Building Community Engaged Partnerships Through Career Pathways

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Leading The Way: Access. Success. Impact. Career Pathways Comprehensive Plan

This plan will direct how institutions will address regional economic needs through developing and promoting pathways to careers in West Virginia.

- Developing formal partnerships with businesses, non-profit organizations, and other employers; and
- Enhancing institutional career readiness programs for students (internships, co-operative arrangements, career counseling, job placement programs, etc).
- The plan should articulate goals aligned with the institution's mission, the institution's strategies to meet these goals, and how the institution will assess the success of those strategies.

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Best Practices and Innovations

Data and Resources

- National Association of Colleges and Employers
- Network of Academic Corporate Relations Officers
- Industry Partners
- Higher Education Institutions
- UMass Boston Benchmarking Study of Peer and Aspiring Peer Instructions

Career Pathways - Innovations around collaborating with other entities to help students identify:

- Career interest
- Relevance and applicability of their studies to available careers
- Provide ways for students to get experience in future careers prior to graduation

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Community Partnership Paradigm

- Over time, the amount of true support a university receives from a community partner will depend in part on the number and quality of engagements.
- Community partners no longer consider themselves. “donors” to academia; they consider themselves “investors”.
- Centralized Campus Coordination: Corporate Relations, Campus Relations, Government Affairs, Career Services, Alumni Relations, and more…..
- For the purpose of our conversation today Community Partners include:
  - Businesses
  - Corporations
  - Employers
  - Organizations
  - For-profits
  - Non-profits
  - Government agencies
  - Alumni Relations

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Best Practices in Community Partnerships

- Five Essential Elements of a Community Engaged Partnership Program
  - Institutional Support
  - Mutual Benefits
  - One-stop shopping
  - Integrated Research Development
  - Campus Coordination

Source: NACE; Network of Academic Corporate Relations Officers Benchmarking Committee

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Institutional Support

- The commitment of the university leadership to community partnerships is critical. The central administration must make it clear that establishing and maintaining durable relationships with industry is a priority for the university.
- The value a community partner seeks from a university is rarely within the exclusive domain of one office to deliver.
- By clearly charging the community partnership office (team) with coordinating the totality of a community partner's relationships on campus, campus constituencies – such as career services, research centers, academic divisions, and faculty members – will be more likely to share information and collaborate with the office.

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Mutual Benefits

- Articulating the value proposition the university offers.
- Working with both parties to develop collaborations that support the mission of each partner.
- Identifying and matching the community partner's strategic needs and the university's strengths.
- Synthesizing multiple pieces of information from numerous constituents to create common understanding and real opportunities for shared, positive outcomes.
- Listening to all stakeholders, helping them identify shared goals and designing projects and initiatives that create mutually beneficial outcomes.
- Building consensus within the university ecosystem.
- Ensuring collaboration goals are met.
- Helping faculty and administration communicate effectively with corporate partners.

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Win-Win Examples

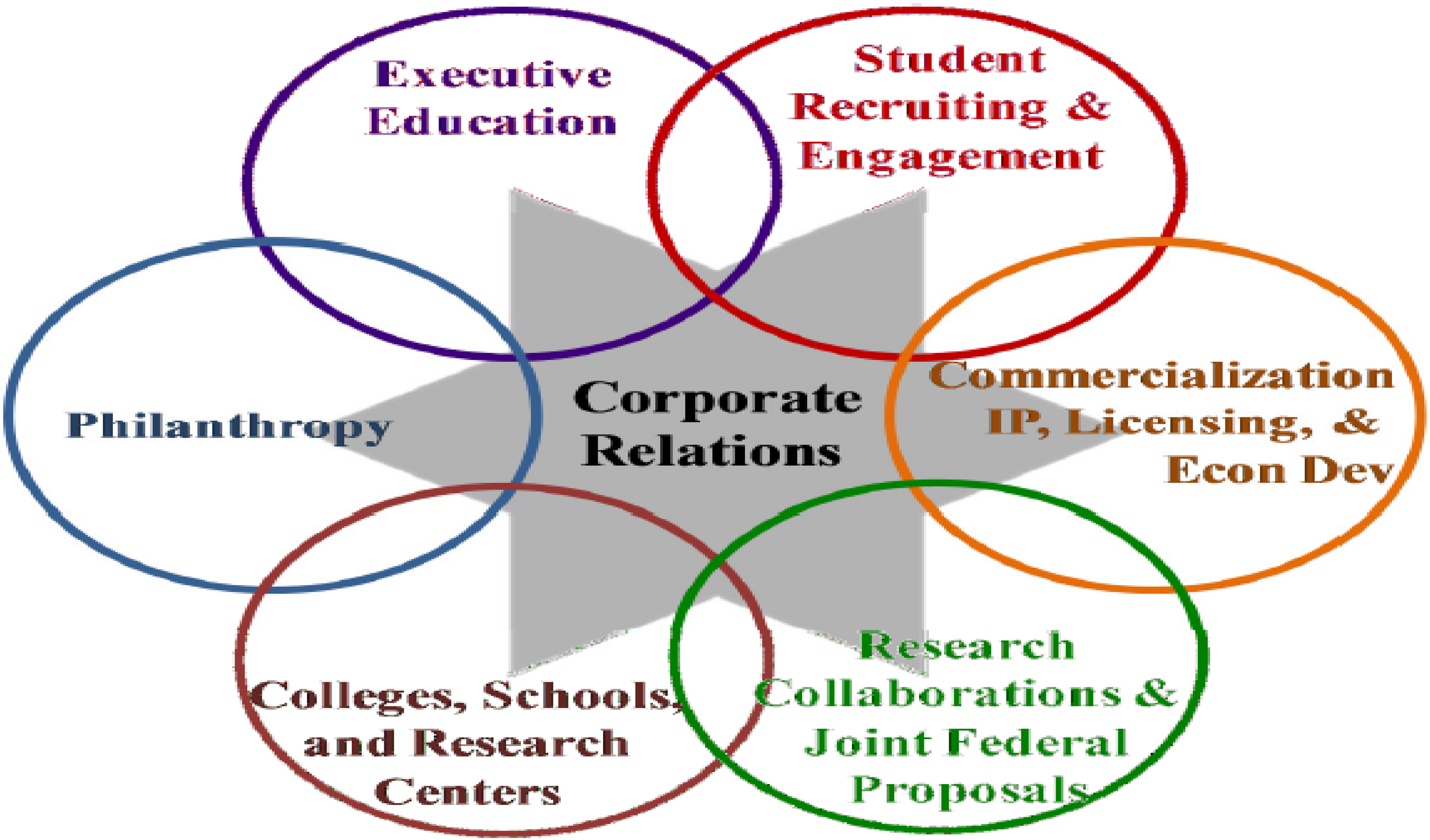
University

- Jobs/internships for students
- Job Shadowing
- Executive Education Participants
- Expended research capacity; access to real-world problems
- Licensing Revenue
- Equipment/facility fees/event funding

Community Partner

- Future employees/recruiting pipeline
- Executive education training for employees
- Campus research collaboration
- License patents
- Access to specialized equipment
- Event sponsorship/publicity

One-stop Shopping



Integrated Approach to Research Development

- While the Office of Research Administration is responsible for negotiating sponsored research agreements, the community partnership office can play an important role identifying companies with sponsored research needs. In addition, when the two offices work together, sponsored research agreements can be negotiated to include a philanthropic component, providing valuable resources to the university as an integral part of the deal.
- Without [a single focal point], there is a slowly converging effort of multiple corporate and academic personnel redundantly discussing needs and approaches, causing a loss of valuable time and efforts.

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Campus Coordination

- In order to successfully serve as a one-stop shop, the community partnerships office (community relations, government affairs, career services) must build strong working relationships with offices across campus, whose engagement with the business sector can advance or hinder university-wide relationship-building.
- The successful community partnership program is not only dependent on the corporate relations office, it is also dependent upon their ability to find willing partners across the campus:
  - Chancellors, Presidents, Provosts: provide institutional support
  - Vice Presidents for Research: leverage federal funding opportunities with corporate partners
  - Deans: serve as a bridge to various academic programs
  - Development Leadership: coordination when approaching corporate alumni
  - Office of Licensing/Technology Transfer: negotiate corporate IP terms
  - Research Administration: negotiate corporate sponsored research agreements
  - Career Services: facilitate positive student recruiting experiences, internships, helps students identify career interest, relevance of their studies to careers, and provide way for students to get experience in future careers prior to graduation

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Assessment – Evaluating Community Partnerships

- Traditional practice for community partnership performance assessment tends to follow the funding pipeline maxim:
  - contacts yield visits; visits yield opportunities for proposal development; proposals yield revenue.
- Such a tangible results-based perspective misses both long-term and intangible forms of value, which are often more strategic to the university than near-term revenue.
- While near-term incremental revenue is very important in any partnership, to only focus on that form of value misses the mark and distracts the community partnership process.
- New evaluation tools for university community relations programs are needed.

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Evaluation Criteria Based on Best Practices

Institutional Support

- Policies/guidelines that support the campus wide coordination role.
- Faculty/administration/students participation in community partnership efforts.
- Willingness of campus offices to collaborate with the corporate relations office.

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Evaluation Criteria Based on Best Practices

Mutual Benefits

- Ability to develop mutually beneficial strategies for community engagement consistent with university priorities.
- Ability to identify and match the community partner's strategic needs and the university's strengths.
- Ability to help all stakeholders to identify shared goals and create mutually beneficial outcomes.
- Ability to establish, drive, and maintain successful collaborative partnerships.
- Ability to translate from academic to business language/concepts and vice versa.

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Evaluation Criteria Based on Best Practices

One-stop Shopping

- Ability to facilitate and support timely interactions between the community partner and campus partners.
- Increased interactions between the community partner and the university.
- Ability to identify and pursue strategic opportunities that emerge throughout the relationship.
- Ability to identify common interests and make connections between community partners and various campus units.
- Ability to coordinate and support the development of multi-disciplinary/multi-divisional collaborations.
- Total resources raised (sponsored research, in-kind donations, and philanthropy).
- Broad knowledge of university research, research priorities, programs, and services.

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Evaluation Criteria Based on Best Practices

Integrated Research Development

- Funding raised for research.
- Identification of community partners for federal research proposals.
- Number of sponsored research agreements.
- Collaborations with the sponsored research and technology transfer offices.
- Familiarity with sponsored research and intellectual property issues.
- Vitality of research relationships and affiliates programs.

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Evaluation Criteria Based on Best Practices

Campus Coordination

- Frequency and quality of meetings with campus partners.
- Development of a database or processes that will facilitate the sharing of information.
- Increased internal collaboration and leveraging of information and resources.
- Ability to coordinate campus corporate strategy.
- Development of policies to prevent duplication efforts.

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UMass Boston Overview

- The only public university in metropolitan Boston, located on Boston harbor, the University of Massachusetts Boston campus offers **193** academic programs through its **11** colleges. UMass Boston serves the most diverse student population in New England.
- As a key institution in Boston that sponsors **over 30** research centers and institutes, UMass Boston contributes substantially to public policy discussion and formulation in such areas as economic development, social well-being, environmental affairs, and healthcare.
- UMass Boston is integral to the city and its neighborhoods as it reaches out through partnerships with the Boston Public Schools, local businesses, community programs, and youth sports.

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UMass Boston

Who are our students? Fall 2013

- **Out of 16,277 students in fall 2013:**
  - 76% are undergraduates
  - 59% are women
  - 44% are members of a minority group
  - 56% are White
  - 16% are Black or African-American
  - 12% are Asian
  - 12% are Hispanic
  - 3% are two or more races
  - 1% are Cape Verdean

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UMass Boston

- 56% of UMass Boston students are first-generation college students.
- Of 3,132 new undergraduates in fall 2013:
  - 45% were first-time freshmen
  - 11% were transfers with freshman standing
  - 22% were transfers with sophomore standing
  - 22% were transfers with upper-division standing
- 59% of UMass Boston degree-seeking undergraduates are transfer students.
- 85% of UMass Boston Alumni live in the Boston Metro Area.

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Building Community Engaged Partnerships at UMass Boston

Instructional Support

- Mission and Values
- Vision Statement
- Strategic Plan 2010-2025 – *Fulfilling the Promise – Student Success*
  - Student-centered urban public research university
  - UMass Boston provides rich and engaging educational experiences, and to expand and apply knowledge, for students and communities
  - Chancellor's Office, Deans, and Academic Departments
  - Strategic Planning Task Force
  - Career Services – Career Pathways
- 25 Year Campus Master Plan
- UMass Boston Community Partnership Team – Monthly Meetings
- UMass Boston Community Partnership Symposium – Wednesday, April 2nd

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UMass Boston Community Partnership Team

- **The Office of Community Partnerships (OCP)** seeks to identify, strengthen, and create collaborative community partnerships that advance UMass Boston's mission as a student-centered research university. This effort is aligned with the vision of the university to advance engaged research, teaching, service, and commercialized activities through mutually beneficial and equitable campus-community relationships.
- **Community Relations** is the primary contact for individuals, business, and community organizations and local municipalities that seek involvement with UMass Boston. The Office of Community Relations supports numerous on campus activities on behalf of the community, working closely with such areas as
- **The Division of Government Relations and Public Affairs** serves as the primary point of contact and source of information about the University of Massachusetts Boston, university events, and achievements. The division cultivates relationships and partnerships with university administration, faculty, staff, the media, and the greater Boston community.

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Office of Career Services and Internships

Vision

Students in all academic areas are prepared to achieve career success in a global society. The Office of Career Services and Internships is a strategic partner with community and employer constituents to enhance the UMass Boston experience.

Mission

We engage all students, alumni, and the UMass Boston campus community in a lifelong career planning process. We are dedicated to maximizing each individual's full potential by promoting the choices and behaviors that lead to meaningful careers in a global society.

UMass Boston "My Career On Track" Model

Goals and Objectives

- Engage students and alumni in career development and preparation to make the best use of their talents, resources, and experiences
- Collaborate/Partner with faculty and campus partners to facilitate career education and preparation
- Develop and maintain strong relationships with alumni and employers for the purpose of creating meaningful connections that benefit students

Explore

- Meet with a Career Specialist
- Utilize My Career Online
- Identify your career interest, values, and skills
- Complete a self-assessment (FOCUS 2)
- Explore career options
- Choose a major

Prepare

- Attend career workshops
- Understand the application process
- Create resume & cover letter
- Research companies / organizations
- Develop interview skills
- Build your career network

Engage

- Participate in experiential learning: internships, research, study abroad, or job opportunities
- Dress for success
- Utilize social media to your networking advantage
- Participate in career fairs, job shadows, and events
- Practice professional etiquette & communication

Transition

- Re-evaluate and identify next steps
- Consider further education & professional development/training
- Gain (articulate/leverage) experience
- Practice lifelong learning & professional development
- Stay connected with UMass Boston

Impact

- Create visibility and career awareness for students by having the career development process strategically aligned within the academic mission
- Build career development practices aligned within the academic environment and strategic plan
- Achieve student success by connecting career development to the academic and student experience at UMass Boston

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UMass Boston Community Partnership Objectives

Increase publicity about the university's strengths and successes. Promote the following:

- UMass Boston student "DNA"" They are tenacious and hardworking and do not feel entitled.
- The University has extensive experience in educating a large population of student veterans.
- Success in preparing minority undergraduates with STEM degrees.
- Students have a strong commitment to the community, and want to apply their education to benefit the community after graduation.
- The student learning experience is instrumental to the development of the region's future workforce.
- Individual student success stories are an important means of engaging audiences with the message.
- UMass Boston has quality faculty and strong academic programs including its nationally recognized programs.
- Align the university's message with corporate needs. For example, it must translate its success into corporate language.

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UMass Boston Defined Partnerships

- ***Community-Engaged Teaching and Learning*** can include credit or non-credit bearing academic programs or learning activities conducted for public understanding.
- ***Community-Engaged Research and Creative Activities*** attempt to address problems experienced within society with nonprofit, governmental, foundation, community groups or individuals, or private entities.
- ***Community-Engaged Service*** includes client and patient-directed care (e.g. clinical services), technical assistance, or direct community service not associated with academic programming.
- ***Community-Engaged Economic Development*** includes research on the economy at the macro and micro levels, workforce development, business development and assistance, and research that can have commercial application for the public good.

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UMass Boston Teaching and Learning Activities

- ***Service-learning:*** A method of instruction that enhances academic learning, meets or addresses a community need, and fosters civic learning and responsibility by connecting curriculum with community service in a real-world setting. Activities are usually semester based but can range from one-time weekend activities to year-long projects.
- ***Internships***: Paid or unpaid activities that are closely tied to learning outcomes and that enhance students' understanding of a specific career or set of skills. Internships usually require a high-level of time commitment and can be done for credit or independently by a student to gain experience.
- ***Practicum***: Similar to an internship, but more focused on students gaining skills through the application of course instruction (i.e., student teaching, clinical rotations, etc.).
- ***Community federal work study:*** A federally funded financial aid program for college students, federal work study provides opportunities for students to earn financial aid by working in locations on and off campus.
- ***Sharing of academic resources:*** Community members can connect to academic resources through continuing education programs; free or discounted classes, workshops, and trainings; or various other professional development opportuni that are designed for the public.

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UMass Boston Research Activities

Research and creative activities by university faculty, staff, and students can be connected with the community in a variety of ways. These include:

- ***Translational research:*** Involves the conversion of knowledge gained through research into a form where it can be used by practitioners and community members to have immediate positive impact.
- ***Community-based research:*** The community serves as the source of information that drives research on an issue impacting a particular community.
- ***Collaborative research:*** Research jointly designed, conducted, and reported by the community and members of a higher education institution.
- ***Action research:*** University-driven research to propose action on a community issue.
- ***Participatory action research:*** Similar to action research but is community driven.
- ***Advocacy research:*** Similar to participatory action research but with an intended goal of influencing policy makers through research and on behalf of a community.
- ***Empowerment research:*** Advocacy research done in collaboration with the community with a goal of empowering a certain population to increase its effectiveness in influencing policy decisions.
- ***Evaluation or evaluative research:*** A systematic approach to assess the efficacy or impact of program, policy, or phenomena.

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UMass Boston Service Activities

Service activities include client and patient-directed care (e.g. clinical services), technical assistance, or direct community service not associated with academic programming. Illustrations of this are:

- ***Community-driven and serving programs:*** Services and programming offered by the university or community partner to address a wide range of community needs.
- ***Sharing of individual expertise:*** This usually takes the form of consulting or advising; serving on an external board or committee; or creating or performing public works of art.
- ***Volunteerism:*** Can be one-time, short term, or ongoing volunteer activities with no direct connection to academic study.
- ***Sharing of university space and facilities:*** This can be a one-time, short term, or ongoing use of university space and facilities for the betterment of a community, cause, or public need.

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UMass Boston Economic and Community Development Activities

Economic and community development activities are represented through supporting entrepreneurship and connecting the public to scholarly endeavors. This is in addition to the university's role in workforce and career training and includes:

- ***Market research:*** Research that supports public services and servants.
- ***Business development:*** Programs that focus on the development of small and disadvantaged businesses in order to help them to compete in the marketplace.
- ***Intellectual property:*** Copyrights, patents, and licenses that advance a public good.
- ***Business incubators:*** Business support resources and services designed to help small startup and early-stage companies succeed. (Venture Development Center)

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UMass Boston Best Partnership Practices

Effective and sustainable campus-community partnerships have the following characteristics:

- Based on and organized around a clear understanding of the shared goal, objectives, strategies, timeline, roles, and responsibilities.
- Equally benefits all partnering stakeholders.
- Relationships grounded in trust, mutual respect, clear expectations, and shared decision making.
- A realistic understanding of each stakeholder's individual/organizational resources, needs, wants, mission, goals, and limitations.
- Focused on partner strengths and assets while understanding resource limitations and internal/external threats to the partnership.
- Integrated assessment and communication loops designed to advance the overall effort.
- Growth driven by assessment results and continued communication.
- Seamlessly incorporated into existing interests, responsibilities, and resources.

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OCP_Master1 : Database (Access 2007 - 2010) - Microsoft Access

File | Home | Create | External Data | Database Tools

Views | Clipboard | Sort & Filter | Records | Find | Text Formatting

Community Impact | Institutional Impacts/Funding | Outreach/Meeting Date | Internal Contacts | Program

Program List: Center for Social Policy - Thrive in Five Initiative

Add New Program

Program ID: PRO0328

Sentence: Thrive in 5 is transforming Boston into a city that values and proactively nurtures young children's school readiness – because when our youngest children thrive, we all prosper. CSP

Program Name: Center for Social Policy - Thrive in Five Initiative

Summary: The Center for Social Policy (CSP) is the external evaluator of Thrive in 5 Boston. Thrive in 5 is transforming Boston into a city that values and

Conclusion:

Approach: Thrive in 5 is leading a process to identify and implement a set of school readiness measures, from birth through kindergarten, that account

Goals: By 2018, all of Boston's children will be ready for school at kindergarten entry. Today, only 54% of Boston's children are.

Topic: Education

Primary Impact Area: Boston

Start Date:

Sub-Topic: Early Education

Boston Indicator: Education

End Date:

☑ Research ☐ Service ☐ Teaching and Learning

Sub-Type Research:

Sub-Type Service:

Sub-Type Teaching and Learning:

Additional Sub-topic:

Additional Topic	Additional Sub-topic
Community/Economic Development, Edu	Human/Social Services, Inclusion/Access

Community Impact

Roles/Responsibilities of Partners

Social Impacts

Policy Impacts

Record: 316 of 354 | No Filter | Search

The unique ID for each program; Starts with

Relationships

Navigation Pane

Community Impact
- Program ID
- Program Name
- Roles/Responsibiliti
- Project Indicators ar
- Assessment/Data Co
- Environmental Impa
- Economic Impacts

Additional Sub-topic
- Program ID
- Program Name
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Program/Contact Inters...
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- State
- Country

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- Amount
- Start Date
- End Date

Program
- Program ID
- Program Name
- Summary
- Start Date
- End Date
- Sentence
- Primary Impact Area
- Topic
- Sub-Topic
- Boston Indicator
- Goals
- Approach
- Conclusion
- Research
- Service
- Teaching and Learning

Events
- Program ID
- Name of Event
- Event Date
- Frequency of Ev
- Frequency o
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Elected Officials
- First Name
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- Last Name
- Contact E-Mail
- Phone
- Cell Phone
- Title

Pending Funding Ta...
- Proposal Name
- Source
- Description
- Hyperlink
- Type
- Date Submitted
- Expected Notifi

Program/Partner Intersecti...
- Program ID
- Program Name
- Partner ID
- Partner Name
- Start Date
- End Date

Service
- Program ID
- Program Name
- Sub-type-Service
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Internal Contacts
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- First Name
- Middle Initial
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- Phone
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- Highest Degree

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Partner Organizations
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Teaching and Learning
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- Sub-Type-Teaching and L
- Sub-Type-Teaching an

External Contacts
- Contact E-Mail
- First Name
- Middle Initial
- Last Name
- Phone
- Cell Phone
- Title

Student Impacts
- Program ID
- Program Name
- Course-Specific A
- Generic Academic
- Learning How to
- Community Learn
- Leadership Devel

Program/Partner Inte...
- Program ID
- Program Name
- Partner ID
- Partner Name
- Address
- City
- State

Research
- Program ID
- Program Name
- Sub-Type-Research
- Sub-Type-Resea

References
- Program ID
- Program Name
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Program Affiliations
- Program ID
- Program Name
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- Department/Center Affilia
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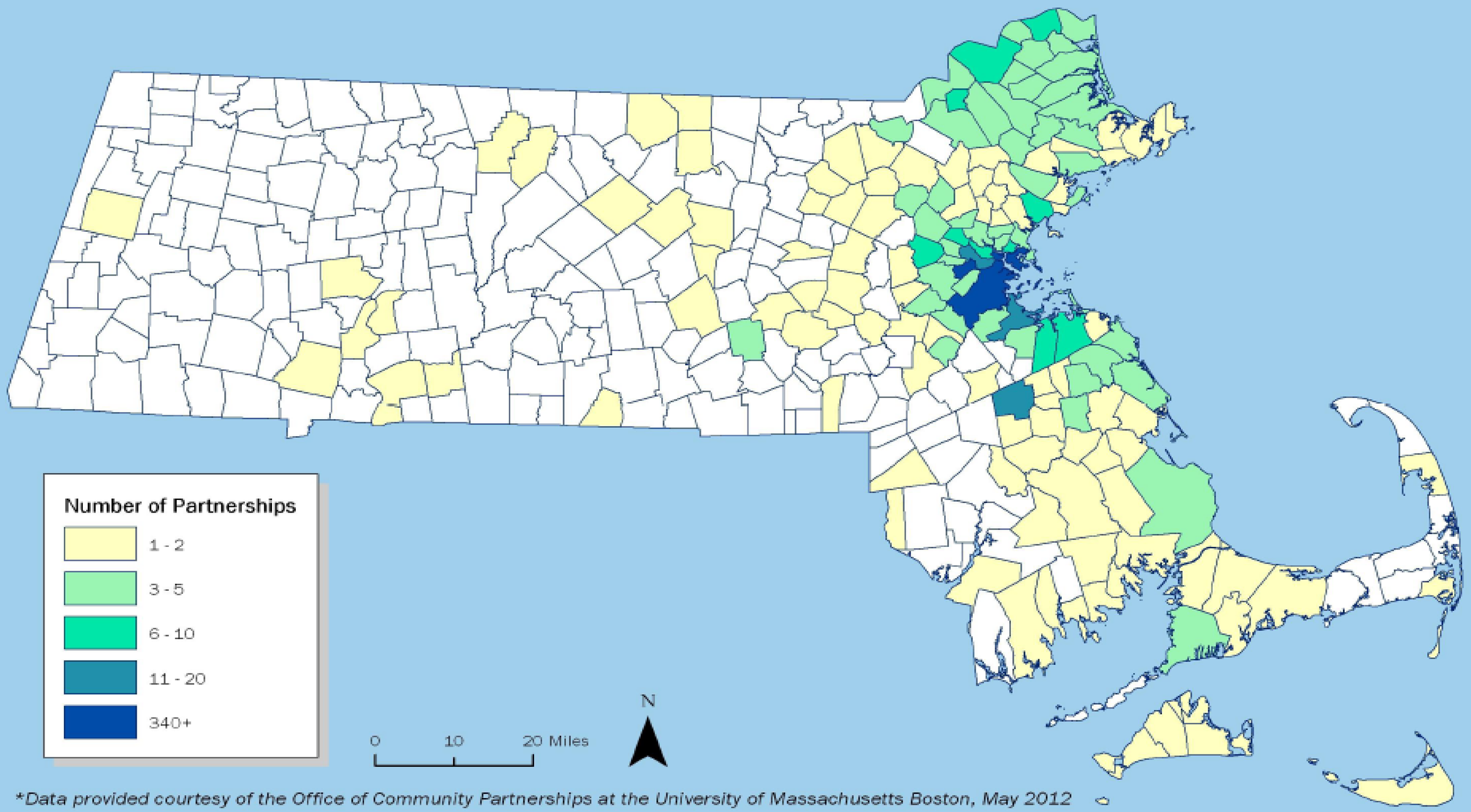
Ready

Community-Engaged Partnerships in Massachusetts

Map represents **777** partnership connections from **113** programs and initiatives



*Data provided courtesy of the Office of Community Partnerships at the University of Massachusetts Boston, May 2012

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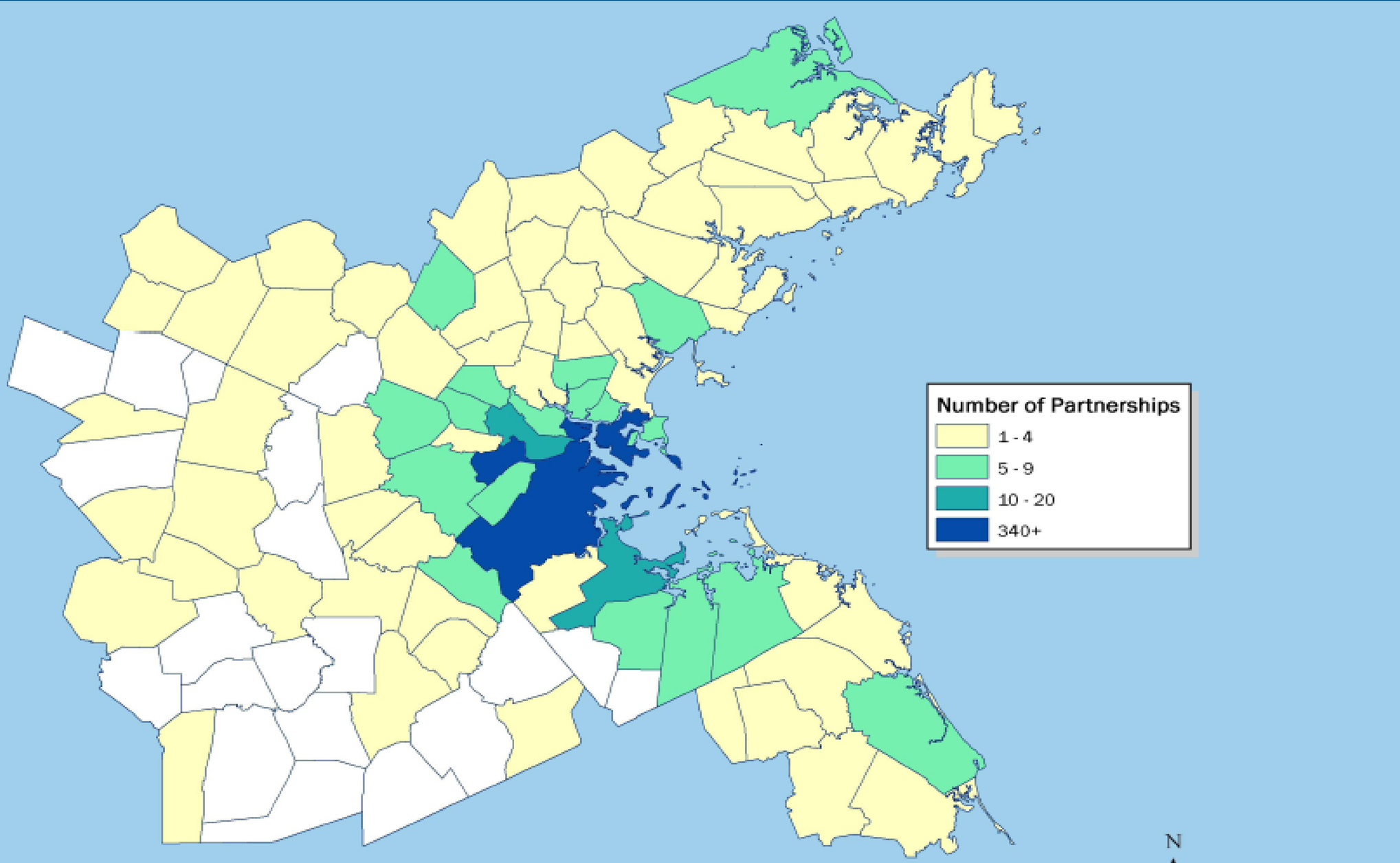
Community-Engaged Partnerships in Greater Boston

Map represents **644** partnership connections from **98** programs and initiatives



**Data provided courtesy of the Office of Community Partnerships at the University of Massachusetts Boston, May 2012*

Enhancing Career Readiness – Career Pathways

Industry Advising and Employer Development Team

- Building campus, employer and alumni relations, alliances and partnerships that result in:
  - Expand opportunities for students to gain internship/experiential learning experiences and develop knowledge, skills and confidence to compete in global workforce
  - Greater involvement/engagement of corporate, government, and non-profit organizations in campus events and programs
  - Cutting redundancies and maximizing resources
  - Recognition of UMass Boston as top source of talent
- Integrating industry and career paths knowledge and employer information into Career Services work with students to help them “make sense of the chaotic barrage of information they encounter” and make more informed choices / decisions about career directions and preparation.

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The Partnership Continuum

Levels of Engagement Activities

Awareness
- Career Fairs[1]
- Interviews[1]
- EDU Account[2]

Involvement
- Industry Affiliates/ Advisory Program[3]
- Research Grants[3]
- Internship/Co-op
- Software Grants[3]

Support
- Student Consultant[4]
- Hardware Grants[3,5]
- Curriculum Dev/ABET Support & Fundraising[3]
- Workshops/Seminars[4]
- Support Contract[3]
- Student Organizations Sponsorships[3]
- Philanthropic Support[6]
- Guest Speaking/Lectures[4]

Sponsorship
- University Initiative Sponsorship[3]
- Undergraduate Research Program Support[3]
- Graduate Fellowships[5]
- Collaborative Research Program Report[5,3]
- Outreach Programs[6]
- Support for Proposals for Education (NSF, NASA, etc.) [3,5]
- BETA Programs[3]

Strategic Partner
- Executive Sponsorship[3,6]
- Joint Partnership[3,5,6]
- State Education Lobbying[3]
- Major Gifts[3,5,6]
- Business Development[2,5]

KEY
1•Recruiting
2•Education Sales
3•UR Account Managers
4•UR Programs
5•UR Research
6•Other (Philanthropy, Alumni, Executive)

Phase One | Phase Two | Phase Three | Phase Four | Phase Five

Traditional Engagement — **Holistic Engagement**

The HP Relationship Continuum

- Shows the comprehensive academic-industry approach one company has taken.
- HP, like most companies, is focused on developing strategic partnerships that add value to the company.
- As the company builds trust with the university and the relationship deepens, more engagement opportunities arise.
- It is instructive to note that major philanthropic gifts usually result only after the relationship is well established and mature.

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Critical Issues, Challenges & Opportunities

- **Managing Employer Expectations and Providing Broader Array of Options for Gaining Access to Student Talent.**
- It will continue to be an “employers’ market;” employers will expect more “service,” more access to top talent; employers will not hesitate to go directly to faculty and students, bypassing career services, if necessary.

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Career Services Impact Strategies

- Create visibility and career awareness for students by having the career development process strategically aligned within the academic mission.
- Build career development practices aligned within the academic environment and strategic plan.
- Achieve student success by connecting career development to the academic and student experience at UMass Boston.
- AY 2012-2014 Data reported a 52% growth in internship placements with 4,255 students earning academic credit.
- Internship placements resulted in over 50,646 hours of service.

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Discussion

- What are the three major take-a-ways from today's session that you could take back to your campus?
  1. _____
  2. _____
  3. _____
- How could you implement these on your campus

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THANK YOU!

FOR MORE INFORMATION ON OUR SERVICES, WORKSHOPS AND SPECIAL EVENTS, PLEASE GO TO:

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