

Ana Hageage

CAREER SUMMARY

Workforce development leader with over 12 years of experience in racial equity, policy, program design and implementation, at the local and national levels. My skills include strategic planning, project management, innovative program design, grants management, advocacy, and policy analysis.

PROFESSIONAL EXPERIENCE

Deputy Lead Community College Growth Engine Fund, *Education Design Lab* 2020 - Present

- Design the arc of engagement for six community college systems, regional employers and partners in the design of innovative economic mobility micro-pathways to reach 4,000+ learners in two years,
- Oversee and support a team of six staff, consultants, and contractors to work with over 80 staff and faculty across six community college systems
- Lead institutional coaching with six community college systems, incorporating innovation and change management strategies through an equity-focused, human-centered design process to build capacity and align efforts
- Design and deliver virtual convenings ranging from 30-150 participants to facilitate a learning community of community colleges and their regional collaboratives toward key milestones, including the design and launch of new micro-pathways models
- Develop and manage an online repository of 18 new micro-pathways models, tools, and practices to promote adoption and scale across the broader field of 1,100 U.S. community colleges inclusive of an open-sourced playbook to facilitate replication
- Design and launch online Community of Practice inclusive of six community college systems, employers, learners and stakeholders to serve as a hub for the design process, foster engagement, and cross-pollinate ideas
- Lead formative and summative evaluation in partnership with a third-party evaluation partner and create evaluation metrics, goals and identify data sources
- Lead development of data infrastructure to convey the impact of micro-pathways
- Support external engagement, including partnership development, funder and audience engagement, thought leadership development and dissemination of lessons learned

Program Director, *National Fund for Workforce Solutions* 2017–2020

- Led a team of five consultants, direct reports and senior management to implement a job quality agenda across the organization
- Designed, executed, and managed portfolio of grants totaling \$9 million in 15 communities across the country to expand opportunities for frontline workers.
- Provided technical assistance to partner communities pertaining to employer and worker engagement, development of sector-focused industry partnerships, and skill building.
- In partnership with grantees, designed, implemented and refined innovative strategies to launch and scale industry partnerships and facilitate employer engagement in a broad range of sectors
- Facilitated complex projects involving multiple stakeholders consisting of employers, stakeholders, workforce intermediaries, and workers to incorporate innovative strategies such as work-based learning, on-the-job training, and apprenticeship models in sectors ranging from IT to retail.
- Developed an industry partnership [toolkit](#), programmatic [learnings](#), and promotional materials related to sector strategies and service sector initiatives.
- Developed strategy and led efforts to embed racial equity and inclusion (REI) into organizational culture and within the network of 32+ partner communities. These efforts resulted in embedding racial equity into strategic priorities and across all grants, incorporating REI into budgets and fundraising strategies, the creation and

leadership of an REI advisory group consisting of 10 partner communities, and the provision of executive coaching with an emphasis on REI for the senior management team.

Policy Advisor, U.S. Department of Labor

2016–2017

Office of the Assistant Secretary for Employment and Training Administration (ETA) (Political Appointment)

- Managed priority projects including coordinating, convening, and organizing teams of 8–10 individuals across 2–3 sub-agencies in the rollout of legislation, inclusive of the Workforce Innovation and Opportunity Act (WIOA), which provides funding to serve 20 million Americans annually.
- Analyzed issues, goals, and initiatives related to youth, Indian and Native American programs, migrant seasonal farmworkers, and larger immigrant, refugee, and Limited English Proficient populations.
- Managed high-level requests from the White House, executive offices, Congress, and state and local government officials.
- Coordinated strategic outreach activities in marketing ETA’s message and represented ETA in White House Interagency Groups related to new Americans and vulnerable workers.
- Served as a key contact for logistical and operational responsibilities involving event preparation and follow-up on behalf of the Secretary of Labor and Assistant Secretary for ETA.

Director, External Partnerships & Special Projects,

2015-2016

Latin American Youth Center (LAYC)

- Led team of 13 executives, managers, and corporate volunteers to develop and implement agency compensation plan, talent retention strategy, and performance management system for 250 staff members, across 3 jurisdictions.
- Developed and leveraged new and existing partnerships with local and national corporate partners, foundations, policy makers, and stakeholders to position LAYC for growth in core program areas—specifically, CVS Health, The Home Depot, TJ Maxx, Best Buy, and the Advisory Board Company.
- Set and led organizational advocacy and policy initiatives related to education, workforce, and social service initiatives.
- Assisted in the development and implementation of organization’s strategic planning, infrastructure, and sustainability goals.

Director, Workforce Investment Department, Latin American Youth Center (LAYC)

2012–2015

- Led LAYC’s corporate and employer engagement strategy to foster employment opportunities.
- Led organization’s Workforce investment department and expanded team from 3 staff members and a \$300k annual budget to 10 staff members with an \$800k annual budget serving over 100 youth annually.
- Developed, implemented, and refined Workforce and Community Schools programs incorporating adult basic education (ABE), career and technical education, sector-focused certifications, employment, postsecondary, and holistic services for opportunity youth.
- Managed portfolio of grants including prospecting, proposal writing, implementation, and reporting.
- Represented LAYC in roundtables and coalitions such as Raise DC, DC Jobs Council, DC Adult and Family Literacy Coalition, and Workforce Investment Council meetings.

Escalera Program Coordinator, Unidos U.S. (Formerly NCLR)

2011–2012

- Assisted in management of corporate relations with Shell, the PepsiCo Foundation, and Frito Lay to develop and refine the Escalera program.
- Drafted NCLR’s youth workforce policy recommendations regarding the American Jobs Act, Raise Up Act, and the reauthorization of the Workforce Investment Act (WIA).
- Served as subject matter expert and disseminated research and best practices through panel discussions, workshops, and working groups with national partners, intermediaries, and policy stakeholders.
- Authored report on opportunity youth, [*Plugged In: Positive Development Strategies for Disconnected Latino Youth*](#), and led research and publication efforts related to youth in Escalera Programs and the workforce system.

- Refined and expanded national Escalera program model, emphasizing program development, data collection, evaluation, and sustainability.

Escalera Program Associate, Unidos U.S. (Formerly NCLR)

2010 - 2011

- Assisted in managing Escalera Affiliate sites nationally, ensuring the quality of the program with emphasis on vulnerable and disconnected youth populations
- Conducted site visits and provided strategic technical assistance to Affiliate partners in the areas of program development, data collection, evaluation, sustainability, and expansion.
- Managed implementation of supplementary programs with seven Affiliates nationwide
- Successfully developed, managed, and implemented use of City Soft database for data collection and program evaluation
- Supported Workforce Development team in executing a national Escalera program sustainability strategy
- Developed and maintained relationships with youth policy stakeholders to elevate NCLR's work
- Disseminated research and best practices through participation in panel discussions, workshops, and working groups with national partners and intermediaries
- Lead author and researcher of publication on disconnected youth

Job Developer LAYC-Maryland Multicultural Youth Centers Langley Park & Riverdale, MD

2008-2010

- Established and maintained relationships with a variety of businesses, community associations, non-profit organizations, and schools
- Collected data from a variety of sources relating to job requirements, skills, and market trends
- Implemented job readiness curriculum to at-risk and out of school youth culminating in employment
- When necessary, developed and implemented internship/training programs for youth
- Participated in outreach and recruitment activities for at-risk and out of school youth, adhering to WIA eligibility procedures
- Conducted daily case management sessions with at-risk and out of school youth referring them to appropriate services within and outside of the program when necessary
- Maintained a caseload of over 40 youth including active participants and alumni

EDUCATION

University of Maryland, Baltimore County
 Bachelor of Arts, Cultural Anthropology
 Matriculated 2008

PROFESSIONAL DEVELOPMENT

Interaction Institute for Social Change

2019 Fundamentals of Facilitation for Racial Justice Work

PwC-KWHS Seminar for Nonprofit Leaders

2014 On Business and Financial Responsibility (Wharton School of Business)

Emphasis on leadership, economic understanding, innovation and social entrepreneurship and public policy

PUBLICATIONS

- 2020: [Developing High-Performing Industry Partnerships - Toolkit](#)
- 2020: [Industry Partnership Self-Assessment](#)
- 2020: [Job Quality Learning Report: Advancing Careers in Retail](#)
- 2011: [Plugged In: Positive Development Strategies for Disconnected Latino Youth](#)

AFFILIATIONS

LAYC-Career Academy Public Charter School, Board of Trustees

Board Vice Chair

2018–Present