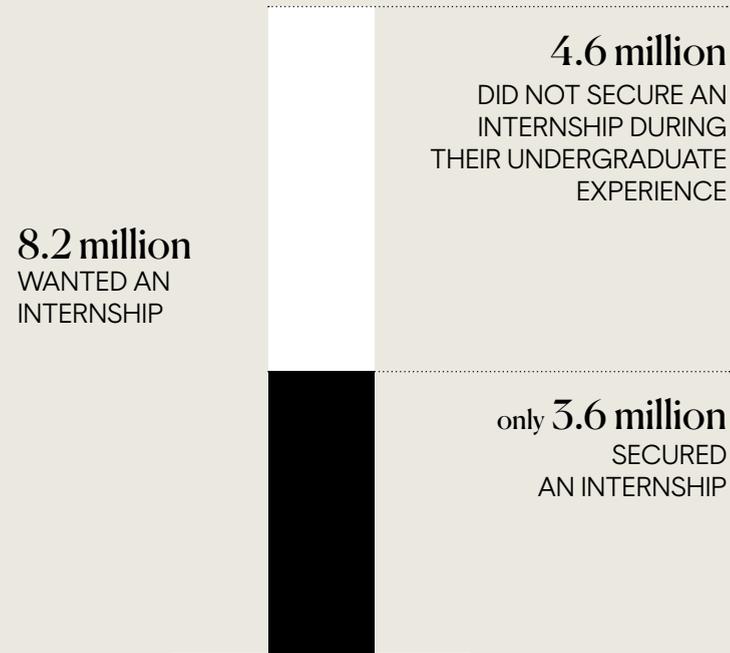


# Pathways to Securing Internships for All Students

## Securing an internship during college is challenging.

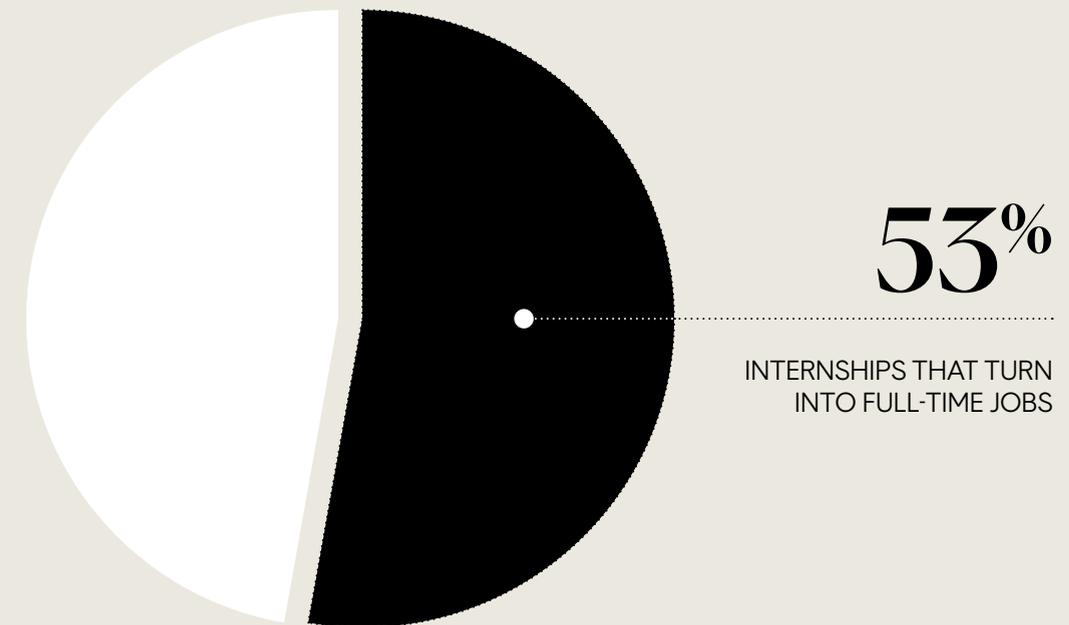
Common reasons students cite for not interning include prioritizing paid work over unpaid internships due to financial need and the difficulty of finding and securing an internship due to a lack of social networks, managing heavy course loads, and a lack of awareness about how to find internships.<sup>10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

In 2023, approximately **8.2 million students** wanted an internship, but only 3.6 million had the opportunity.<sup>8</sup> 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.<sup>9</sup>





SPRING  
2024  
FELLOW

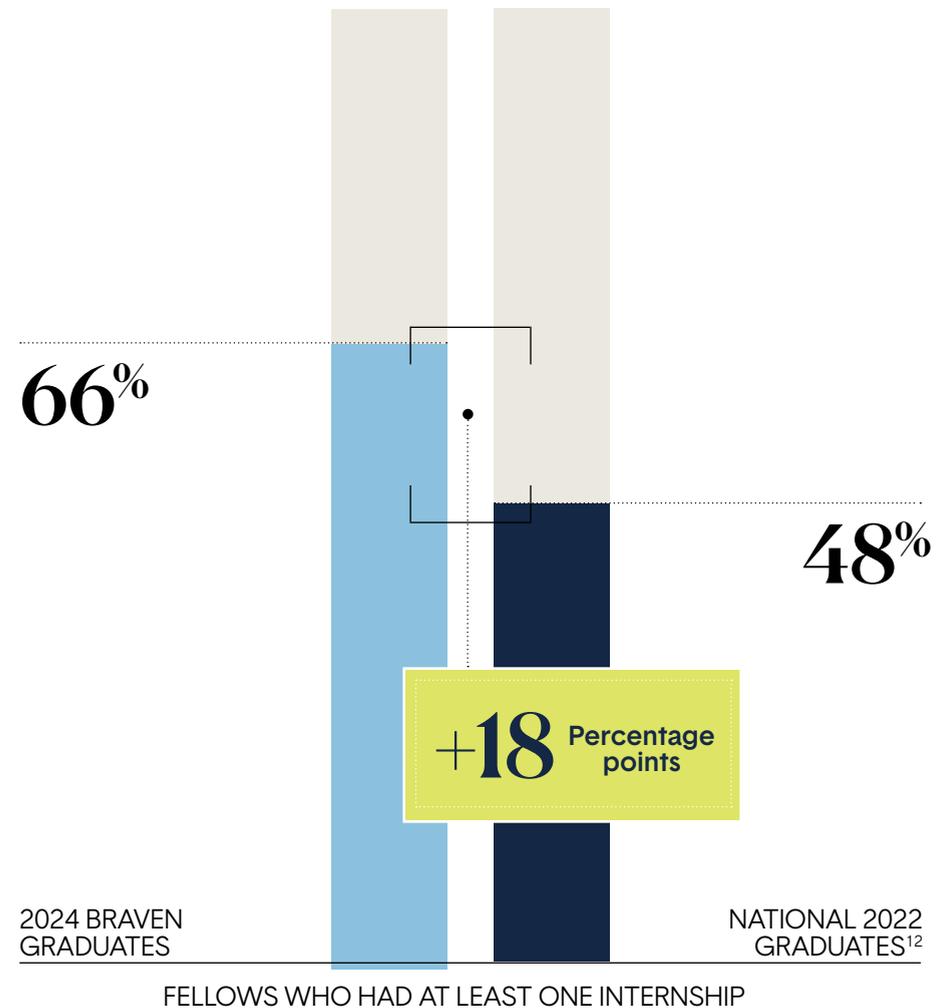
RUTGERS UNIVERSITY-NEWARK

**Disha Ramgiri**

SAP Intern,  
Wakefern Food Corp.

# RU-N Braven Fellows Outpace Graduates Nationally in Internship Attainment

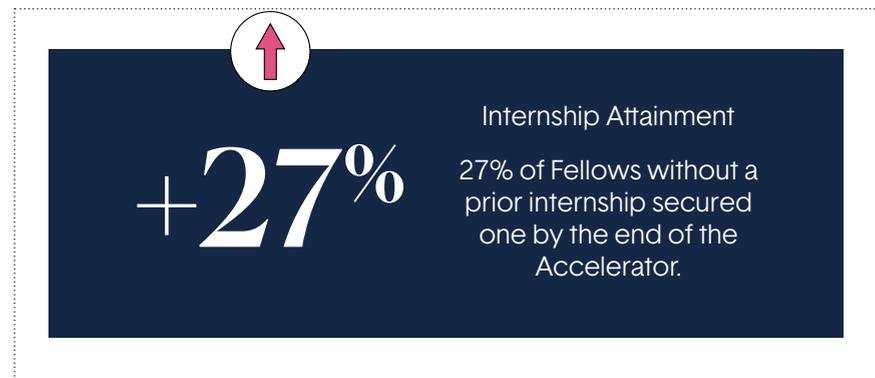
Compared with graduates nationally, Rutgers University-Newark Braven 2024 graduates were 18 percentage points more likely to have at least one internship during their college experience.



# At RU-N, the Braven Experience Drives Meaningful Increases in Internship Attainment

Internships are a key step toward strong career outcomes.

In the 2024-2025 school year, 27% of RU-N Fellows who had 0 internships at the start of the Accelerator reported one or more by the end of the Accelerator, speaking to an important element of the immediate impact of the Braven experience.



xx



RUTGERS UNIVERSITY-NEWARK

**Tasfia Khan**

Data Analyst Intern  
Rutgers Scarlet Service Internship

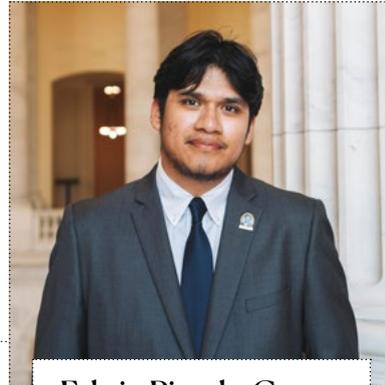
# Braven Doubles Size of Capitol Hill Policy Fellowship

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)

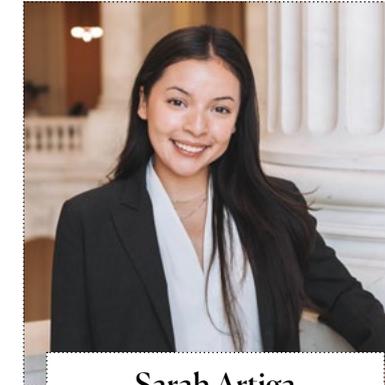
RUTGERS UNIVERSITY-NEWARK



**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)

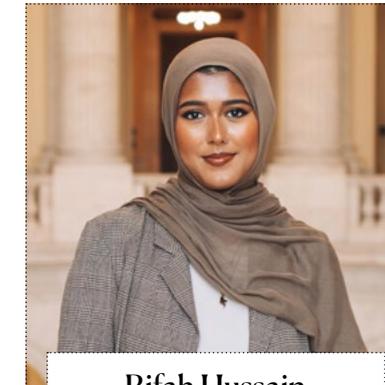
RUTGERS UNIVERSITY-NEWARK



**Ebron Holder**

Rutgers 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





Joshua Christie | Purpose Portraits



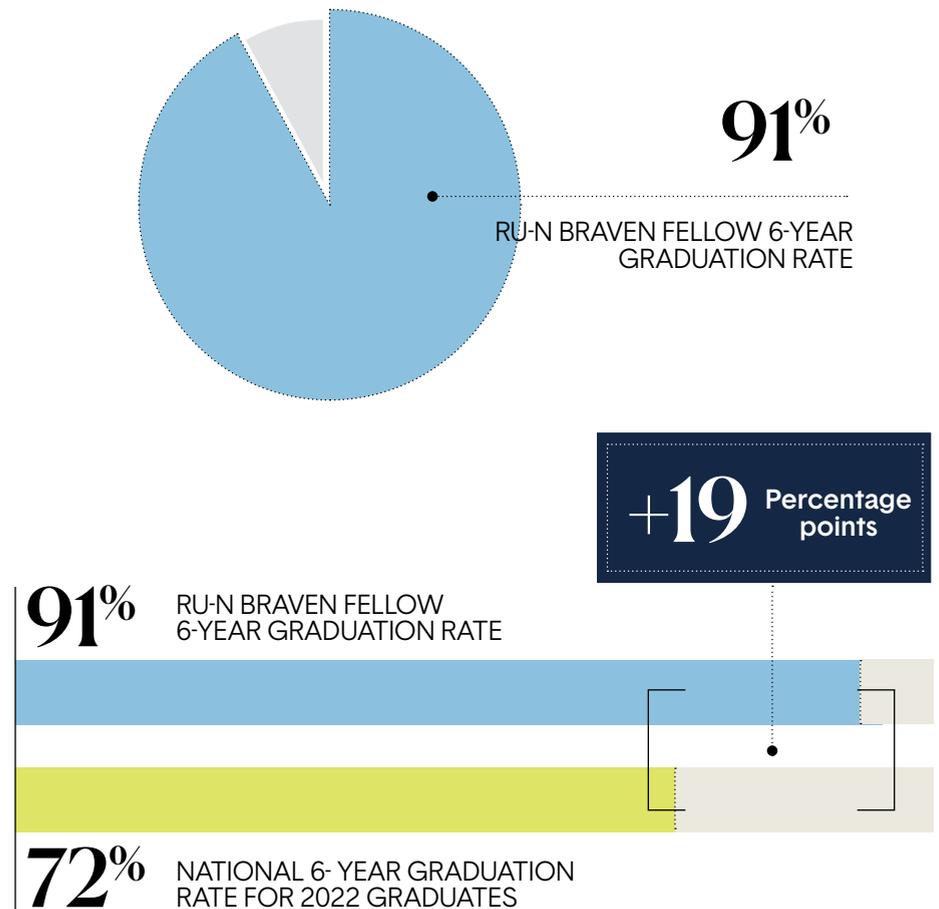
RUTGERS UNIVERSITY-NEWARK  
**Angelina Vertiz**

Lead Mentor,  
Rutgers Future Scholars

# Encouraging Levels of College Completion

RU-N Fellows have achieved a 91% six-year graduation rate.<sup>13</sup>

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





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



# RU-N 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<sup>19,21</sup>

**2.** In high-demand from employers (however, employers report recent graduates have not sufficiently developed these skills)<sup>17, 18, 20</sup>

**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<sup>15,16</sup>

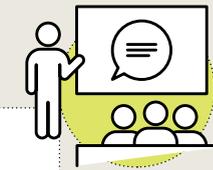
In 2024-2025, Braven Fellows achieved an average Accelerator course pass rate of 96% and average final grade of 85%, showcasing strong career-readiness skill mastery.

## Career Navigation



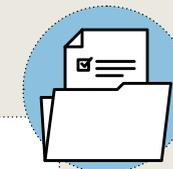
- Reflects on strength, values, and interests
- Explores multiple career options
- Takes career actions such as making plans, creating a portfolio, and building networks

## 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 and identifies root causes
- Designs potential solutions
- Tests and implements solutions

# Network Strength

Extensive research has illustrated the importance of networks or social capital in career navigation and success.<sup>22</sup>

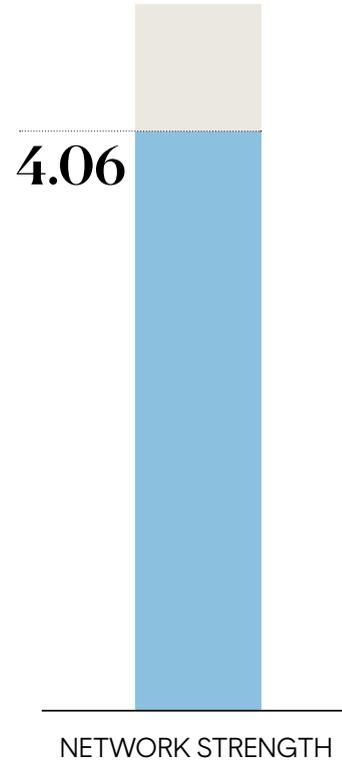
Braven supports students to build professional networks consisting of strong relationships and to build the skills necessary to mobilize those networks to advance their career goals.

To measure students' Network Strength, we leverage resources from the Search Institute.

In 2024-2025, RU-N Braven Fellows scored a 4.06 out of 5.0 in Network Strength.

## Network Strength

Indicates whether students have people in their network who they could go to for help, are trusted, and they feel close to, as well as those who they feel less close to but who may make a connection or help them access opportunities to achieve their goals.



To put these results into context, on a scale of 1 (strongly disagree) to 5 (strongly agree), Braven Fellows report that by the end of the Accelerator, their networks encompass trusted strong ties and valuable weak ties that they can rely on for professional support.



RUTGERS UNIVERSITY-NEWARK

**Sophia Estape**

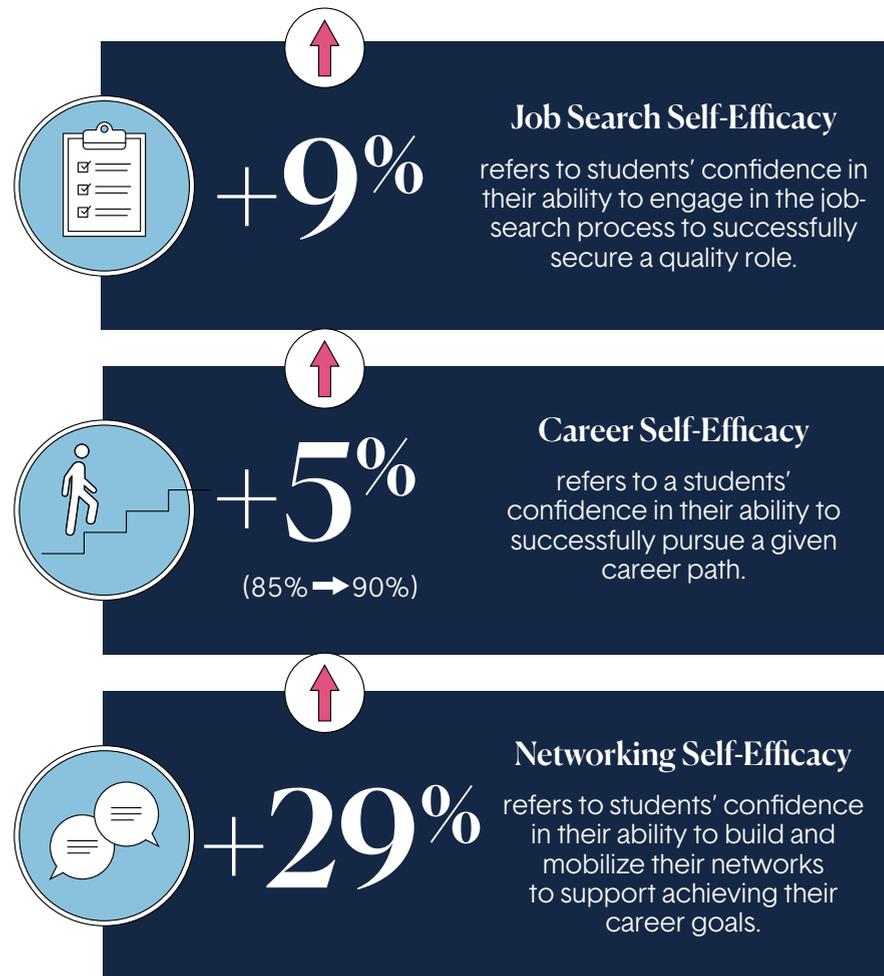
Staff Geologist,  
Langan

# RU-N 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 RU-N Fellows showed growth across all three self-efficacy measures.



Joshua Christie | Purpose Portraits



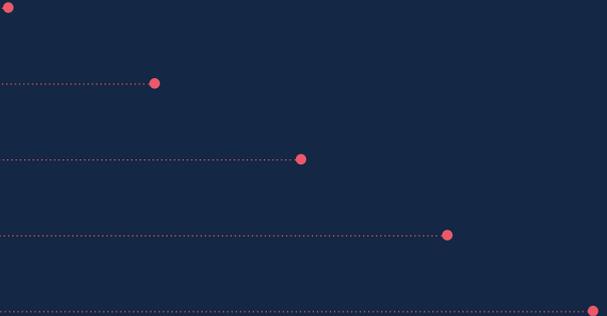
RUTGERS UNIVERSITY-NEWARK

**John-Marc Attis**

Account Consultant,  
Horizon Blue Cross Blue Shield  
of New Jersey



**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'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

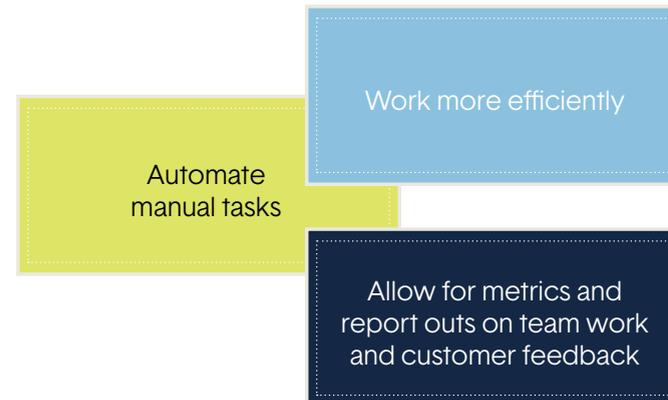
Virtual career treks for Fellows

Braven 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 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  
 NBA Foundation  
 Prudential Financial

#### ANCHOR

*(\$100K+ and programmatic support)*

Cognizant US Foundation  
 Salesforce  
 The College Board  
 UBS

#### KEYSTONE

*(\$25K+ and programmatic support)*

Audible  
 Berkshire Hathaway Specialty Insurance  
 Blackbaud  
 CBRE  
 nvp  
 Panasonic North America  
 Silver Lake

Taco Bell Foundation  
 United Airlines

#### INNOVATION

*(\$10K+ and programmatic support)*

Devils Youth Foundation  
 Horizon Blue Cross Blue Shield of New Jersey  
 J&L Companies  
 Rakuten International

#### IMPACT

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

1Huddle  
 AEA Investors  
 Choose New Jersey  
 Harris Blitzer Sports & Entertainment  
 IQVIA  
 Jacobs Levy Equity Management  
 Philadelphia 76ers  
 Synchrony  
 Vanguard

## Philanthropic Supporters (\$10k+)

Anonymous  
 Arbor Rising  
 Charles and Lynn Schusterman Family Philanthropies  
 Deloitte Foundation  
 Geraldine R. Dodge Foundation  
 Impact100 Essex  
 John & Wendy Cozzi  
 Leon and Toby Cooperman Family Foundation  
 Linda & Brian Sterling  
 Lisa & Joseph Amato  
 Lynn Selassie  
 M&T Weiner Foundation  
 Schultz Family Foundation  
 Susan & Thomas Dunn  
 The MCJ Amelior Foundation  
 The Support New Jersey Fund  
 Victoria Foundation

### And a big thank you to our New Jersey Board of Directors:

Lisa Amato  
 Rina Desai  
 Susan Dunn  
 Ryan Hill  
 Matthew Iversen  
 Harry Li  
 Jacklyn Rider  
 Lynn Selassie  
 Solomon Steplight

Special thank you to Prudential Foundation, Braven's first employer partner, and congratulations on 150 years!



#### IMPACT

282  
 Volunteers

6,000+  
 Hours Volunteered

# Endnotes

1. Statistics based on data from the National Center for Education Statistics (2023 digest and 2019 NCES 2019-487), National Student Clearinghouse Research Center's Transfer & Progress report (Fall 2022), and Third Way's "The Pell Divide: How Four-Year Institutions are Failing to Graduate Low- and Moderate-Income Students" (2018).
2. We have jobs data for 87% of FY24 RU-N Braven graduates. Numbers may add up to or be greater than 100% due to rounding.
3. Thompson, Derek. "The Job Market Is Worse Than It Looks—Especially for Young People." *The Atlantic*, 18 Apr. 2025, <https://www.theatlantic.com/economy/archive/2025/04/job-market-youth/682641/>. Accessed 19 May 2025.
4. McKendrick, John and Andrew Thurai. "AI Isn't Ready to Make Unsupervised Decisions." *Harvard Business Review*, 16 Sept. 2022, [hbr.org/2022/09/ai-isnt-ready...supervised-decisions](https://hbr.org/2022/09/ai-isnt-ready...supervised-decisions).
5. Sanders, Nada R. and John D. Wood. "The Skills Your Employees Need to Work Effectively with AI." *Harvard Business Review*, 3 Nov. 2023, [hbr.org/2023/11/the-skills-yo...effectively-with-ai](https://hbr.org/2023/11/the-skills-yo...effectively-with-ai).
6. Caddy, Becca. "How Does ChatGPT Know So Much about Everything? Here's Where AI Gets Its Knowledge from." *TechRadar*, 7 June 2025, [www.techradar.com/computing/artificial-intelligence/how-does-chatgpt-know-so-much-about-everything-heres-where-ai-gets-its-knowledge-from](https://www.techradar.com/computing/artificial-intelligence/how-does-chatgpt-know-so-much-about-everything-heres-where-ai-gets-its-knowledge-from).
7. Strohl, Jeff, et al. *The Future of Good Jobs: Projections through 2031*. Georgetown University Center on Education and the Workforce, 2024, [cew.georgetown.edu/cew-report...jobsprojections2031/](https://cew.georgetown.edu/cew-report...jobsprojections2031/).
8. Williams, Candace, et al. *Expanding Internships: Harnessing Employer Insights to Boost Opportunity and Enhance Learning*. Business-Higher Education Forum, 2024. <https://www.bhef.com/publications/expanding-internships-harnessing-employer-insights-to-boost-opportunity-and-enhance>.
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.
11. Jackson, Johnny. "Intern Hiring Is Stable for 2024: NACE Survey." *Diverse: Issues In Higher Education*, 25 Apr. 2024, <https://www.diverseeducation.com/students/article/15669496/intern-hiring-is-stable-for-2024-nace-survey>.
12. Strada Education Foundation. "From College to Career: Students' Internship Expectations and Experiences." Strada Education Foundation, 17 May 2023.
13. Six-year graduation rate of Braven Fellows includes students who enrolled as first-time freshmen at RU-N, not including those who took Braven as seniors, transfer students, or international students.
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.
15. National Association of Colleges and Employers (NACE). (2022). *Career Readiness: Development and Validation of NACE Career Readiness Competencies*.
16. Association of American Colleges and Universities. (2009). *Valid Assessment of Learning in Undergraduate Education (VALUE)*. Author. <https://www.aacu.org/initiatives/value>.
17. Finley, A.P. (2023) *The Career-Ready Graduate: What Employers Say About the Difference College Makes*. AAC&U. <https://dgm81phvh63.cloudfront.net/content/user-photos/Research/PDFs/AACU-2023-Employer-Report.pdf>.
18. NACE. (November 2023). *Job Outlook 2024*. <https://www.naceweb.org/docs/default-source/default-document-library/2023/publication/research-report/2024-nace-job-outlook.pdf>.
19. Joseph B. Fuller, Kerry McKittrick, et al. (Fall 2023). *Unlocking Economic Prosperity: Career Navigation in a Time of Rapid Change*. Published by the Harvard Kennedy School.
20. Georgetown University Center on Education and the Workforce, *Workplace Basics: The Competencies Employers Want, 2020*. (cited above as: Carnevale, Fasules, and Campbell, 2020). <https://cew.georgetown.edu/cew-reports/competencies/>.
21. Rios, J.A., Ling, G., Pugh, R., Becker, D., & Bacall, A. (2020) *Identifying Critical 21st-Century Skills for Workplace Success: A Content Analysis of Job Advertisements*. *Educational Researcher*. 49(2) 80-89. <https://journals-sagepub-com.ezproxy.cul.columbia.edu/doi/epub/10.3102/0013189x19890600>.
22. Fuller, 2023; Scales et al., 2020.

# Notes

---

© 2025 BRAVEN, INC. ALL RIGHTS RESERVED.

---