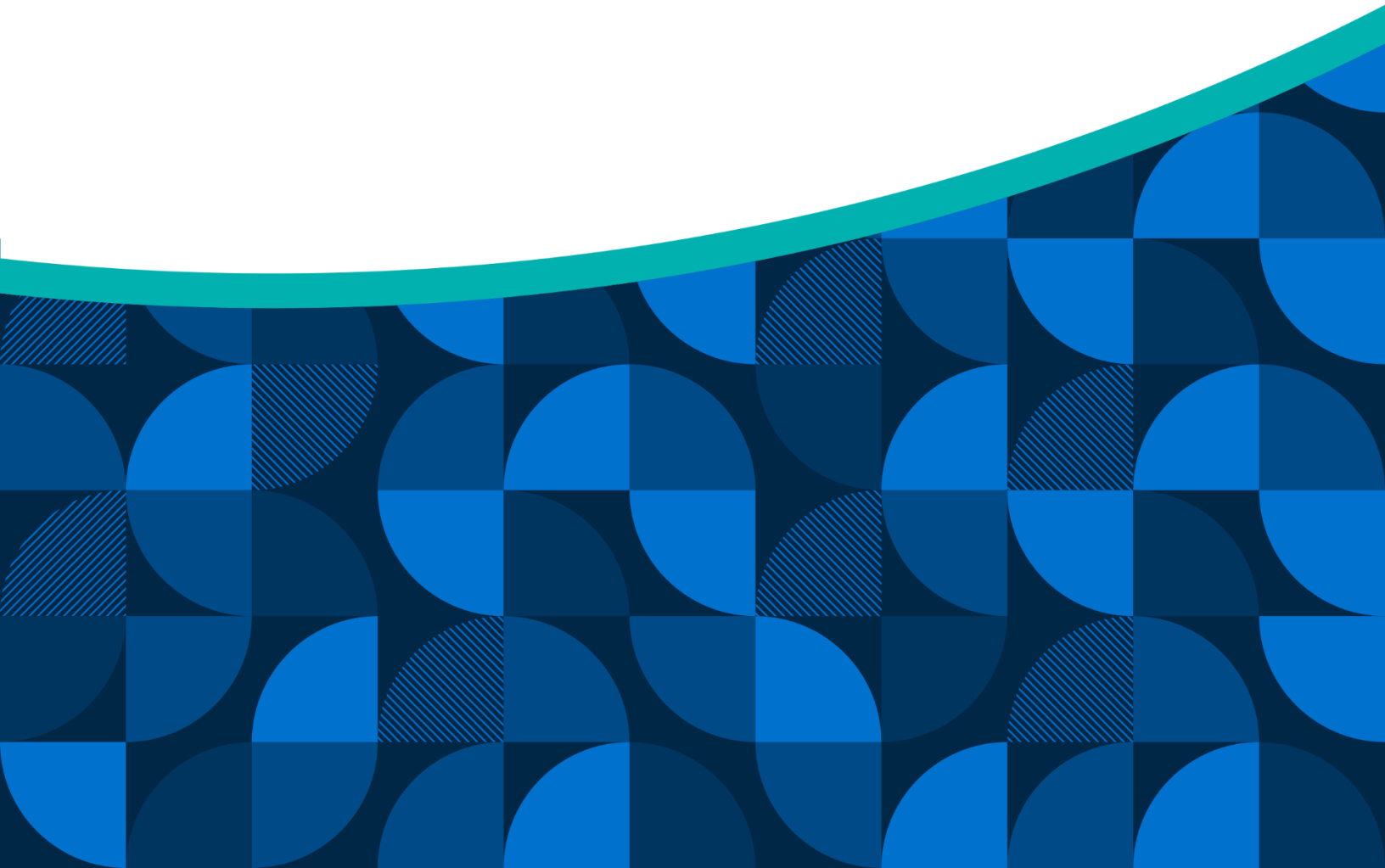STRATEGIC ADVISORY SERVICES

Modern Anchor Institution Investment Prioritization Toolkit

Three Tools to Pinpoint Best-Bet
Opportunities for Strategic Investments

How to Use This Toolkit

Colleges and universities are facing heightened pressure around relevance and accountability, and all signs suggest key external stakeholders—starting with more value-conscious students and families and extending to employers, legislators, and donors—will push even harder on outcomes going forward. Yet, most institutions' strategies remain inwardly-focused on more traditional, self-serving priorities, and their efforts to demonstrate value externally fail to resonate with key constituencies. Going forward, institutions must instead embrace a more "outside-in" approach, aligning their institution's investments with key priorities that external constituencies value.

This toolkit provides a decision-making framework for cabinet leadership teams to prioritize strategic investments based on their current performance as a modern anchor institution, their local community's specific needs, and their external constituencies' evolving expectations.

Campus leaders should use each tool to gather relevant information, reflect on needs and priorities, and critically assess where to focus their efforts. While each tool can be deployed on its own, leadership teams can maximize the value of this toolkit by identifying areas of overlap across the three tools. Those areas of overlap are the best-bet opportunities for strategic investment since they will strengthen the institution's performance in areas that are relevant to both the local community and key external constituencies.

Modern Anchor Institution Investment Prioritization Toolkit

Tool 1:
Modern Anchor
Institution Maturity
Diagnostic

Tool 2:
Expedited
Community Needs
Pulse Check

**Best-Bet Areas
for Strategic
Investment**

Tool 3:
External
Perspective-Taking
Worksheet

Tool 1

Modern Anchor Institution Maturity Diagnostic (See page 3)
Use this diagnostic tool to evaluate your institution's current performance across four key activity and impact areas.

Tool 2

Expedited Community Needs Pulse Check (See page 10)
Use this guide to quickly identify urgent and/or unmet needs in the local community that your institution could potentially address.

Tool 3

External Perspective-Taking Worksheet (See page 14)
Use this worksheet to gather intel about key external constituencies' perspectives and priorities.

Synthesize findings across the three tools to pinpoint best-bet opportunities for strategic investments.

EAB

Modern Anchor Institution Maturity Diagnostic

Evaluate Your Institution's Current Performance
Across Four Key Activity and Impact Areas

TOOL

1

Modern Anchor Institution Maturity Diagnostic

Evaluate Your Current Performance Across Four Key Activity and Impact Areas

The purpose of this tool is to help campus leadership teams assess their current efforts and performance as a modern anchor institution in four investment areas:

I
Build the College-Going Pipeline Through Upstream Interventions

Take responsibility for providing wraparound K-12 support and flexible re-entry pathways to improve student readiness and college-going rates along with community educational attainment

II
Reshape the Academic Experience to Better Deliver on Social Mobility

Adapt the curriculum and co-curriculum to bolster students' post-graduation outcomes, the institution's value proposition, and local employers and regional industries

III
Drive Real-World Impact by Scaling Community-Centric Research

Embrace a practical, solution-focused research model that attracts funding and demonstrates relevance by addressing unmet community and industry needs

IV
Catalyze Mutually Beneficial Economic Development

Scale public-private partnerships and directly invest in off-campus community development to boost enrollment, donation, and career prospects along with overall quality of life

---

Instructions

In most cases, cabinet leadership teams should collaborate to complete this diagnostic since they collectively have visibility across different campus units and initiatives. However, leaders can and should consult colleagues in relevant areas (e.g., industry partnerships, research, economic development) to supplement or gut-check their responses, as needed.

1 Each investment area contains a series of four questions in dark blue boxes. There are several action statements below each question that are assigned a number of points (1-3) based on the progressiveness of the practice and the effort required to implement the practice.

For each action statement:
- If the statement accurately reflects current practice at your institution, record the full number of points assigned to that action statement in the far right column.
- If the statement does not apply or reflect current practice at your institution, record a score of 0 points in the far right column.

2 Total your points at the end of each page. The maximum number of points per investment area is 24.

3 At the end of the diagnostic, record your total points for each investment area and use the provided template to rank the four areas from lowest priority to top priority.

Investment Area #1

Build the College-Going Pipeline Through Upstream Interventions

	Points	Your Score
Does your institution provide wraparound K-12 supports that extend beyond the classroom?		
Creates formalized, long-term partnerships (e.g., university-assisted community schools) with a handful of local schools to transform them into support hubs that offer after-hours, non-academic, and community services.	*3 points*	
Offers programming for parents that extends beyond financial preparation for college or FAFSA workshops. For example, educational opportunities focused on supporting academic achievement or parenting strategies.	*2 points*	
Provides support for K-12 students that goes beyond college application guidance and academic assistance. For example, socio-emotional readiness programs or mental health and well-being resources.	*2 points*	
Does your institution continuously build affinity with local students and families?		
Hosts a multi-year cohort program for local students that starts in middle school and provides a sequenced curriculum oriented around academic and socioemotional readiness along with career exploration.	*3 points*	
Facilitates K-12 workshops or programs (e.g. STEM exploration days) on campus that leverage the university's distinct expertise, facilities, and technology to bolster readiness in ways K-12 schools could not on their own.	*2 points*	
Engages local K-12 students during the summer through opt-in day camps and during the school year via campus tours or visits.	*1 point*	
Does your institution have seamless dual enrollment pathways that bridge K-12, 2-year, and 4-year schools?		
Offers career-specific dual enrollment 'tracks' that provide a clear pathway towards a major in a high-demand field (e.g., nursing).	*3 points*	
Provides financial and logistical (e.g., transportation) support to broaden access to dual enrollment courses.	*2 points*	
Does your institution offer sub-baccalaureate programs and pathways that entice students who are not interested in or not yet eligible for a bachelor's degree?		
Collaborates with local employers to create low-cost, short credential programs (4-8 months) in areas of high workforce demand that can lead directly to job opportunities and stack towards a bachelor's degree.	*3 points*	
Allows students who did not graduate from high school to complete their diploma while earning college credits on campus.	*2 points*	
Creates guaranteed transfer pathways for local community college students.	*1 point*	
Total Points	*24 points*	

eab.com

Reshape the Academic Experience to Better Deliver on Social Mobility

	Points	Your Score
Can students at your institution clearly articulate the skills they have acquired to employers?		
Provides experiential major maps (i.e., visual pathways that help students sequence academic and co-curricular activities) for all majors.	*3 points*	
Helps faculty map their existing coursework to skills and competencies then incorporate those into their course syllabi.	*2 points*	
Facilitates reflection exercises before, during, and after co-curricular experiences (e.g., internships) that require students to identify and communicate their value in a relevant way.	*1 points*	
Provides student-facing course reflection tools (e.g., co-curricular transcript, e-portfolio, badges) that help students understand and showcase competencies.	*1 point*	
Does your institution require all students to complete hands-on learning either in-person through internships and co-ops or virtually through easy-to-use job platforms?		
Provides applied learning opportunities like internships or co-ops for all students via employer partnerships, alumni connections, or on-campus jobs.	*3 points*	
Includes applied learning as a graduation requirement for all students.	*2 points*	
Offers flexible options for fulfilling applied learning requirements such as virtual internships or job simulations through platforms like *Forage.*	*2 points*	
Does your institution adjust bachelor's-level program offerings to quickly respond to local employer needs?		
Co-develops bachelor's degree programs alongside local employers.	*3 points*	
Conducts regular (at least once a year) program health checks to pinpoint opportunities to strengthen alignment with student and employer demand.	*2 points*	
Does your institution (beyond the professional and adult education unit) work with 2-year colleges and local community organizations on integrated workforce development?		
Co-develops industry-specific training and/or programs (e.g., certificates) based on regional and local employer needs.	*3 points*	
Participates in a consortium that offers streamlined access to training and credentials, networking, and job readiness support for local workers.	*2 point*	
Total Points	*24 points*	

Investment Area #3

Drive Real-World Impact by Scaling Community-Centric Research

	Points	Your Score
Does your institution provide trainings and incentives that encourage faculty to work with the local community and industry?		
Recognizes and rewards non-traditional scholarship formats along with more applied and/or community-centric work (e.g., research that supports policy development) in P&T requirements.	3 points	
Offers a faculty externship program that provides structured support and financial incentives for faculty to directly work at a local employer.	3 points	
Facilitates industry connections between faculty and regional companies via organized tours and events.	1 points	
Does your institution's doctoral education model enable research or projects with organizations outside of academia?		
Offers a redesigned PhD program that embeds industry-funded and/or applied research into the curriculum.	3 points	
Facilitates Ph.D.-level internships and/or project-based opportunities with local community or industry organizations.	2 points	
Has your institution prioritized 1-2 distinct areas of research expertise that align with key industries in your region?		
Creates defined partnerships with and receives ongoing funding and/or infrastructure from at least three regional industry partners.	3 points	
Promotes key industries or companies that the institution supports via applied research in marketing materials and/or on the institutional website.	1 point	
Does your institution efficiently diagnose and respond to unmet community or industry needs?		
Has an Office of Community Engagement and/or Industry Partnerships with a "front door" where external stakeholders can easily understand options for partnering across areas like research, advancement, or continuing education.	3 points	
Conducts robust community needs assessments that are presented to the cabinet and used to inform institutional investments.	3 points	
Encourages and recognizes institutional leaders, staff, and/or faculty who regularly participate in community and neighborhood board meetings.	2 points	
Total Points	24 points	

Investment Area #4

Catalyze Mutually Beneficial Economic Development

	Points	Your Score
Has your institution convened other local anchor institutions (e.g., hospital, 2-year colleges) to develop a coordinated strategy?		
Creates and/or participates in a Community Development Corporation (CDC).	*3 points*	
Establishes formalized, non-CDC partnerships with other local anchors.	*2 points*	
Does your institution have a structure or process that enables **funding diversification and scaled investments**?		
Taps into multiple types of external funding sources (e.g., federal new market tax credits, employer matching) to enable economic development investments.	*3 points*	
Works with local employers to develop and/or offer a credentialing program for their employees.	*2 points*	
Has a compelling pitch that clearly explains why external funders (e.g., donors, employers) should invest in the particular community and/or area.	*1 point*	
Does your institution **directly invest in services for local community members** alongside traditional infrastructural projects?		
Delivers high-demand community services via mobile or permanent spaces (e.g., mobile health clinic, subsidized childcare support).	*3 points*	
Facilitates recurring civic engagement and/or financial literacy events for community members (e.g., voter registration, financial services).	*1 points*	
Does your institution **actively deploy tactics** to retain students in the city, state, and/or region after graduation?		
Embeds 'local' learning in the student experience (e.g., general education requirement focused on geographically relevant issues, community-based capstone project).	*3 points*	
Offers internships and/or co-op placements at <u>local</u> organizations that routinely hire students as FTEs after graduation.	*2 points*	
Engages local alumni in regional recruitment and advocacy efforts (e.g., region-specific mentorship program, employer ambassador program).	*2 points*	
Proactively informs students about regional quality of life highlights (e.g., first-time home buyer state loan program).	*1 point*	
Hosts career fairs and/or networking events featuring local employers.	*1 point*	
Total Points	*24 points*	

Totaling Your Scores and Identifying Next Steps

Step 1

In the table below, write in your total points (out of 24) for each investment area:

Investment Area	Total Points
1: Build the College-Going Pipeline Through Upstream Interventions	
2: Reshape the Academic Experience to Better Deliver on Social Mobility	
3: Drive Real-World Impact by Scaling Community-Centric Research	
4: Catalyze Mutually Beneficial Economic Development	

Step 2

Use the template below to rank the four investment areas from lowest to highest priority. The greater the points in an investment area, the stronger the institution's current performance. There is therefore less urgency to focus additional time and resources in these areas. In contrast, the fewer the points, the weaker the institution's current performance. As a result, these are higher priority areas for additional time and investment.

Lowest Priority

Write in the investment area with the greatest number of points

Write in the investment area with the second greatest number of points

Write in the investment area with the second lowest number of points

Top Priority

Write in the investment area with the lowest number of points

Step 3

Now that you have determined your institution's maturity across four key activity and investment areas, **use Tools 2 and 3 to assess which of these areas will be most impactful for your local community and key external constituencies**.

A list of associated EAB resources in each investment area is also provided on page 24.

![EAB logo]

Expedited Community Needs Pulse Check

Conduct a Quick Assessment of Urgent and/or Unmet Needs in the Local Community

2

Expedited Community Needs Pulse Check

Quickly Diagnose Urgent and/or Unmet Needs in the Local Community

The purpose of this tool is to help campus leadership teams diagnose community needs that their institution could potentially help address.

One of the most common ways to do so is through a Community Needs Assessment (CNA), which is a comprehensive exercise that results in a formal report on community needs, resources, concerns, and gaps. **EAB has a step-by-step guide to help institutions interested in conducting a full-scale CNA, which can be accessed here.**

While all institutions should consider conducting a comprehensive CNA every few years, doing so can admittedly be time-consuming and expensive. Given current budget constraints and the urgency for institutions to adapt their strategy to drive greater impact, institutions may need to find ways to more quickly and regularly diagnose local community needs, especially when they are between comprehensive CNAs.

This tool provides one avenue for doing so: **using quicker and more informal pulse checks of key internal and external leaders who have unique insight into community needs and priorities**.

Instructions

Institutions that have recently completed a comprehensive CNA should review the findings and pinpoint the top 3-5 urgent and/or unmet community needs. They should then proceed to Tool 3 (page 18).

Institutions that have not recently completed a comprehensive CNA should use this tool to get a quick pulse check on community needs. This pulse check is best completed by a campus leader or deputy with community relations and/or partnerships experience. The results should then be shared with the cabinet leadership team. When conducting the pulse-check, consider using multiple channels (e.g., email, in-person meetings, phone conversations, digital forms) to gather information.

1 Identify and collect information from internal administrators and/or staff who work closely with key community groups or stakeholders. See page 12 for suggested participants and questions.

2 Identify and collect information from external community members who represent key constituencies and/or have unique insight into local needs. See page 15 for suggested participants and questions.

3 Synthesize and analyze information gleaned from both internal and external leaders, pinpointing the top 3-5 most urgent and/or unmet community needs that the institution could potentially address.

Internal Intel Gathering

Gather Input From Internal Leaders With Knowledge About Community Needs

Below is a list of recommended internal leaders to consult, each of whom is likely to possess valuable intel about current community needs and partnerships. Use the sample questions on this page to guide your intel gathering and the space on pages 13 and 14 to document your findings. If your institution does not currently have one or more of these roles, consider substituting alternative internal leaders in roles that work with the same community population (e.g., a Dean of the College of Education instead of a Director of K-12 Outreach).

Director of Community Engagement

Sample Questions

- What issues or priorities have community members voiced in recent interactions?
- Where have we gotten the most traction supporting community members and partners in the past? Where have we struggled to engage and support them?
- Are there services that we don't currently provide but that you think would address an unmet need (e.g., low-cost childcare, access to technology)?

Director of K-12 Outreach

Sample Questions

- What kinds of community challenges or school priorities have come up in your recent interactions?
- Are there educational attainment or performance goals that our collective community is struggling to meet?
- Are there services that we don't currently provide but that you think would address an unmet need (e.g., STEM workshops)?

Director of Industry Partnerships

Sample Questions

- What are the top challenges that employer partners are raising (e.g., access to talent or infrastructure, insufficient housing for their employees) in recent interactions?
- What challenges are you running into when trying to attract prospective industry partners to our area?

Director of Economic Development

Sample Questions

- What issues or priorities have community members voiced in recent interactions?
- What challenges are you running into when trying to attract investment in and/or partners to our area?
- What are the greatest risks you see in terms of our city's and region's long-term economic prosperity?

Director of Government Relations

Sample Questions

- What are local and state officials raising as top issues or priorities? Which do you feel the most versus least equipped to address?
- What trends do you see in recent policies and proposals related to community needs?

Director of Extension

Sample Questions

- What issues or priorities have community members voiced in recent interactions?
- If you had more time, staff, and/or resources, where would you focus additional attention and/or services? Why?

Internal Intel Gathering

Gather Input From Internal Leaders With Knowledge About Community Needs

Use the space below to jot down top community needs based on input from internal leaders.

Director of Community Engagement

Notes:

Director of K-12 Outreach

Notes:

Director of Industry Partnerships

Notes:

Director of Economic Development

Notes:

Internal Intel Gathering

Gather Input From Internal Leaders With Knowledge About Community Needs

Use the space below to jot down top community needs based on input from internal leaders.

Director of Government Relations

Notes:

Director of Extension

Notes:

eab.com

External Intel Gathering

Gather Input From External Leaders With Knowledge About Community Needs

Below is a list of recommended external leaders to consult, each of whom is likely to possess valuable intel about current community needs. Use the sample questions on this page to guide your intel gathering and the space on pages 16 and 17 to document your findings. If your institution does not have relationships with these leaders and/or specific contacts prove difficult to reach, focus on representatives of major community stakeholder groups rather than specific job titles.

Chamber of Commerce

Sample Questions

- What are the biggest challenges you see facing our city and local community?
- Are there certain community issues or priorities that have proven difficult to move the dial on?
- What unmet needs have local businesses raised in your recent conversations?

K-12 Superintendent(s)

Sample Questions

- What kinds of community challenges are making their way into the classroom? Which do you feel most versus least well-equipped to address?
- What concerns are you hearing from local parents and students about the community, especially outside the classroom?

Employer(s)/Industry Partner(s)

Sample Questions

- What are the biggest challenges you are facing with regards to talent, technology, and/or infrastructure?
- What concerns or priorities are your employees raising about the local community and/or school system?

Department of Social & Health Services

Sample Questions

- What are the biggest challenges and health concerns you see facing our city and region?
- What services are most in-demand? Are there any services not readily available that would address an unmet community need?

Local or State Representative(s)

Sample Questions

- What are the biggest issues or priorities that your constituencies are raising? Which feel more urgent than in the past?
- Are there certain policies or initiatives coming down the pike that will directly impact our local community? If yes, how so?

Workforce Development Board(s)

Sample Questions

- What are the top workforce needs you see in our local community and/or region?
- What concerns are you hearing from local employers and workers?
- What challenges are you running into when trying to attract investment in and/or industry partners to our area?

eab.com

External Intel Gathering

Gather Input From External Leaders With Knowledge About Community Needs

Use the space below to jot down top community needs based on input from external leaders.

Chamber of Commerce

Notes

K-12 Superintendent(s)

Notes

Employer(s)/Industry Partner(s)

Notes

Department of Social & Health Services

Notes

External Intel Gathering

Gather Input From External Leaders With Knowledge About Community Needs

Use the space below to jot down top community needs based on input from external leaders.

Local or State Representative(s)

Notes

Workforce Development Board(s)

Notes

![EAB logo]

External Perspective-Taking Worksheet

Nuance Your Understanding of External Constituencies' Perspectives and Priorities for Higher Education

TOOL

3

External Perspective-Taking Worksheet

Nuance Your Understanding of External Constituencies' Perspectives and Priorities

The purpose of this tool is to help campus leadership teams diagnose what key external constituencies value and expect from their institution.

At a macro level, EAB has found that all external constituencies—ranging from more value-conscious prospective students and families to employers and donors to public officials—are increasingly acting like investors who expect to get a return on their investment and therefore are laser-focused on provable outcomes and impact.

However, there is still lots of nuance and variation among external constituencies' specific expectations, value-drivers, and proposals. Campus leadership teams should therefore supplement macro-level trend analyses with more detailed perspective-gathering among their institution-specific constituencies.

Instructions

Cabinet leadership teams should assign a "scribe" responsible for completing this worksheet by collecting and synthesizing relevant information. This delegate should incorporate cabinet leaders' perspectives, as well as consult colleagues in relevant areas (e.g., enrollment, advancement, research) as needed.

1 For each external constituency, start by reviewing EAB's macro analysis of key priorities (row 1 on the following pages).

2 For each external constituency, respond to the prompts in rows 2-5 on the following pages. When doing so, try to put yourself into the shoes of each external constituency.

3 Synthesize and analyze responses across all six of the external constituencies, pinpointing 3-5 commonly shared perspectives and/or priorities that the institution should address.

External Perspective-Taking

Gather Intel About Each External Constituency's Perspective and Priorities

External Constituency	Prospective Students	Prospective Parents
EAB's Macro Analysis of Key Priorities	✓ *ROI of a degree* ✓ *Value relative to cost and debt* ✓ *Higher-paying, career-focused program and degree options* ✓ *Career preparation and practical, hands-on experiences*	✓ *Cost of a degree* ✓ *Ability for their kids to be financially independent* ✓ *Prospects for a fulfilling and well-paying career* ✓ *Career readiness, including internship opportunities*
*Identify which of the above priorities **resonate most versus least** given your unique institutional context and constituency demographics*		
*Identify 2-3 specific examples of how these priorities are **currently playing out** at your institution*		
*Identify any **priorities that feel missing** based on your unique institutional context and constituency demographics*		
*Identify 2-3 specific examples of **critiques or concerns** this constituency either has raised or might raise about your institution*		

External Constituency Perspective-Taking

Gather Intel About Each External Constituency's Perspective and Priorities

External Constituency	Employers	Donors
EAB's Macro Analysis of Key Priorities	✓ Industry-aligned academic programs and credentials ✓ Strong talent pipeline ✓ Job-ready new hires ✓ Graduates who possess non-technical, professional skills	✓ Provable ROI and career outcomes for students ✓ Measurable impact of programs and investments ✓ Initiatives that address relevant, real-world problems
Identify which of the above priorities **resonate most versus least** *given your unique institutional context and constituency demographics*		
Identify 2-3 specific examples of how these priorities are **currently playing out** *at your institution*		
Identify any **priorities that feel missing** *based on your unique institutional context and constituency demographics*		
Identify 2-3 specific examples of **critiques or concerns** *this constituency either has raised or might raise about your institution*		

eab.com

External Constituency Perspective-Taking

Gather Intel About Each External Constituency's Perspective and Priorities

External Constituency	**State Officials**	**Federal Officials**
EAB's Macro Analysis of Key Priorities	✓ Economic and workforce development ✓ Long-term student success and career outcomes ✓ Faster, high-demand credential programs ✓ Career and technical education	✓ Institutional accountability for post-graduation outcomes ✓ Public engagement and impact ✓ Technological innovations ✓ Solutions to real-world problems ✓ Public-private partnerships
*Identify which of the above priorities **resonate most versus least** given your unique institutional context and constituency demographics*		
*Identify 2-3 specific examples of how these priorities are **currently playing out** at your institution*		
*Identify any **priorities that feel missing** based on your unique institutional context and constituency demographics*		
*Identify 2-3 specific examples of **critiques or concerns** this constituency either has raised or might raise about your institution*		

Pinpointing Best-Bet Areas for Strategic Investment

Prioritizing Investments Based on Current Performance and External Priorities

In the grey boxes below, write in 3-5 priorities identified using the preceding tools. Then, look for areas of overlap across these priorities. Your best-bet investment opportunities are those that emerged as priorities in all three tools. Write those in the teal boxes below.

Tool 1:
Modern Anchor Institution
Maturity Diagnostic

-
-
-
-
-

Tool 2:
Expedited Community
Needs Pulse Check

-
-
-
-
-

Tool 3:
External Perspective-Taking
Worksheet

-
-
-
-
-

Tool 1:
Modern Anchor
Institution Maturity
Diagnostic

Best-Bet Areas for Strategic Investment

Tool 2:
Expedited
Community Needs
Pulse Check

Tool 3:
External
Perspective-Taking
Worksheet
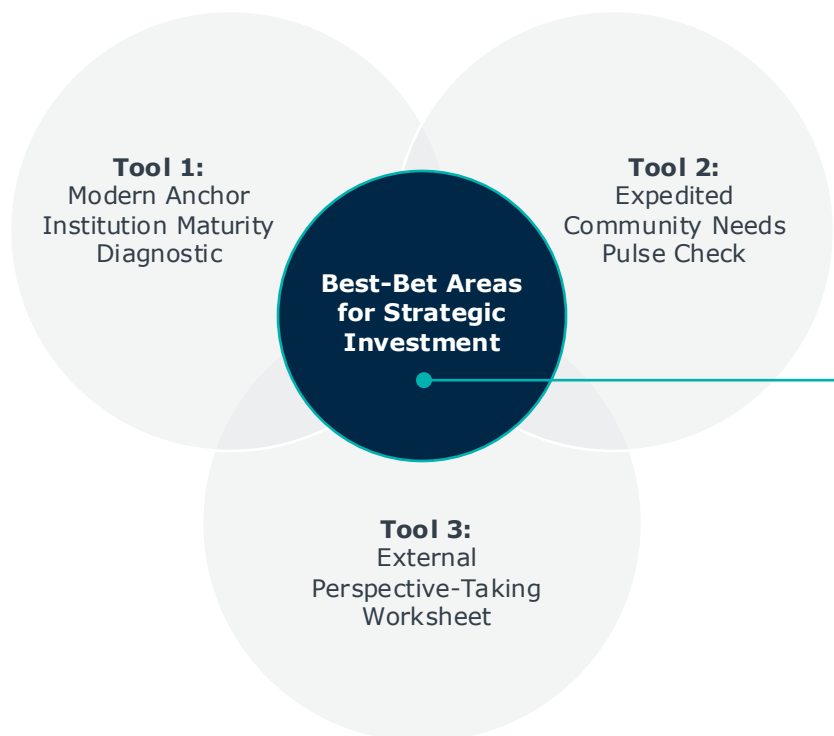
Anchor Investment Priorities

Write in 3-5 priorities based on the greatest areas of overlap

1
2
3
4
5

The Modern Anchor Institution

Associated EAB Resources and Services

Investment Area	EAB Resources and Services
1: **Build the College-Going Pipeline Through Upstream Interventions**	*Services:* **EAB Undergraduate Enrollment Outlook** Schedule a consultation to review how market forces are impacting your enrollment. The UEO reviews historical enrollment and forecasts how demographic decline, changing college-going rates, and increased competition will affect your institution through 2035. *Other immediately available resources:* • Adult Degree Completer Recruitment Center • Student Readiness Resource Center • Evolving College Access Programs Report • Converting the Shadow Funnel of Non-Consumers Workshop
2: **Reshape the Academic Experience to Better Deliver on Social Mobility**	*Services:* **Forage** Schedule a consultation to learn about leveraging virtual job simulations within and beyond the classroom. Forage simulations are self-paced, skill-building opportunities built with 130+ employers across diverse industries. They are available 24/7 and free for students, faculty, and universities. *Other immediately available resources:* • Experiential Major Map Workbook • Adapting Student Career Development for the Gen Z Era • Rightsizing the Academic Program Portfolio
3: **Drive Real-World Impact by Scaling Community-Centric Research**	*Services:* **Deans Advisory Services** Connect your deans with EAB resources and support. Deans Advisory Services provides deans with dedicated research, services, and implementation assistance on topics like strategy and differentiation, faculty recruitment and retention, research administration, and more. *Other immediately available resources:* • Competing in the Era of Research Superstars Workshop • Launch Grand Challenges Initiatives to Attract Large-Scale Research Investments • Use Research Development to Pursue Large and Complex Federal Funding Opportunities
4: **Catalyze Mutually Beneficial Economic Development**	*Services:* **Expanding the Scope of Industry Partnerships** Schedule a campus workshop on growing collaboration with industry leaders. This session will cover topics like identifying best-fit partners, communicating a distinct value proposition, organizing internally for effective decision making and relationship management, and more. *Other immediately available resources:* • Build a Market-Smart Org Structure for University-Industry Partnerships • Economic Development Communications Trends and Tools • Navigating Public-Private Partnerships Briefing

eab.com

Project Contributors

Project Director

Kate Brown

Contributing Consultants

Brooke Thayer
Lilia Shea
Cameron Jessup

Managing Director

Colin Koproske

About EAB

At EAB, our mission is to make education smarter and our communities stronger. We harness the power of more than 1,500 institutions to uncover and apply proven practices and transformative insights. From kindergarten to college and beyond, EAB partners with education leaders to accelerate progress and drive results in three key areas: enrollment, student success, and institutional strategy. For more information, visit eab.com.

ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at eab.com.