

# Centering and Supporting Youth During Staff Transitions

*Rachel Lee &  
Lindsey Buller Maliekel*



July 23, 2025 | Baruch College



**ACTIVATING THE POWER  
OF AFTERSCHOOL**



**PASE ANNUAL CONFERENCE**

# WELCOME!

As you get settled in, take a moment to answer the prompts posted on sticky notes around the room:

- What do you enjoy about working with emerging adults?
- What do emerging adults need from their adult mentors?
- What challenges does your organization face regarding staff transitions?



# Centering and Supporting Youth During Staff Transitions

**July 23, 2025**

1:30 pm - 3:00 pm

PASE Activating the Power of Afterschool Conference

# Agenda

- **Welcome and Introductions**
- **Who We Are, What We Do**
- **Staff Transition Case Study**
- **Change Management Framework**
- **Breakout Work**
- **Share Out and Close Out**

# Who We Are

**New 42's mission is to make extraordinary performing arts a vital part of everyone's life from the earliest years onward.**



**New Victory Theater**



**New 42 Studios**



# What We Do

**The New 42 Youth Corps** provides job training, mentorship and career guidance to young adults from across New York City. It's three different tracks meet students where they are academically and professionally, and serve New York City with diverse and creative young talent.



**New Victory Usher  
Corps**



**New 42 College  
Corps**



**New 42 Fellows  
Corps**



# Share Out

Share from sticky note prompts posted around the room.



Today's Essential Question:

*How can organizations center and support young people when the adults they rely on change?*





# Case Study

**2024 Staff Transition at New 42**

# C.O.R.E.

## Change Management Framework



**C**ontextualize the change



**O**rganize your strategy



**R**einforce existing structures



**E**ngage with empathy



# Contextualize the Change

## For Youth

- Be clear about what is shifting and why
- Be clear about what is staying the same and how
- Be explicit about the impact, both operational and emotional

## For Staff

- Share institutional knowledge openly
- Connect staff with existing allies
- Give context; avoid gossip



# Organize Your Strategy

## For Youth

- Co-create solutions with young people
- Be thoughtful about how information is disseminated to young people (how, when)
- When you make a plan, be consistent and deliver on them

## For Staff

- Document roles, responsibilities, and roll outs
- Create shared frameworks for how to engage, respond, and reflect



# Reinforce Existing Structures

## For Youth

- Shine a spotlight on what is *not* changing
- Stick to routines in order to build trust
- Lean on existing allies

## For Staff

- Prioritize elegant systems
- Document procedures to avoid confusion
- Resist the urge to change too much all at once



# Engage with Empathy

## For Youth

- Create space for 1:1 conversations
- Check in with those most impacted
- Expect friction and create space for it
- Provide space for questions and for grief

## For Staff

- Remind staff of who they were when they were young people
- Provide support for staff for their own emotions, both frustration AND joy!
- Reinforce that not all things are personal







# Let's Practice!

## Change Management Handout



# Share Out

Change Management Handout

# Why We Do It

“

Just a big thank you to all of the managers who've helped me grow so much professionally and personally.. I've learned to value how important a good work ethic is and how meaningful friendships are with teammates when working in a team.

”

“

I'm happy I stayed in the program this year. It was hectic at first but it was nice to see so much change for the better.

”

“

There is nothing more joyful for me than to have a new usher on their first day and support them through their own journey on understanding the theater and how we do things here, and also feel good in the process.

”

*Youth Corps Comments from End of Year Assessments*





# THANK YOU!

[lbuller@new42.org](mailto:lbuller@new42.org)

[rlee@new42.org](mailto:rlee@new42.org)