



RAMP-UP

Rensselaer's NSF-funded Project for Institutional Transformation

Interim Report

For January 31, 2011

Rensselaer Polytechnic Institute

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NSF ADVANCE Institutional Transformation Award 054835
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Communication

<p>G O A L</p> <p>Communicate RAMP-Up objectives and activities to the campus community and beyond in a way that demonstrates leadership support, generates community interest, and contributes to the national discussion on women's advancement in the academy</p>	<p>TECH VALLEY CONNECT</p> <p>Tech Valley Connect continues to gain attention experience rabid growth. Recently, a well respected regional publication, The Business Review featured an article on November 25th showcasing Tech Valley Connect on their "Strategies" section (see Appendix D) . This was a major benchmark, as the media exposure gives us marketing reach we couldn't possible garner without it. In addition, Angela McNerney, Tech Valley Connect's Executive Director was asked to speak on a local radio show called "Chamber Chat" on October 25th to discuss this innovative initiative. The Tech Valley Connect program provides an innovative dual career service by coordinating informational interviews with high level professionals in the spouse/partner's discipline. Working to build meaningful professional networks helps these incoming professionals secure employment once relocated, adding to overall retention of top talent in the Region. In November, Deborah Kaminski presented a poster at the NSF Advance PI meeting in Alexandria describing the model for Tech Valley Connect (see Appendix A). Another article was published in January 2011, in the Capital Region Living magazine (see Appendix E).</p>
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Activity	
G O A L	<p>At the level of the individual, we will be reaching out across the university with Faculty Workshops, both to those who are candidates for advancement and those who are decision-makers in the advancement process.</p> <p>WEBSITE</p> <p>In this quarter, we have hired a student Michael Gonzalez to update and renovate our website. We have also had him design some stunning signage for our RAMP-Up office at Rensselaer.</p> <p>Post picture of signs HERE</p> <p>TEAS – TEACHING EXCELLENCE IN ACADEMIA SEMINARS</p> <p>On November 17th, Dr. Ellen Cole, a renowned psychologist and researcher of gender studies led a discussion on “Happiness in the role of “Professor.” This seminar focused on re-conceptualization of psychology which focuses on well-being, authentic happiness, and flourishing. Participants were given suggestions and learned basic techniques they can apply to their professional and personal lives. This event was so well received that we have asked Dr. Cole to return to give a workshop in the Spring on Balancing Work/Life challenges through the use of ‘Positive Psychology’. Dr. Ellen Cole is Emerita Professor of Psychology, having directed the graduate program in counseling psychology at Alaska Pacific University for the past 15 years. She is immediate past-president of APA's Division 35, the Society for the Psychology of Women, and former editor of the journal Women & Therapy. She decided to return to school this year at the University of Pennsylvania where she is enrolled in a master's program in Positive Psychology.</p> <p>Testimonial</p> <p>Quote from Miriam Katz, PhD, Earth & Environmental Sciences: “As a result of networking through TEAS, Debbie Kaminski offered me the opportunity to fund a grad student through her GK-12 Energy & Environmental NSF grant. This allowed me to take on a new PhD student this year. TEAS is the only place I've crossed paths with Debbie, so this most certainly made a very big difference for me, especially being pre-tenure and needing to have a track record with PhD students as one of my tenure criteria.”</p> <p>TECH VALLEY CONNECT</p> <p>Tech Valley Connect has 57 families which are currently in the system. Of those, 38 families are active, where we are working on job placement efforts or coordinating family resources for them. 50 informational networking interviews have been coordinated. Of the 26 spouse/partners</p>



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requesting dual career assistance (3 are not in the region yet), 9 have found job placement. 208 regional resources have been requested. (See Appendix C).

Tech Valley Connect has added to their sponsors to help financially support the program. Albany Valve & Fitting has signed up for a \$2500.00 level. All four of the organizations who have sponsored Tech Valley Connect (SEFCU, Realty USA, Belmonte Builders) monetarily see the potential for exposure to their own businesses and are highly of the program overall. In addition, the Rensselaer County Industrial Development Association has accepted a proposal for \$25,000 grant funding for 2011. In January, we will present in front of their Board of Directors. Angela McNerney, Executive Director of the program, will also be meeting with Congressman Paul Tonko in January, to discuss government funding opportunities.

McNerney is now working with key healthcare organizations in an attempt to build a sub-consortium of regional hospitals, physician's groups, specialists, imaging center, and health insurers to apply the Tech Valley Connect model toward their retention and recruitment efforts. By building sub-consortiums by industry, we are hopeful to attract top talent to the region. This has generated a great deal of interest within the health care community and support for the project has been overwhelmingly positive.

In the last month, Tech Valley Connect has been contacted by Global Foundries, one of the largest chip fab plants being built in the country. It is expected that they will be relocating over 2000 employees from Dresden, Germany and recruiting an estimated 800 employees from elsewhere in the United States. Although they have an international relocation company, they are aware that this company does not do much of the personal transitioning that Tech Valley Connect does. Global Foundries is asking TVC to customize some of their services to accommodate where the relocation company's services don't cross over.

Tech Valley Connect has also published a marketing postcard listing their core services. (See Appendix F) This piece will be distributed to employers to give to their recruitment candidates, giving them an idea of what they can expect if and when they accept the job offer. Also, this can be used as a mailing marketing piece.

The Strategic Volunteer Initiative has expanded to include an organization currently funded by the United Way called, 2-1-1. To recap, the Strategic Volunteer Initiative is an integral part of networking newly relocated professionals into new communities by providing volunteer opportunities



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	<p>in the region. The commitment of time for these individuals serves as a way to meet people within their own profession, finding ways to integrate both socially and professionally. The program helps to assimilate our families by connecting them to local not-for-profits. Some of the benefits include helping to fill the resume gap for foreign national short term assignees as well as professional networking.</p> <p>The 2-1-1 initiative is much like 9-1-1 except it's for health and human services. 2-1-1 connects people in need to agencies and other organizations that can help them. These groups specialize in providing emergency food, shelter and clothing and crisis counseling. They can help with substance abuse issues, employment, financial and legal issues, physical and mental health needs, and more. It acts as an umbrella for hundreds of not-for-profit agencies. By having Tech Valley Connect partner with them, we are able to access their not-for-profits directly for community service opportunities for our clients</p> <p>We have been encouraged by the renewals of some our top institutions; Rensselaer Polytechnic Institute, University at Albany and the Wadsworth Center. Their confidence in Tech Valley Connect has been reinforced by renewing their membership for year 2 of the program.</p>
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Pipeline Search

<p>At the level of the department, we will be “priming the pump” for women’s advancement at Rensselaer with a Pipeline Hire to recruit a senior women faculty member from industry, national labs, or other nonacademic sources</p>	<p>The search committee for the Pipeline Hire remains inactive. Due to the current economic climate and budget constraints at Rensselaer, the pipeline search has been restricted to current searches at RPI. RAMP-UP is working with the administration to promote a pipeline hire and other female faculty hires within these constraints. In prior years, pipeline searches had been conducted, but they did not result in successful hires.</p> <p>We believe that the search committee needs to be reconstituted with a commitment to the kind of recruitment effort this search requires. We have submitted a proposal to the Acting Dean of Engineering.</p>
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Faculty Coaches	
L	<p>At the level of the school, we will be working to institutionalize a Faculty Coach who will sit in on the school-level Promotion and Tenure reviews as a non-voting member and serve as an advisor for individual faculty and for the administrative leadership team.</p>
	<p>FACULTY COACH IN ENGINEERING</p> <p>William (Al) Wallace is our new Faculty Coach for the School of Engineering. Wallace has participated in three School of Engineering-wide meetings, one for assistant professors chaired by the Dean David Rosowsky and another for associate professors, also chaired by the Dean, and one for faculty mentors chaired by the Associate Dean, Linda Schadler.</p>  <p>Wallace met privately with an associate professor regarding promotion and an assistant professor (woman) regarding tenure and promotion.</p> <p>FACULTY COACH IN SCIENCE</p> <p>Mark Holmes continues to serve as the Faculty Coach in the School of Science.</p> <p>FACULTY COACH IN HUMANITIES, ARTS, AND SOCIAL SCIENCES</p>  <p>Unfortunately, there still has been no announcement of an Acting Dean identified for the School of Humanities, Arts and Social Sciences. However, we are moving forward in requesting from the Provost permission for Nancy Campbell Professor in the Department of Science and Technology Studies to be named Faculty Coach. Once we've received confirmation,</p>

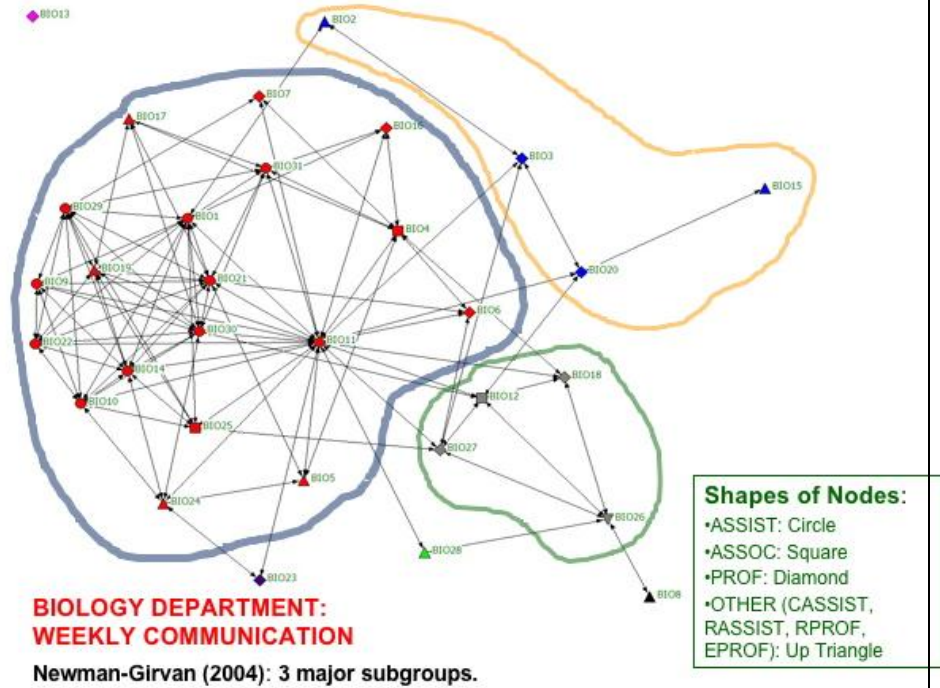
Department Cultural Change	
G O A L	<p>At the level of the department, we aim to transform the culture of departments to make them more supportive places</p>
	<p>SOCIAL NETWORK ANALYSIS</p> <p>We are continuing to refine our analysis of the social networks of the four departments awarded cultural change grants last year.</p> <p>In particular, under the guidance of Lei Chi, Assistant Professor of Management, we are using the Newman-Girvan (2004) model to identify cohesive sub-groups within each department, based on data collected at the start of the project. As shown by the sample below, this</p>

for women faculty.

technique identifies major subgroups in the departments, in this case, based on weekly communication.

We will be presenting the results of our analysis in meeting with the departments this fall and repeating our data collection to document changes this spring.

We plan to issue an RFP for additional department change proposals later this semester. We note that two departments who expressed interest last time but were ineligible because they had hired no women (Decision Sciences & Engineering Systems and Earth & Environmental Sciences) are now eligible because of new hires this fall.



Career Campaign Awards

The 2011 Career Campaign Award Winners have been announced:

Rena Huang, Assistant Professor, Electrical,

Computers & Systems Engineering - Huang is proposing research of graphene solar cells on Si is a natural expansion of her present research activities. As graphene is as thin as a single atomic layer, it is transparent but extremely dense. A 3D stacked graphene solar cell is an exciting and appealing new energy source with high performance and low cost.



Huang's career development is at a critical point at present. Her tenure dossier was sent out for external letters in fall 2010 and will be evaluated internally at Rensselaer in the spring of 2011. The Career Campaign Award is timely and necessary in supporting and accelerating her future career growth. The Award will enable Huang to conduct preliminary research and collect necessary experimental results to pursue external funding. The financial support of the Award is crucial to allowing her research group to enter an exciting but competitive field as well as establishing Huang's niche area in graphene optoelectronics in a timely manner ensuring success.

Feng Yan Li, Assistant Professor, Mathematics

Li has proposed to further advance her academic career by presenting research findings at seminars, conferences and workshops, supervising graduate and undergraduate students, and especially planning to devote more time to identify and initiate new research areas and establishing new collaborations. She also plans to recruit a PhD student in Fall 2011 or Fall 2012. With the career advancement plan described Li proposes to support one graduate student in Summer 2011. The primary objective of this activity is to prepare the research group for a new research area, namely, PDE constrained optimal control (PDE stands for partial differential equations). With the relative short period of time, the focus will be on a constrained optimal control problem for linear second-order elliptic PDE and to establish the understanding towards the fundamental mathematical framework and the relevant numerical techniques. In particular, the first step is to review the mathematical aspects of the existence of the optimal control and derive the optimality conditions. Then

At the level of the individual, we will be supporting the advancement of women, including post-tenure and minority women, through the ranks with Career Campaigns.

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numerical algorithms will be examined to approximate the optimal control. This activity combines theoretical aspects based on PDE theory, functional analysis and convex analysis, and the numerical simulations, and therefore it will provide a well-balanced training for the participated student. In addition, if the success is satisfactory, the student will also have the opportunity of continuing working with the Li in this area. The proposed activity will be carried out under the guidance of the mentor, Professor Ronald Hoppe (Professor of Mathematics at University of Houston, C4-Professorship at the Faculty of Mathematics and Natural Sciences, University of Augsburg). Professor Hoppe is an established researcher in the area of PDE constrained optimal control and optimization problems. They have had some discussions on these relevant topics. Professor Hoppe also has a research code related to the proposed research and the student will have the opportunity to work with the code if the preparation is succinctly made. This activity also has the potential to initiate new collaboration.

Deanna Thompson, Assistant

Professor, Biomedical Engineering – Thompson's tenure-track faculty appointment at Rensselaer Polytechnic Institute has given her an opportunity to establish an independent research program in the area of



Neural Engineering with an emphasis on PNS and CNS repair. Research in the Thompson Laboratory is focused on Neuronal-support cell interactions relevant to nerve injury and repair using complex multicellular in vitro models to examine neuronal-Schwann cell interactions, capturing the more complexity in a controllable platform, allowing for detailed observations and manipulation the

environment to test multi-cue stimuli that are likely to influence both neurons and resident glia, as well as evaluate their interplay. While the bulk of this work is directly focused on peripheral nerve repair, this research has broader applicability to injuries related to spinal cord injury as both PNS grafts and Schwann cells influence re-growth in the CNS. Projects in my laboratory are focused on. Data generated may be useful in strategies relevant to PNS and CNS repair. My research fits nicely within the mission of the NSF, specifically under the division of Chemical, Bioengineering, Environmental and Transport Systems.

The focus of this Career Campaign Award is to continue a project with mentor, Dr. Linda McGown related to biomaterials for nerve injury and due to her success in obtaining funding from NIH and NSF, work on preparing both a submission to NSF and continue the project to generate



data that will result in a joint publication serving to cement our collaboration. The monies from this award will be used as summer support for a graduate student and some biological reagents to support the work. The project description is listed below:

Historically, spinal cord injuries (SCI) resulted in a high mortality rate and were viewed with no hope of recovery. Injured neurons can re-grow if given the proper microenvironment. Despite significant progress toward development of materials for treatment of SCI, none has yet emerged that satisfies the need for an injectable, tunable material that will match the mechanical properties of the spinal cord, minimize astroglial scarring, enhance axon migration via functionalization to support cell attachment or deliver soluble factors in the hydrogel, in addition to containing the proper geometry to direct cell migration while exhibiting the appropriate degradation profile to support re-growth of the injured cells. The goal of this proposal is to investigate a newly invented class of hydrogels that are formed by reversible self-association of mixtures of guanosine (Guo) and 5'-guanosine monophosphate (GMP) for neural tissue engineering. These binary G-gels are highly responsive to variations in the total monomer concentration, the proportion of the two compounds in the mixture, pH and cation content, providing multiple parameters with which to generate a wide library of gels with varying stiffness, porosity and alignment. A unique combination of physicochemical properties makes binary Ggels ideally suited to serve as an orienting, solubilizing scaffold for bridging damaged tissue with surrounding healthy tissue, supporting and guiding cell growth and elongation, incorporating structural elements and exchanging signaling and therapeutic molecules and enzymes between the gel insert and surrounding environment. We will evaluate several binary G-gels spanning a range of composition in the thermoassociative region to identify the best candidates that will be supportive of both axonal extension and glial migration and that can be easily used to fill in defects. *If successful, this injectable material will be capable of supporting the functional regeneration of damaged spinal cord with translation to other injured tissues in the nervous system.*

Mary Ann Staniszewski,

Associate Professor, Arts – Staniszewski has served as Acting Head from 2008 to 2010, and Graduate Director from 2006 to 2008. She looks to advance her research in an area that she has been developing for more than a decade--an investigation of the modern and contemporary sense of self that features the history of science and current issues of biotechnology. The grant support would facilitate a transformation in her research and

career so that this new area of research would be integrated into her previous research and professional profile. The key focus on this new work is the completion of a book based on this research. During her scheduled sabbatical, Staniszewski plans to finish the first volume of her trilogy's third component, "On Race" (a working/descriptive title). "On Race" spans from the founding of the Virginia colony in 1607 to today. Central to this study is the emergence and on-going transformation of the concept of race in modern scientific and current biotechnological discourses. Although the consolidation of race in the late eighteenth and early nineteenth centuries is featured, the instability of definitions of race and the inexorable "mixing" of the so-called races are key theses. The development of the concept of race is traced in science, language, law, and culture by creating a mosaic of interrelated and paradigmatic case studies. My analysis involves doing close readings of pre-modern and early-modern scientific texts and featuring early modern and contemporary cases studies dealing with the instability of the idea of race.

The work related to completing this book, attending conferences dealing with the research of "On Race," and attaining the remaining interviews for the case studies will aid in expanding Staniszewski's professional and research networks beyond those related solely to art, media, curation, and culture. Previously, she would spare only limited time for presentations and travel, and these would be for invitations for lectures, or occasionally panels, based on her reputation as an expert in art, media, curation, and culture. Support from RAMP-Up, timed with the sabbatical, would facilitate enhancing and broadening her professional networks and opportunities so that they would be more reflective of the full scope of her research.

Kim Lewis, Assistant Professor, Physics, Applied

Physics & Astronomy - In Fall 2006, Lewis was appointed as a tenure-track Assistant Professor of Physics, Applied Physics, and



Astronomy. She successfully passed the 3rd year review in 2009 and is now entering her 5th year at Rensselaer. Lewis expect to submit her tenure packet in Fall 2011 and her tenure case is expected to be decided in Spring 2012. Her assigned mentors for *research* and *teaching* are Toh-Ming Lu, Ray Palmer Baker Distinguished Professor of Physics and Peter Persans, Professor and Associate Head of the

Physics Department, respectively.

One of Lewis' current career goals is to secure tenure at Rensselaer. To obtain this goal, she believes it is necessary to strengthen her academic credentials (i.e., teaching, publishing in peer-reviewed journals, and acquiring external funding) and increase scientific visibility through self-promotion. In particular, the Career Campaign Award will enable her to complete the later objective, which will strategically place her in a favorable position to solicit the top ten senior colleagues in her research field for external letters for tenure review.

Lewis plans to advance her career through this grant by proposing the following activities to increase scientific visibility. She will seek Invited Talks/Seminars/Colloquiums & NSF Visits & Attend a Major Conference. Seeking opportunities to visit campuses of the top ten senior colleagues in her research field will enhance her scientific visibility. Lewis plans to schedule a visit to NSF in May 2011 which is about two months before the Career Campaign Award deadline. The timing of this visit is crucial, because she expects to use this opportunity to gain critical feedback about the research plan for her proposal. She will use any remaining travel funds to defray the cost to attend the Fall 2011 Materials Research Society (MRS) Conference in Boston.

Our Career Campaign Award winners from the past four years continue to work on their projects. Some notable highlights:

Aparna Gupta, Assistant Professor of

Management & Technology has attended the Financial Management Association (FMA) annual meeting October,



2010. With a background of Applied Mathematics and Operations Research, Dr. Gupta had in the past been more active in the Institute for Operations Research and Management Science (INFORMS) activities. Transition into the business school has required a greater presence in the mainstream Finance professional organizations as well as justifying her trip to the aforementioned conference. Dr. Gupta has worked towards increasing her participation in the FMA professional

association's activities and events post transition.

Audrey Bennett



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Audrey Bennett is an associate professor in the Department of Language, Literature, and Communication at Rensselaer. She studies the role of the user in visual communication. She seeks to understand how visual language married to technology bears images that facilitate interaction between image producers and image consumers. In her research, she uses participatory design methods to co-design interactive images with laypeople in remote regions of the world including the third world. So far, these interactive images have addressed the global HIV/AIDS pandemic. Bennett had face-to-face meetings with her mentor John Harrington when he was dean of the School of Humanities and Social Sciences. Upon his departure, she had telephone and email conversations with an external mentor, visual communication research pioneer Sharon Poggenpohl of the Hong Kong Polytechnic Institute. To develop an international reputation as a graphic design researcher, Bennett used her award to support the development of a virtual conference on the impact of design on global society, particularly indigenous communities. The conference titled "GLIDE (Global Interaction in Design Education)" pioneered a virtual format in the graphic design education community when it streamed on October 22, 2008 via Adobe Connect. There were keynote presentations, refereed full and poster papers, and blog and wiki discussions. The National Educators' Steering Committee of the AIGA, the professional association for design co-sponsored the conference. Subsequently, Bennett edited a special issue of the journal "Visible Language" that is published by the Rhode Island School of Design. Titled "Global Interaction in Design," this special issue that was published in 2010. GLIDE streamed for a second time on October 27, 2010 via gotowebinar with an international cast of presenters. The presentations are available to the general public via YouTube. Also forthcoming is the public dissemination of GLIDE presentations via iTunesU and Vimeo.



Women's Networking

<p>G O A L</p> <p>At the level of the individual, we aim to strengthen the networking ties among the women faculty and provide them with a forum in which they can discuss issues important to their professional development.</p>	<p>T.E.A.S.</p> <p>The Teaching Excellence in Academia Seminars continues to provide opportunities for women faculty to participate in open discussion focusing on specific topics. There is a half hour period before the topic discussions take place where women faculty can enjoy refreshments and network with one another. Dr. Miriam Katz, Associate Professor of Earth & Environmental Sciences had this to say, "As a result of networking through TEAS, Debbie Kaminski offered me the opportunity to fund a grad student through her GK-12 Energy & Environmental NSF grant. This allowed me to take on a new PhD student this year. TEAS is the only place I've crossed paths with Debbie, so this most certainly made a very big difference for me, especially being pre-tenure and needing to have a track record with PhD students as one of my tenure criteria."</p>
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Institutionalization	
G O A L	<p>At the level of the institute, we aim to reform institute advancement processes to make them more transparent and more fair</p> <p>DIVERSITY TASK FORCE</p> <p>Following the departure at the end of last year of the Vice-Provost for Institute Diversity, the President has asked for a full-scale review of Rensselaer's diversity efforts. The plan is to have a Diversity Task Force review and make recommendations by the end of the year.</p> <p>FUNDING COMMITMENT</p> <p>The Provost continues to support RAMP-Up activities beyond the NSF funds. In addition, the President has agreed to continue funding several RAMP-Up initiatives beyond the term of the grant. Details of the budget are located in Appendix B.</p>

Institute Advancement Reform	
G O A L	<p>At the level of the institute, we aim to reform institute advancement processes to make them more transparent and more fair</p> <p>INTERIM FACULTY COMMITTEES</p> <p>Unfortunately, a lack of agreement about the reformulation of the Faculty Senate following its dissolution by the Board of Trustees still exists at Rensselaer. The Provost will again hold school-based elections for interim committees this fall.</p> <p>As a result of an email from RAMP-Up urging tenured women to get involved, women were elected to all committees (now 3/5th women); and the Faculty Handbook and Grievance Committee — which may eventually be called upon to revise the Handbook.</p> <p>MEETING WITH PRESIDENT</p> <p>A meeting with President Shirley Ann Jackson has taken place to follow up on recommendations made by senior women faculty. (need update on this)</p>



Project Leadership	
G O A L Our goal here is to lead the project with credibility and efficiency and to involve the campus.	PROJECT CO-PI'S Debbie Kaminski and Kristin Bennett remain P.I. and Co P.I. respectively. STUDENT SUPPORT An undergrad student, Michael Gonzalez has been hired to revamp the RAMP-Up website with updates and better functionality. He has designed window panels to highlight RAMP-Up goals for our office. (See Appendix B)

Evaluation	
G O A L At the end of four years, we expect to deliver evaluation reports to NSF for each of our four years of effort.	COHORT STUDY Kaminski is in the data collection phase of a cohort study comparing 20 institutions, 10 ADVANCE and 10 non-ADVANCE, in terms of retention and advancement of women. TECH VALLEY CONNECT Since the onset of the Tech Valley Connect pilot program in July '09 and the eventual transition to not-for-profit status in January '10, the following metrics have been established; Appendix C.



Dissemination	
G O A L	<p>We conduct research to develop methods to document patterns of advancement in the academy.</p> <p>Deborah Kaminski, PI and Angela McNerney, Program Director presented a poster at the annual NSF Advance PI meeting this past November. The poster revealed the processes involved in making Tech Valley Connect a sustainable working initiative. See Appendix A</p> <p>McNerney will be sitting on a panel discussing retention and recruitment of top talent for the Lally School of Business Management on the Rensselaer campus. McNerney will be one of three panelists to discuss the unique model that Tech Valley Connect represents in enhancing recruitment efforts. This event would be hosted by the Lally School Dean's Business Council made up of business leaders throughout the surrounding Capital Region in March 2011.</p>



Appendix A



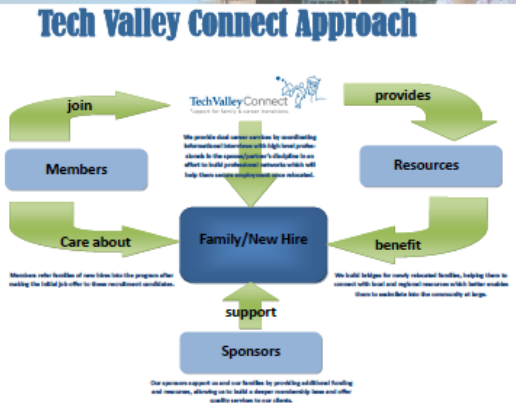
The Need: *Trailing spouse - Accompanying Partner Challenge*

- 83% of women scientists are married or partnered with other scientists
- Losing a hire in 1st two years (prior to the mortgage crisis) can cost an institution 2 1/2 times the salary
- #1 reason to lose hire - spouse/partner hadn't been accommodated in their career path
- Majority of couples in the United States both work
- Loss of income can dramatically affect quality of life issues
- #2 reason to lose hire— family does not assimilate well into the community

Info taken from Stanford University 2008 study - [http://www.stanford.edu/group/leung/leung.html](#) and the NSF [http://www.nsf.gov](#)

Results:

Membership to Date	
Faculty in the TFC group	27
Faculty currently active	24
Adjunct for Dual Career Academic	25
International Researchers on Board	45
Spouse/Partners	24
Spouses who are also	14
Spouse/Partners who were never previously associated	4
Members requested	192
Member Families	21
Children	32
Single Member Families	14
Equation Program	100% to development



Value of Informational Interviews:

- Building professional networks in a new locale
- Face time with decision makers in sponsor's discipline
- Helps employers gain access to high quality candidates
- Provides a unique structure for sponsor/partner's to break in to professional circles
- Introduces to entrepreneurs within the sponsor's discipline

Sponsorships & Resources:

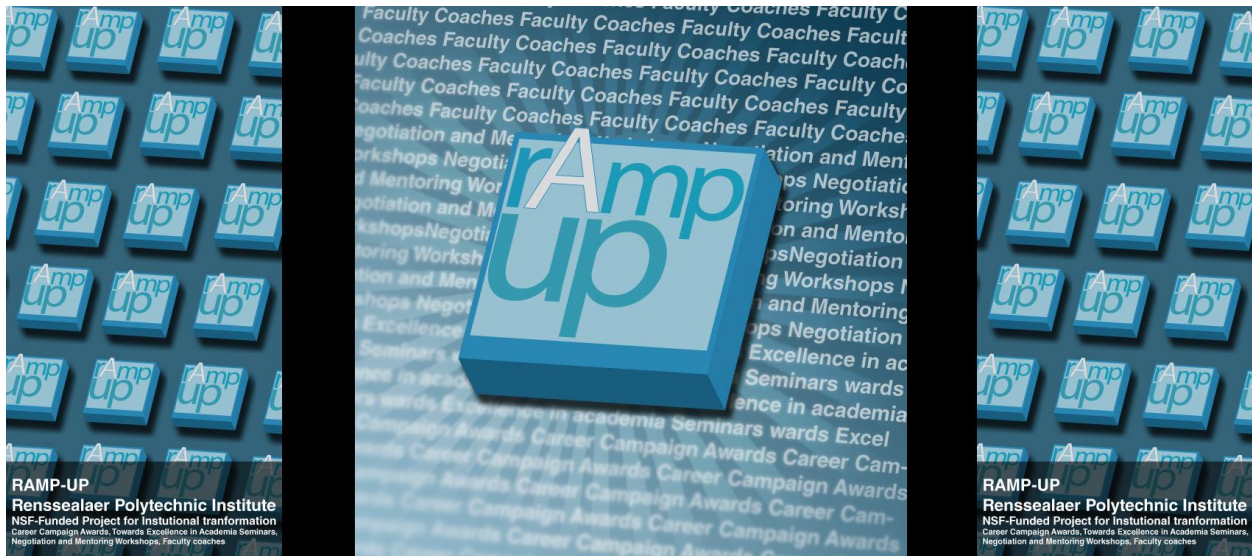
- CONSTITUTION MEMBERS:**
- University at Albany
 - Albany Medical College
 - Capital District Physician's Health Plan
 - Center for Economic Growth of Excellence
 - Key Bank
 - Lighthouse
 - NYU Broome/Port
 - Operator 10/04/03
 - Rensselaer Polytechnic Institute
 - Sage College
 - SENY
 - SENeca
 - Schenectady
 - Schenectady College
 - The State Street School
 - Three Warner Cable
 - Watworth Laboratories
- SPONSORS:**
- SENY
 - Seneca USA
 - Schenectady Builders
 - Pauline Sangroni Slomberg & Griffin, PC
 - LS&L Accounting

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For more information: www.techvalleyconnect.com



Appendix B





Appendix C

Metrics for Tech Valley Connect

Consortium Members	20	
Sponsors	9	
Resources	26	
Families in the TVC system	57	Family packages were purchased in bulk. They are activated once the company/university refers the hire's family into the program.
Families Currently Active	38	
Asked for Dual Career Assistance	26	
Referred to Career Counselor	7	
TVC contacted recruiters	26	
Referred to Resume Writer	3	
Informational Interviews coordinated	50	
Spouse/Partners	35	
Spouses who are men	14	
Spouse/Partners who have found placement	9	
Resources requested	208	
Spouse has not relocated to the Region as of this date	3	Career assistance will continue after the spouse is relocated with informational interviews, etc.
Inactive Families	19	Family packages were purchased in bulk. Inactive refers to those slots which haven't been utilized yet.
Children	34	
Strategic Volunteer Initiative	17	
Expatriate Program	still in development stage	Expect implementation in First Quarter 2011



Appendix D

Premium content from The Business Review - by Pam Allen

Date: Friday, November 26, 2010, 6:00am EST

[Tech Valley Connect links trailing spouses with high-level job contacts, community groups](#)

Published: November 24, 2010

Tom Feist once recruited a Ph.D. for a job at GE Global Research in Niskayuna who wound up leaving the area after two years.

The problem was not with the researcher's job, but rather that his wife also a Ph.D., couldn't find one.

"We sometimes run into issues where the trailing spouse is looking for employment and the employed person leaves when their spouse can't find work, said Feist, a former Global Research executive who is now general manager of global X-ray operations for [GE HealthCare](#).

That scenario will become more common as high-level talent moves to the Capital Region to work at such places as [GlobalFoundries Inc.](#) in Malta or [GE Transportation's](#) new battery plant in Schenectady.

A new program, Tech Valley Connect Inc., will help families acclimate to their new communities and trailing spouses plug into potential employers.

Dual-career marriages account for 65 percent of the U.S. workforce, according to the Clayman Institute for Gender Studies in Stanford, California, and when one partner can't find work, the couple usually leaves the area.

Prior to the mortgage crisis, the main reason someone would leave a job after two years was because the spouse couldn't find employment or the family didn't assimilate into the community, said **Angela McNerney**, executive director of the member-based Tech Valley Connect, located in the Rensselaer Tech Park.

What sets Tech Valley Connect apart from other welcoming organizations is its individualized approach for trailing spouses.

Tech Valley Connect sets up informational meetings between high-ranking company executives (their companies are members of Tech Valley Connect) and job-seeking spouses.

The meetings are not job interviews, but opportunities to meet contacts and build professional networks.

So far, four spouses have found jobs through Tech Valley Connects contacts.

Its all about connecting with the right resources who can build this out, said McNerney, a 1994 graduate of The [College of Saint Rose](#).



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Sue Harrison hooked into Tech Valley Connect through her husband's employer.

Mike Harrison, a process engineer, moved from Austin, Texas in 2008 to take a job at GE HealthCares 100-person operation at the new mammography systems facility in the Rensselaer Technology Park in North Greenbush.

Sue Harrison, who was assistant director of human resources at a 43,000-student school district in Austin, didn't join him until this past August, after the couple's youngest son finished high school.

Now, **Sue Harrison** is looking for work here. She's had several informational meetings with high-ranking executives at such employers as Rensselaer, [University at Albany](#) and Time Warner.

"They were low-stress, low-key. I had time to ask questions about their presence in the area and tell them about myself," she said.

Eighty-four percent of people find their jobs through networking, McNerney said.

Career networking is Tech Valley Connects main objective, but not its only function.

Julie Hansen, the programs coordinator, conducts thorough intakes with spouses and families, then introduces them to community groups, faith organizations and philanthropic interests.

Because Tech Valley Connect is not bound by the legal restrictions placed on employers, it can inquire about personal issues.

One such instance involved a gay couple that moved to the Albany area when one partner accepted a job at a local college. What started as an attempt to get the other familiar with the professional community became a family matter.

"In assessing their needs, we found they wanted to adopt. That's not a conversation you want to have with an employer," said McNerney, who was able to locate an adoption agency that focused on diverse couples.

"Pieces of McNerney's program are offered by different organizations, but hers is the first comprehensive attempt to take hold," said **Michael Wacholder**, director of the Rensselaer Technology Park.

"We've been talking about this new concept for 20 years and every effort has died off," Wacholder said.

[The Albany-Colonie Regional Chamber of Commerce](#) started a similar program in 1998 called Family "

"The challenge was having dedicated resources," said **Mark Eagan**, chamber president.

Tech Valley Connect stays with its clients for one year. To date, the program has collected \$96,500, which includes member fees, a \$25,000 grant from [SEFCU](#), a \$5,000 sponsorship from RealtyUSA and a \$2,500 sponsorship from Belmonte Builders Inc.

Companies, not the employee or trailing spouse, cover the cost of Tech Valley Connects services.



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Tech Valley Connect sprang from a pilot at Rensselaer started in 2009 and supported by a grant from the [National Science Foundation](#). The pilot started as a program to help women in academia address trailing spouse challenges. McNerney is the Program Director of that grant program and will continue to do so until it expires in December 2011.

Tech Valley Connect incorporated as a nonprofit in January 2010 and moved into the Rensselaer Tech Park.

“GE is still assessing the program, but understands that the Albany area needs a one-stop shop for relocating employers and their families,” said **Sarah Condella**, human resources manager for GE HealthCare.

“To be able to go to one spot and get a ton of resources is extremely helpful,” Condella said.

Sue Harrison had not found a job as of press time, but was confident that her skills and new local contacts would help her find employment.

I’ve been fortunate that my husband has moved a number of times in his career and I’ve always found gainful employment, she said. I think the same thing will happen in Albany.

Tech Valley Connect members include: University at Albany, City of Albany, Albany Medical College, SUNY Adirondack, Capital District Physicians Health Plan Inc., GE HealthCare, Lingua Linx, MVP Health Care, Rensselaer Polytechnic Institute, Sage Colleges, SEFCU, Sematech, Skidmore College, Taconic Farms Inc., KeyBank, Time Warner Cable, Wadsworth Laboratories
Founded: 2009 CEO: Angela McNerney Address: 120 Defreest Dr., Troy Phone: 698-1715 Website: www.techvalleyconnect.com .

[Enlarge Image](#)



Donna Abbott Vlahos | The Business Review

Sue Harrison hooked into Tech Valley Connect through her husband’s employer, GE HealthCare. “I’ve been fortunate that my husband has moved a number of times in his career and



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Read more: [Tech Valley Connect links 'trailing spouses' with high-level job contacts, community groups | The Business Review](#)



Appendix E



January 2011

The power of networking
Tech Valley Connect

By Danielle Pitanello

A great example of the power of networking is a newer non-profit in the area - Tech Valley Connect (TVC). TVC's sole focus is to connect professional families moving to this area with employment, social, cultural and most any other type of need they may encounter. Many, many families are relocating here for employment opportunities with the growth of the region's technology and research segments - and this will continue.

I sat down with Angela McNerney, executive director of Tech Valley Connect to talk about the program and the impact on this area.

Angela – tell the readers in a nutshell what TVC is all about.

We started as a pilot program on the Rensselaer Polytechnic Institute campus, funded by the Elsevier Foundation and supported by the National Science Foundation's Advance Program to be the conduit for relocating professionals and their trailing spouse/partner to the community, which is critical for employee retention. Linda Hillman at the Rensselaer County Chamber of Commerce was instrumental in gathering supporting businesses to align with TVC and help the program become a reality. In many situations, without an organization addressing spousal employment or family assimilation, many relocating professionals don't invest themselves into the community and without work for the spouse they can become unhappy quickly, and they leave the area. This creates a significant dent to that organization's budget. It can cost an employer two-and-a-half to five times the salary of a new hire to lose them within the first two years.

In January of 2010, TVC became its own independent non-profit. The program networks the employee and their family to the community and employment opportunities before they move



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here and after they've arrived. Many think it is just about finding jobs for the trailing spouse, but it isn't - the second reason a hire would leave a position is that the family hadn't assimilated into the community. TVC does a thorough intake of the family, finding out what is important to them and what services they will need specific to their unique needs. We connect them with everything from doctors to mechanics, as well as provide volunteer opportunities which help gets them invested in their new community. If they network, both professionally and personally, more than likely they will stay and prosper in the area, which will keep highly-talented professionals living and working in the Capital Region

How is this done?

Through our dedicated coordinator, Julie Hansen, who focuses on understanding the needs of the family or individual through an extensive intake. Then the networking process begins - often through many of our sponsors, partners and resources. As an enhancement to their recruitment efforts and added value to bolstering of retention rates, the services TVC offers is second to none. Trailing spouses are set up in informational interviews with decision makers of employers, giving them an edge in a very tough job market.

And the outcomes?

In some cases, it is a valuable networking contact on a senior level in a company that leads to an opportunity (many have found jobs). In other cases, it is helping an individual, couple or family find services that will help them feel comfortable in the region, and that is critical. Others have purchased real estate; still more have been introduced to new social networks. We determine the needs - and are innovative in our approach. The bottom line is we work to network every facet of their lives to get them to call the Capital Region 'home'.

Is this a new concept?

Currently, Tech Valley Connect is the only organization in the country modeling this concept - to address each family and their individual needs. Our program reaches out to the broader community; both to businesses and human services. We did this by building a consortium of employers in the Capital Region who all commit to high-level informational interviews for the trailing spouse of a hire within the consortium. The Capital Region was and continues to be an excellent market for this type of program with our high growth in technology, numerous universities and our many healthcare organizations requiring specialized talent.

Is there a secret to success for TVC?

Most certainly, and that is making people find a strong sense of 'home'. When we can focus on families and their needs, we create retention in the workforce of the Capital Region. This is critical to the successful hiring of top talent in the Capital Region. We are very thankful to our



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sponsors as well - SEFCU, Realty USA and others – who have supported our initiative from the beginning helping to make us a viable, sustainable program.

So for the doubters who don't believe that we are the Tech Valley - what do you have to say?

It is here. It is real. And it's getting bigger. Our area is going to change, grow and prosper in the next decade and we will be seeing more impact to both businesses and residents, and it is exciting. If you could just talk to one of the families coming here and listen to their trepidation turn to enthusiasm and excitement...well, you would be a believer too!

Tech Valley Connect: www.techvalleyconnect.com, 698.1715.



Appendix F



Services/Resources:

- Dual Career Services
- Strategic Volunteer Initiative
- Cultural Transition Program
- Networking/Social Events
- Connection to local resources
 - Banking/Financial Services
 - Real Estate / Homes
 - Health Care
 - Schools
 - Entertainment
 - Professional Associations

Tech Valley Connect is an innovative program designed to provide focused confidential assistance to relocating professionals in the Capital Region. Coordinators evaluate each family to create an extensive customized information package which provides local resources and connections to support a rich quality of life in the Capital Region.

Services available to families for one year.

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Tech Valley Connect Consortium Members: