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Collaboration for Civic Change: Connecting High-Tech Growth and Community Well-Being Teaching Case in Cross-sector Collaboration

Part 1

Nonprofit Executive Roundtable

In 2002, fifteen nonprofit chief executives accepted an invitation to launch a Nonprofit Executive Roundtable in the Capital Region of New York State. The invitation had been co-signed by an academic with deep roots in community activism and the immediate past CEO of a very large local human service agency. It was an innovative collaboration involving CEOs from different nonprofit sub-sectors including arts and culture, mental retardation and developmental disabilities, health, recreation, youth development, and human services. The Nonprofit Executive Roundtable was located in the Center for Women in Government & Civil Society (CWGCS), an active University research center with expertise in nonprofit leadership development. CWGCS is part of the Rockefeller College of Public Affairs & Policy University at Albany, State University of New York.

At the first meeting, a spontaneous and somewhat unexpected consensus emerged among the participants: they acknowledged, and set aside, their often competitive stances toward one another and chose to “think like a sector.” They agreed on two Roundtable goals: (1) to document and expand awareness of the voluntary sector as a key contributor, along with business and government, to the economy and quality of life of the Capital Region; (2) to catalyze cross-sector conversations between business, government, nonprofit, and education leaders in regards to the challenges and opportunities for technology-based economic growth in Tech Valley. “Tech Valley” is the name adopted by the Capital Region and promoted over the last ten years by the **Tech Valley Chamber Coalition** and the **Center for Economic Growth**, the two key

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economic development infrastructure organizations in the region, to convey the structural changes occurring in the regional economy driven by the high-tech sector.

Tech Valley is a growing and diverse region of over 821,000 residents residing in four counties (Albany, Rensselaer, Saratoga, and Schenectady) and 79 communities. The region has experienced greater diversity in the makeup of its population, including increases in the number of non-white and Hispanic residents, the number of older individuals, and more varied household types (Metrics for Success Task Force, 2009). Tech Valley developments have been expanding in the last decade, including the creation in 2001 of the College of Nanoscale Science and Engineering at UAlbany and its state-of-the-art Albany NanoTech complex, the development of Global Foundries' US-headquartered, global semiconductor manufacturing company at the Luther Forest Technology Campus located just north of Albany in Malta, NY, and other significant expansion in the bio-tech sector.

Nonprofit Sector Economic and Quality of Life Impact Study

From this community-university collaboration, the Roundtable's goals were advanced through the development and publication of two major research products. A 2003 study, *A \$4 Billion Growth Industry That Cares, The Impact of the Nonprofit Sector on the Capital Region of New York State*, addressed the Roundtable's first goal to change the policy discourse and public awareness about the region's economic actors and include the nonprofit sector as one of the three legs of the region's economic stool.

The study was released at a joint UAlbany/Roundtable press conference and quickly generated widespread media attention. "There can be very little question of how critical the nonprofit sector is to the very vitality of business in this region," observed Hugh A. Johnson, a well-known economic forecasting expert regularly invited to speak in the national business and general press. Very soon information from the report found its way into board meetings, retreats and various civic gatherings. For example, the report was cited in remarks by both the Chamber of Commerce's board president and chief executive officer at the public reception that launched the Nonprofit Business Council, a new membership unit within the Tech Valley Chamber Coalition.

Roundtable leaders were invited to an editorial board meeting of the Capital Region's *Times Union*, a daily newspaper widely read in statewide policy circles. Subsequently, the Roundtable's co-founders wrote an Op-Ed piece, headlined "Nonprofits are the Core of the Capital Region," for the Sunday Perspective section of the *Times Union*. After underscoring the appropriateness of the "Tech Valley" label for the Capital Region, the authors argued: "But it is not only the changing economic profile of the business sector that should attract our attention. Our area, like other regions around the country, now features an economy made up of three sectors-- business, government, and not-for-profit organizations that fulfill increasingly important and unique functions."

Austin Case Study

A second study published in 2006, *High-Tech Growth and Community Well-Being, Lessons Learned from Austin, Texas*, advanced the Roundtable's goal to catalyze civic change by

promoting cross-sector exchanges and subsequent action on issues identified in the Austin case study. Roundtable members had decided to take up a challenge that had been posed some months earlier by the then Chamber CEO after 33 Capital Region leaders traveled to Austin, Texas on a fact-finding trip sponsored by the Tech Valley Chamber Coalition. “How can the Capital Region learn not only from Austin’s triumphs,” the Chamber CEO asked, “but also from the missed opportunities, especially with respect to consequences for the broad community of Austin’s economic boom and post-boom years?”

A Roundtable researcher-practitioner team interviewed 15 movers and shakers from the nonprofit, business, and higher education arenas who were key actors in Austin’s technology-driven economic development and post-boom dramas. Two of the many findings prompted deep concern in Tech Valley:

- The boom period was not positive for all Austin residents, especially African Americans and Hispanics earning low incomes and other low wage workers. Racial disparities in economic well-being continued to widen.
- Austin’s nonprofit leaders were largely uninvolved in economic development planning prior to and during the tech boom periods. Their unique knowledge of unmet community needs and vulnerable populations did not inform planning processes.

Two “lessons learned,” as articulated by Austinites also resonated with Capital Region residents:

- Create opportunities for broad community learning, planning and visioning.
- Involve stakeholders from all sectors business, government, nonprofit, universities in creating the vision for Tech Valley.

The report was released in Spring 2006 to a standing-room-only audience of over 80 people at a meeting of the Albany-Colonie Regional Chamber of Commerce’s **Nonprofit Business Council**. The event was covered by all regional print media and a major local television station.

Invitations were extended to present the case study to about 10 other venues, reaching over 350 people, including all regional mayors and county executives who comprise the Local Government Council of the Center for Economic Growth. One business leader said: “I think we have some of the leaders business, economic, social, and academic leaders who had the foresight to realize that we could learn from other communities.”

Indeed, the Austin case study played a role in promoting collaboration. “The Austin case study was the key catalyst ... That was so effective because people in our community here in the Capital Region really value what happened in Austin as a learning opportunity” said a nonprofit executive. Many participants cited the Austin study, emphasizing its contribution to developing a common understanding about problems which the Capital Region will have to address. A Call to Action at the end of the report invited a vigorous, community-wide conversation about how Tech Valley could maximize the positive consequences and mitigate potentially negative outcomes for the entire community of the high-tech-driven period of economic growth unfolding in the Capital Region. Subsequently, the Nonprofit Executive Roundtable was awarded a seed grant from the Bender Family Foundation to plan for the Tech Valley Civic Forum, held in September 2007 on the campus of UAlbany’s College of Nanoscale Science and Engineering. The major founding sponsor of the event was the Center for Economic Growth. Other sponsors

such as the College of Nanoscale Science and Engineering, Albany-Colonie Regional Chamber of Commerce, and the Times Union made in-kind contributions.

Tech Valley Civic Forum

On September 19, 2007, the first ever Tech Valley Civic Forum launched an innovative and timely civic process. This was in response to the need to create opportunities for cross-sector community planning and action that involved stakeholders from business, government, nonprofit and education in generating a vision for Tech Valley. In the eyes of many important stakeholder groups, including business leaders, the Center for Economic Growth, the Forum's founding sponsor, brought financial resources, prestige, and credibility to the Forum. Deliberately located in an exciting high-tech venue, the half-day meeting included an overview of the Austin case study with its call to action, followed by the convening of four Working Groups. In order to provide a blueprint for action, these Working Groups were professionally facilitated and recorded. Each group then reported back to the Forum as a whole during a lively session which served to underscore themes common to the deliberations.

Staff from the Center for Women in Government and Civil Society took on the task of closely reading the notes from the Working Group discussions. From these notes, an action plan was developed and distributed to all Forum participants and invitees. A consensus emerged at the Forum that its over-arching goal should be to enhance community vitality and sustainability in the unique historic context of the region's current high tech-based economic expansion. Specific post-Forum goals included:

- promote accessibility to Tech Valley economic opportunities
- document and make information about Tech Valley economic opportunities accessible
- and widely available to all Tech Valley residents
- catalyze cross-sector planning for community well-being between business, government, nonprofit, and education leaders
- initiate or strengthen existing partnerships between institutions in the same policy domain, such as education or work force development, and across sectors with respect to the human side of economic development

Forum goals were tackled through the work of four Task Forces: Tech Valley and Community Outreach, New Economy and P-16 Education, Tech Valley Workforce Network and Metrics for Success. Task Force members included business, government, nonprofit, and education leaders from the region's four counties. They worked to: (1) jointly analyze issues related to the human side of economic development and; (2) develop and implement Task Force action plans. The Task Forces included a multi-sector, multi-county, 90-person effort led by a Co-Conveners Collaboration Council. Task Force Co-Conveners, each a recognized community leader, provided critical formal leadership to the Forum process. By utilizing their leadership skills, other informal leaders emerged inside each group. Over a period of 18 months there were over 30 official Task Force meetings and dozens and dozens of emails and countless other correspondence (see Appendix A for an example of email newsletters that were periodically sent

to participants).

When asked for reasons why collaboration had been successfully launched by the Tech Valley Civic Forum, Task Force participants pointed to the unique opportunity offered by that particular moment in Tech Valley's economic history. One task force participant replied, "I think because the members of the Forum share a common understanding of the value of collaboration in a period where there's the opportunistic potential for significant developments in the Capital Region..." Later she referenced the "technology revolution that's taking place in the region." Likewise, an elected public official noted: "...people are conscious of what is taking place right here in our community in terms of the whole nanoscience and the whole growth of Tech Valley here in our area." Forum participants generally felt that cross-collaboration was important. In fact, when surveyed about the importance of various reasons for cross-sector collaboration within the Tech Valley Civic Forum many felt the statement "Collaboration across sectors is the only way to address complex public problems like this" was extremely or very important (a 5 or 4 on a five-point Likert scale). No other reason received as high a number of responses at these levels¹.

Discussion Questions for Part 1:

Now that you have background information about the Tech Valley Civic Forum process, think about how the process started and what direction the process is going. Consider some of the questions below.

In your opinion, why is cross-sector collaboration happening?

Where did the impetus for the collaborative initiative originate?

How might this influence subsequent developments?

Who are the players involved?

What players in a community may be left out of the process?

What challenges do you foresee? For example, are they related to process? What about leadership?

How might this process be sustainable? Should the conversations among Task Forces continue?

What possible outcomes can you see?

What are some possible next steps?

¹ Other reasons on the survey were: (1) Other attempts to address this issue have failed; (2) Collaboration across sectors is the only way to address complex public problems like this; (3) Collaboration in the Forum happens because it is a university-community partnership; (4) Collaboration in the Forum happens because many of us knew each other or worked together before; (5) Lessons learned from other communities underscore the value added by collaboration).

Collaboration for Civic Change: Connecting High-Tech Growth and Community Well-Being

Part 2

Tech Valley Futures

Tech Valley Futures, a day-long event held on the campus of Hudson Valley Community College in Spring 2009, culminated the collaborative cross-sector planning process that had been launched in September 2007. The collaboration's goal when it was formed in 2007 was to increase the likelihood that benefits of the region's high-tech growth would be shared as broadly as possible. Tech Valley Futures was attended by almost 200 people and included two components: a Policy Forum in the morning and Tech Valley Career Futures in the afternoon. The Policy Forum featured the release of the first-ever Community Progress Report, *Tech Valley Trends – A Basis for Civic Change*, with time for Q & A. The report offers a data-rich baseline plus short vision statements that provide the basis for critical dialogue about the kind of community Tech Valley wants to become.

The Tech Valley Futures event garnered widespread sponsorship from several community institutions. The Center for Economic Growth, founding and lead sponsor, and Albany-Colonie Regional Chamber of Commerce were committed to investing economic and human resources from the start. In addition, KeyBank and the Equinox – Albany Community Foundation Fund provided critical grants for the process portion of Tech Valley Civic Forum. Smaller grants were provided by the regional newspaper Times Union (see Appendix B for an example display ad donated), a local marketing firm, Zone 5; General Electric; Hudson Valley Community College, the host of the event; the Greater Capital Region Workforce Investment Boards and the Capital Area School Development Association. Event planning was again provided by the staff at the Center for Women in Government and Civil Society.

The publication, *Tech Valley Trends – A Basis for Civic Change*, was developed by the Forum's Metrics for Success Task Force. The report identifies indicators for ten different categories: Social Welfare; Education; Housing; Economic; Transportation; Environment; Community Health; Recreation, Arts, and Culture; Public Safety; and Youth at Risk. For each category, a number of statistics were collected from a variety of sources representing the latest available data for the Capital Region, its counties, and the four central cities, Albany, Schenectady, Troy and Saratoga Springs, that make up the metropolitan area.

For each of the categories, the Metrics for Success Task Force prepared a vision statement reflecting the ideals and goals to achieve as a region. Each of the vision statements serve as the basis for monitoring progress over time to ensure a sustainable future and opportunities for all the residents in the Capital Region. For example, the vision statement for social welfare is: "Promote diversity and fairness to assure community well-being and an enhanced social environment; ensure equal access to opportunities and services to all residents of the Capital

Region.”

Tech Valley Trends – A Basis for Civic Change is primarily designed to represent a snapshot in time. As more data become available, trends and measurement of progress will be better understood. In addition, comparison opportunities between Tech Valley measurements to other standards and/or other regional, state and national averages will emerge. Next steps include more deeply exploring the conditions within specific neighborhoods in the Capital Region, particularly distressed neighborhoods, to identify where deviations from the regional trends exist and to assist policy-makers and community leaders to craft targeted solutions to address these issues. The Report offers an opportunity to help Tech Valley act and think regionally in moving forward and improving the quality of life for all residents².

In addition, during the Policy Forum, the other three Task Forces that drove the process - Tech Valley and Community Outreach, New Economy and P-16 Education and Tech Valley Workforce Network - made policy recommendations about needed innovations which would enhance community well-being in Tech Valley. For example, Tech Valley and Community Outreach Task Force made this recommendation:

Forge and sustain new connections at the community level that link business, nonprofits, education, and workforce development entities with individuals and groups in diverse communities throughout the region who may be less knowledgeable about the meaning of the new economy and the potential opportunities it presents. These connections should promote awareness of and access to the new opportunities that Tech Valley now offers. Key players in making this happen are the gate keepers, door openers, youth influencers, job and career counselors in formal and informal education systems and in the community.

To accompany each recommendation, the Task Forces included several strategies. For instance, after the above recommendation, strategies were listed such as: “Develop a campaign of media Public Service Announcements that invite broad participation in Tech Valley’s new opportunities” and “Develop case studies that profile successful employees in Tech Valley jobs.” A panel of public and private sector policy makers offered responses to the recommendations. The policy panel was moderated by the President and CEO of the Albany-Colonie Regional Chamber of Commerce and included the following panel members: the Director of Federal Affairs of the Business Council; the Executive Deputy Commissioner of the NYS Department Labor; the Assistant Provost of State University of New York; and an Associate Commissioner for the New York State Education Department. One participant from the Tech Valley Workforce Network Task Force described the importance of the Policy Forum. She stated: “[the Policy Forum was] a good avenue to get a voice heard and since we do represent a lot of the people that may be underrepresented in other areas that is one of the reasons I want to be the voice on the panel or on the whole collaboration effort for the Civic Forum.” The morning and afternoon program was broken up by lunch and a keynote speech by a senior economist for the Federal Reserve Bank of New York’s Buffalo Branch. The economist provided an economic analysis of upstate New York prepared by the Federal Reserve System and confirmed many of the trends discussed in the morning Policy Forum.

² This information is borrowed from the Executive Summary of the report.

In the afternoon, a Career Pathways Resource Fair took place in order to facilitate individual conversations about career pathways in Tech Valley among attendees and employers, educators, and workforce development providers. The Resource Fair was envisioned as a "wholesale" event for individual and organizational door openers and gatekeepers who influence young people and job-seekers interested in accessing the economic opportunities that Tech Valley now offers. In addition, Tech Valley Career Futures provided a "toolkit" that was distributed to participants. The toolkit included descriptive text and statistics about Tech Valley, the range of emerging middle skill careers, workforce development providers and career planning resources as well as 21st Century Careers Flashcards. Each flashcard depicted a 21st century middle-skill career on one side (such as Photovoltaic installers and Nanoscale Materials Technicians) and information about the job on the other side. This flip side included the job description and necessary training and education for the position. The flashcards were very well received and since its debut, has been reproduced for the New York State Department of Labor One-Stop Centers and several community organizations (see Appendix C for examples of 21st Century Careers Flashcards and the instruction card).

Next Steps: Need of a Champion to Engage All Sectors.

The Tech Valley Civic Forum is a cross-sector collaboration initiated and rooted in the civic sector. Government is a player along with business, nonprofits, and education, but government is not the lead organization. In fact, although the University provided essential coordinating, supporting, and championing capacity, after May 29, 2009, there was no Forum lead organization. As one participant said: "There must be somebody to do scheduling, programming and coordination. Without that, none of the rest of it matters. We can stop the discussion right there if somebody is not available to administer this. It just can't happen." Will the lack of a lead organization prove to be a significant detriment to meaningful collaboration outcomes? How can momentum be sustained?

Several participants commented on the presence of various champions as significant contributors to the Forum's success so far. One task force participant noted: "Someone has to make sure that we stay engaged, be the cheerleader and say, „This is a great wonderful program“...the importance of this program and keep reinforcing it. So, in essence, from her flows enthusiasm. That leader provides the support that's necessary to keep us going when we get frustrated." Another participant observed the importance of the Nonprofit Executive Roundtable: "There's a driving force; there's the leadership of the Nonprofit Executive Roundtable that's moving that forward, so there's a driver that's continuing to drive this process."

One Task Force member pointed to the early support of the Center for Economic Growth to garner connection to the business sector- however, business engagement has been a challenge. Several Task Force participants were aware of this, as the following two comments demonstrate. The first comment is from someone in the nonprofit sector and the second from someone in the workforce development industry:

It is all about personal connections and personal relationships. And getting us in front of the business community and letting them hear our story and us getting to know what their

priorities and what their vision is for the community so that we can build it together and identify those areas we agree and parking lot the areas we don't necessary agree and that have to be done, it only will be done through building personal relationships and familiarity and trust.

We need true key business leaders. That's actually the biggest weakness throughout any of the initiatives that are going on. It's really difficult to bring them in, because they're just busy doing the business that they're doing. I think workforce development is one of those critical issues that eventually brings business to the table because they're hurting for people. If they cannot find good people, their business cannot be sustained.

Aside from business, the university also played a big role in convening the various actors. As one nonprofit leader stated: "[The University] is terribly important. While the University has a stake here, it's as close to the fair broker as any of the other participants...The University plays a role as matchmaker between sectors." Another nonprofit executive observed:

Being with the University is a benefit in a way that it is a respected institution for both sectors. The business community respects the University and knows they have empirical data, and the nonprofits respect the University community. Many of us came through graduate programs there, we use volunteers, interns etc. and the University provides us with information and research.

Discussion Questions for Part 2

Now that you see the initial outcomes of the Tech Valley Civic Forum process, think again about what you had predicted as possible outcomes. Also, think again about the players involved, their roles and how the process should proceed. Consider some of the questions that follow.

How is the outcome different from your hypothesized outcome?

Should there be a "lead organization"?

If yes, what organization should lead?

If no, how can the process proceed without a lead organization?

Based on some of the outcomes, can you think of next steps?

Activity 1/Writing Assignment or Discussion:

This case study can be read in conjunction with:

Bryson, J. M., Crosby, B. C., & Stone, M. M. (2006). The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature. *Public Administration Review* 66:6 (Supplement), 44-55.

Can you find evidence of any of the 22 propositions made in the article? Are any confirmed or challenged by the case?

Activity 2/ In Class Activity/Writing assignment*:

Divide the class into eight groups and assign one of the “players” listed below to each of the groups. Groups should discuss why their entity or sector would be a good lead organization. Do you see any potential challenges for it as the lead organization? What are some of the characteristics of an organization that might enable it to be a good lead organization?

1. Nonprofit Executive Roundtable
2. Center for Economic Growth (CEG)
3. The Albany-Colonie Regional Chamber of Commerce
4. Nonprofit Business Council
5. The Capital District Regional Planning Commission
6. Center for Women in Government and Civil Society
7. University at Albany
8. Nelson A. Rockefeller College of Public Affairs and Policy

* This can be adjusted to be an individual writing assignment as well.

About the organizations:

The **Nonprofit Executive Roundtable’s** planning group consists of twelve executives of nonprofit organizations in the Capital Region that represent different fields within the sector. Its purpose is to facilitate ongoing analysis and sharing of best practices related to changing economic conditions among nonprofit executives, conduct relevant research, and strengthen partnerships between the University and the nonprofit sector.

Since 1987, the **Center for Economic Growth (CEG)** has been committed to fostering visionary economic growth throughout the 11-county Capital Region, as well as a significant portion of the Tech Valley corridor. As a private, not-for-profit organization we work with a diverse group of members and partners to advance the ability of the region and it’s assets to succeed in the global marketplace. With a focused and strategic approach we work to: **GROW** local companies by offering tactical business development strategies and services; **ATTRACT**

opportunities for technology investment and expansion throughout Tech Valley and PREPARE communities to achieve their desired economic growth while enhancing the region's excellent quality of life. In addition to support from its dedicated members, CEG receives funding and resources from the NYS Foundation for Science, Technology and Innovation (NYSTAR), New York's high-technology economic development agency, the National Institute of Standards and Technology (NIST) / Manufacturing Extension Partnership (MEP) and National Grid.

For more information:

<http://www.ceg.org/>

The **Albany-Colonie Regional Chamber of Commerce** has the vision for business. We are an organization that works to improve business – by providing networking opportunities, health insurance programs, cost-saving benefits and many other services and programs – for our membership. The Albany-Colonie Regional Chamber is made up of 2,500 businesses that employ more than 110,000 workers. These are companies of all types and sizes and from throughout the region that know they will prosper and grow in a healthy business environment.

For more information:

<http://acchamber.org/home.aspx>

The **Tech Valley Nonprofit Business Council** – a joint initiative of the Albany-Colonie Regional Chamber and the Chamber of Schenectady County – collaborates with the business community to enrich quality of life, create a healthy and robust economy, engage the public in advancing nonprofit missions and increase public appreciation for the role nonprofits have in the development of Tech Valley. The Tech Valley Nonprofit Business Council provides a forum for nonprofit, member businesses to learn from and support each other, to address common issues and opportunities, to develop a unified voice for public and political relations, to educate Chamber members and the public regarding nonprofits and to attract the support of Chamber members for nonprofit missions. The goal is for the Tech Valley Nonprofit Business Council to become “the voice of nonprofit business in Tech Valley,” and to attract all current and future nonprofit Chamber members to participate

For more information:

<http://acchamber.org/Councils/TechValleyNonprofitBusinessCouncil.aspx>

The **Capital District Regional Planning Commission (CDRPC)** is a regional planning and resource center serving Albany, Rensselaer, Saratoga, and Schenectady counties. CDRPC provides objective analysis of data, trends, opportunities, and challenges relevant to the Region's economic development and planning communities. CDRPC serves the best interests of the public and private sectors by promoting intergovernmental cooperation; communicating, collaborating, and facilitating regional initiatives; and sharing information and fostering dialogues on solutions to regional problems.

For more information:

<http://www.cdrpc.org/>

The **Center for Women in Government and Civil Society (CWGCS)** is a university-based research center with a social change agenda. By conducting and applying first-rate research, CWGCS illuminates and works toward eliminating often hidden, structural inequities in society, and making public policy more responsive to the needs of women, children, and families without regard to race, ethnicity, religion, sexual orientation, age, ability status, region or country of origin. Center programs cultivate and nurture values of democratic life, provide a training ground for future civic and political leaders, promote access to policy knowledge, strengthen civil society, and hold political leaders accountable for persistent gender and racial gaps in public policy leadership appointments.

For more information:

<http://www.cwig.albany.edu/>

The **University at Albany**, strategically located in the state capital of New York, is an internationally recognized public research institution that brings "The World Within Reach" to nearly 18,000 students at the graduate and undergraduate levels. The varied perspectives and life experiences of a student body and faculty which represent more than 100 nations provide a diversity that enriches learning at UAlbany.

For more information:

<http://www.albany.edu/>

The **Nelson A. Rockefeller College of Public Affairs and Policy**, University at Albany, State University of New York. The College is top ranked in the nation in providing educational preparation for academic and public service careers, to undertake research on significant public problems and issues, and to assist in the continuing professional development of government executives. It offers appropriate assistance to the governments of New York State and the United States, and to foreign governments and international organizations in meeting the responsibilities of contemporary citizenship and governance through special courses and conferences; research and consultation; and publications for the dissemination of information.

For more information:

<http://www.albany.edu/rockefeller/>

Appendices

Appendix A: E-clips – the Tech Valley Civic Forum email newsletter

Appendix B: Tech Valley Futures Time Union display ad

Appendix C: 21st Century Careers Flashcards and the instruction card

Collaboration for Civic Change: Connecting High-Tech Growth and Community Well-Being

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The Center for Economic Growth (CEG), <http://www.ceg.org/>

The Albany-Colonie Regional Chamber of Commerce, <http://acchamber.org/home.aspx>

The Tech Valley Nonprofit Business Council, <http://acchamber.org/Councils/TechValleyNonprofitBusinessCouncil.aspx>

The Capital District Regional Planning Commission (CDRPC), <http://www.cdrpc.org/>

The Center for Women in Government and Civil Society (CWGCS), <http://www.cwig.albany.edu/>

The University at Albany, <http://www.albany.edu/>

The Nelson A. Rockefeller College of Public Affairs and Policy, <http://www.albany.edu/rockefeller/>