

## CAREERZ.AI RESEARCH INITIATIVE, PHASE 1 FINAL REPORT, UPDATED 20250201

### PROJECT OVERVIEW

CareerzAI was a project undertaken in the latter half of 2024, exploring the landscape of generative Artificial Intelligence (genAI) and related technologies used by provider organizations in the workforce preparation and training, career change, and job-search space (“learn2earn”) for populations with limited access and limited opportunity.

### PROJECT CATALYST

Charrette LLC is a for-profit DC-based consulting firm focused on “initiatives with impact.” We have a long history in workforce-related activities: We are the co-founders of research programs, conferences, and consortia focused on the future of work, the future of education, social entrepreneurs, inequality, and broadband for all.

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Funding for the project was provided in a grant from Google.org, led by Hector Mujica, Head of Americas Philanthropy. Our non-profit fiscal sponsor was ClimbTogether, with Nitzan Pelman as the lead.

### PROJECT FOCUS

Our goal was to gain a “finger on the pulse” of what is happening across the U.S. workforce prep/learn2earn landscape. We planned several basic activities:

- **Mapping the arena.** What are providers offering, and where are there gaps?
- **Specify the key features** needed for AI-powered services for learners and earners.
- **Develop requirements** for a platform connecting learning and career-related services.

That workforce preparation/learn2earn arena is extensive, with stakeholders including:

- Job-seekers & career-changers
- Students
- Non-profit career and training services providers
- For-profit career and training services providers
- Foundations
- Corporations
- Corporate foundations
- Technology providers
- Consultants
- Licensing authorities
- Labor organizations

Our main focus with the initial phase of this project was to focus on non-profit career and training service providers in the U.S., focused on populations with limited access and limited opportunity. We also included some for-profit providers offering AI-powered tools that might be valuable for use with these populations.

## RESEARCH METHODOLOGY AND GROUPING

We scanned over 550 providers in the U.S. who offer services to a variety of populations who seek work, or who seek better work. Providers may offer one or more of a variety of services, including vocational testing and self-inventory, occupational training, job-search training, dependency counseling, post-incarceration support, etc. (“learn2earn” or sometimes “train2gain”). Providers ranged from two employees to thousands.

We initially attempted to use email survey forms, but the response rate was minimal, requiring us to move to online research and videoconference interviews. While we had hoped to also experiment with some reference technology leveraging a Large Language Model for a “career coach” demo, the shift to more manual research activities consumed significant time. We were gratified to discover, however, that several organizations such as Empower Work and Talent Transformation were already experimenting with virtual counselor applications, and the work by these and other organizations offer useful models that could be helpful in creating a reference design for a variety of AI-powered workforce and career services.

In terms of genAI activity, we found that those surveyed could be seen in one of three groups:

- No stated activities to date related to using generative AI or related technologies (this was by far the largest group)
- Some stated activities, usually experimentation with some basic applications
- A variety of activities, with extensive use of the tools

Note that for research conducted through online information searches, organizations with no publicly-announced activities were grouped in the first category.

From ours and related studies, our assumption is that many organizations are not yet using genAI tools due to the combination of lack of technical expertise, and concerns about ethical uses of these technologies.

## PROVIDERS' AI ACTIVITIES

For those who are either experimenting or are actively using genAI tools, we found three major categories of activity in the arena:

1. **Client-facing services:** Applications intended for use by the population(s) the provider supports, including direct support, enhancing the user experience, performing triage/diagnosis on client needs, self-knowledge, general information, training, referrals, asset creation & management, job and other opportunities, and career-related resources.
2. **Coach- or Counselor-facing services:** Applications used by the provider’s support personnel, such as a coach, counselor, or volunteer, who in turn help the population(s) the provider supports. AI-related services included all of the functions for client-facing services, plus better data, assistance with curriculum and other design, automating repetitive tasks, and speeding coach training.
3. **Operations-focused services:** Applications used to increase the effectiveness of the provider’s people, processes, and systems, such as analyzing funding and partnering opportunities, strategic data analysis, and marketing and other communications.

(Note that we did not specifically focus on organizations that may be leveraging genAI tools to help train workers in the use of genAI tools.)

There is a fourth category of opportunity — but we found few attempts to try using these tools for...

4. **Arena-focused systems change.** Although our goal was not to assess all of the major systemic problems across the arena, there are several “pressure points” where the technologies might be helpful.

More detailed findings for each of these categories are included in the Appendices. When it comes to Category 4, arena-focused systems change, read “The Big Ideas,” below.

## INSPIRATIONAL EXAMPLES

We found a number of valuable examples of organizations leveraging generative AI and related technologies. A small sample includes:

- [TalentTransformation](#) has created **Erica**, a chatbot infused into its suite of self-inventory and testing exercises. CEO Eric Shepherd has also developed an extensive requirements list for virtual career counselor services, standards, and APIs (application program interfaces).
- [Empower Work](#) is developing a tool to power its counselors to provide job-search and career-change advice to seekers. Founder & Executive Director Jaime-Alexis Fowler also uses the tool to help its volunteers learn more rapidly.
- [SkillUp Coalition](#) is beta-testing a genAI tool to help with career decision-making. CEO Steve Lee partners with a wide range of organizations in the learn2earn arena.
- [Career Village](#) is experimenting with a genAI-powered “answer enhancer” to supplement input from its vast network of advisers. Director of Development Rebecca Gitomer is intent on helping to catalyze an “AI for career development” coalition across the arena.
- [Thuddle](#) has developed a series of AI-enabled games to teach work skills to frontline workers. The organization also has a process for auto-creating new games based on simple inputs, such as teaching a new menu to food service workers. And it has created [SkillWallet](#), an automated repository of the skills workers learn.
- [BetterUp AI Coaching](#) is leveraging its extensive database of coaching expertise to provide an AI coach, supplementing its offerings for human-delivered coaching. (The for-profit [CodeSignal](#) has a similar offering.)
- [The AI Opportunity Fund](#) is a consortium of “AI-curious” foundations supporting a range of learn2earn organizations and initiatives. Led by [Adam Goldfarb](#), AIOF helps the funders to learn from each other about AI-fueled impact.
- [Merit America](#) has developed a useful set of detailed AI Use Cases, suggesting various opportunities for leveraging AI for careers services.
- [Jobs for the Future](#) (JFF) has built an expansive ecosystem of partner organizations, helping to push forward a variety of key initiatives intended to create a better ecosystem for workforce preparation and job success.
- [Hope Street Group](#) is a small nonprofit that has an AI app to help high-schoolers with career preparation steps.

## KEY OBSERVATIONS

Listed below are more detailed insights about AI-related activities and needs.

### 1. GenAI Integration in Client-Facing Services

- **Direct Service Delivery:** Several organizations interviewed are embedding GenAI into client-facing services to improve career guidance, resume building, and job matching. AI-powered tools are enabling broader access to underserved groups, offering around-the-clock support and resources to help individuals navigate job markets more effectively.
- **Enhanced User Experience:** By automating parts of the client experience, the organizations streamline application processes and assist individuals in career pathways, focusing on supporting low-income and underrepresented groups.

### 2. Supporting Counselors and Client-Facing Providers with GenAI

- **AI coaching support:** Several organizations hope to use genAI to increase coach and counselor effectiveness and reduce training time.
- **Efficiency and Focus:** The organizations interviewed use GenAI to reduce administrative burdens, enabling counselors to focus more directly on client support. Automation in tasks like document summarization and data coding frees staff time for higher-value client interactions.
- **Training and Capacity Building:** Several of these organizations are exploring AI-focused workshops for counselors to help bridge digital gaps, familiarizing staff with tools that can enhance their interactions with clients and expand their capacity to provide effective support.

### 3. GenAI for Back-End Operations and Organizational Efficiency

- **Streamlined Operations:** GenAI is being used by these organizations in back-end functions, such as admissions and data analytics, to improve efficiency and free up resources for client engagement. The automation of operational tasks enables more strategic management of resources.
- **Real-Time Data Insights:** AI-powered data tracking on workforce trends allows service providers to stay current with labor market shifts, informing their program planning and real-time service adjustments.

#### 4. Equity-Driven, GenAI-Powered Career Services for Disadvantaged Populations

- **Challenges with Bridging Access Gaps:** There are some organizations developing AI-powered career resources specifically for underserved populations, including youth, veterans, and individuals from low socioeconomic backgrounds. In theory, GenAI could enable career development tools to reach traditionally disadvantaged groups, democratizing access to high-quality career support. However, currently providers and funders aren't necessarily in sync about needs and solutions. Additionally, to date the majority of activity appears targeted at the most commercial opportunities — general purpose job hunting tools (which may provide some benefit, but aren't optimized to the needs of underserved populations), service intermediaries (like accreditation organizations), and employers. As a result, we don't yet see the majority of tools currently being developed as necessarily effective at ensuring equitable access to employment.

#### 5. Interest in Leveraging GenAI Among Stakeholders

- **Growing Demand for Customization:** Many organizations expressed interest in using GenAI to create personalized, scalable career support, including more nuanced job-matching services and tailored career advice to meet specific individual needs.
- **Digital Equity and Accessibility:** A common priority is making GenAI tools accessible to populations with limited digital skills, ensuring responsible AI implementation that promotes digital equity and inclusivity.

#### 6. Commonly Desired GenAI Components

- **Personalized Coaching and Guidance:** A widespread interest in developing GenAI tools for tailored career guidance emerged, allowing the organizations interviewed to scale support effectively without sacrificing personalization.
- **Data-Driven Insights for Responsive Services:** Many stakeholders seek AI-powered dashboards that provide real-time insights, enabling them to adjust programming and respond proactively to labor trends and user needs.
- **Accessible Digital Literacy Tools:** To address technology gaps, the organizations are prioritizing GenAI resources designed to support digitally underserved populations, such as older adults and low-income communities.
- **Referral Services:** Organizations like CareerVillage hope that a large database of local, vetted reference services could significantly increase their ability to help a range of populations.

#### Additional Observations

- **Limited access to information, training, reference designs, and best practices.** Many of the organizations stated the need for free or low-cost AI-related training and support services to help them expand capacity.
- **Ethical and Responsible Use of GenAI:** While there is enthusiasm for GenAI, the organizations remain cautious about issues like privacy, bias, and job displacement risks. A commitment to ethical, equitable GenAI adoption is evident across the board.
- **Collaborative Opportunities:** Stakeholders see value in partnering with educational providers, government agencies, and tech firms to build a sustainable, equitable, GenAI-powered career ecosystem. Collaboration is viewed as key to scaling resources and addressing systemic barriers.

## TECHNOLOGY USED

In order to help surface data insights from our research, with data with this many attributes, flat data sets have limitations in terms of being able to illustrate the relationships between entity types and identifying trends, patterns, and gaps. Accordingly, we took our research data set and imported and transformed it into a graph database (Neo4j was used; with the recent release of Google Spanner Graph, this would be a candidate for any future efforts). Along with the Bloom visualization tool, this allowed us to “see” and “map” the data set in terms of entities and associated relationships, providing a repeatable process for data navigation and exploration.

See Appendix 5 for examples of node graph visualizations from the database.

While the graph database created is currently a static snapshot of a point in time from our data collection, leveraging this technology also provides a potential underlying data framework for mapping connections between future ecosystem participants, providing this mapping to LLMs to help improve efficacy, and as connective tissue at the data level for a federated community (see below).

## THE BIG IDEAS: MOVING THE ARENA FORWARD — POWERED BY AI

What is needed in the arena going forward? We can group the needs into four bins.

- 1) Providers say there is no easy way for them to find or learn from others about best practices for using AI software, nor for the providers who are creating or using tools to share their work with others. And there is no useful database of related services for providers to refer clients to.
- 2) Many providers offering services to less-advantaged populations do not have the technical or business knowledge, training, budget, staff, or capacity to find or create high-quality AI-fueled software to help their client populations.
- 3) Many providers say that jobseekers often don't know where to start, what support services are available or how to find them, how to uncover work opportunities, what their own skills are, how to get trained for needed skills, how to become and stay employed, or how to maintain relevant skills.
- 4) Resources are often going primarily to the most commercial opportunities, which aren't necessarily aligned with those that have the most need and could benefit most from the technology.

Through discussions with numerous stakeholders in the arena, we believe that the solutions to these challenges are intertwined. Our recommendation is to pilot the creation of **an AI-powered Workforce Development Dashboard**, which would have three potential components, in order of how difficult they might be to implement:

- **A collaboration community of practice**, helping to better knit together the ecosystem of providers so they can share knowledge, insights, and best practices for ethical uses of AI software. We could call this a CareerzAI Open Career Development Consortium.
- **A community of software development**, building and maintaining a repository of software tools that can be used with various populations to address key challenges. We could call this a CareerzAI Open Career Software Platform.
- **A federated front-end career navigation dashboard for seekers**. We could call this a CareerzAI Open Jobseeker Dashboard.

Here is more detail on each.

**1) Open Career Development Consortium.** Common concerns voiced by interviewees across the arena included the lack of knowledge about AI-related activities, and (justified) concerns about the lack of coordination, and the amount of duplication of effort. There is a significant need to knit together the arena on an ongoing basis. Functions could include:

- Development of a digital platform where learn2earn organizations, people, and their AI-related activities can be shared. Ideally, this information would be federated, with an API to allow people to

easily submit and update information, as well as incentives (access to the community & services, relevant community updates & announcements, deals and discounts, etc.) that would encourage continuous updates. This could build on the work we've already done, and include features like a local services database and dynamic ecosystem maps.

- A related membership organization, with subsets for providers, funders, government agencies, corporations, etc.
- Regular informational webinars to share information across the ecosystem
- Regular events to build new connections
- A living database of organizations in the arena, including up-to-date information about their activities.
- Training programs to help both non-technical and technical career-related stakeholders to learn how to leverage AI tools.
- Ethical AI standards development and collaboration.
- A database of courses for AI-related training and development, both for client populations, and for providers
- An AI-powered recommendation engine, suggesting potential partners and funders
- Employer participation and commitment is critical. Without commitments to inclusive and ethical practices, AI-fueled Applicant Tracking Systems and hiring & development processes will continue to disadvantage many seekers.

For an example of a well-developed platform for a skills-oriented ecosystem, we take great inspiration from [Velocity Network Foundation](#), which has built a membership group, data-transfer standards, and a data transfer service.

**2) Open Career Software Platform.** There is a significant amount of independent activity in the arena, but so far there is little coordination or reference technologies considered to be best practices. There needs to be significant work done across the arena to provide useful, inexpensive, and reliable technologies. Activities can include:

- Leveraging existing technology frameworks
- Creating new technology frameworks specific to the learn2earn arena
- Maintaining a database of continually-updated best practices for coaching, counseling, and training for a range of populations.
- Developing reference ethical AI practices and tools that can be easily adopted, even by the smallest of organizations.
- Developing a wide range of Application Program Interfaces (APIs) to allow easy and secure transfer of information between different software offerings.
- Supporting a range of data formats and data exchange, and Application Program Interfaces (APIs) all of which can leverage genAI), including:
  - Federated skills models
  - Credentials, including skills wallets, badges, certificates, and degrees
  - Training resources
  - Job market data
- An ecosystem of technology providers who will support nonprofits who need to integrate these technologies with their existing IT infrastructure. (Think of the workforce equivalent of [Code for America](#).)
- Ideally, the “best practices” database and the code repository should be hosted on a community platform like Github.

For an inspirational outline of the kinds of data protocols that are needed for this kind of platform, TalentTransformation.com has suggested a “Decision Support System for Learners Earners,” detailing a variety of possible technology components, APIs, and data standards, which provides an inspirational view of some of the opportunities for the technical ecosystem.)

**3) Open Jobseeker Dashboard.** Creating a reference “open jobsearch LLM,” developing an interface to provide access to best-in-class jobsearch and career-change advice and support, for self-knowledge, career options, vocational and other learning, search strategies, and work opportunities. (Note that while it is highly unlikely that a single “perfect” jobseeker interface would or should be developed, a reference design

leveraging open-source tools and open databases and APIs could be duplicated and modified for different populations and use cases.)

## **ANALYSIS AND NEXT STEPS**

While we found a variety of inspiring examples, these are still very early days in the development of genAI and related technologies to power career preparation and work access for a range of underserved populations. Charrette LLC believes there are substantial opportunities to continue the CareerzAI work, building the learn2earn ecosystem, and continuing to leverage the broad range of genAI technologies as they continue to rapidly develop.

For example, our belief is that one possibly effective approach to catalyze these activities could be the creation of **a federated community** that could build the kind of connective tissue and co-create a sustainable business model.

We are seeking allies and collaborators who want to help grow the “coalition of the willing.”

**Questions, suggestions, omissions, criticisms, ideas... Please contact Gary A. Bolles, gbolles@charrette.us, whatsapp +1.415.420.5493.**

## APPENDICES

What are the details of the different kinds of services that genAI could support in the workforce prep/learn2earn arena?

### Appendix 1: Client-facing Services

- **Support:** AI software provides emotional and practical support, helping clients stay motivated through challenges such as completing college or upskilling programs. For example, some organizations are interested in using AI tools to reinforce self-confidence, especially for clients with limited support systems.
- **Enhanced User Experience.** By automating parts of the client experience, the organizations streamline application processes and assist individuals in career pathways, focusing on supporting low-income and underrepresented groups.
- **Triage/Diagnosis:** AI software contributes to initial assessments, helping clients identify their needs, current skill levels, or any barriers they may be experiencing. Several interviewees mentioned that they're exploring AI to streamline intake processes and provide preliminary assessments.
- **Self-Knowledge:** AI software assists clients in gaining insights about themselves, often through assessments or skills evaluations that offer personalized career recommendations.
- **Information:** AI tools deliver trusted career-related information on topics ranging from resume building and job applications to industry-specific knowledge. This has become particularly valuable for underserved communities, offering consistent, accessible support at any time.
- **Training:** AI software assists with delivering and managing learning programs, often focusing on core skills or certifications to prepare clients for evolving job market demands.
- **Referral:** By tapping into a dynamic, AI-powered referral system, clients can receive recommendations for external resources tailored to their unique career pathways.
- **Asset Creation & Management:** AI helps clients know about, develop, and manage career assets, such as certifications and professional networks, centralizing resources in ways that aid long-term career mobility.
- **Opportunities:** GenAI is beginning to connect clients directly to apprenticeships, mentorships, and job openings, making opportunity discovery more seamless.
- **Resources:** Some organizations are exploring GenAI to directly provide resources, such as managing applications for funding, financial aid, grants, and other resources critical for client success.



## **Appendix 2: Coach/Counselor-facing Services**

- **Supplementary:** AI software can provide to coaches and counselors all of the services listed above for client-facing services.
- **Data:** AI tools can help coaches to understand patterns of client needs, prioritize time, generate summaries, and suggest support and intervention strategies. Help with data-driven decisions like choosing program participants, matching them to programs.
- **Design:** Suggest, design, and generate courseware and other client-facing resources. Translate materials into client languages.
- **Effectiveness:** Save coach time and increase effectiveness by automating repetitive tasks. Automatically generate high-touch services such as email outreach. Synthesize research to improve coaching models.
- **Training:** Speed learning processes for new & experienced coaches.

### **Appendix 3: Internal Operations Services detail**

- Operations: AI tools can help functions like Finance to analyze spending data, find and support legal frameworks and guidelines, recommend best practices, etc. HR functions can more easily be automated through coordination by AI tools.
- Funding & Partnering: AI software can assist with RFP grant-writing, partner selection & outreach, suggest client pricing models, analyze & synthesize data to suggest optimal investments of staff and resources and to find errors.
- Strategic: Analyze key trends, suggest new service options, recommend geographies for expansion,
- Communications: Assist with marketing communications, synthesize information for studies, generate reports, synchronize with partners, etc.

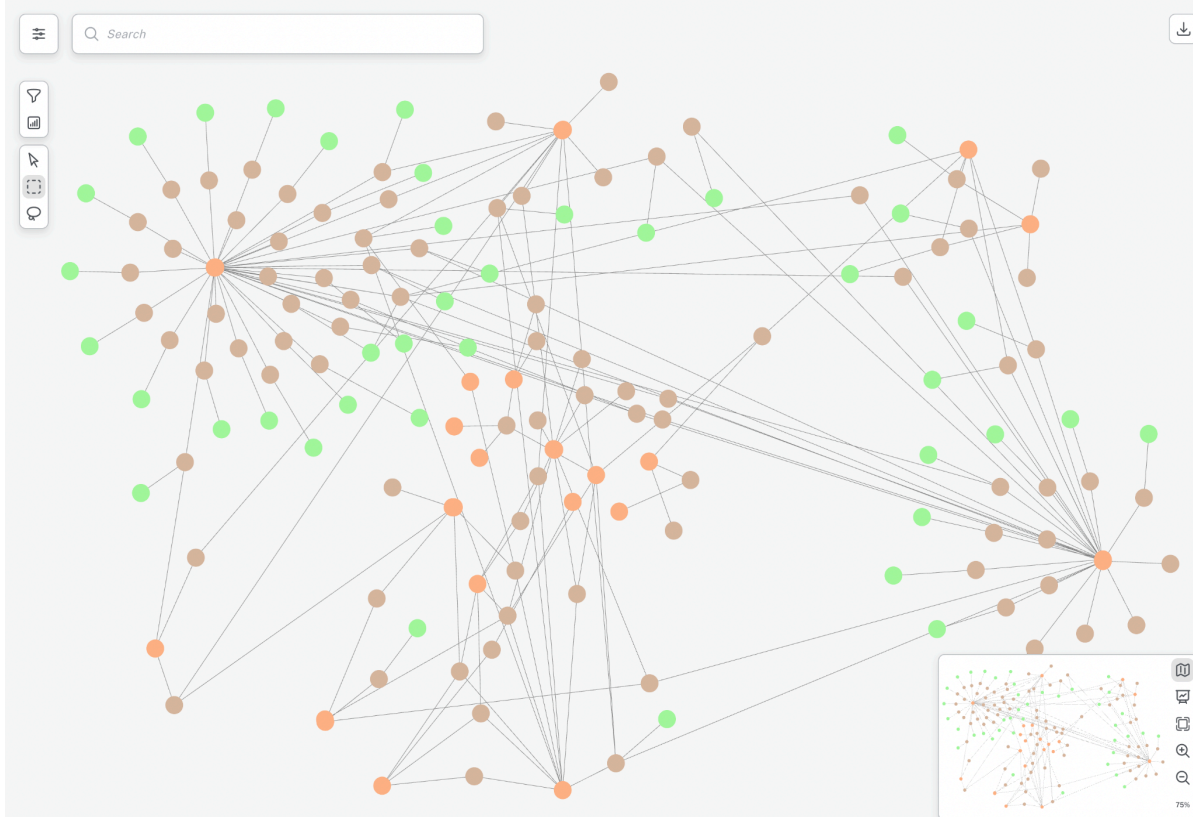
## Appendix 4: Arena-facing Services Aiding Systems Change detail

PROBLEM DOMAIN	SOLUTION DOMAIN
1. No “network of networks” linking the various initiatives and consortia in the context of AI	1. The Careerz.AI Consortium: Building a network of networks for the Learn2Earn + AI ecosystem.
2. No single series of events or convening cookbooks for linking across the learn2earn landscape in the context of AI	2. Events to Knit Together the L2E+AI Arena: Regular convenings to foster collaboration and knowledge-sharing among Learn2Earn stakeholders.
3. No broadly-accepted map of the learn2arena and the possible uses of AI	3. Persistent Ecosystem Mapping: Using node-graph software to map the Learn2Earn landscape, providing stakeholders with a comprehensive view of available services, gaps, and opportunities.
4. No widely-accessible training or support for providers to help them leverage AI tools.	4. AI Training for Career Services: Online and in-person training resources, including up-to-date best practices
5. Too many skills models and skills implementation models in the provider arena, and in the employer arena	5. Powering the Skills Marketplace: Developing AI-supported employer resources that aid skills transformation, bridging skills gaps with tailored skill development pathways.
6. No federated approach using AI to linking client skills information in the context of job search & career change	6. An “Open Jobsearch LLM” Linked to Major Job Databases: Using a federated language model to aggregate and personalize job search results.
7. No “living database” of learn2earn providers	7. AI-Vetted L2E Provider Database with Seal of Approval: A database that highlights reputable Learn2Earn providers, vetted by AI for quality assurance.
8. Cloud resources for learn2earn providers is expensive	8. Free Cloud/LLM Accounts for Every Provider: Offering cloud resources to Learn2Earn providers to enhance accessibility and capacity for AI-driven services.
9. No consistency between the career and job-search offerings from different providers; clients cannot move their data seamlessly across service boundaries	9. Federated Career API Connecting Across Systems: Developing a standardized API to integrate diverse career services into a more unified offering.
10. Employers make commitments for inclusive hiring, with no guarantees they’re not using AI to screen out those with less access & advantage	10. Employer Commitments, Tracked by AI: An AI-driven system to monitor employer commitments to inclusivity and skills development.
11. Seekers are at the low end of the power dynamic with employer hiring systems, with little ability to penetrate the AI-fueled hiring wall	11. Employer Tech Tests: Tools that link to inclusive skills inventories, helping job seekers understand and meet employer requirements.
12. Some employers with critical hiring needs could be using diverse talent, but lack the ability to rapidly create opportunity programs	12. Popup Apprenticeships Platform: AI-powered tools to enable employers to create short-term apprenticeships based on evolving job requirements.
13. Too many degrees, credentials, and badges — and employers don’t know what they mean, nor do these assets increase the likelihood anyone will be hired	
14. Client populations don’t know which career and job-search services to use, and are likely to get very different outcomes depending on their entry point	
15. The U.S. workforce continues to be minimally mobile, yet many work market asymmetries are due to a	

- geographical mismatch: workers here, jobs there
16. The increasing use of AI means that client data can simultaneously get more siloed and more exposed
  17. Lack of clear use cases to help prioritize plans & usage
  18. Lack of vetted practices
  19. Lack of inexpensive, high-quality tools so we don't have to build our own from scratch
  20. Lack of resources to compete with for-profit solutions, many of which may be too expensive or not useful for our populations
  21. Lack of information flow between silos
  22. High cost of translating to different languages for our populations
13. AI-Fueled Marketplace for Credential Registry & Certification: A platform for centralized credential tracking, making credentials more accessible and reliable across the ecosystem
  14. Single-Service Model: A one-stop platform for learner/earner services, potentially extending to government procurement.
  15. Support for Career Mobility: Infrastructure to support learner-earners in navigating cross-geography opportunities.
  16. Secure Data for All: Addressing the challenge of data portability and privacy across career bots, government databases, and hiring platforms, ensuring user data is both secure and accessible.
  17. Use cases and documented case studies on how AI can be leveraged as inspiration to drive adoption and also faith from those that are skeptical
  18. Best practices toolkit
  19. Socially responsible, open, low-cost AI toolkit
  20. Resources -- philanthropy needs to step up in a major way to help us achieve market share and be competitive with other institutions that are putting in all their resources to drive sales
  21. Collaboration with like minded, cross-sector stakeholders. We need power in numbers and better flowing of ideas to mobilize resources, best practices, and uplift the sector at large
  22. With help, we can develop multilingual versions of our assessments and reach more people, equipping them with the skills and self-awareness needed to thrive and positively impact communities

## Appendix 5: Visualizations

We imported the survey database into a set of tools that allowed us to “map” various connections in the ecosystem. Using a “node graph” visualization allows us to detect key relationships and gaps across the arena.



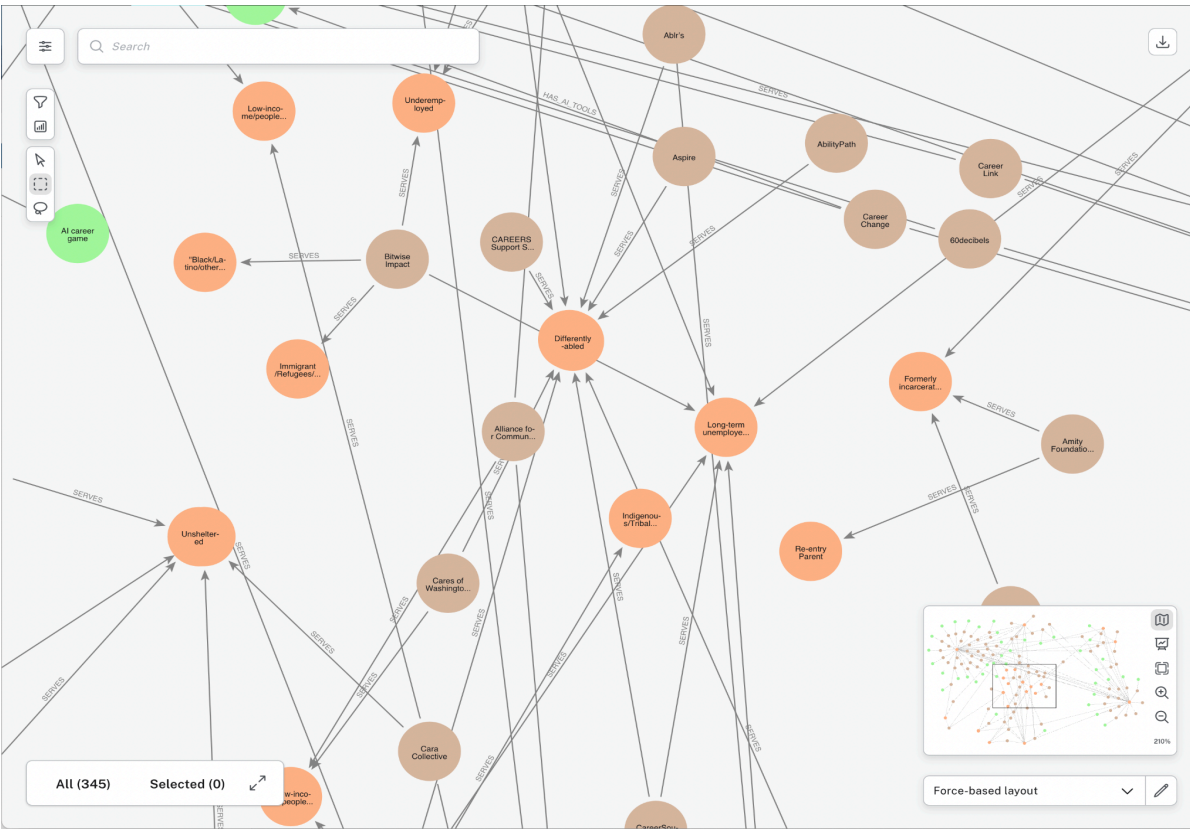
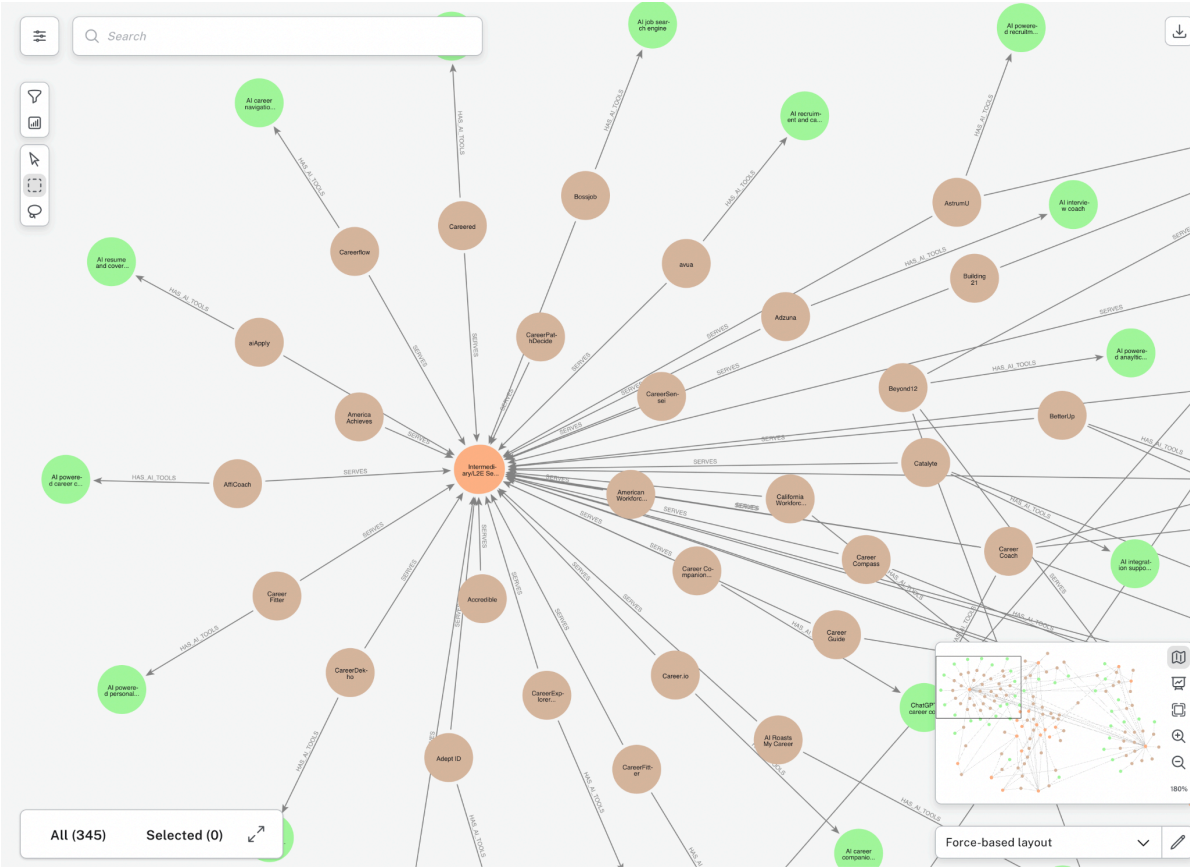
A variety of providers and funders emerged as “supernodes,” organizations with many connections that serve a key “knitting function” within the ecosystem. Some of these include:

- Providers
  - CareerVillage
  - Empower Work
  - Per Scholas
  - Jobs for the Future JFF
  - Merit America
  - Skillup Coalition
  - Talent Transformation
- Foundations
  - Gitlab Foundation
  - AI Opportunity Fund
  - Patrick McGovern Foundation
  - Siegel Family Endowment
  - U.S. Chamber of Commerce Foundation
- Corporate/corporate foundation
  - Google.org
  - Salesforce.com

Future opportunities to strengthen the Learn2Earn arena include:

- Creating a landscape “dashboard” of stakeholder organizations and initiatives across the arena
- Allowing stakeholders to leverage the database to provide recommendations for client referrals, filtering by need, geography, etc.
- Developing a business model that would make such a database continuously up-to-date

- Amplifying the work of supernodes
- Encouraging more supernode organizations



## **Appendix 6: Key Questions in Stakeholder Interviews**

- What populations does your organization primarily serve?
- What is your organization's understanding of the problem domain?
- What is your organization's theory of change for the solutions domain?
- What are the main sources of your organization's funding?
- Has generative AI impacted your organization's approach, programming, or general operations in any way?
- What are your organization's current activities involving generative AI or large language models?
- What are your plans regarding AI?
- If you could wave a magic wand, what do you think the entire arena needs in the future related to AI?

# Appendix 7: Learn2Earn Ecosystem Map

(See the entire source map [here.](#))

