RECRUITING YOUR OWN CAPSTONE CLIENT

Presented by Elizabeth Larsen, Capstone Co-director
Understanding Capstone

• Capstone is a full year project and 3-credit course
• Students work with clients to solve a problem or challenge unique to the organization
• Client recruitment happens in the SPRING preceding the Capstone year
• Students who don’t recruit their own client will rank projects from a slate offered in their respective sections
Advantages of Recruiting a Client

• Provides the opportunity to form your own student team
• Gives you practice performing client outreach
• Enables you to pursue an issue area, specific topic, and/or client of personal interest
• Provides certainty around team and client before the start of the course
Before Reaching Out to a Client (~Jan-Feb)

• Make sure you’re Capstone Eligible
• Gather likeminded people within your program/specialization
• Discuss the type of client you want to work with
• Identify organizations of interest and think about the types of problems you may want to suggest
• Familiarize yourself with the Capstone Employer web pages to gain an understanding of what being a client entails.
Creating a Team (~Feb-March)

• Teams comprise 3-5 students
• Make sure you share interest areas
• Understand each other’s work styles before committing
• Ways to find team members:
  – Post on the Wagnerds Facebook page
  – Connect through student associations
  – Speak with professors in your program/specialization
Program/Specialization Considerations

• Capstone sections are based on specialization, so it is preferred for team members to share a specialization
• Cross-program teams are not allowed (e.g., MUP and HPAM students may not form a team)
• Ideally, no more than two specializations are represented on a team (e.g., PNP Public Policy + PNP Finance), but the nature of the project may allow for more flexibility.
Best Practices in Client Recruitment

• Choose your team’s top client(s) to reach out to
• Research NYU Wagner connections with/at the organization using LinkedIn and alumni networks
• Work with team members to generate an outreach strategy
• In reaching out to prospective clients, frame the project as “What critical challenge does your organization face that you haven’t had time to tackle?”
Sample Email to Prospective Client

We are happy that [your organization] is interested in potentially becoming a client in the 2020-21 NYU Wagner Capstone Program. The challenge that we discussed appears to be the seed of a great Capstone project! I encourage you, in further scoping the project, to explore our Capstone Program page, Capstone Client FAQs, and 2018-2019 Capstone Booklet (in particular, please refer to projects in [Management, Finance, and Policy], which begin on page [8]).
Outreach to Prospects (~March-April)

Make sure the clients understand the following:

• The client needs to write and submit a proposal through the online portal by the end-June deadline
• The client needs to commit to working with you for a year
• This is not an internship
• There is a suggested engagement fee of $5,000, but clients will not be turned down because of an inability to pay—all client questions about the fee should be directed to Elizabeth Larsen at elizabeth.Larsen@nyu.edu
Meeting with Capstone Co-director

- Prior to your prospective client’s proposal submission, your team must discuss the project proposal with Elizabeth Larsen, the administrative Capstone director.
- To schedule an appointment, please email Elizabeth Larsen at elizabeth.larsen@nyu.edu.
Proposal Submission (~May-June)

- Clients need to read and agree to the Capstone Client FAQs.
- Clients must submit a Capstone Client Application by the Request for Proposal (RFP) deadline at the end of June.
- Clients must indicate that the proposal was created with your team in mind, and must list your names (note, there is a field for stating this under the Special Considerations section of the form).
Congratulations, your recruitment work is done!

Your project will be reviewed by the Capstone Directors over the summer—alongside all received proposals—for specialization and instructor fit.

Projects are assigned to a Capstone section and instructor.

If your assigned instructor has any concerns about your client, they may reach out to the client prior to the start of classes.
Section Assignment Notification

• Your team will be notified approximately mid-summer of your section assignment and whether your recruited client project has been accepted!
• If not accepted, you will, alongside your classmates, rank projects from a slate of client projects assigned to your section.

If you have any questions about this process, please email Elizabeth Larsen at elizabeth.larsen@nyu.edu.
Success Story: Pay Our Interns

2019-2020, Policy

The Issue

76% Of employers have a preference for hiring applicants with internships on their resume

34% Students graduating with a paid internship experience are 34% more likely to receive a job offer than graduating with an unpaid internship experience

77% Women are 77% more likely to engage in an unpaid internships

NYC’s Mayor’s Internship Program Serves as Strong Model

Intern Budget Breakdown per Council Member

| Fall & Spring Internship Salary for 2 Interns | 2 |
| Number of Interns for Academic Year | 2 |
| Undergraduate Student Hourly Wage | $15.75 |
| Maximum Hours | 20 |
| Maximum Weeks | 30 |
| Intern Salary Budget Per Council Member | $18,900 |
| Intern Salary Budget for 51 NYC Council Members | $963,900 |

Mayor’s Internship Program Student Salary

<table>
<thead>
<tr>
<th>Student Type</th>
<th>Hourly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School</td>
<td>$15 per hour</td>
</tr>
<tr>
<td>Undergraduate College</td>
<td>$15.75 per hour</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>$17 per hour</td>
</tr>
</tbody>
</table>

1. Transparency
Make Internship Postings Clear and Transparent

2. Process
Standardize the NYC Council Internship Process

3. Council Wide Program
Prioritize a Council-Wide Paid Internship Program

NYU Wagner
Success Story: Smart Hoboken

2018-2019, Policy

SMART HOBOKEN:
A New Municipal Data Strategy
to Improve Service Delivery

OBJECTIVE
The City of Hoboken seeks to implement a range of smart city initiatives, using data and technology to improve service delivery and increase transparency between city government and residents.

OPPORTUNITIES
- Residents and city employees support increased use of data and technology.
- The City of Hoboken has smart systems in place, such as Spatial Data Logic and 311.
- City employees identified a need for an individual to oversee the city’s data and technological systems, and drive performance management.

RECOMMENDATIONS
1. Hire a Chief Data Officer
   - Having a dedicated leader for the city’s data strategy is critical to ensuring a sustained commitment to smart city initiatives.

2. Increase Data Sharing
   - Data coordination will enable Hoboken employees to work together on projects that cut across city departments.

3. Foster a Learning Culture
   - Investing in employees’ technical skills can build buy-in for new systems and encourage collaboration and creativity among staff.

4. Performance Management
   - Setting goals, tracking progress, and convening regularly to reevaluate will help the city use data to most effectively serve residents.

For additional detail, please see the associated report.

NYU Wagner
Success Story: National Audubon Society

2017-2018, Finance

Feel free to email team member and Wagner alumna Audrey Campbell at acampbel@stern.nyu.edu
THANK YOU

https://wagner.nyu.edu/portal/students/academics/capstone