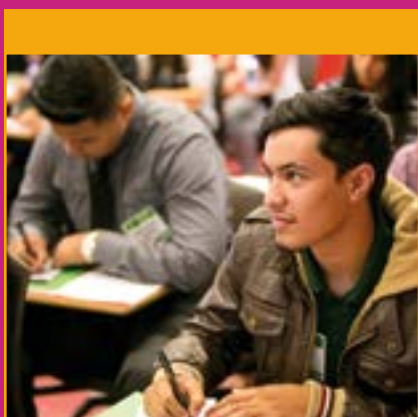




JOBS FOR THE FUTURE

Ag Prep Internships



Work-Based Learning in the Central Valley

Spring 2019



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By Thad Nodine and Julia di Bonaventura

Thad Nodine is an education writer affiliated with Jobs for the Future (JFF) and Julia di Bonaventura is a Program Manager at JFF, a Boston-based national nonprofit that provides technical assistance in support of The Wonderful Company's education programs.

This brief on the internship program at Wonderful Agriculture Career Prep (Ag Prep) is part of a series of short reports that include an overview of Ag Prep, a look at its student supports, a review of its partnerships with schools and colleges, and three briefs on work-based learning focusing on skills mapping, job shadowing, and interdisciplinary projects. All are available at www.wonderfuleducation.org.



During the summer before their senior year, high school students at Wonderful Agriculture Career Prep (Ag Prep) in California’s Central Valley are waking up before the rooster’s crow to get to work on time.

After taking a school bus from Avenal to Belridge, Christiana will be walking pistachio orchards with a field scout, checking for spider mites and water usage, and reporting her findings. Josef will be remapping the storage of machine parts at a warehouse, to improve the functionality of an automated search system. Hector will be punching in at an office near Wasco, working with a shipping director to learn how to process orders across multiple computer systems. Julia will be heading to a nursery, where she’ll graft grapevines alongside a lab technician.*

These jobs, which pay California’s minimum wage, are part of a two-week internship program for every student on track to complete Ag Prep’s rigorous academic milestones. The internships are being provided at sites throughout the San Joaquin Valley, primarily by The Wonderful Company and its many brands, including Wonderful Citrus, Wonderful

Orchards, Wonderful Pistachios & Almonds, and POM Wonderful. Other agriculture partners over the last two years include AgriLand Farming Company, the California Cotton Ginners and Growers Association, Fowler Packing, the Fresno County Farm Bureau, the Kearney Agricultural Research and Extension Center (KARE), and Olam International.

“At the internship, I learned the importance of being responsible for my work. I had to wake up early, communicate more, take charge of what I needed to do, and do it.”

— Ag Prep student

* The information about students in this brief is based on actual students, but these are not their real names.

Ag Prep: A New Model

Ag Prep was designed in 2014 as a highly structured experience that raises the bar for students academically, while grounding learning through hands-on, work-based experiences.

- Incoming high school students join a cohort of peers and work independently and together to complete one of three Ag-themed pathways: Ag Business, Ag Science Technology, or Plant Science.



- Each pathway includes a college-prep curriculum (the a-g sequence required at UC and CSU) and a sequence of 60 college credits in high school, which enables students to earn an associate of science degree the summer after graduation (free of charge).
- Students obtain career experience and professional and technical skills through a sequence of project-based activities in school and professional conferences, job shadowing, mock interviews, and a paid internship off-campus.

The paid internships give students an opportunity to apply their technical knowledge to the workplace. Several key features, taken together, place Ag Prep's internship program among the best models that are evolving in the United States.

- **Aligned with rigorous academics.** When Ag Prep's students are not on the job, they're enrolled in both high school and college courses. They complete the college-prep sequence (the a-g courses) required for admission to UC and CSU. They also complete one of three agriculture-themed pathways, in Plant Science, Ag Business, or Ag Science Technology. Through these pathways, students can earn an associate of science degree the same summer that they earn their high school diploma. They also gain technical and professional skills for use on the job.

- **Built into a sequence of work-based learning.**

Ag Prep internships build from a series of student work experiences outside the classroom and project-based learning in the classroom. Other career experiences with Ag professionals include participation in industry conventions, job shadowing, and mock interviews with supervisors.

- **Part of a career-focused structure for learning and motivation.**

Ag Prep's work-based learning helps to make the school curriculum come alive for students. It is one of the most effective ways to learn. The career experiences also serve as points of anticipation and pride for students. Students say that the paid internships help motivate them to stay on track and pursue postsecondary studies.

- **Managed by industry.** Rather than being managed by a school district or college, the internship program is run by Wonderful Education, which is a subsidiary of The Wonderful Company, one of largest employers in the Central Valley and one of the largest agricultural companies in the world. Wonderful Education brings employers to the table, engages with supervisors, and ensures that the internships are well managed, which reduces the burdens on schools.

- **Part of a partnership across schools, colleges, universities, and industry.**

Ag Prep brings together six public high schools, six public middle schools, three community colleges, four public universities, The Wonderful Company and its many brands, and other Ag-based companies in the San Joaquin Valley.

“The internship helped me see my future goals in a different light. I want to strive to do my best and by that I plan to pass my classes with all As, study for the ACT and SAT, and be more involved with my school community.”

— Ag Prep student

Benefits to Students

The internship program is only two years old, and Ag Prep is refining it based on feedback from participants. In presentations, focus groups, and surveys, however, Ag Prep students already report that the internships are transformative experiences for them. For many, they see for the first time what a professional workplace is like, and how useful the knowledge and skills from their high school and college classes can be in a work environment. This includes:

- **Technical skills** such as math, communications, biology, chemistry, computer science, and problem solving, and
- **Professional skills**, including work ethic, teamwork, responsibility, motivation, time management, organization, and integrity.



The jobs also provide students with firsthand experience in collaborating and networking with professional adults. Most of the interns have no professional role models in their lives. Some have worked at a fast food restaurant or in the fields, but this is their first experience in a professional workplace. For example, Christiana's mother works in the fields and her father drives tractors. Josef works at Jack in the Box. Both of Hector's parents are farm laborers, and Julia worked in the fields herself last summer. For these four students, none of their parents has a college degree, but they all

want *their children* to have better opportunities than they had. According to Hector, "My parents would've chosen different jobs for themselves if they could have. They've always been pushing me to graduate from high school and go to college."

These findings about the benefits of Ag Prep internships are consistent with research on successful work-based learning programs generally, namely that: the programs can help students make informed career choices (Rogers-Chapman & Darling-Hammond 2013); they positively affect college enrollment (CART 2011); students gain professional and employability skills (Lippman et al. 2015) and students gain appreciation for the variety of occupations within specific fields, in this case, agriculture (Cahill & Jackson 2015).

"Because of the internship, I became more prepared to talk to people who are more educated than me. I became more prepared to manage my time and balance my work."

— Ag Prep student

Ag Prep is also finding that the internships offer students something bigger and broader than skills development: the opportunity to **see beyond their own horizons regarding college and career goals**. This is consistent with recent findings from Jobs for the Future about the role of internships in transforming the aspirations of students who are first in their family to attend college and building the social capital that will help them navigate the labor market as adults (Hoffman et al. 2019). At Ag Prep, students are encouraged to maintain contact with their supervisor and to use him or her as a reference on their résumés. After high school, Ag Prep graduates can choose between accepting a well-paying, skilled position within The Wonderful Company or entering a four-year

university as a junior—earning their undergraduate degree in half the time, at less than half the cost. Graduates also qualify for college scholarships from The Wonderful Company.

This brief examines how Ag Prep designed its internship program as part of a strategy to change the educational experience for students in the Central Valley and prepare them for well-paying careers. At Ag Prep, internships and other work-based opportunities represent more than a foot in the door into the job market. They offer students a chance to be part of a professional team—the beginning of a lifelong journey of personal and career development.



“These past weeks [as an intern] were amazing, the amount of teamwork that goes on across the different departments. I plan to go to a four-year university for a plant science degree.”

— Ag Prep student

Internship Program Overview

Ag Prep’s internship program **helps students develop technical and professional skills** that can contribute to success in the agriculture industry, the sciences, or business. Rising seniors qualify for an internship by being in good academic standing and on track to complete their college prep classes (the a-g sequence required by UC and CSU) and the college courses in their Ag pathway. The internship lasts two weeks (80 hours), providing students with a **hands-on, practical work experience** under the guidance of a supervisor at The Wonderful Company and its many brands, or at a partnering company.

“Being in an internship shows you; it actually shows you. It’s not just something that you’re told or you see through research. It’s something you live.”

— Ag Prep student

The objectives of the internships are to:

- **Apply learning from the classroom.** Ag Prep students develop industry-specific content knowledge and skills in their high school and college classes. As interns, they learn the value of these competencies as they apply them in the workplace.
- **Promote learning through problem-solving and other work experience.** Supervisors assign tasks and responsibilities that require students to learn new systems and solve real challenges, whether on the phone, in meetings or presentations, in a lab or greenhouse, at a warehouse, or in an orchard.
- **Introduce students to collaboration and networking with diverse professionals.** Students work with and develop professional relationships with supervisors who can provide them with guidance and support. These opportunities help interns build their social capital and professional networks.

- **Expand and deepen understanding of agriculture.** Agriculture is a fast-paced field that includes a wide range of careers, from human resources and business management to resource management and plant science. Interns gain direct experience in this high-tech field.

Ag Prep's internship program served 175 rising seniors in the summer of 2018 (see Ag Prep Internships by the Numbers, 2018, page 6). It is too early to know how these students will fare in entering the workforce or achieving a four-year degree after they graduate in 2019, but we know from Ag Prep's Class of 2018 that:

- 80% of Ag Prep graduates (99 out of 124) enrolled in a university,
- 30% planned to major in Ag or an Ag-related field, and
- Two students were awarded a **full-time job fellowship** at The Wonderful Company, with a salary of \$35,000, guaranteed for at least one year.



Ag Prep encourages its graduates to pursue a bachelor's degree or to enter the workforce after earning an associate degree, based on their own needs and aspirations. There are many demanding jobs in the industry, both in the Valley and beyond, and a bachelor's degree opens many possibilities. As alumni earn four-year degrees and enter the workforce, Ag Prep anticipates more than 25% will pursue careers in agriculture. By supporting students to and through postsecondary programs that lead to good jobs, Ag Prep serves as an engine of economic mobility for communities in the Valley.

“I was not interested in agriculture before this internship, but now I’m considering it, because there’s so much to it.”

— Ag Prep student

Ag Prep Internships by the Numbers, 2018

175

Number of students participating in a paid two-week internship, out of 230 total Ag Prep seniors (76%)

95

Number of supervisors overseeing students (75% are from Wonderful or its brands and 25% are from partner companies)

17

Number of job sites, from Fresno to McKittrick, a span of 110 miles

10

Number of Wonderful brands and Ag partners providing internships

6

Number of high schools participating

3

Number of counties served (Fresno, Kern, and Kings)



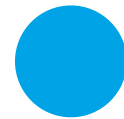
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**Wonderful
Brands and
Ag Partners**



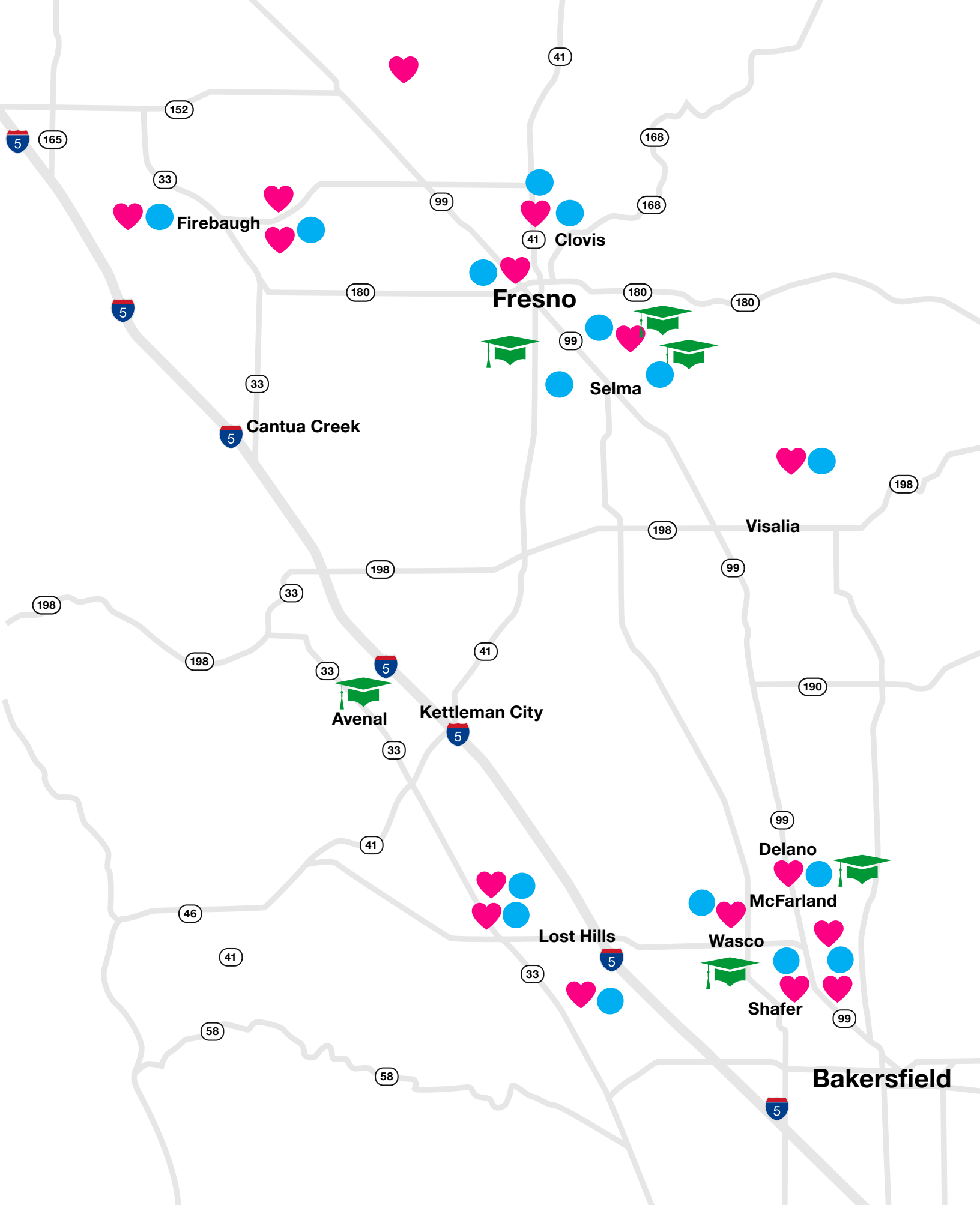
6

**High
Schools**



17

**Job
Sites**



Ag Prep's Work-Based Learning Sequence

Ag Prep's internships are part of a work-based learning sequence that introduces students to a range of career experiences throughout high school. **The sequence prepares students for work experiences** by increasing the complexity of their interactions with Ag professionals over the four years. **The scaffolding also prepares the professionals** at Wonderful and its industry partners by increasing their interactions with high school students over time, so that they are better prepared to supervise and mentor young people during the internships. This sequence, which was developed, revised, and tested over several years, could serve as a national model for student development of workplace knowledge and experience. The sequence features:

- **Industry Conventions.** All Ag Prep freshmen participate in an Ag industry conference, where they ask questions of and begin to network with Ag professionals.



- **Career Workshops.** Sophomores build work-ready skills through creating a résumé, developing an elevator pitch, and making professional presentations.
- **Job Shadows:** As sophomores and juniors, students participate in two intensive job shadow experiences in a professional workplace, in which they are assigned to and observe a midlevel manager during his or her normal business day.

- **Mock Interviews.** Juniors practice their interview skills in mock interviews and receive real-time feedback from a professional in the industry.



- **Internships.** Rising seniors experience a highly structured, paid two-week internship opportunity. They practice their technical and professional skills, apply their Ag Prep coursework, and gain experience as a young professional.
- **The Wonderful Company Job Fellowship.** Ag Prep graduates who complete all program requirements and decide not to enroll in a university immediately can qualify for a one-year professional job fellowship with The Wonderful Company. The fellowship provides valuable work experience and pays about \$35,000 for the year.
- **Postsecondary Internship.** Wonderful plans to offer summer job internships to all Ag Prep alumni who are pursuing four-year degrees in agriculture and are in good standing at their university. These paid internships will be during the summer after their junior year.
- **Job Placement and Career Fair.** Wonderful Education is also developing plans for a job placement and career fair event for Ag Prep alumni at four-year universities during their senior year. The event offers an opportunity for The Wonderful Company and its brands to recruit Ag Prep alumni as they transition from college and into the workforce.

A Valuable Experience

Ag Prep interns make California’s minimum wage: \$11 per hour in 2018, rising to \$12 per hour in 2019. During their two weeks of full-time work, they could earn \$880 before taxes in 2018 (\$960 in 2019). By providing paid internships, The Wonderful Company lets students know that their knowledge and skills are valuable, and that their contributions at work add to company productivity. This is in line with national

best practices around youth employment and work-based learning (Cahill 2016). In addition, providing paid internships makes the program more equitable in serving low-income families, since young people in families that experience economic distress need to earn money during the summers. Ag Prep students can also receive college credit for their internship.

Work-Based Learning Sequence



“The internship motivated me to continue striving for my academic goals because at the end all the hard work pays off.”

— Ag Prep student



The Internships in Action

Ag Prep began enrolling freshmen at three public high schools in 2014–15, and its first cohort of seniors graduated in summer 2018. The internship program served its first group of rising seniors—90 students—from these schools in summer 2017. When the internship program is at full capacity, up to 330 students from six high schools will participate annually. The logistics of providing this many students with valuable job experiences at multiple job sites across the San Joaquin Valley are challenging. In many cases, travel to the job sites takes an hour or more. Limited access to transportation and a full schedule of high school *and* college coursework during the school year means that for most students, an after-school internship is not practical. The option of providing internships on Saturdays during the school year is not feasible for supervisors; nor would working once a week on weekends immerse students in an active and fast-paced job environment. For these combined reasons, Ag Prep provides students with an immersive, full-time work experience for two weeks, with cohorts of students rotating in throughout the summer.

Since two weeks is a short time frame, Wonderful Education works to ensure that the internships are productive and useful for students and supervisors. This includes building the internships into a framework of work-based learning and aligned coursework, so that students have appropriate technical and professional skills for a successful job experience. It also includes providing:

- Clarity on roles among education and industry partners;
- Preparation for students and supervisors; and
- A structured, supported internship experience.

“Now I understand my parents’ work schedule for the first time, why they go to bed early.”

— Ag Prep student

A Strong Partnership with Clear Roles

Ag Prep is a regional partnership of school districts, community colleges, universities, and industry. The internships would not be possible without strong coordination and clear roles among several of these key partners.

The Wonderful Company and its industry partners provide supervisors who directly oversee and mentor the interns, as well as access for interns to meetings, other employees, computer systems, and business unit infrastructure, as appropriate. The companies are also involved in planning and providing feedback about the internships. The Wonderful Company provides wages for the interns.

Wonderful Education, a subsidiary of and funded by The Wonderful Company, designs and manages the internship program and serves as liaison between the industry business units and the high schools. This includes working directly with students and supervisors to prepare them for the internship, to support their experience, and to follow up afterwards. Currently, the Wonderful Education team includes the following positions: executive vice president, director of Ag Prep, manager of Ag Prep, associate manager of work-based learning, associate manager of college prep, Ag Prep specialist, and an administrative assistant.

The Partnering Schools. The six high schools and three community colleges that implement Ag Prep programs serve crucial roles in helping students master the technical and professional knowledge and skills needed to succeed in a professional workplace. The high schools also help plan the internships, coordinate and pay for student transportation (see sidebar, page 12), facilitate intern-supervisor matching, and support students throughout the process. Ag Prep coordinators serve these functions at each school site and are funded partly by The Wonderful Company and by the schools.

Transportation

In rural communities like those in the Central Valley, many students live far from each other, from schools, and from their internship site. As a result, transportation to and from work-based learning experiences can be expensive and a logistical challenge for students and for programs. For all Ag Prep students, the high schools provide and pay for buses from the schools to the jobs. The buses drop students at multiple sites along their routes, so many students are up at 5 a.m. and on the bus for over an hour to get to work on time. Wonderful Education is considering ways to offer smaller shuttles dedicated to specific job sites, but the expense has been prohibitive so far. A few students provide their own transportation.

The Foundation for California Community Colleges (FCCC). Wonderful Education partners with the Foundation for California Community Colleges (FCCC), a nonprofit organization, to serve as the legal employer of record for the internship program. This partnership relieves companies of the administrative burdens of providing human resources (HR) and all payroll services for interns. FCCC assumes liability for these short-term, temporary employees and is responsible for filing worker's compensation claims and managing termination procedures, should either be required. FCCC operates these services through its Career Catalyst program and charges a 15% program management fee, plus \$100 per student for on-boarding.

“The internship helped me be more detail-oriented, critical, and communicative.”

— Ag Prep student

Student Preparation

Students participate in a series of activities to prepare them for their internships, including a symposium and an orientation at their schools. As part of this process, Wonderful Education gathers information from students, high schools, and business units to match students with supervisors.

Symposium. Near the end of spring semester, Wonderful Education provides a full-day symposium at Wonderful College Prep Academy for all 11th graders eligible for the internship. At these leadership and professional development events, students rotate through workshops where they learn about and practice professional competencies that they need to demonstrate on day one of their internship; share information about their career interests and skills; and participate in a mock interview process. The workshops provide students with role-play scenarios for practicing technology and cell phone etiquette, responding effectively to a supervisor, engaging with colleagues, working independently, and handling workplace drama.

“Now I have the experience of having to talk to adults who are professionals, so I won't be as nervous when I'm interviewing for my next job. The internship gives you practice as to how to act in a professional workplace.”

— Ag Prep student



For the mock interviews, students meet one-on-one with a professional from The Wonderful Company or other partners, answer questions about the career interests and skills they have documented, and receive feedback about their performance, based on the content of their answers and their professional etiquette (such as eye contact, handshake, and posture). These are skills that students have worked on since the 9th grade.

Student Matching. In preparation for their mock interview, students identify their career interests in relation to a range of internship sites at The Wonderful Company and its Ag industry partners. Wonderful Education uses this data to help match students with the supervisors and business units who have signed up to host interns.

Other factors also need to be considered, including the logistics of transportation from high schools, the number of supervisors and business units available in specific fields and locations to host an intern, and uncertainty from students about their interests. In some limited cases, business units or companies are able to adjust their participating supervisors after students are assigned to a business unit, depending on the interests of students. Even in situations where students are assigned to business units that are not their top choice, they can gain valuable insights about agriculture and business, since all internships give students experience in a professional environment and provide them with varied work experiences, which lead to insights that can affect their college and career decisions.



“I was able to see the importance of communication, time management, and personal responsibility in the workplace. Everyone says communication is important, but I wasn’t able to understand that until I saw it myself.”

— Ag Prep student

Orientation at the High Schools. Wonderful Education provides a two-hour orientation for students and families a few weeks prior to the internship. Typically held in the evening at the high school, these events cover internship logistics (dates, transportation, meals, what to wear, a company overview) and workplace safety (protective equipment, tools they can and cannot use, emergency action plans). At this time students also learn who they will be working with; they receive a short biography of their

supervisor and a picture when possible. As the employer of record, FCCC participates in these meetings and helps students complete their paperwork as new hires (see New Hire Documentation). Students also complete a professional assessment activity, during which they reflect on their experiences and rate themselves on a range of employability skills. After their internship, students rate themselves on these same skills, as part of their self-evaluation.

New Hire Documentation

At the orientation, students begin completing their paperwork as new hires, a process that is facilitated by Wonderful Education but designed and managed by FCCC as the employer of record. The new hire documentation process includes completing employment verification documents (Form I-9), a review of the policy and procedures manual, as well as providing direct deposit and tax information. As questions arise prior to the internship, FCCC works directly with students and their families to help them navigate the on-boarding process.

Supervisor Training and Preparation

Supervisor Training. Seventy-three employees served as supervisors during the internships' inaugural summer in 2017, and 95 did so in summer 2018. For almost all employees, these were their first experiences managing a high school student. In working with HR staff, company managers, and the supervisors themselves, Wonderful Education advises business units to hold student interns to the same expectations as other employees, but supervisors need support in understanding the complexities of working with high school students. Wonderful Education revised its supervisor training prior to the 2018 internships, based on the program's inaugural year and best practices supporting youth development. It plans to continue to refine these trainings next year, in order to optimize time with supervisors while prioritizing key topics. The one-hour trainings provide logistics and safety information, as well as brief introductions to the following elements of the supervisor's role.

- **Physical and Emotional Safety.** What concerns and needs do 16- and 17-year-olds have in a professional workplace, and what do they need to know about boundaries and limitations on their behavior?
- **Technical and Professional Skill Building.** Wonderful Education, in collaboration with school, college, and industry partners, has developed Skills Maps (see Skills Mapping) that identify the technical job skills needed for success in Ag Prep's three pathways (Plant Science, Ag Business, and Ag Science Technology) and the professional competencies needed across agriculture generally. Wonderful Education asks supervisors to ensure that internship tasks build on these skills in explicit ways.
- **Professional Relationships.** The existence of a single caring adult can make a substantial difference in a youth's vision of their own opportunities, which in

turn brings significant responsibilities for supervisors in modeling professional behavior. Positive relationships with colleagues in an office, lab, field, or lunchroom are also important.

- **Youth Agency and Voice.** Meaningful internships provide youth with substantive tasks, including opportunities to make choices, have a voice in planning or organizing, and otherwise reveal leadership and other outcomes.

Wonderful Education provides these trainings through a variety of formats (in person, on phone, and via video), since pulling together all supervisors for a group face-to-face meeting across multiple business units, geographic locations, and companies is not always possible. In surveys, students and supervisors report building meaningful professional relationships with each other, even in the short two weeks that they are on site. They also report a wide range of technical and professional skills that they practice during the internship.

“They [supervisors] are very open with communication and talking to you, so you don’t just see them as your supervisors; you do see them as a friend because you do spend so much time with them. You kind of get to build a relationship with them.”

— Ag Prep student

Putting It Together: A Structured, Supported Internship Experience

For 16- and 17-year-olds, a first work experience in a professional setting is exciting, but it can also be intimidating and confusing, no matter how much preparation young people receive in advance. As a result, Ag Prep seeks to offer a structured internship to ensure that students can make the most of their two-week experience. Ag Prep also recognizes the power of individualized supports, particularly for young people who are engaging in the world of work for the first time.

Student Orientation at the Business Unit. All business units are required to provide safety trainings and safety gear for interns on their first day. In addition, Wonderful Education encourages each business unit or company to provide the same orientation offered to other employees, though without the sections that are not pertinent for interns, such as health and retirement benefits.

Internship Work Plans. During the 2018 internships, Wonderful Education worked to develop and refine a work plan for use across business units that identified the tasks that interns would complete daily and the corresponding technical or professional skills (from the Skills Maps) associated with those tasks (see Sample Work Plan, page 18). The work plans can serve as a daily schedule or guide for supervisors and students. In addition, linking the tasks to the Skills Maps can encourage supervisors to provide students with meaningful tasks and it can help students understand why they are working on these tasks and how the tasks build on knowledge and skills from the classroom. The work plans also provide students with an understanding of different career and job responsibilities as they consider their own career choices.



Sample Work Plan

These tasks are discussed between the supervisor and intern at a “meet-and-greet” breakfast on the first day of the internship.

Day 5: July 14			
	Task	Location	Skill Development Detail
<i>First Half of Day</i>	Student visits manufacturing floor and documents settings that each shift manager employs during production; s/he also collects data on production volumes	Manufacturing Floor	Monitoring course of machine production or the quality, size and grade of products
<i>Second Half of Day</i>	Student inputs the data collected into Excel and runs analysis on production efficiency, refines report per supervisor’s feedback, identifies key parameters for standardization and estimates amount of cost savings from standardization	6th Floor, cubicle #145	Estimating the amount of material needed for a project or the cost of construction jobs

On-site Support. Through its preparation and training of interns and supervisors, Wonderful Education builds relationships in advance of each internship and draws on those relationships to maintain open communications and support throughout the two weeks that students are at a job site. Wonderful Education team members serve as first contact for and liaison between job supervisors, high school Ag Prep coordinators, and students and families. Challenges on the job can range from logistical questions about wages or transportation to job performance, behavioral issues, and interpersonal dynamics. The Wonderful Education team is equipped to navigate these situations in partnership with supervisors and students.

Final Presentations and Surveys. During the internships, students are asked to reflect on the technical and professional skills they are using and learning. To formalize and deepen this process, Wonderful Education provides the interns with a PowerPoint template for use on their final day, when each student makes a business presentation that describes his or her personal interests, college and career goals, the tasks they performed, the technical and professional skills they applied, and the overall lessons they learned from the experience. Students present in a conference room to their supervisors, business unit colleagues, Wonderful Education staff, and other interns, and field questions on the spot.

Students' comments during their presentations suggest that the experiences are worthwhile for many reasons:

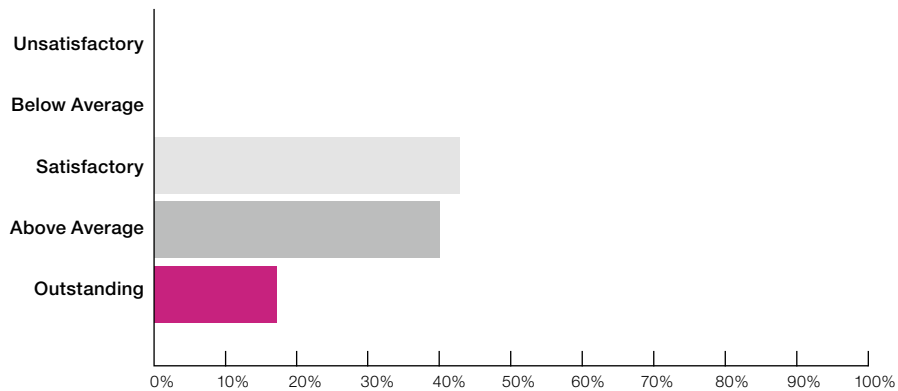


Students fill out a survey on their final day, providing additional information and reflection about the experience. As well as attending the presentations, supervisors also fill out a survey about their perspectives on the experience and their suggestions for improvement.

Internship Survey Results: Supervisors, 2018

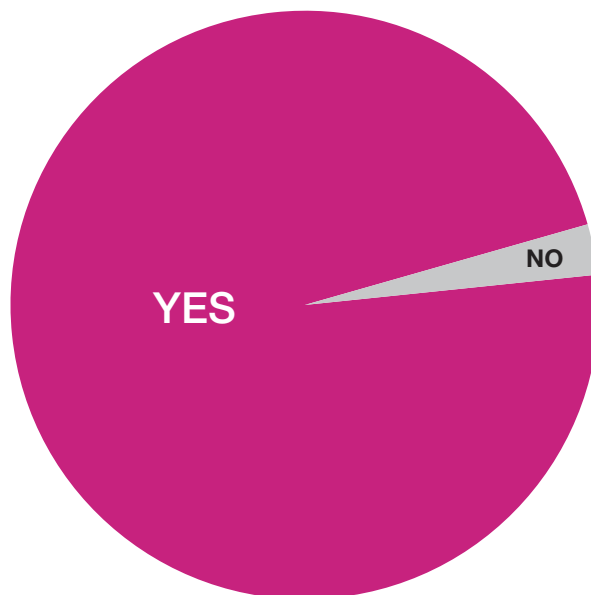
Survey results from the supervisors suggest that these high school students have the skills to perform well and to benefit from the internship.

1. How would you assess the intern's overall performance?



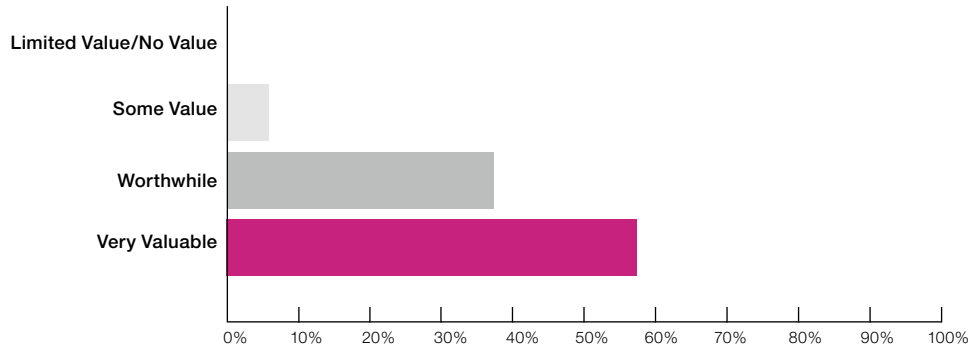
Note: 35 supervisors responded to this question.

2. Would you host an intern again?



Note: 35 supervisors responded to this question.

3. How would you assess the overall educational value of the intern experience for our Ag Prep students?

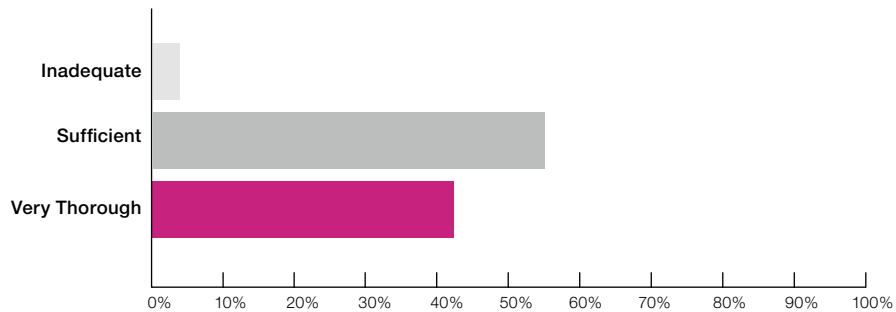


Note: 35 supervisors responded to this question.

Internship Survey Results: Students, 2018

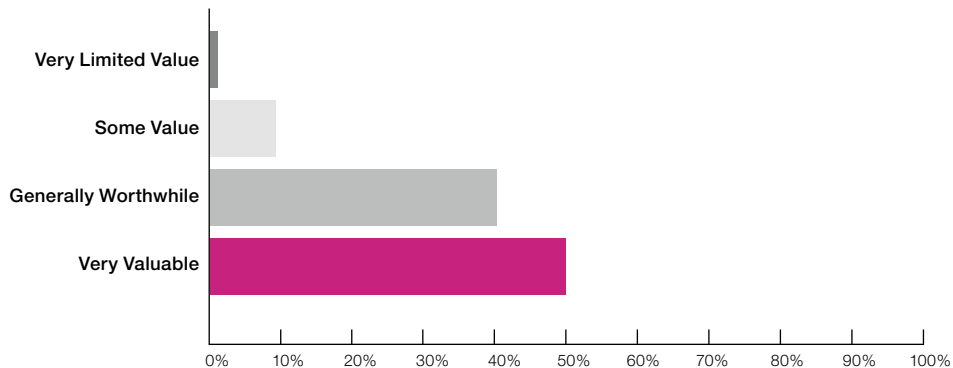
Results from the student surveys suggest that these high school students found the orientation and training to be beneficial and the internship experience to be valuable.

1. How would you describe the orientation and training provided prior to the start of your internship?



Note: 134 students responded to this question.

2. How would you assess the overall educational value of your internship?



Note: 134 students responded to this question.

Next Steps

Like any set of activities with high goals, the Ag Prep internship program faces a series of challenges that are inherent to the work itself, especially in the first years of program development. Some of these challenges can be described as:

- Providing large and increasing numbers of high school students who have never had a professional work experience with a paid internship that:
 - lasts two weeks;
 - is offered at multiple job sites, business units, and companies across the large rural expanse of the San Joaquin Valley; and
 - builds substantial technical and professional skills in ways that are reflected upon and communicated by the students themselves.

Include Ag Prep's goals beyond the internship program—that is, to transform the high school experience for students, by engaging them in Ag pathways, hands-on project-based learning, intensive supports, and a college course sequence including an associate degree—and you get a sense of the immensity of Ag Prep's promise to and investment in its students.

As part of this commitment, Ag Prep examines its activities and performance often. The internship program increased in size over its first two years, as cohorts of students progressed through the pipeline. After the first year, Wonderful Education drew from survey and other feedback from supervisors and students to refine the internship program. In 2018, for example, the program instituted its full-day symposium for students; revamped its process for matching students and supervisors; and deepened its supervisor-training protocols. With the completion of the 2018 summer internships, Wonderful Education continues its planning and improvement. Areas of emphasis for this year include:

- Continuing to update supervisor training with best practices for working with this age group and for deepening the focus on technical skills;

- Assessing and improving how interns are engaging with technology;
- Deepening students' understanding of their own skills gains;
- Working with business units to document and share their best practices in managing the internships; and
- Working with high schools to extend internship learnings, perhaps through projects or communications during the first semester of senior year.

Meanwhile, the interns from summer 2018 are back at school as seniors, with a firm sense of their options and where they're heading. Christiana had been planning to enlist in the military after high school, but after her hands-on internship as a field scout in the orchards, she is also considering a career in agriculture. Josef plans to enroll in Sacramento State University, to pursue criminology, communications, and public speaking. Hector, whose parents are farm workers, wants to be on the business side of agriculture, in sales or marketing. Julia, who has worked in the fields herself, plans on using the two years of college credits earned in her associate of science degree as a head start on her way to becoming the first doctor in her family.

“Others talk about the value of paid internships, but The Wonderful Company understood why they're important to these students in the Central Valley, and so they made the investment. Creating an internship program that reaches across the Valley was a huge challenge, and they stepped up and addressed that challenge.”

— **Sandra Caldwell**

Former President, Reedley College



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Jobs for the Future

Jobs for the Future works to ensure economic opportunity for all. Our innovative college and career pathway models give those struggling to succeed access to needed knowledge, skills, and credentials. We partner with education, workforce, and business leaders to understand the labor market and design systems to sustain a pipeline of skilled workers. We advocate with policymakers for state and federal policies to support this work.

The Wonderful Company

The Wonderful Company is a privately held \$4 billion international company that offers healthy, iconic brands for healthy lifestyles. Wonderful Pistachios & Almonds is the largest vertically integrated pistachio and almond grower and processor in the world. Wonderful Citrus is the largest integrated grower, packer and shipper of fresh citrus in the U.S. These operations, which are located in California's Central Valley, are also affiliated with the worldwide leader in fresh California pomegranates and various pomegranate-based products. The Wonderful Company's products can be found in the produce aisles of grocery stores nationwide under popular retail brands, including Wonderful Pistachios, Wonderful Almonds, Wonderful Halos and POM Wonderful. For more information, go to www.wonderful.com.

Wonderful Education Programs

Wonderful Education is an innovative educational program that is driving positive change in California's Central Valley. As a philanthropic extension of The Wonderful Company, Wonderful Education funds a host of college and career readiness programs to promote opportunities for young people in California's Central Valley. Wonderful Education initiatives include college and career readiness, college scholarships, school grants, summer school programs, arts education, early childhood programs, teacher development and parent engagement. Wonderful Education coordinates directly with The Wonderful Company to offer a sequence of rich work-based learning experiences for all Wonderful Agriculture Career Prep students, including paid internships.



JOBS FOR THE FUTURE

p: 617.728.4446 **f:** 617.728.4857 **e:** info@jff.org

88 Broad Street, 8th Floor, Boston, MA 02110
122 C Street, NW, Suite 650, Washington, DC 20001
505 14th Street, Suite 900, Oakland, CA 94612

www.jff.org