



RAMP-UP

Rensselaer's NSF-funded Project for Institutional Transformation

Interim Report

For October 15, 2010

Rensselaer Polytechnic Institute

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NSF ADVANCE Institutional Transformation Award 054835
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Interim Progress Reports – Missed deadlines: With the transition of P.I. on this project there was a miscommunication with regard to the interim progress reports. After Debbie Kaminiski became P.I., we investigated our account through Fastlane and found a statement which conveyed that the interim progress reports were 'optional'. We apologize for this misunderstanding and the subsequent delay in our report to NSF. Our intent will be to meet future deadlines.



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 prosper. This initiative which focuses on addressing dual career challenges as well as connecting newly relocating PhDs and professional families to resources in the surrounding community specific to their needs. With the commitment from large employers in the Capital Region to high level networking interviews, a consortium was created to address 'trailing spouse' challenges. The accompanying partner of a recent hire is evaluated and then informational networking interviews are set up with high level professionals within the spouse's discipline.</p> <p>Angela McNerney, Tech Valley Connect, Executive Director helped to disseminate the Tech Valley Connect program to Business Managers on campus at their monthly meeting. The Business managers are the key people who coordinate the new hires and help with logistics of their move. By becoming fully versed in how the Tech Valley Connect program works and how they can introduce their new hires into the program, more faculty can take advantage of the benefit.</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>WELCOME BACK PICNIC</p> <p>RAMP-Up has hosted a picnic on August 26th for the women faculty at a park called The Crossings in Latham, New York. We provided food and fellowship for participants to bring their families and network socially. The event provided a great venue for women faculty to bolster relationships with other women whom they don't often interact with on campus due to varying disciplines.</p> <p>FEATURED SPEAKER</p> <p>RAMP-up is hosting a breakfast forum on November 11th, featuring 2008 ACM Turing Award winner and pioneer in Computer Science, Barbara Liskov. The venue will commence a roundtable discussion on the career path of Liskov. Dr. Liskov is the first women to obtain a Ph.D. in Computer Science in the United States.</p> <p>TEAS – TEACHING EXCELLENCE IN ACADEMIA SEMINARS</p> <p>One of our first TEAS of the semester was scheduled for September 29th focusing on Dealing with Challenging Students. This seminar was to address what women faculty can do when they work with students experiencing challenges beyond the traditional academic sphere such as depression, personal conflicts, harassment, poor social skills, cultural differences, financial problems, and mental or physical health issues. Information was to be disseminated about formal and informal resources that are available at RPI in a panel discussion with Dr. Joe Albert from the Counseling Center, Dean of Students Dr. Mark Smith, Director of the Advising and Learning Assistance Center Dr. Mike Hanna, Dean of Graduate School Dr. Stan Dunn. Due to an insufficient response, the event was cancelled.</p> <p>On November 17th, Dr. Ellen Cole will headline our TEAS. Cole is a renowned psychologist and researcher of gender studies. "Happiness in the role of "Professor." This seminar by Dr. Ellen Cole is on re-conceptualization of psychology which focuses on well-being, authentic happiness, and flourishing. Participants will learn basic techniques they can apply to their professional and personal lives. 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.</p>



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.

TECH VALLEY CONNECT

Tech Valley Connect has 57 families which are currently in the system. Of those, 34 families are active, where we are working on job placement efforts or coordinating family resources for them. 42 informational networking interviews have been coordinate. Four spouse/partners have found job placement through the efforts of Tech Valley Connect services. 190 regional resources have been requested. (See Appendix A)

Tech Valley Connect has added to their sponsors to help support the program. Belmonte Builders, a home builder has signed up for a \$2500.00 level. All three of the organizations who have sponsored Tech Valley Connect (SEFCU, Realty USA) see the potential for exposure to their own businesses and are highly supportive of the concepts behind Tech Valley Connect.

In the last month, Tech Valley Connect has signed several Resources up for our webpage. These Resources pay a fee of \$50 a month (\$600 a year) to post their logo and a brief description of their services on Tech Valley Connect's Resource page. Each vendor offers Tech Valley Connect clients a discount of some kind to try their particular service. The demographic of a high end professional is very attractive to many businesses, especially when that demographic has recently relocated in the region. This is yet another revenue stream for Tech Valley Connect. Most recently, we have signed, Todd Transportation, Homewood Suites, Doane Stuart School, Lingua-Linx translation services, Resumes with Results, Central Steak Restaurant and Window Wear.

Tech Valley Connect has created two new initiatives to add to their comprehensive relocation services. In addition to the informational networking interviews for the spouse/partners of original hires, Tech Valley Connect has created an Expatriate Program (see Appendix B) devoted to foreign nationals PhDs and professionals relocating to the Capital Region. By partnering with Lingua Linx (a translation agency in Cohoes, NY) and The Capital Region Language Center Tech Valley Connect has recently partnered with several resources in the Capital Region to address challenges unique to foreign nationals who come to live and work in the United States. For many, coming from countries around



the world, finding your way through cultural and language differences can be as daunting as starting a new job. Tech Valley Connect has started to make some inroads in making the Capital Region a more welcoming place for international assignees.

LinguaLinx, a translation agency in Cohoes, New York is one of the partners Tech Valley Connect has aligned with to create a seminar series to help foreign nationals with day to day living in the United States. The isolation which can ensue when relocating to another country can be overwhelming and can manifest itself with limited language skills and a lack of understanding when it comes to customs very different from their own. Tech Valley Connect has worked hard to build a program to break this isolation and assist international families in assimilating into their new communities. Some of the topics covered in the seminar include; how money works, how government works, shopping – groceries to malls, emergency services, navigating road signs, traffic tickets and the court system, how healthcare works, and more.

In addition, Tech Valley Connect has also partnered with The Language Center in Malta, New York to conduct classes in Accent Reduction, English as a 2nd language, and 'Interpreting - Slang, Idioms and Acronyms. Kim Anderson, Founder and Owner of the Capital Region Language Center said, "Speaking a common language is one of the bonds that hold a community together. These days, however, with the advent of texting and the speed in which we live our lives, just knowing English is not enough. **FYI:** Learning shortcuts to English **ASAP** will help newcomers not to feel *left out in the cold.*"

The Tech Valley Connect Coordinator also works with each family to find established families in the area which share a similar cultural background to help with finding resources specific to their needs, making people more comfortable in their new living environment. Another partner in this effort is David Meyers, an immigration attorney who works with Tech Valley Connect families to help with legal and work visa issues.

Due to visa challenges, many international spouses do not have clearance to work in the United States. Tech Valley Connect is making an effort to create a network of not-for-profits in the region to link our newly relocated clients with volunteer opportunities. This may be beneficial for foreign nationals if the connection made is within the spouse's discipline and may offset resume gaps due to the job assignment of their partner.

Building bridges of communication for people is an incredibly effective way to integrate newcomers to the region. These partnerships will lay a solid foundation in the effort to welcome top talent into the Capital Region. By working together, the academic and business communities are making a difference in recruiting and retaining some of the best and



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	<p>brightest.</p> <p>Tech Valley Connect has also published their first quarterly newsletter (See Appendix C) which has been distributed to clients, members, potential members and clients and sponsors.</p> <p>The Strategic Volunteer Initiative (See Appendix D) has also been developed. An integral part of assimilating newly relocated professionals into new communities is networking. Tech Valley Connect has put together a structured community service program to connect newly relocated professionals with volunteer opportunities 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 into the region. The program helps to integrate 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. When individuals participate they may be meeting professionals in their field and people in the community broadening the scope of their personal and professional networks and building alliances to the region.</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

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.

FACULTY COACH IN ENGINEERING

William (Al) Wallace is our new Faculty Coach for the School of Engineering. Wallace has been hosting several meetings between Dean



Rosowsky and the assistant and associate professors in his school to review advancement process. He has met with the Provost, Dean of Engineering, Associate Dean of Engineering for Academic Affairs, two former Faculty Coaches for Engineering, current Faculty Coach for School of Science, and Vice-President for Human Resources and his consultant.

Wallace has also “coached” two Associate Professors on promotion (one a woman), and an Assistant Professor on tenure.

Wallace attended, at the invitation of the Dean of Engineering, a meeting with the Associate Professors and another with the Assistant Professors in the School of Engineering. The Associate Dean of Engineering for Academic Affairs also attended these meetings. He also attended the regular meetings of the School of Engineering Promotion and Tenure Committee as a non-voting member.

FACULTY COACH IN SCIENCE

Mark Holmes continues to serve as the Faculty Coach in the School of Science.

Holmes continues to meet with women faculty to develop promotion and tenure plans for the assistant and associate professors about advancement issues.

FACULTY COACH IN HUMANITIES, ARTS, AND SOCIAL SCIENCES



There is good news for Caren Canier who has served as faculty coach for the last two years in the School of Humanities, Arts and Social Sciences. She has been appointed Department Chair of the Arts Department. Unfortunately, due to this change, it was necessary for her to resign as faculty coach. In her stead, we have discussed turning over this role to Nancy Campbell, Professor in the Department of Science and Technology Studies. Awaiting the approval of the new Acting Dean, we will make this announcement official.

Department Cultural Change

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At the level of the department, we aim to transform the culture of departments to make them more supportive places for women faculty.

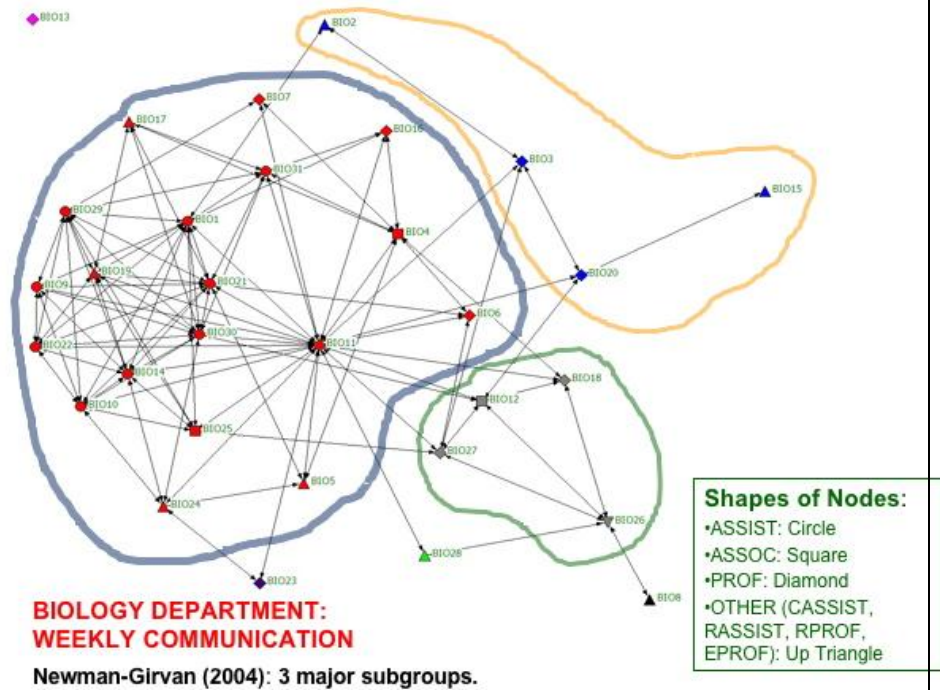
SOCIAL NETWORK ANALYSIS

We are continuing to refine our analysis of the social networks of the four departments awarded cultural change grants last year.

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 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

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 will be attending the Financial Management Association (FMA) annual meeting from October 20-23, 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. Therefore, over the past three years, Dr. Gupta has worked towards increasing her participation in the FMA professional association's activities and events. This year she served on the Editorial Committee and helped in the review process for the annual meeting of the FMA, as well as is going to Chair a session at the meeting. In the Finance community, the tradition of discussants for each paper presented is strong and a very beneficial feature. As a Chair, one is also expected to arrange for a discussant for the papers.



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Last year, Dr. Gupta was approached to write a proposal for a book on 'Risk Management and Simulation'. Her proposal was accepted, and she is now working on writing the book. This project is coming along, however the book's comprehensive coverage and multi-disciplinary nature combining simulation technologies and financial risk management requires referring to several books, some of which are not readily available from Dr. Gupta's institution's library. Dr. Gupta will greatly benefit from being able to buy some of the books she urgently needs using the funds available through the Career Campaign Award.

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Abby Kinchy, Assistant Professor in Science and Technology Studies. With the Career Campaign Award, Kinchy was able to initiate a new research project investigating the controversy over deep shale natural gas drilling in the northeastern United States. She also was able to present preliminary research findings at academic conferences,

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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.

and to form important connections with other scholars in her field. Kinchy was then able to secure further funding for the project from the New York State Energy Research and Development Authority. In addition, she used the award to support travel to conferences where she presented findings from another research project, further strengthening her network of professional contacts.

Jan Fernheimer

Janice Fernheimer is an Assistant Professor, **in the Department of Language, Literature & Communications in the School of Humanities, Arts & Social Sciences.** Ferheimer has begun research on a new project, the Chaim Perelman Digital Archive on which she collaborates with Jim Crosswhite and David Frank, two of the most prominent and esteemed Perelman scholars. They invited Ferheimer to present along with them, at a dedicated Perelman Supersession at the Rhetoric Society of American 2010. Her remaining Career Campaign funds helped to offset the costs of travel/hotel.



Studying the use of rhetorical theory and new media to understand and resolve conflicts over competing claims to identity, legitimacy, and authority, Fernheimer continues to meet with her mentor Katya Haskins bi-monthly, reviewing work in progress and getting advice about career planning.

As a result of these efforts, Fernheimer has been named a Scholar in Residence at the Hadassah Brandeis Institute for Fall 2008. This opportunity to be in residence at Brandeis University while working on her book will provide strong support for completing her manuscript, a key goal toward tenure.

Fernheimer was also accepted into the Summer Institute for Israel Studies 2008 hosted by Brandeis University's Schusterman Center for Israel Studies.

In addition, the Career Campaign Award has helped Fernheimer make appearances and give talks at three different conferences this spring: The Perelman Conference in Eugene, Oregon, the Biennial Meeting of the Rhetoric Society of America in Seattle Washington, and the international Writing Across the Curriculum in Austin, Texas.



Nancy Campbell, Professor of Science &

Technology. With the goal of going up for promotion to full professor as soon as feasible, Campbell applied for and was granted a Career Campaign Award through the NSF ADVANCE grant "Ramp Up" program. She requested funds to enable her further investment in opportunities to enhance her international reputation, one of the criteria for promotion to full professor at Rensselaer. As a result of Ramp-Up funds, she has been able to gain further support for extensive international travel in the past two years and was promoted to full professor in December 2009.

Campbell had initially requested Career Campaign funds specifically to further an international collaboration between herself and Elizabeth Ettore, professor and head of sociology at the University of Liverpool. They spent a week together writing a book proposal at the outset of their collaboration and were successful in getting a contract from Palgrave Macmillan, a well-known European social science publisher. The manuscript is due in December 2010. They have interviewed and collected data and other research materials; over the past two years, Ramp Up has supported these activities.



Lucy Zhang, For the last quarter, Zhang used the

Career Campaign award money to travel to Columbia University, where she gave a seminar talk "Novel numerical methods for fluid and deformable structure interactions for biomedical applications" in Dr. Elisa Konofagou's research group in the Biomedical Engineering Department. Zhang also met several of her group members and discussed in detail the projects that may collaborate on in the near future. Dr. Konofago's group does research on medical imaging. One of the projects the group is currently working on is studying fluid waves traveling in a deformable artery. The group is looking for expertise in modeling and simulations of fluid-structure interactions.



Women's Networking	
G O A L	<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>WOMEN'S FACULTY PICNIC</p> <p>To kick off the Women's Networking activity for the year, RAMP-Up hosted a picnic on August 26th to welcome two new women who will be joining the faculty this coming year:</p> <ul style="list-style-type: none">• Mei Si, Assistant Professor Cognitive Science, HASS• Yinghong Zhang – Assistant Professor, Lally School of Management. <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.</p>



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> <p>DAYCARE COMMITTEE</p> <p>Deanna Thompson, Assistant Professor of Biomedical Engineering, has been a leader in trying to affect adequate daycare for Rensselaer. She is the RPI parent representative on the board of directors at the Samaritan Rensselaer Children's Center. Samaritan Hospital has indicated the need for an alternate site due to the potential merger with Seton and the age/limited space/necessary repairs of the current facility. RPI (Claude Rounds), SRCC board President (Paul Martin) and Samaritan Representation have met to begin preliminary discussions on a new center (location, center needs). A new center would be wonderful asset to Rensselaer.</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 will be designing window panels to highlight RAMP-Up goals for our office.

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>In September, Angela McNerney, Executive Director of Tech Valley Connect was invited to sit on a panel for Women in Development, an organization focusing on women who lead not-for-profits in the region. The topic of the panel discussion addressed the impact of Tech Valley on the Capital Region and how not-for-profits can participate in this emergence. Also on the panel, were Eric Burnett, CEO of Auterra, Judith Saidel, Associate Professor, Public Administration & Policy at the University at Albany and Mike Tucker, President of the Center for Economic Growth.</p> <p>Much of the discussion, centered on the need for not-for-profits to get creative in their relationship to businesses. McNerney reported her success with finding common ground between businesses who share the same client demographic and using this as a means to elicit support. The Capital Region is in the beginning stages of experiencing an emergence of tech companies to the area. With the influx of new employment in the region, organizations are being proactive in preparing for the needs of these newly relocated families. Tech Valley Connect is a significant part of the solution.</p> <p>McNerney continues to disseminate the Tech Valley Connect initiative to groups such as The Stakeholders, an organization of community leaders focused on getting professionals to volunteer opportunities in an effort to better network and help the region in meaningful ways.</p> <p>Currently, McNerney is working with the Lally School of Business Management on the Rensselaer campus to coordinate a panel discussion to address How to Attract Top Talent to the Capital Region. McNerney will be one of the 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 regional communities. We are planning for this event to take place in March of 2011.</p>
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Appendix A

Metrics for Tech Valley Connect

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	36	
Asked for Dual Career Assistance	25	
Informational Interviews coordinated	45	
Spouse/Partners	34	



Spouses who are men	14	
Spouse/Partners who have found permanent placement	4	
Resources requested	192	
Inactive Families	21	Family packages were purchased in bulk. Inactive refers to those slots which haven't been utilized yet.
Children	32	
Strategic Volunteer Initiative	14	
Expatriate Program	still in development stage	Expect implementation in November 2010



Appendix B



Expatriate Program

Tech Valley Connect provides an extensive customized resource package to international professionals relocating to the Capital Region. Through the Expatriate Program, families are connected with key partners from the local community who provide important cultural assimilation services.

122 Remsen St, Cohoes, NY 12047
518.388.9000

info@lingualinx.com

<http://www.lingualinx.com>

LinguaLinx, a Cohoes-based translation company, draws upon its expertise in over 100 different languages and cultures to offer training seminars and personalized programs that assist with all aspects of daily life.

- How healthcare works (insurance, primary care physicians, networks, emergency services, etc.)
- Transportation (traffic rules, non-metric measurements, what to do in an accident, etc.)
- Legal system (government organization, courts, etc.)
- Shopping (grocery stores, superstores, malls, etc.)

Capital Region Language Center

Connecting you to the world through language Parade Ground Village,
Malta & 23 Computer Drive East, Albany

518.884.4652 • info@crlcalbany.org • <http://www.crlcalbany.org>

Located in Malta, CRLC offers professional English language instruction:

- English as a second language (ESL)
- Accent reduction
- How to interpret slang, idioms and acronyms

For more information, contact Tech Valley Connect. <http://www.techvalleyconnect.com>
Angela.McNerney@techvalleyconnect.com 518.275.5032

Julie.Hansen@techvalleyconnect.com 518.698.1715



Appendix C





Strategic Volunteer Initiative

The **Strategic Volunteer Initiative** is a program created by Tech Valley Connect to help professionals who have recently moved, integrate into the Capital Region. Tech Valley Connect has put together a structured community service program to connect newly relocated professionals with volunteer opportunities in the region. An integral part of assimilating newly



relocated professionals into new communities is networking. 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 into the region. The program is structured by connecting local not-for-profits with

individuals or families for volunteer opportunities or available board positions. Some of the benefits include helping to fill resume gaps for foreign nationals on short term assignments as well as professional networking. When any individuals participate they may be meeting professionals in their field and people in the community broadening the scope of their personal and professional networks and building alliances to the region.

By being listed on Tech Valley Connect's website, newly relocated clients can choose favored organizations to connect with that align with the family's interests. The benefits are numerous



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and the initiative becomes a win-win for everyone. Building bridges to our region through community service creates strong bonds for newcomers to make strides towards calling the Capital District, 'home'.



Appendix D

Strategic Volunteer Initiative

The **Strategic Volunteer Initiative** is a program created by Tech Valley Connect to help professionals who have recently moved, integrate into the Capital Region. Tech Valley Connect has put together a structured community service program to connect newly relocated professionals with volunteer opportunities in the region. An integral part of assimilating newly



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