In the following report, Hanover Research reviews models for university partnerships across community and industry organisations, and highlights best practices in establishing and maintaining such partnerships. Additionally, Hanover provides case profiles of three exemplar university-city partnerships.
# TABLE OF CONTENTS

## Executive Summary ................................................................................................................................. 3

**INTRODUCTION** .................................................................................................................................. 3

**KEY FINDINGS** ...................................................................................................................................... 3

## Section I: Partnership Models and Best Practices .................................................................................. 5

**DISCRETE PARTNERSHIPS** .................................................................................................................. 5

  - Community Partnerships .................................................................................................................... 5
  - Industry Partnerships .......................................................................................................................... 6

**DEVELOPMENT-BASED PARTNERSHIPS** ............................................................................................ 7

  - Innovation Hubs .................................................................................................................................. 7
  - Smart Growth and Colleges and Universities .................................................................................... 8

**THE GRAND BARGAIN MODEL** ........................................................................................................... 9

**BEST PRACTICES FOR SUCCESSFUL PARTNERSHIPS** ..................................................................... 10

  - Public-Private Partnerships ................................................................................................................ 11
  - University-Industry Collaboration ...................................................................................................... 12
  - Fostering Entrepreneurship ............................................................................................................... 14
  - MetroLabs City-University Partnerships ............................................................................................ 16
  - The Grand Bargain ............................................................................................................................ 16

## Section II: Case Profiles .......................................................................................................................... 18

**ARIZONA STATE UNIVERSITY SKYSONG: BRINGING TOGETHER THE UNIVERSITY, CITY, AND OUTSIDE TALENT** 18

  - Space at SkySong ................................................................................................................................. 19
  - Industry Advantages ............................................................................................................................ 20
  - ASU Connection ................................................................................................................................. 21

**UNIVERSITY OF AUCKLAND: AN ENTREPRENEURIAL ECOSYSTEM** ...................................................... 22

  - UniServices ......................................................................................................................................... 23
  - ICEHOUSE ............................................................................................................................................ 26

**UNIVERSITY CITY DISTRICT: A REGIONAL HUB** .................................................................................. 28

  - University City District Development ............................................................................................... 30
  - District Initiatives ............................................................................................................................... 31
EXECUTIVE SUMMARY

INTRODUCTION
University-city partnerships are recognized as providing valuable contributions to the academic community and neighbouring cities and towns. Colleges and universities bring time, energy, and resources to local problems and development, creating opportunities for the university community to engage with local industry and community needs. To identify potential partnership models and best practices, Hanover Research (Hanover) reviewed secondary-based research surrounding the topic of university-city partnerships worldwide. This report identifies successful practices in establishing and maintaining university-city partnerships and profiles three exemplar partnerships located in the United States and New Zealand.

The report is composed of two sections:

- **Section I: Partnership Models and Best Practices** describes common models for university-city partnerships and highlights best practices for establishing partnerships, creating mutual benefit, and sustaining partnerships.
- **Section II: Case Profiles** presents three distinct university-city partnerships at Arizona State University, the University of Auckland, and University City in Philadelphia focusing on the history of each partnership, focus areas, and benefits drawn from the partnership.

KEY FINDINGS

- **Establishing a “grand bargain” through a city-anchor partnership institutions to establish both sustainable and successful partnerships.** Rather than focusing on a discrete partnership with a singular community organisation or industry partner, the grand bargain model proposes multi-dimensional collaboration between a higher education institution, the public sector, and the philanthropic sector to create sustainable long-term change. Key success factors to such an agreement include: clearly articulated formal benefit agreements, leveraging existing support mechanisms, and maintaining partnerships through frequent and consistent communication and measurement.
Focusing on success factors prevalent across university partnership models will help higher education institutions to establish strong partnerships with community organisations, industry, and government. Common success factors found across all partnership models include:

- Ensuring clear and consistent communication;
- Choosing appropriate leadership;
- Focusing on local community and workforce needs;
- Building on existing institutional strengths and priorities;
- Creating multiple partnerships; and
- Focusing on creating long-term sustainable projects.

To best serve industry, community, and governmental actors, institutions should create partnerships built on aspects of city-wide strategic plan when possible. Given that successful university-city partnerships focus on serving local needs, creating partnerships based on a city’s projected growth sectors, business improvement areas, and development areas will help to establish sustainable and long-term partnerships.

Discrete partnerships with community organisations and industry allow higher education institutions to help tackle societal problems and meet workforce needs. Universities can use community-based partnerships to promote civic engagement, meet community needs, and provide hands-on learning opportunities for students. Similarly, industry partnerships allow universities to expand student learning through experiential and continuing education, or meet industry needs through providing job training and research support.

Development-based partnerships for smart growth allow universities to function as entrepreneurial ecosystems that facilitate innovation and intentional growth. Institutions pursuing development-based partnerships often create innovation hubs with research universities, government, non-profit organisations, and professional service firms that draw on expertise from a wide array of backgrounds. Partnerships for smart growth typically focus on developing ecosystems that allow the university to function in three distinct roles: as developer, as educator, and as provider of administrative services.
SECTION I: PARTNERSHIP MODELS AND BEST PRACTICES

In this section, Hanover provides an overview of several different city-university partnership models, including (1) discrete or individual partnerships with community or industry organisations, (2) development-based partnerships that often relate to the building of new physical spaces or infrastructure for collaborative work, and (3) the grand bargain model which includes aspects of both discrete and development-based partnerships to create a multi-dimensional, long-term relationship.

This section also includes a review of best practices for building successful industry-university partnerships and fostering innovation.

DISCRETE PARTNERSHIPS

COMMUNITY PARTNERSHIPS

Higher education institutions may partner with non-profit or community-based organisations (CBOs) to provide additional academic credit opportunities, engage in research within the community, and serve the public good.¹ CBOs may structurally operate as non-profit organisations but are particularly embedded within the community. The majority of their governing body and staff, as well as their main offices, are within the local community and their priorities, programs, and solutions are defined by or in close relationship with local residents.²

One approach to community partnership is through community-based participatory research (CBPR), in which universities partner with CBOs or other groups to design studies, recruit subjects, and conduct research.³ CBPR involves community members more directly in research, ensures that proposed interventions are contextualised within and acceptable to the community, makes research outcomes more visible, and maintains local partnerships.⁴

For instance, Campus Compact is a coalition of more than 1,000 U.S. higher education institutions dedicated to campus-based civic engagement. Its annual member survey reports on institutional priorities, practices, and missions for community partnerships. Figure 1.1 lists the top 10 most prevalent issues addressed by CBO partnerships in 2015.

---

Figure 1.1: Top 10 Focus Areas for CBO Partnerships in 2015

<table>
<thead>
<tr>
<th>KEY RESEARCH AND COMMUNITY SERVICE ISSUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Access and retention in higher education</td>
</tr>
<tr>
<td>5. Individual and community health</td>
</tr>
</tbody>
</table>

Source: Campus Compact

**INDUSTRY PARTNERSHIPS**

Industry partnerships typically span three major categories: experiential learning, continuing/professional education, and mission-oriented partnerships.

**Experiential learning** allows students to obtain hands-on experience in their field of study and can include five different types of programs:

- **Service Learning** is curriculum-based, emphasizing hands-on learning while addressing real-world concerns. The service experience provides a context for translating discipline-based theories into practice.

- **Civic Engagement** offers a broad concept of community involvement and awareness that can include service, advocacy, service learning, volunteerism, and political participation, with the goal of helping to develop community-based knowledge, values, and skills.

- **Capstone/Project-Based Learning** classes are the culmination of learning in a major. A student generally works on a single project—such as a thesis paper or large research project—for the entire semester.

- **Externships (Job Shadowing)** provide an initial exposure to a career for a brief period of time (such as one day a week or a couple hours per week) by having students “shadow” an experienced employee or professional. Externships may include academic credit when connected to a course.

- **Internships** are defined by the National Association of Colleges and Employers (NACE) as “a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.”


Universities can also develop programs to offer professional or continuing education to industry partners. While universities can offer professional development courses to individual students, arrangements can be made with corporate partners to develop and offer customised courses or training programs for cohorts of employees. Universities and industry organisations may alternately form mission-oriented partnerships, which focus on research objectives rather than student training and placement opportunities. These may be short-term or long-term arrangements of varying complexity. The Massachusetts Institute of Technology (MIT) Sloan School of Management in the United States, for example, identifies several forms of industry research partnership, including:  

- **The idea lab**: Managers put aside their desire for secrecy and work with academics to create new options and contacts.
- **The grand challenge**: Managers and academics work together to create a new technology base that will be shared in the public domain.
- **The extended workbench**: Managers work rapidly with university partners on proprietary problems and solutions.
- **Deep exploration**: The company creates rich and long-lasting relationships with university partners that, in turn, offer the business rights of first refusal to license collaboration results.

An academic senate review at the University of California-Berkeley identified several benefits to corporate/industrial partnerships, including research funding, enhanced impact of research, access to valuable industry data, and improved job placement for students. Such partnerships can help provide services to industry partners and ensure the relevance of a university’s curriculum to industry employment needs.

**DEVELOPMENT-BASED PARTNERSHIPS**

**INNOVATION HUBS**

As innovation and entrepreneurship have gained traction in higher education, institutions have launched innovation hub partnerships to invigorate strategies for change. Praised for their ability to boost creativity and collaboration, an innovation hub “creates an environment in which innovation can happen through developing infrastructure and acting as a campus-wide resource.”

---


As certain analysts note, innovation hubs do not exist as “islands,” but are rather embedded into the “ecosystems” of the institutions and regions that surround them to assist the “cross-fertilization of ideas and skills.” Critical to these ecosystems, is the presence of “academic and research institutions [which] intersect with a strong business community.” Experts also cite the importance of funding sources, as well as professional service firms with expertise in areas, such as accounting, law, and public relations. According to the Executive Chairman of Biovision, a global life sciences forum, “Our experience leads us to believe that the main requirement for a successful hub is the ability to combine technical, managerial, and investment expertise in one location.” Another expert emphasized the importance of having a base of strong founding companies to “anchor” the hub.

Equally important to fostering innovation is designing a space which promotes exchange across multiple academic disciplines and industries. According to a recent article in the Stanford Social Innovation Review, successful innovation hubs “build collaborative communities with entrepreneurial individuals at the centre” and “attract diverse members with heterogeneous knowledge.” Such an environment may also help to attract client firms to a hub because:

Hubs thrive when collaboration takes place on a “fundamentally egalitarian basis” with “voluntary, self-directed action [driving] the social dynamic (and energy) of the community as a whole.” Leaders should derive authority from “their status as hub founders, charisma, recognized expertise, and/or strong network position, rather than from any formal leadership role.” Though, many incubators do have formal hub directors accompanied by “mentors” with expertise in specific business and/or technical areas. Innovation breeds on “creative clashes” between diverse groups of people “that embody different perspectives and complementary knowledge sets.”

**SMART GROWTH AND COLLEGES AND UNIVERSITIES**

While the traditional definition of a smart city focuses on making critical infrastructure and public services more efficient through information and communication technology, this definition has evolved to encompass the systems of people and places (including institutions

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12 Ibid.
14 Ibid.
15 Ibid.
16 Ibid.
of higher education) that interact and use energy, services, and materials to promote sustainable development. In the context of the smart city movement, higher education institutions can contribute through partnerships with the city and community to provide resources and conduct research to support sustainable development and education. As the smart growth movement has gained traction, communities are increasingly calling upon institutions for heightened accountability and community engagement, given that most universities occupy a significant position in the community. Through development, education, and service and technical assistance, universities can play an active role in bringing resources and industry involvement to their immediate environments (Figure 1.2).

**Figure 1.2: University Roles in Smart Growth**

<table>
<thead>
<tr>
<th>Institution as Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Expansion efforts impact land use on- and off-campus</td>
</tr>
<tr>
<td>• Provide classrooms, research space, and meeting space for community</td>
</tr>
<tr>
<td>• Promote sustainable development to meet city needs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training and Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide quality training to advance knowledge and use of information technologies</td>
</tr>
<tr>
<td>• Universities specialize in city-priority areas</td>
</tr>
<tr>
<td>• Lifelong learning for underserved populations to adapt to smart environment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service and Technical Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide technical assistance to quickly developing communities</td>
</tr>
<tr>
<td>• Collaborate with local government to provide data collection and research capabilities</td>
</tr>
</tbody>
</table>

Source: Environmental Protection Agency, United Cities and Local Government

**THE GRAND BARGAIN MODEL**

The city-anchor grand bargain partnership model includes aspects of each of the aforementioned partnership models, encompassing community and industry involvement, regional innovation, and smart growth. Anchor institutions serve as critical hubs for innovation and development in a city, attracting talent and providing employment for the region. This grand bargain for anchor institutions and cities is based on identifying shared interests and co-creating ambitious goals for university and city improvement and success. Creating more structured networks between anchor institutions and city organisations promotes shared responsibility and accountability to encourage partnership success.

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Institutions and governments too often define their relationships through discrete transactions – a singular project, a singular partnership with one company or organisation, or a partnership focused on one field or subject. However, the National Resource Network proposes the grand bargain partnership model as an alternative approach to the more common transactional relationship, based on sustainable, long-term partnerships across industries and organisations. The following are key characteristics of successful “grand bargain” partnerships:

- Institutions are integrated into strategic plans for economic development;
- Innovation districts with anchor institutions are multi-dimensional instead of focusing on discrete industries;
- Collaboration occurs between the institution, public sector, and philanthropic sector; and
- Institutions create and enter benefit agreements to align economic opportunities derived from university practice and development with community needs.

BEST PRACTICES FOR SUCCESSFUL PARTNERSHIPS

This section provides an overview of best practices in creating and sustaining successful city-university partnerships across the reviewed partnership models. Figure 1.4 lists common best practices for successful partnerships, which highlights the importance of appropriate leadership, establishing clear communication channels, and focusing primarily on serving local needs. Some models also focus on long-term partnerships, building more than one partnership in the community, and using existing community and university strengths to create stronger partnerships. The following sections provide additional details on best practices for specific partnership models.

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24 Ibid.
**Figure 1.4: Frequently Cited Best Practices for Successful Partnerships**

<table>
<thead>
<tr>
<th>Practice</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Choose appropriate leadership</td>
<td>5</td>
</tr>
<tr>
<td>Create clear communication channels</td>
<td>4</td>
</tr>
<tr>
<td>Focus on local needs</td>
<td>4</td>
</tr>
<tr>
<td>Build on existing strengths and priorities</td>
<td>3</td>
</tr>
<tr>
<td>Create multiple partnerships</td>
<td>3</td>
</tr>
<tr>
<td>Focus on long-term projects</td>
<td>3</td>
</tr>
<tr>
<td>Provide administrative and support services</td>
<td>2</td>
</tr>
<tr>
<td>Build university and community awareness</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Hanover Research

**PUBLIC-PRIVATE PARTNERSHIPS**

Best practices for public-private partnerships can be categorized into four broad themes: timeline, institutional role, employee engagement, and communication. Partnership projects with a defined timeline and sustainable resources, an active institutional role in education, research, and measurement, goals for employee involvement, and clear communication channels are most likely to be successful in the public-private sphere.²⁵

UNIVERSITY-INDUSTRY COLLABORATION

In order to establish successful collaboration between higher education institutions and industry partners, institutions should understand the perspective of their counterparts. An article in the MIT Management Review provides an overview of best practices that universities can use to create strategic partnerships that match company needs and viewpoints (Figure 1.6).  

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26 Ibid.
**Figure 1.6: Keys to Industry-University Collaboration Success**

- **Define the project’s strategic context as part of the selection process**
  - Use research portfolio to determine opportunities
  - Define collaboration outputs that can provide value
  - Identify internal users of this output at the working level

- **Select boundary-spanning project managers with three key attributes**
  - In-depth knowledge of needs in the field
  - Inclination to network across boundaries
  - Ability to make connections between research and opportunities for application

- **Share with team the vision of how collaboration can help company**
  - Select researchers who will understand company practices and goals
  - Ensure university team appreciates strategic context

- **Invest in long-term relationships**
  - Plan multi-year time frames
  - Cultivate relationships with target researchers

- **Establish strong communication linkage with university team**
  - Conduct face-to-face meetings
  - Develop overall communication routine to supplement meetings
  - Encourage extended personnel exchange

- **Build broad awareness of the project within the company**
  - Promote university team interactions with different functional areas within company
  - Promote feedback to university team on project alignment

- **Support the work internally both during the contract and after, until the research can be exploited**
  - Provide appropriate internal support for technical and management oversight
  - Include accountability for company uptake of research results

(Source: MIT Sloan Management Review)
Fostering Entrepreneurship

In June 2014, the MIT Skoltech Initiative released a study entitled “Creating University-Based Entrepreneurial Ecosystems: Evidence from Emerging World Leaders.” The study draws from interviews with experts in technology, entrepreneurship, and innovation, and focuses on “success factors” that are integral to building a university partnership conducive to innovation and entrepreneurship. In these interviews, experts cited several types of “success factors” as integral to building a university ecosystem conducive to innovation and entrepreneurship. These include: institutional entrepreneurship and innovation (E&I) culture; strength of university leadership; research capacity, local quality of life; government support; effective institutional strategy; and powerful student-led entrepreneurship drive (Figure 1.7).

30 Ibid.
31 Ibid., pp. 15-16.
Institutional E&I Culture

- E&I culture was frequently cited as an "essential" ingredient for a successful ecosystem. At the University of Cambridge, this was achieved through celebrating the achievements of faculty role models, creating a relatively unstructured mix of E&I activities across campus, and providing faculty with the freedom to devote time to entrepreneurial ideas. Successful universities also create mechanisms to promote research collaboration across departments driven by end-user needs.

University Research Capacity

- Many universities in the expert rankings have a long history as international research powerhouses, and this quality and capacity was seen as a cornerstone of the ecosystem's success.

Strength of University Leadership

- Universities which have succeeded in bolstering their E&I strategy have been led by exceptional and long-standing leaders. For emerging E&I ecosystems, interviewees consistently described a period of up to ten years when the university's E&I activities were "almost completely dependent upon the networks" of the movement's leader. Also important is public endorsement by the university's senior management.

Local Quality of Life

- The location of the university, combined with its design, can play a large part in creating a successful E&I environment. For instance, the design and "gorgeous location" of the science park build at Sophia Antipolis was seen as influencing its success. The pre-existing tourist industry also made the region "open to the world," with international schools and accessible transit systems.

Government Support

- Most top E&I universities have benefited from significant external support for ecosystem development in the form of government subsidies and advantageous regional policies. Collaborations across universities, businesses, and local governments are particularly valuable.

Effective Institutional Strategy

- Some effective strategies contributing to E&I growth are universally applicable, such as approaches where the institutional focus for E&I does reside within a single group or center, but is allowed to emerge as multiple, and often unconnected activities operating across and beyond campus. Other strategies should be tailored to the university context in response to challenges faced in that environment.

Student-led Entrepreneurial Drive

- "Student energy in entrepreneurship" was viewed among experts as an increasingly prominent driver of ecosystem development, particularly amongst emerging ecosystems and those operating in more challenging environments. To encourage student led entrepreneurship, universities can create a direct line of communication between students and senior management, dedicate low-level funding to support both new and on-going student entrepreneurship activities, and create a conduit between students and the regional E&I community.

Source: MIT Skoltech Initiative

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32 Ibid.
**MetroLab City-University Partnerships**

The MetroLab Network is a group of city-university partnerships that focuses on bringing data, innovation, and analytics to city governments across the United States. The Network pairs university researchers with policymakers to improve infrastructure, public services, and sustainability through research and development projects. To assist city-university partnerships in developing successful partnerships for urban innovation, MetroLabs created 10 principles for success, presenting them in a unique format focusing on the individual roles of distinct actors within a successful partnership. Each stakeholder, from mayors and university presidents to cities and institutions as distinct entities, plays an essential role in ensuring the success of collaborative partnerships.

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**Figure 1.8: MetroLabs Principles for Success**

<table>
<thead>
<tr>
<th>PRINCIPLES FOR SUCCESS</th>
<th>For Mayors and University Presidents, Provosts</th>
<th>For Cities</th>
<th>For Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embrace the idea of the city as a “living lab” and the university as a research and development resource</td>
<td>Assign a lead point of contact at the city</td>
<td>Assign a lead point of contact at the university</td>
<td></td>
</tr>
<tr>
<td>Formalize a partnership between your city and university with a memorandum of understanding</td>
<td>Identify problems that need to be solved and opportunities for innovation</td>
<td>Form a multidisciplinary network managed by university point of contact</td>
<td></td>
</tr>
</tbody>
</table>

**Executing on Research, Development, and Deployment**

- Find the intersection between city priorities and university expertise
- Arrange regular, predictable, monthly meetings between the city and university points of contact
- Approach local business and philanthropic community to support RD&D efforts
- Engage local community groups as partners

Source: MetroLab Network

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**The Grand Bargain**

The National Resource Network has identified three recommendations for cities and anchor institutions seeking to create strong, mutually beneficial partnerships: establishing the bargain, leveraging supportive mechanisms, and maintaining an ecosystem for collaboration. The following table highlights the key components of each step and the university’s role for each strategy.

---

33 “Networks.” MetroLab Network. https://metrolabnetwork.org/about/
35 Ibid.
**Figure 1.9: Establishing, Supporting, and Maintaining the Grand Bargain**

<table>
<thead>
<tr>
<th><strong>Creating the Grand Bargain</strong></th>
<th><strong>Creating the Grand Bargain</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step One: Establishing the Bargain</strong></td>
<td><strong>Step One: Establishing the Bargain</strong></td>
</tr>
<tr>
<td>1. Identify clear community priorities appropriate for partnership</td>
<td><strong>Institutional Role</strong></td>
</tr>
<tr>
<td>2. Identify best external partners from government, industry, and philanthropy</td>
<td>▪ Shift from isolated programs to transparent and enforceable institutional commitment</td>
</tr>
<tr>
<td>3. Build on existing collaborative activity</td>
<td>▪ Consider creating community or civic engagement office for management</td>
</tr>
<tr>
<td>4. Engage senior level leadership at local institutions to create shared goals and strategies</td>
<td><strong>Tactics</strong></td>
</tr>
<tr>
<td><strong>City-Anchor Compacts:</strong> Clearly articulated and available strategic priorities</td>
<td></td>
</tr>
<tr>
<td><strong>Step Two: Leveraging Supportive Mechanisms</strong></td>
<td><strong>Step Two: Leveraging Supportive Mechanisms</strong></td>
</tr>
<tr>
<td>1. Develop tools and programs to support partnership efforts</td>
<td><strong>Institutional Role</strong></td>
</tr>
<tr>
<td>2. Rely on partnership leaders to utilize new mechanisms</td>
<td>▪ Establish outreach capacity to create accountability and openness to community involvement</td>
</tr>
<tr>
<td><strong>Tactics</strong></td>
<td><strong>Institutional Role</strong></td>
</tr>
<tr>
<td><strong>Community engagement platforms</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Step Three: Maintaining an Ecosystem for Collaboration</strong></td>
<td><strong>Step Three: Maintaining an Ecosystem for Collaboration</strong></td>
</tr>
<tr>
<td>1. Create system to maintain strong, consistent, and regenerative leadership</td>
<td><strong>Institutional Role</strong></td>
</tr>
<tr>
<td>2. Create infrastructure of education and support to maintain ecosystem</td>
<td>▪ Develop matriculation agreements and research agenda based on industry and government need</td>
</tr>
<tr>
<td><strong>Tactics</strong></td>
<td><strong>Institutional Role</strong></td>
</tr>
<tr>
<td><strong>Rally stakeholders:</strong> Engage local industry to build curriculum pathways</td>
<td>▪ Pursue deliberate efforts to clarify operational structures and transmit information</td>
</tr>
<tr>
<td><strong>Leadership trainings:</strong> Clarify partnership roles and create communication</td>
<td></td>
</tr>
</tbody>
</table>

Source: National Resource Network36

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SECTION II: CASE PROFILES

This section highlights three examples of university-city partnerships: Arizona State University SkySong, the University of Auckland, and University City District in Philadelphia.

ARIZONA STATE UNIVERSITY SKYSONG: BRINGING TOGETHER THE UNIVERSITY, CITY, AND OUTSIDE TALENT

In 2005, the City of Scottsdale and the Arizona State University (ASU) Foundation reached an agreement to launch SkySong at the ASU Scottsdale Innovation Center. The City of Scottsdale and the ASU Foundation entered into this agreement to “attract cutting-edge and innovative companies and their base of knowledge workers from around the world, integrating the resources of ASU with the opportunities of the private sector.” SkySong’s close relations with ASU, new facilities, and central location draw companies from around the world. Occupying over 42 acres and projected to include more than 1.2 million square feet upon buildout, SkySong features five 145,000 square foot office buildings and the SkySong Apartments.

Figure 2.1 provides an overview of SkySong’s project history from 2005 to 2016. Construction on a fifth office building, SkySong 5, began in 2017. In collaboration with the ASU Foundation, Plaza Companies, Holualoa Companies, and the City of Scottsdale (Figure 2.2), SkySong has grown into one of the region’s most recognized icons.

Figure 2.1: SkySong Development Timeline

Source: SkySong

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38 Ibid.
Figure 2.2: SkySong Project Team

<table>
<thead>
<tr>
<th>LOGO</th>
<th>DESCRIPTION/ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASU Foundation</td>
<td>The ASU Foundation is a private, non-profit organisation that raises and invests private contributions to Arizona State University. The foundations’ mission is to advance, through philanthropy, the success of ASU as a New American University.</td>
</tr>
<tr>
<td>CITY OF SCOTTSDALE</td>
<td>The City of Scottsdale is the owner of the land under SkySong and is a strong and significant partner in the project. The City’s support of the project’s vision and focus on innovation has been key in making SkySong successful and an attractive destination for companies around the world.</td>
</tr>
<tr>
<td>PLAZA COMPANIES</td>
<td>Plaza Companies, the project developer, is an award-winning leader in the development and management of medical office properties, technology and bioscience facilities, and senior living communities.</td>
</tr>
<tr>
<td>HOLUALOA COMPANIES</td>
<td>Holualoa Companies is a real estate investment firm focused on the successful acquisition, repositioning, redevelopment, and disposition of real estate assets.</td>
</tr>
</tbody>
</table>

Source: SkySong

SPACE AT SKYSONG

The SkySong development has created a mixed-use space, combining office, residential, and retail space to enhance the surrounding neighbourhood. SkySong Scottsdale Apartments includes 325 apartments designed to be pedestrian-friendly with wide sidewalks and street furnishings and retail space. With over 750,000 square feet of building space, SkySong 1, 2, 3, 4, and 5 are home to some of the region’s largest companies as well as young one- and two-person entrepreneurial start-ups (Figure 2.3).

Figure 2.3: SkySong Tenants

<table>
<thead>
<tr>
<th>SkySong 1</th>
<th>SkySong 2</th>
<th>SkySong 3</th>
<th>SkySong 4</th>
<th>SkySong 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 150,000 ft²</td>
<td>• 150,000 ft²</td>
<td>• 145,000 ft²</td>
<td>• 145,000 ft²</td>
<td>• 154,350 ft²</td>
</tr>
<tr>
<td>• Canon</td>
<td>• CenturyLink</td>
<td>• Workiva</td>
<td>• Ecolab</td>
<td>• Pre-leasing</td>
</tr>
<tr>
<td>• Groupon</td>
<td>• Ticketmaster</td>
<td>• Pyxl</td>
<td>• Intersys</td>
<td></td>
</tr>
<tr>
<td>• Pearson</td>
<td>• Yodle</td>
<td>• Holualoa Co.</td>
<td>• Web.com</td>
<td></td>
</tr>
</tbody>
</table>

Source: SkySong

---

42 Ibid.
**INDUSTRY ADVANTAGES**

SkySong brings a wide variety of advantages to companies and the local community. Companies can access an innovative environment, technology connections, a strong connection to ASU and its resources, as well as access to the broader regional, state, and global market due to SkySong’s central location as detailed in Figure 2.5.⁴⁴

---

**Figure 2.5: SkySong Industry Advantages**

- **Innovation**
  - Provides an environment for companies to think outside of the box with resource access
  - ASU provides base of expertise, knowledge, and workers

- **Technology**
  - Technology innovation and entrepreneurship are linked to suppliers, employees, customers, and worldwide operations.

- **ASU Connection**
  - University departments are located at SkySong to provide business services and programs to SkySong companies

- **Location**
  - Located minutes from downtown Scottsdale, three miles from the ASU Tempe campus, near major freeways, and minutes from international airport

---

⁴⁵ Ibid.
**ASU Connection**

SkySong was launched from the vision of ASU’s president, Dr. Michael M. Crow, and his commitment to the “New American University” with a focus on innovation, research and partnership. The ASU Scottsdale Innovation Center housed at SkySong provides services to support entrepreneurial ventures and established businesses through corporate engagement, education, and technology and innovation. Close partnership with ASU grants businesses access to new technology, capital networks, and a highly-skilled workforce of ASU students and graduates. Since its launch, SkySong initiatives have been responsible for:

- Over 100 spin out companies that have collectively raised over $600 million in venture capital;
- Creating and launching the nation’s leading summit for education technology, the ASU/GSV Education Innovation Summit;
  
  Development of the ground-breaking ASU Online/Starbucks degree program through the ASU EdPlus team; and
- Support of over 400 community meetings and 5,500 visitors each month.

Similar to industry advantages, the ASU Connection provides SkySong with a variety of benefits focused on corporate and economic development, recruitment, and research.

**Figure 2.6: ASU Connection Advantages**

- **Corporate and Economic Development**
  - Connect with private industry, local government, and community leaders to drive regional economic development
  - Pursue economic development through ASU initiatives, drawing on diversity of knowledge base and regional partners

- **Recruitment**
  - Large enrollment and alumni base creates pipeline of training and talent needed to build tomorrow’s workforce
  - ASU Career and Professional Development Services connect businesses with current students and alumni to fill workforce needs

- **Research**
  - SkySong community can partner with ASU to form research partnerships
  - Connect with faculty and research institutions or conduct business-led research in ASU facilities

Source: SkySong

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47 Taken verbatim from: Ibid.

UNIVERSITY OF AUCKLAND: AN ENTREPRENEURIAL ECOSYSTEM

Recognized as one of the world’s top five emerging leaders in entrepreneurship by the MIT Skoltech Initiative, the University of Auckland in New Zealand has committed to establishing an environment conducive to innovation and entrepreneurship for both students and the community. Despite facing several challenges to innovation, including brain drain, lack of motivation, and isolation from global markets, the University of Auckland has undertaken three key phases of entrepreneurial development:

- Formalising technology transfer and research activities;
- Focusing on external engagement; and
- Developing cross-disciplinary university centres.

Through the University of Auckland Business School and Centre for Innovation and Entrepreneurship, the University of Auckland has created an environment for enterprise and innovation to support economic transformation and the creation of wealth in New Zealand.

Figure 2.7 highlights the University’s five key initiatives to support entrepreneurial activity on-campus and beyond, while the following subsections provide additional detail on two main projects that bring the community and university together: UniServices and ICEHOUSE.

---

In 1988, the University of Auckland launched UniServices, the first university-based technology transfer unit in Australasia. Originally conceived to operate under a “fairly traditional tech transfer office model,” UniServices quickly prioritized creating the proper environment for innovation after realising a lack of appetite for start-ups within the university. \(^{52}\) Thus, UniServices expanded to cover all technology transfer function and all commercial research activity conducted by the university, creating a business facing unit to establish beneficial partnerships with community and international industry collaborators.

In its second year of operation, UniServices brought all activities in-house, employing its own team of researchers to work alongside University faculty while still seeking only research contracts with a significant university connection. Over the next decade, thanks to consistent and vocal support from community and university leadership, UniServices grew in both its research and technology transfer capacities. By 2003, annual revenues topped $60 million, compared to $1.3 million in 1988. \(^{53}\)

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\(^{51}\) Ibid.


\(^{53}\) Ibid.
Today, UniServices “partner[s] with the best minds in academia and business to apply intelligent thinking to ideas that have the potential to change the world.”⁵⁵ Partnering with business through contract research, consulting, and licensing, investors through intellectual property development, and governments and communities through societal research and service delivery, UniServices capitalizes on both its own research staff in addition to the University of Auckland’s wide array of faculty researchers and resources.

**UniServices Service Areas**

UniServices focuses its commercial and technology transfer services on four domain areas based on research staff and University of Auckland’s faculty specialties: technology, government, business, and international. Figure 2.9 provides an overview of each service area, its focus areas, and example projects where available.

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⁵⁵ Ibid.
## Figure 2.9: UniServices Service Areas

<table>
<thead>
<tr>
<th>Technology&lt;sup&gt;56&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UniServices</strong> works alongside researchers and academic staff at the University of Auckland to transfer world-class knowledge and technology into existing companies and start-ups, and provides expertise in commercialisation and intellectual property. UniServices also supports University of Auckland staff and students with development and commercialisation of ideas and access to pre-seed investment.</td>
</tr>
<tr>
<td><strong>Specialties:</strong> biotechnology and life science, materials technologies, computer/IT technologies, sensor/diagnostic technologies, and electrical technologies</td>
</tr>
<tr>
<td><strong>Start-ups supported:</strong> Objective Acuity, Upside Biotechnologies, Soul Machines, SapVax</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government&lt;sup&gt;57&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>The UniServices government team works with government partners to meet demands of global, social, and economic change by connecting with leading researchers to address real-world challenges.</td>
</tr>
<tr>
<td><strong>Services:</strong> Research and consultancy focused on demonstrating a link between research, evidence informed practice, sector support, and knowledge transfer</td>
</tr>
<tr>
<td><strong>Business Units:</strong> Centre for Educational Leadership; Conectus; National Institute for Health Innovation</td>
</tr>
<tr>
<td><strong>Case Study Examples:</strong> Raising immunisation rates; Boosting Participation in Tertiary Study</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business&lt;sup&gt;58&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UniServices</strong> creates high value and high impact commercial opportunities for clients in New Zealand, Australia, and the Pacific through collaboration with academics, researchers, technicians, and students at the University of Auckland.</td>
</tr>
<tr>
<td><strong>Specialties:</strong> Food and nutrition, health, engineering, science, environment, accessing government funding for research and development</td>
</tr>
<tr>
<td><strong>Audience:</strong> UniServices works with a wide range of companies to provide opportunities to bring New Zealand science to a global audience</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>International&lt;sup&gt;59&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>The UniServices Innovation Institute provides unprecedented access to a range of networks and research and funding opportunities in China. The Institute grants access to University capabilities and IP to identify, protect, and develop discoveries with commercial potential and find business partners.</td>
</tr>
<tr>
<td><strong>Focus Areas:</strong> IP identification and protection, market knowledge and connectivity, proof of concept, pre-seed investment management</td>
</tr>
<tr>
<td><strong>Innovation Conference:</strong> Inaugural research conference hosted in 2017 focusing on commercialisation and entrepreneurship, aluminium smelting technology, advanced materials application and processing technologies, digital health, food for life, and drug discovery and development</td>
</tr>
</tbody>
</table>

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<sup>59</sup> “International.” UniServices. https://www.uniservices.co.nz/international
ICEHOUSE

ICEHOUSE “is a development factory of owner managers and entrepreneurs that aims to shape the future of the New Zealand economy.”\textsuperscript{60} Founded in 2001 by the University of Auckland Business School, ICEHOUSE aims to support the capabilities and aspirations of owners and entrepreneurs who run start-ups and small and medium enterprises (SME) to enable expansion and success. \textsuperscript{61} ICEHOUSE is owned by a not-for-profit trust (The ICE Foundation) and backed by the New Zealand government and a wide range of community and industry partners. Focusing on learning and investment, ICEHOUSE strives to help customers find their business potential.

Figure 2.10: ICEHOUSE Vision

- Create a thriving New Zealand driven by entrepreneurs and business owners
- Help customers find business success and reach potential
- Enable New Zealand businesses and entrepreneurs to be successful
- Focus on start-ups and owner managed firms in New Zealand

Figure 2.11: ICEHOUSE Partners

<table>
<thead>
<tr>
<th>PARTNER</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>
| University of Auckland Business School | ▪ Develop graduates, knowledge, and ideas needed to grow the productivity and international competitiveness of New Zealand  
                                  ▪ Centre for Innovation and Leadership delivers programs and initiatives to foster innovation and entrepreneurship across the University |
| BNZ Partners                 | ▪ Business bank designed to put customer needs at the centre and surround customers with proper expertise                                    |
| Callaghan Innovation         | ▪ Government’s business innovation agency  
                                  ▪ Provide accelerator and incubator programs to connect business with networks, capability, and funding needed |
| Xero                         | ▪ Leading international cloud accounting solution for small business  
                                  ▪ Supports success of Kiwi businesses through small business accounting software                                                   |

Source: ICEHOUSE\textsuperscript{62}

LEARNING

ICEHOUSE offers business programs, workshops, a business barometer, and business coaching to help SMEs reach their potential. Programs are designed to provide market-relevant best practice content delivered by industry experts at different growth stages. Interactive workshops focus on specific skill sets and capabilities, delivering actionable

\textsuperscript{60} “Entrepreneurial Ecosystem,” Op. cit.
\textsuperscript{61} “About Us.” ICEHOUSE. https://www.theicehouse.co.nz/about-us
\textsuperscript{62} “Our Partners.” ICEHOUSE. https://www.theicehouse.co.nz/our-partners
learnings so that participants can make an immediate impact on their businesses. The Business of International Quality (BIQ) Barometer provides an easily accessible online tool to identify business strengths and opportunities for improvement, with real practical advice to accelerate business growth. Finally, ICEHOUSE provides one-on-one coaching to develop, implement, and improve business plans and achieve strategic goals.

**Figure 2.12: ICEHOUSE Learning Services**

<table>
<thead>
<tr>
<th>Programs</th>
<th>Workshops</th>
<th>BIQ Barometer</th>
<th>Business Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Owner Manager</td>
<td>• Grow Your Financial Skills</td>
<td>• Focus on:</td>
<td>• Expertise in:</td>
</tr>
<tr>
<td>• Leader Development Program</td>
<td>• Improving Business Planning and Performance</td>
<td>• Leadership</td>
<td>• Planning</td>
</tr>
<tr>
<td>• Market Validation</td>
<td>• Succession and Transition</td>
<td>• Offering</td>
<td>• Organisational Structure</td>
</tr>
<tr>
<td>• Effective Leadership</td>
<td></td>
<td>• Market</td>
<td>• Strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Processes</td>
<td>• Finance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Governance</td>
<td>• Brand Positioning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Capital</td>
<td></td>
</tr>
</tbody>
</table>

Source: ICEHOUSE

**INVESTMENT**

ICEHOUSE funds “daring founders taking on global opportunities.” To date, ICEHOUSE has invested $65 million in 110 companies, with over $25 million in funding under management. ICEHOUSE focuses its investment work in two key areas: attracting investors, and providing investment opportunities for start-ups. Investors can participate through active investment, passive investment in a portfolio of start-ups, or by supporting New Zealand’s youth with investment in a fund designed for founders under 30. Start-up services include connection to the larger ICEHOUSE alumni community, access to a worldwide network of peers and mentors, and hands-on support through board observer and directorship roles.

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64 “Investment.” ICEHOUSE. https://www.theicehouse.co.nz/startup-investment
65 “Startups.” ICEHOUSE. https://www.theicehouse.co.nz/startup-entrepreneurs
UNIVERSITY CITY DISTRICT: A REGIONAL HUB

University City District (UCD) is “a partnership of world-renowned anchor institutions, small businesses, and residents that creates opportunity and improves economic vitality and quality of life in the University City area of West Philadelphia.”

Focusing on community revitalization, the District seeks to use a place-based, data-driven framework to invest in public spaces, address crime and public safety, connect commercial services to job growth, and promote innovation through partnerships with business and area higher education institutions.

In 1997, leaders from West Philadelphia’s anchor institutions, the University of Pennsylvania and Drexel University, real estate developers, and community members came together to address neighbourhood disinvestment while planning for future growth and development. Encompassing 2.4 square miles of West Philadelphia, the District has become a destination for culture and food, a

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66 Ibid.
67 “About.” University City District. https://www.universitycity.org/about
Today, University City District has established itself as a regional leader in jobs growth and real estate development, and has succeeded in attracting millennials, innovation, and retail offerings to Philadelphia. Boasting a diverse population, a blend of housing options, and career options spanning industries, University City District has reshaped economic development and expansion in West Philadelphia (Figure 2.16).

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69 Ibid.

Figure 2.16: University City by the Numbers, 2018

<table>
<thead>
<tr>
<th>Jobs</th>
<th>Residents</th>
<th>walkers, bicycle, or ride public transit to work</th>
<th>Home sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>79,692</td>
<td>53,884</td>
<td></td>
<td>148</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office occupancy</th>
<th>Median age</th>
<th>Retailers</th>
<th>Residents aged 25 or older with a bachelor’s degree or higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>93%</td>
<td>22-24</td>
<td>147</td>
<td>57%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Restaurants and bars</th>
<th>Colleges and universities</th>
<th>Hospitals</th>
<th>Hotel rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>266</td>
<td>5</td>
<td>4</td>
<td>1,058</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>College and university students</th>
<th>Ground floor commercial occupancy rate</th>
<th>Hotel room occupancy</th>
<th>Amtrak passengers at 30th St. Station</th>
</tr>
</thead>
<tbody>
<tr>
<td>43,267</td>
<td>87%</td>
<td>79%</td>
<td>4,328,718</td>
</tr>
</tbody>
</table>

Source: State of University City

University City District Development

In 2017, nearly 28 new development projects representing approximately 4.5 million square feet of residential, academic, research, restaurant, and medical space were completed or nearing completion within the University City District borders. Highlights from the past year include the completion of the FMC Tower, the opening of CHOP’s Roberts Center for Paediatric Research, and the debut of Vue32. Future development through uCity Square, Pennovation Works, Schuylkill Yards, and the 30th Street Station District Plan will continue rapid transformation and growth in the real estate sector (Figure 2.17).

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71 Ibid.
72 Ibid.
Figure 2.17: Future Space Development in University City

<table>
<thead>
<tr>
<th>SPACE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
</table>
| uCity Square         | ▪ A mixed-use, transit-oriented community in the heart of University City driven by a partnership with University City Science Center and Wexford Science + Technology.  
                         ▪ Combines existing mixed-use development with planned office, laboratory, clinical, residential, retail, and green space on 14 acres of land |
| Pennovation          | ▪ Collaboration between the University of Pennsylvania and innovators to create production space, collaborative community, and laboratory space  
                         ▪ Focus on creating multifaceted workshop for harnessing creative potential in the region |
| Schuylkill Yards     | ▪ Partnership between Drexel University and Brandywine Realty Trust to create 14-acre master planned community  
                         ▪ Space will offer collaborative and connected community comprised of educational and medical institutions, residents, visitors, and businesses |
| Philadelphia 30th    | ▪ Amtrak district plan to create new neighbourhood destination surrounding Amtrak’s 30th St. Station                                      |
| Street District      |                                                                                                                                              |

Source: State of University City

District Initiatives

University City District supports and maintains several initiatives in partnership with area businesses, institutions, and organisations. Driven by the UCD board comprised of university presidents, business CEOs, and organisational representatives, UCD is committed to transforming public spaces and economic development. The following subsections provide additional detail about UCD’s main initiatives and related partners.

Transforming Public Spaces

UCD’s dedication to creating and sustaining connected and beautiful public spaces is evident through its creation of all-season spaces that attract visitors, general economic activity, and inform City practice and policy. The district’s flagship public space, The Porch at 30th Street, was unveiled in 2011 and serves as a gateway to the area. Adjacent to the 30th Street Station, UCD launched the Porch using modest investment of simple landscaping and lighting to attract visitors and residents to creative programming in the new outdoor space.

Other public space initiatives include the 40th Street Trolley Portal Gardens, which revitalized a previously unsafe concrete space, and Green City Works, a non-profit full-service landscaping social venture that provides community members and students with stable jobs. Parks, pedestrian plazas, and streetscape improvements all seek to create a dynamic and safe environment within the busy streets of Philadelphia.

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73 Ibid.  
74 “Transforming Public Spaces.” University City District. https://www.universitycity.org/the-porch-development  
75 Ibid.
**UCD Events**

Events in the district allow UCD to unite people across boundaries – connecting businesspeople, community members, students, and visitors with the public spaces and parks. Signature events such as the Baltimore Avenue Dollar Stroll and the 40th Street Summer Series, described in Figure 2.18.76

![Figure 2.18: Highlights of UCD Events](image)

**Baltimore Avenue Dollar Stroll**

**Overview:** Business showcase with one dollar offers ranging from neighbourhood restaurants to pet supplies to theatre tickets. Live music and family entertainment accompany the dollar offers.

**Partners:** Baltimore Avenue Business Association

**40th Street Summer Series**

**Overview:** One of the most popular outdoor summer events in University City featuring outdoor concerts, performances, and food.

**Partners:** University City District, University of Pennsylvania, and The Rotunda

**Economic Development**

Business development thrives in the University City District due to UCD’s economic development initiatives. Providing market research, business resources, and small business services, UCD capitalizes on regional interest to create an entrepreneurial environment.77

- **Data and Market Research:** UCD maintains data relevant to businesses considering locating or expanding in University City including demographics and income, business composition, and pedestrian and vehicle counts.78
- **Academic Resources:** Businesses have access to a variety of academic resources in the District, capitalizing on the UCD’s partnership with Drexel University and the University of Pennsylvania.79
- **Small Business Services:** To support continued business investment and growth, UCD provides individual assistance to small businesses including funding, renovations, real estate development, and business strategy.80

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76 “UCD Events. University City District. [https://www.universitycity.org/community-events-arts-and-culture](https://www.universitycity.org/community-events-arts-and-culture)
77 “Economic Development.” University City District. [https://www.universitycity.org/development](https://www.universitycity.org/development)
78 “Data & Market Research.” University City District. [https://www.universitycity.org/development/data](https://www.universitycity.org/development/data)
79 “Resources.” University City District. [https://www.universitycity.org/development/resources](https://www.universitycity.org/development/resources)
80 “Small Business Services.” University City District. [https://www.universitycity.org/development/smallbusiness](https://www.universitycity.org/development/smallbusiness)
WEST PHILADELPHIA SKILLS INITIATIVE

The West Philadelphia Skills Initiative (WPSI) connects the unemployed population of West Philadelphia with job training and employment opportunity in the city district. Founded in 2011, WPSI seeks to address the challenge of “too many unfilled or high turnover jobs at some of Philadelphia’s largest employers, and too many unemployed West Philadelphians.”81 WPSI leverages its connections to help local residents gain access to opportunity in the workplace in their local city.

Figure 2.19: WPSI Steps to Success

Since its inception in 2011, WPSI has served over 785 adults and youth through job training, internships, and workshops, and generated $15.4 million in wages for people who were previously unemployed. Regional partners, including Drexel University and the University of Pennsylvania, praise WPSI’s ability to train successful workers, allowing partners to make a direct impact on their local community.83

81 “West Philadelphia Skills Initiative.” University City District. https://www.universitycity.org/wpsi
82 “WPSI Approach.” University City District. https://www.universitycity.org/wpsiapproach
83 “Results and Impact.” University City District. https://www.universitycity.org/impact
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