



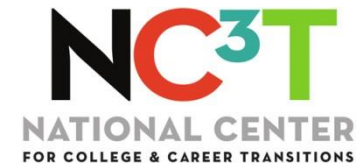
**NC3T**

**NATIONAL CENTER**

**FOR COLLEGE & CAREER TRANSITIONS**



# Building Strong and Sustainable Business Partnerships



**GA CTAE Conference  
February 4, 2016**

*Presented by*  
**Brett Pawlowski  
Thom Suddreth**



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# Today's Agenda

- **What is a partnership/ROI**
- **How to find partners**
- **How to work with partners**
- **Sustainability**



# What is a Partnership



**What happens  
when you text  
and don't know  
the lingo?**



# Business-Education Partnerships Defined

## Our Definition:

*Educators and businesspeople working together toward a shared goal designed to benefit students while at the same time, achieving goals unique to each partner.*

# Business-Education Partnerships Defined

Key elements:

- **Students at the Center**
- **Partners collaborate as equals**
  - Meet their own goals
  - Shared Contributions
- **Able to measure progress or outcomes**





# What do partners want?

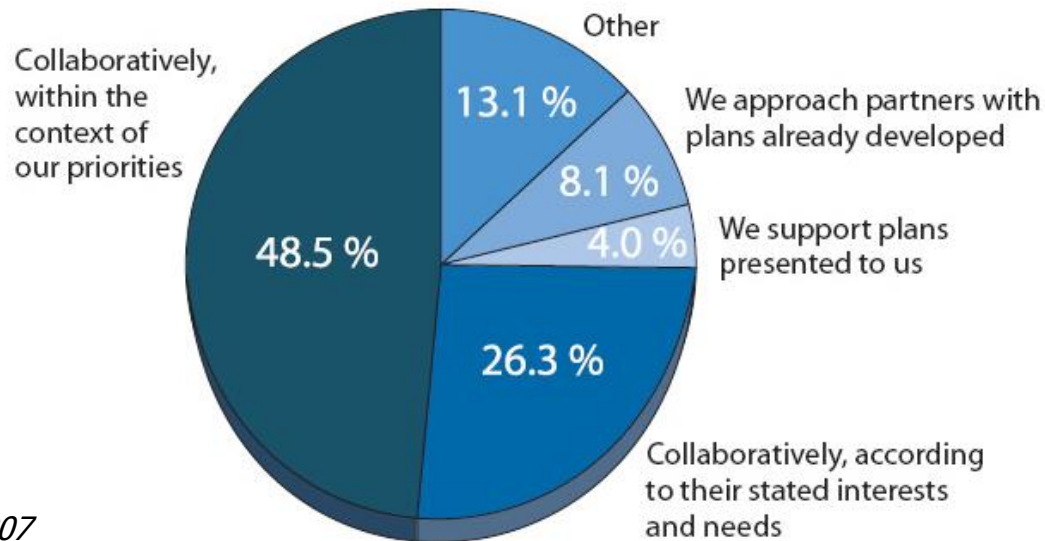
How partnerships usually happen:

**ID Need > Build Program > Find Partners**

*How does this model limit your success?*

# What do partners want?

- **Problem 1: Not a Partnership**
  - If you set the goals and program structure, it's not a partnership – it's a sponsorship
  - How are coalitions involved in K12 partnerships?



**Source:** Coalition Leaders  
*Speak Out on Education,*  
DeHavilland Associates, 2007

# What do partners want?

- **Partnership Selection Criteria**
  - **Willingness to collaborate: 84.7%**
  - **Interest in measurable outcomes: 67.6%**
  - **Commitment to the project: 64.0%**
  - **Needs of the student body: 48.6%**
  - **Existing relationship with coalition: 33.3%**
  - **Accessibility to location: 21.6%**

# What do partners want?

- **Problem 2: Tunnel Vision**
  - If you focus on a limited set of priorities, those who could help in other areas are shut out



*Montgomery County*  
BUSINESS ROUNDTABLE  
*for EDUCATION*

# What do partners want?

The New Model:

Find Partners > ID Need > Build Program

*Note: Needs are joint needs, including the needs of both education and business partners*

# What do partners want?

- **Return on Investment (ROI)**
  - **Business is a game of limited resources: investments must generate an optimal return**
  - **Not just for business decisions any more; “strategic philanthropy”**



# What do partners want?

**1983:  
Campaign  
to restore  
the Statue  
of Liberty**



# What do partners want?

- **Benefits to American Express**
  - 45% increase in new card applications
  - 28% increase in transactions
  - Brand image
  - Trade relations
  - Employee morale





# ROI: Customers

- **Brand loyalty**
- **Premium pricing**
- **Word of mouth**
- **Influencing the Influencers**
  - Media
  - Experts



# ROI: Human Resources

- **Workforce development**
- **Increased morale**
- **Reduced turnover**
- **Easier recruitment**
- **Skill/leadership development**



# ROI: Operations

- **Government relations**
- **Vendor relations**
- **Investor relations**



GLOBAL  
FOUNDRIES



# ROI: Individual Outcomes

- **Intrinsic reward**
- **Affinity**
- **Resume building**
- **Networking**
- **Skills development**



# What do educators want?

- **Return on Investment (ROI)**
  - Not just “for the kids”
  - Partnerships have been a “nice to have, not have to have” due to competing priorities and lack of a compelling ROI



# What do educators want?

- **Want things that work**
  - **Education has a reputation for being resistant to change, despite tremendous change**
  - **Need proof that change will improve outcomes**

# What, MORE change?

- **1975: IDEA Act**
- **1981: A Nation At Risk**
- **1984: Perkins Act**
- **1991: First charter school**
- **1991: Introduction of national model standards**
- **1994: Goals 2000**
- **2001: No Child Left Behind**
- **2008: Common Core standards**

**And let's not forget trends like the integration of technology, ESL, distance learning, reading wars, new math...**

# What do educators want?

- **Understanding**
  - Understand the environment educators are working in, their needs, the challenges they face
  - Paperwork, requirements, litigation issues



# Understanding: Whose Responsibility Is It?

- **We all know tech terms, right?**
  - **Motherboard**
  - **Gigabyte**
  - **MP3**
  - **Blu-Ray**
  - **HTML**



# Understanding: Whose Responsibility Is It?

- **Motherboard: Deck of a cruise ship (42%)**
- **Gigabyte: A South American insect (27%)**
- **MP3: A “Star Wars” robot (23%)**
- **Blu-Ray: A marine animal (18%)**
- **HTML: A sexually transmitted disease (11%)**
  
- **Do your partners know AYP, DI, ESL, or IEP?  
Do they understand graduation requirements?**

# What else do educators want?

- **Community Support**
  - Investing in the schools, advocacy
- **Respect**
  - From students and the community
- **Professional Support**
  - Can't teach it if no one teaches them
- **Opportunities for Students**
  - Real-world experiences

# 360 ROI

- **Who else makes an investment in your work?**
- **Who else needs to see a return?**
  - Administrators?
  - Students?
  - Parents?



# Return on Investment

## WARNING:

Don't assume you know your what your partners' motivations are:  
Take the time to find out



# How to Find Partners



# Most Common Sentiment:



***“I don't know anybody”***

# Reality:

*You're  
connected  
to lots of  
people!*





# 1. Teachers and Administrators

- **Who are their partners?**
- **Who do they know, personally or professionally?**



## 2. Vendors

- **Are they possible partners?**
- **Who else do they sell to?**



# 3. Current Partners

- **Can they do more?**
- **Who else in their companies might be interested?**
- **What other companies or organizations do they know?**



# 4. Advisory Committee

- **Partnership development should be one of your board's core functions**
- **Leadership?**
- **Dedicated committee?**



# 5. Parents

- **Where do they work?**
- **Who do they know?**



# 6. Post/Secondary Partners

- **Who do they partner with?**
- **Can you share resources, including a common advisory committee?**



# 7. Former Students

- **Where do they work?**
- **Can they volunteer themselves, or help you make connections inside their companies?**



# 8. Personal Contacts

- **Are you involved in civic organizations, a church, or some affinity group (sports, hobbies, etc.)?**





# 9. Established Networks

- **Chambers of commerce**
- **Industry hubs/associations**
- **EDCs**
- **WIBs**
- **Union**



# 9. Established Networks

- **Get involved – attend meetings**
- **Join committees**
- **Host meetings**
- **Ask for introductions**



# How to connect to partners

## The Introduction

- **Use an intermediary if possible – who are your shared and trusted connections?**
- **If no shared contacts – shared membership?**
- **If no shared membership – direct contact**

# How to connect to partners

## The First Meeting

- **Goal: Identify shared interests**
- **If possible, bring a shared contact**
- **Try to meet at their location**
- **Educate them on your work**

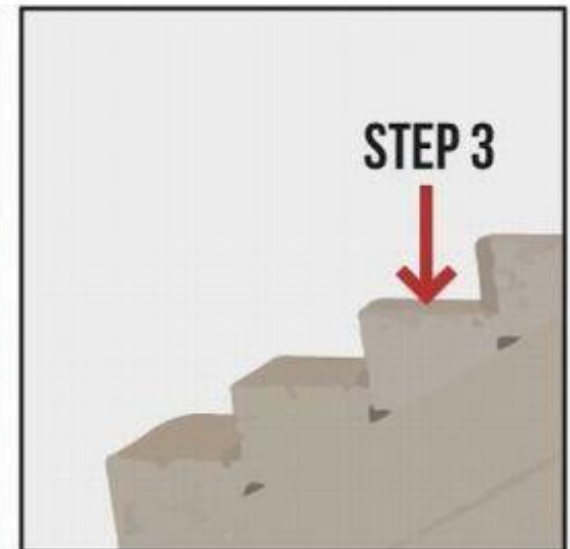
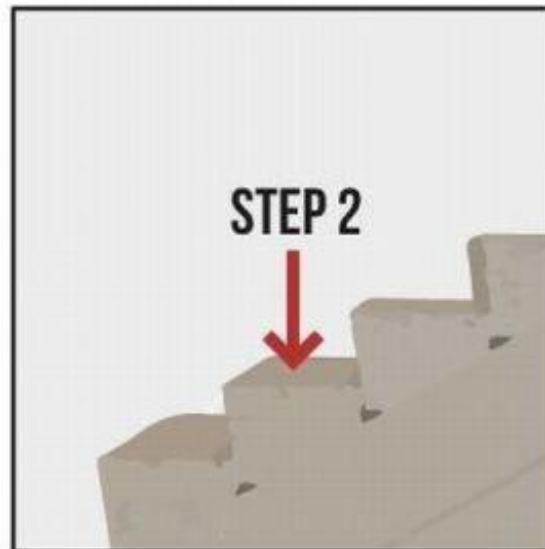
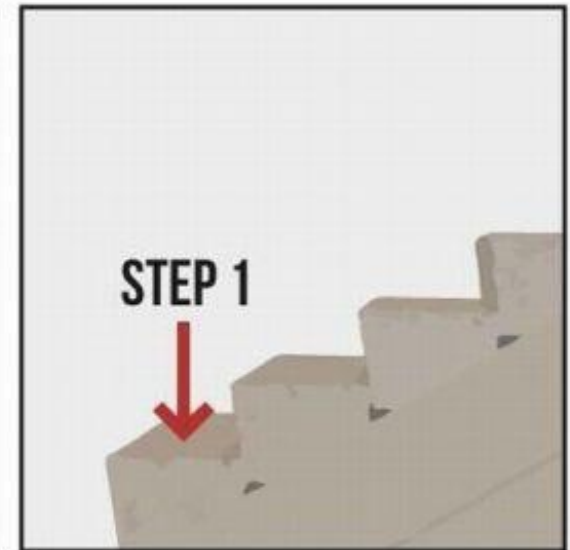
# How to connect to partners

## The Second Meeting

- **Goals:**
  - Build on initial interest
  - Increase knowledge and comfort
  - Identify opportunities to work together
- **Meet at your location**
  - Give tour
  - Introduce to teachers and students

# How to Involve Partners

HOW TO  
CLIMB STAIRS



# Partnership models

## Nine primary models

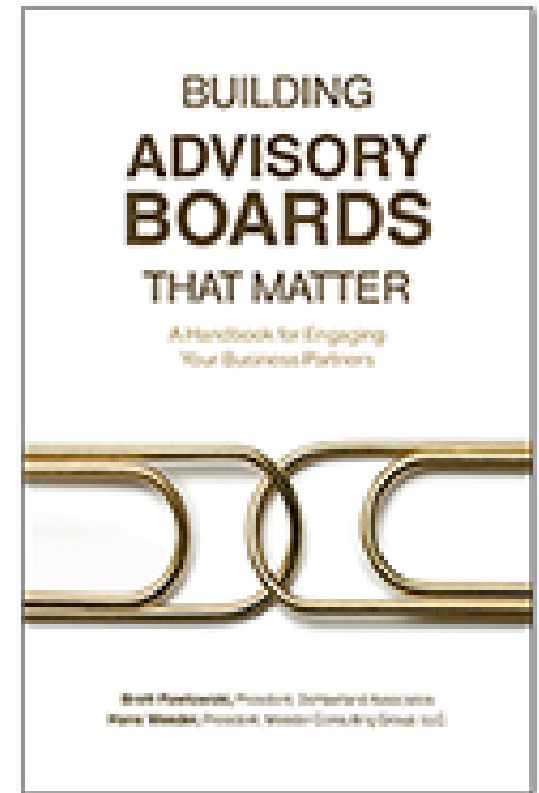
- Advisory boards
- Expertise
- Mentors
- Real world challenges
- Student work-based learning
- Teacher learning experiences
- Advocacy
- Resource support
- Program start-up or retrofit



# Advisory Boards/ Partnership Councils

**Connect the organization to the outside world – voice of the community to the school, voice of the school to the community**

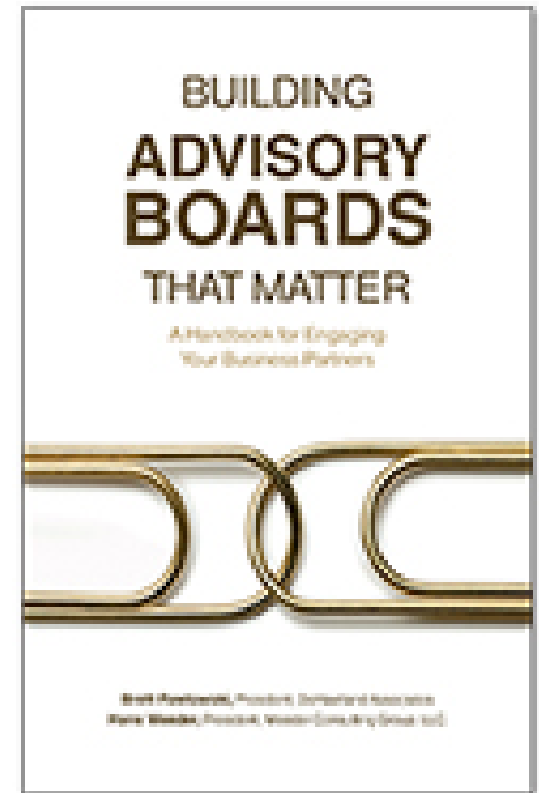
- **CTE programs**
- **Career academies**
- **Committees**





# Advisory Boards/ Partnership Councils

- Serve as “Keepers of the Flame”
- Program quality and relevance
- Identify partners and student opportunities
- Find resources to make opportunities happen



# For Reflection – Advisory Board/Partnership Councils

- Does my advisory board/partnership council have a clear purpose that is articulated and understood?
- Who “owns” the partnership council – the members or educators?
- Is the council dominated by one segment of the industry, or a cross-section?



# Expertise

- **Providing input about appropriateness of skills, knowledge and activities in a program**
- **Judging student work and competitions**
- **Guest instruction**
- **Also executive-level expertise**

# Mentors

- **Different than volunteers: longer-term direct relationship with students**
- **Can be academic, social, career/college**
- **Significant body of evidence showing value**
- **Also “executive level mentoring” for adults**

# Real-World Challenges



- **Co-creating projects/ challenges based on real-world scenarios**
- **Engaging students to solve current business challenges**



# Examples – Real World Challenges

- **Building a home with industry and CBO partners**
- **Help a company design a marketing solution to reach youth through social media**
- **Conduct research to help a company meet its social commitments such as with diversity or being eco-friendly**
- **Culinary and hospitality support for community events**

# 5. Student Work-Based Learning

Three phases:

## 1. Career Awareness (K-12)

- General understanding work and careers

## 2. Career Exploration (7-12)

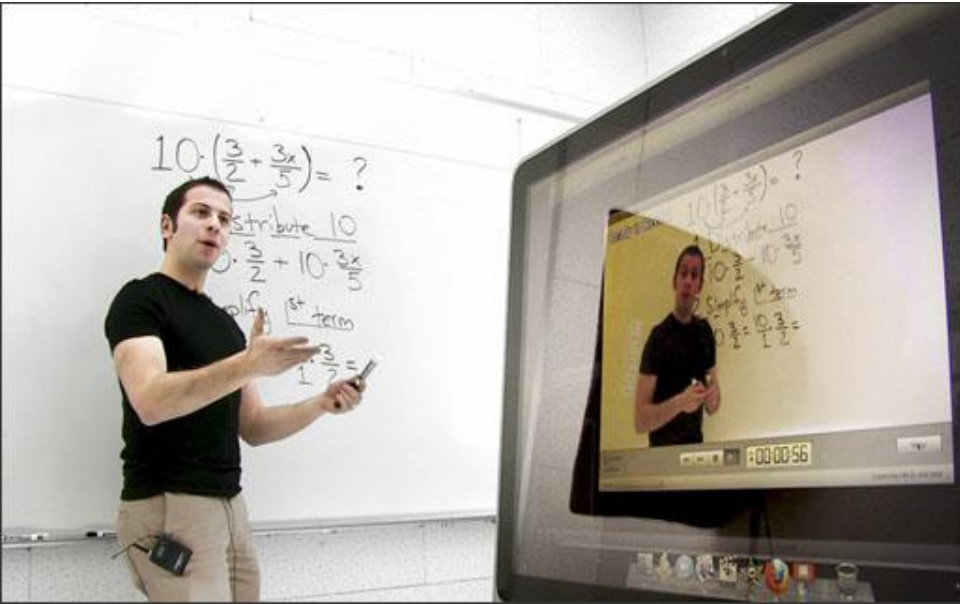
- Learning about specific careers

## 3. Career Preparation and Application (10-12)

- Direct workplace experience and focused learning



# 6. Teacher Learning Experiences



- Teacher tours/visits to work-site
- Training teachers on new technology or work-place processes
- Teacher summer externships

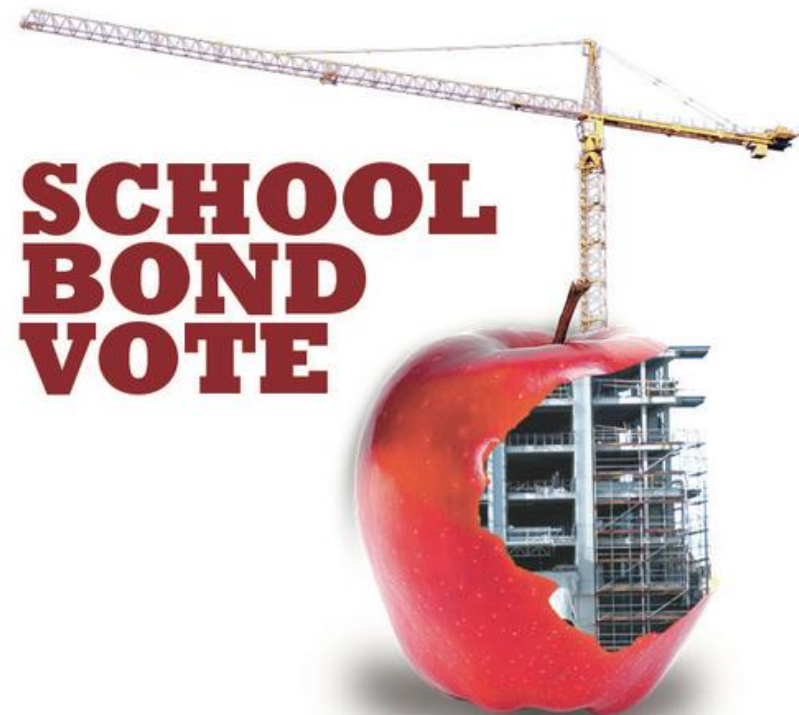
HOUSTON **A<sup>+</sup>** CHALLENGE

SIEMENS



# 7. Advocacy

- **Public support for schools/district: bonds, enrollment, etc.**
- **Support for parents/caregivers**
- **Lobbying**



# 8. Resource Support



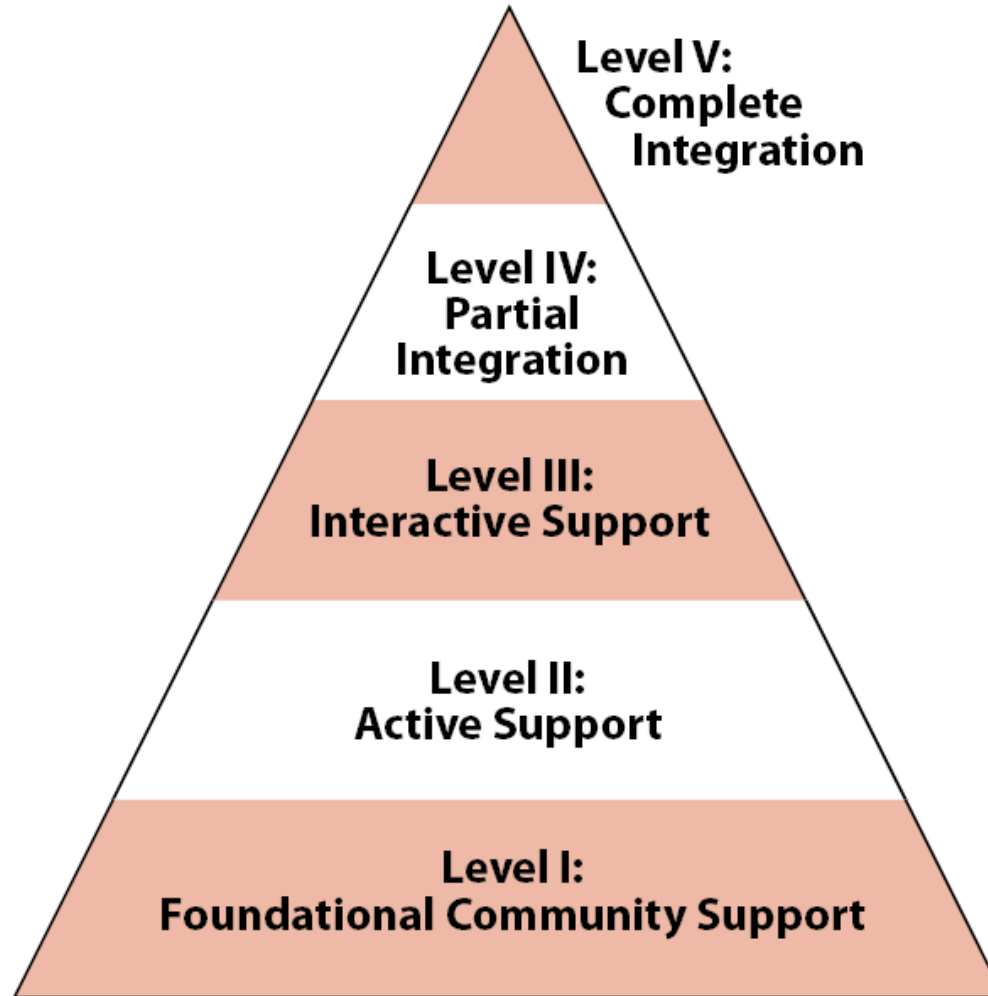
- Special gifts of equipment and supplies
- Scholarships for student participation in trips and competitions
- Support for clubs and activities
- Targeted support, such as teacher grants
- Generally not core operating expenses

# 9. Program Start-up/Retrofit

- Identify workforce needs not linked to programs
- Create an industry advisory team to build support for a program
- Identify teachers, curriculum, facilities, and equipment
- Engage partners
- Design and implement employer activities



# Levels of Engagement



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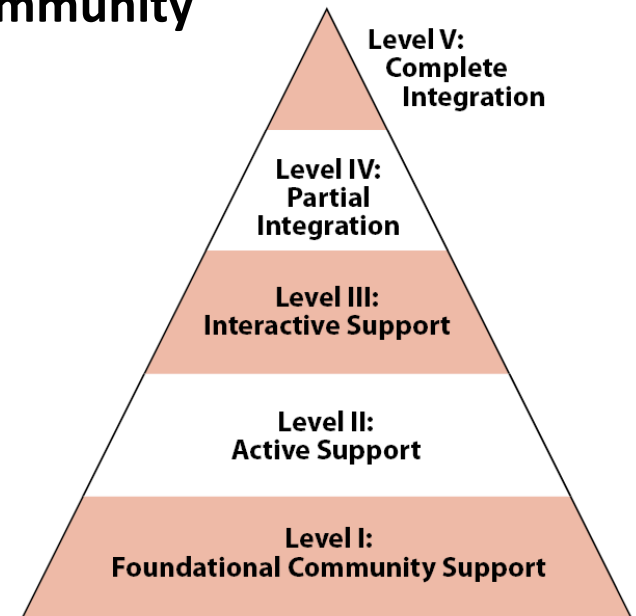
## Foundational Community Support

- **Characteristics**

- General attitudes and behaviors of the community
- Forms the foundation of all partnerships

- **Examples**

- Send your kids to school?
- Favorable attitudes
- Bond votes



# Levels of Engagement

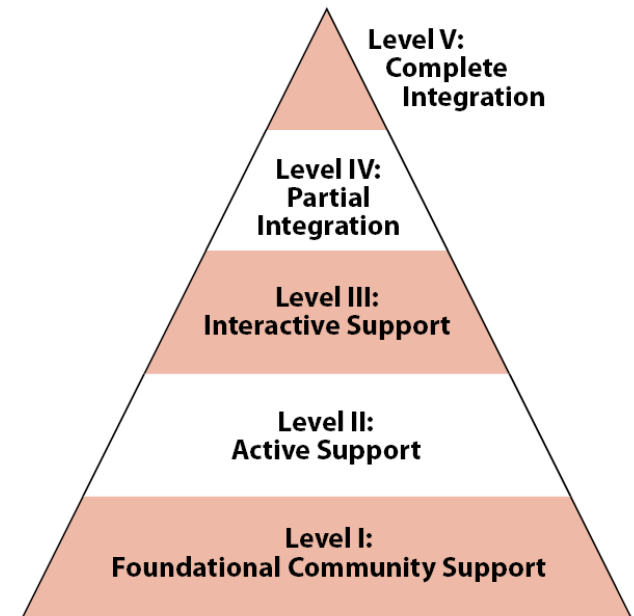
## Active Support

- **Characteristics**

- Actions taken to support the schools
- Little/no interaction with students or schools
- Does not change school operations

- **Examples**

- Donating to school foundation
- Paying for equipment – sports, CTE
- Cleanup of grounds
- Scholarships/Grants
- Weekend backpack program
- Teacher warehouse



# Levels of Engagement

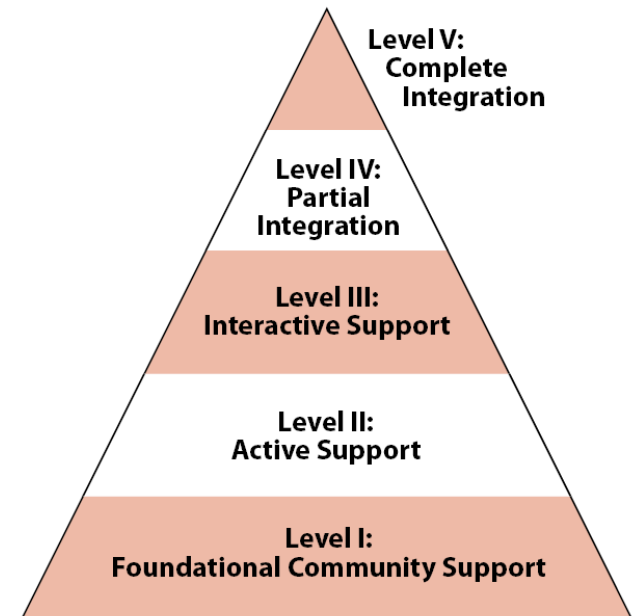
## Interactive Support

- **Characteristics**

- Partnership efforts – collaborative
- Interaction with students or schools
- Does not change school operations

- **Examples**

- Student internships
- Teacher externships, other training
- State Scholars program
- Mentoring programs
- After-school initiatives
- Career days/tours



# Levels of Engagement

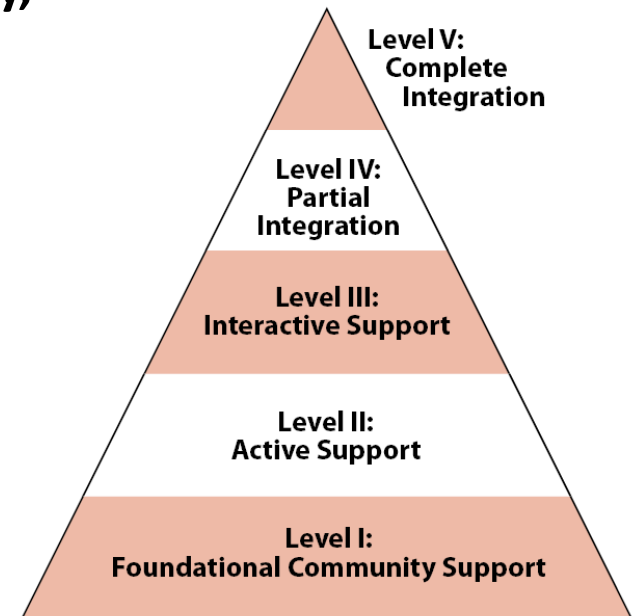
## Partial Integration

- **Characteristics**

- Greater commitment – more responsibility, more authority, greater voice
- Academic, operations, or both
- Affects school operations

- **Examples**

- Operation Excellence
- Florida PASS Program
- Simon Youth Foundation
- Gowan Achievement Project





# Levels of Engagement

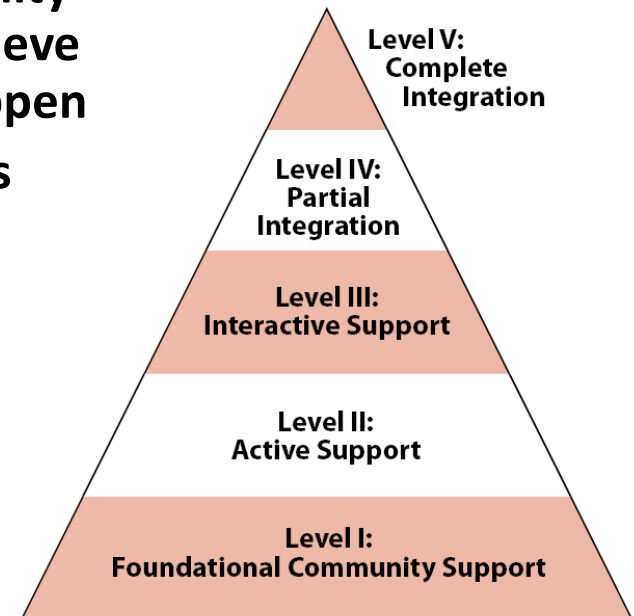
## Complete Integration

- **Characteristics**

- True partnerships: Educators and community partners determine the goals, how to achieve them, and responsibility for making it happen
- Operations determined jointly by partners

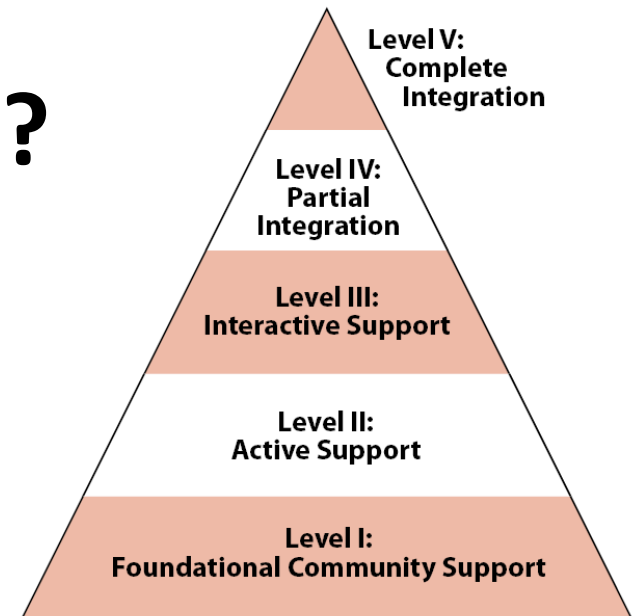
- **Examples**

- National Academy Foundation
- P-TECH
- PIN



# Levels of Engagement

- **Your best customer is your current customer**
- **How can you move people up the pyramid?**



# Sustainability: Partnerships for the Long Haul



# Why Do Partnerships End?

Survey of partnership specialists:

- **38.9%: School personnel have no time to manage partnerships properly**
- **33.7%: No consequences for poor management**
- **23.6%: Did not track outcomes; partner did not see results**



# Retention Strategies

- **Make school a positive environment to work and volunteer**
- **Recognize partners frequently**
- **Deal with problems promptly**
- **Keep administration engaged**
- **Identify and address needs of partners**



# Once You've Started

- **Get some early wins**
- **Start to build other relationships within each organization**
- **Make sure you're generating data on outcomes they care about**



# The Annual Review

- **Meet with major partners and/or advisory board each year**
- **Review performance: Successes and challenges**
- **Plan the new year together**



# Recognition is important







# Questions

**Thank You!**

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