

Realizing Place-Based Strategies

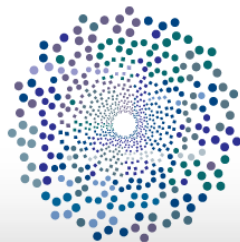


Campus Compact

Creating a Great Campus Civic Action Plan

We embrace our responsibilities as place-based institutions, **contributing** to the **health** and **strength** of our **communities**—economically, socially, environmentally, educationally, and politically.

September 20, 2016, Princeton, New Jersey
Steve Dubb, Ph. D, Senior Fellow



DEMOCRACY
COLLABORATIVE



Anchor Mission

“To consciously apply their place-based economic power, in combination with their human and intellectual resources, to better the long-term welfare of the communities in which they reside.”

Roles of Anchor Institutions

- Educator
- Workforce Developer
- Community Partner
- Business Incubator/Accelerator
- Convener
- Real Estate Developer
- Purchaser
- Employer
- Researcher

Common Challenges

It's not enough to...

Improve quality of
life in neighborhoods



We also need to...

Improve the welfare of
long-term residents

Establish economic
development
programs (i.e., tech
transfer, cluster
development, etc.)



Balance with low-income
community work

Define economic
development as
“business attraction”



Include amenities (like
parks, transportation, and
health care) in successful
economic development

Designing an Anchor Mission

1

Identify your shared “anchor mission” and develop a strategy to realize that mission

2

Institutionalize high level administrative commitment

3

Commit to shared decision-making with the community

4

Employ institutional resources fully and consciously – human, academic, cultural, and especially economic

Principles to Make Partnerships Work

- ✓ Have a process for vetting community needs
- ✓ Have procedures for mid-course corrections
- ✓ Have ability to disengage if necessary
- ✓ Plans are good, but focus on execution
- ✓ Evaluate the quality and impact of the work
- ✓ Build on campus strengths and expertise
- ✓ Line up adequate human and financial resources
- ✓ Don't go it alone
- ✓ Be clear what all partners bring to the table
- ✓ Communicate internally and externally

Rutgers University—Newark



RBS undergraduate business

“If we want America to invest in science, in human capital, in communities, in education, we need to create a community of experts which can move away from the old ivory towers ...”

“We need to be what we say we should be, to move real knowledge forward and practice democracy in action.”

Comments from participants in RU-N Advisory Board Retreat, March 2014

Five Anchor Focus Areas

1. K-20 educational pipeline and pathways
2. strong, healthy, safe neighborhoods
3. arts and cultural district initiatives
4. regional economic development
5. science and the urban environment

Metrics

Lumina Foundation’s community-based postsecondary educational attainment strategy

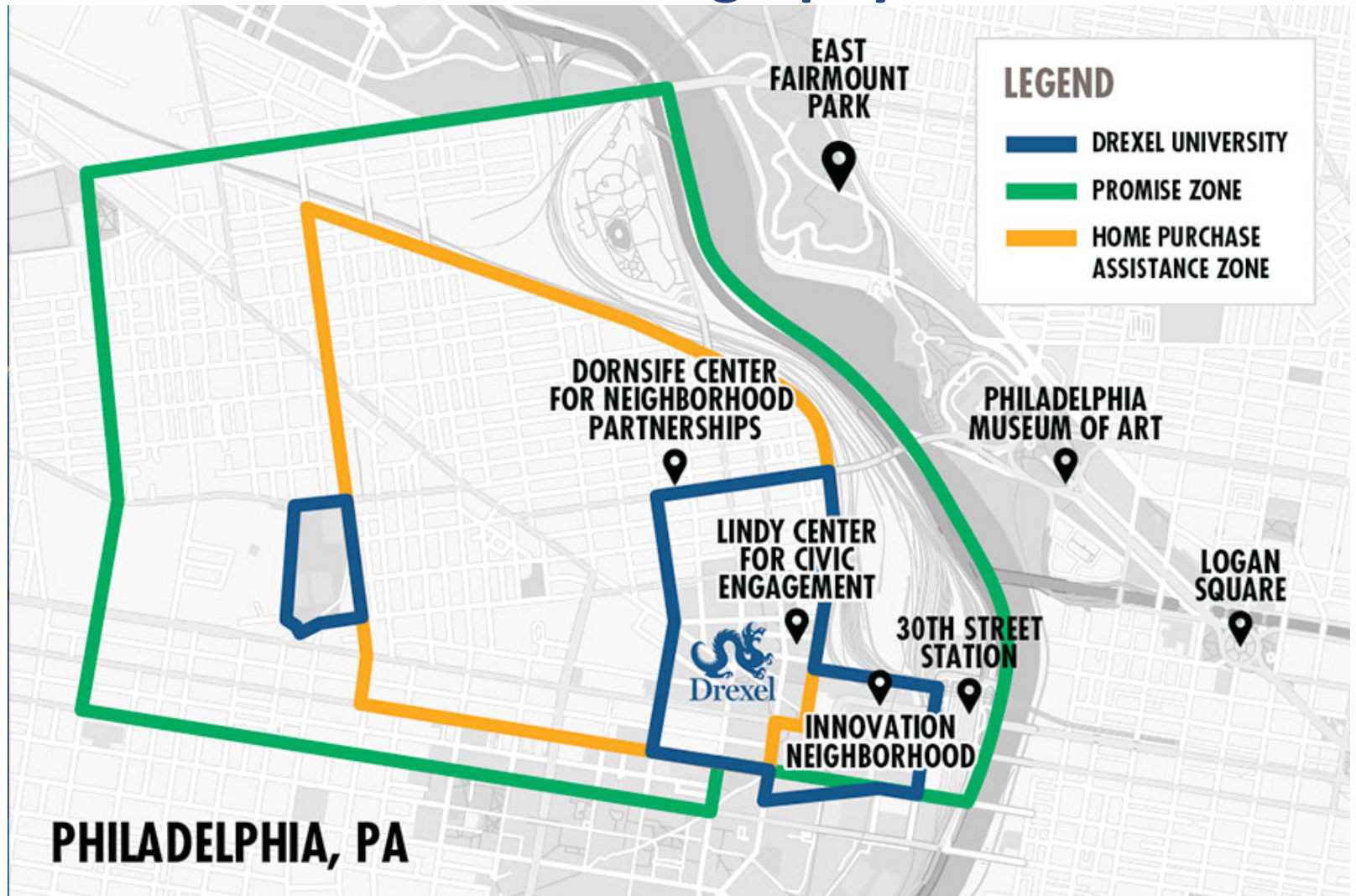
Democracy Collaborative’s Anchor Institution Dashboard Index

American Democracy Project’s Civic Health Index

Three Dimensions of Civic Engagement



Drexel Geography

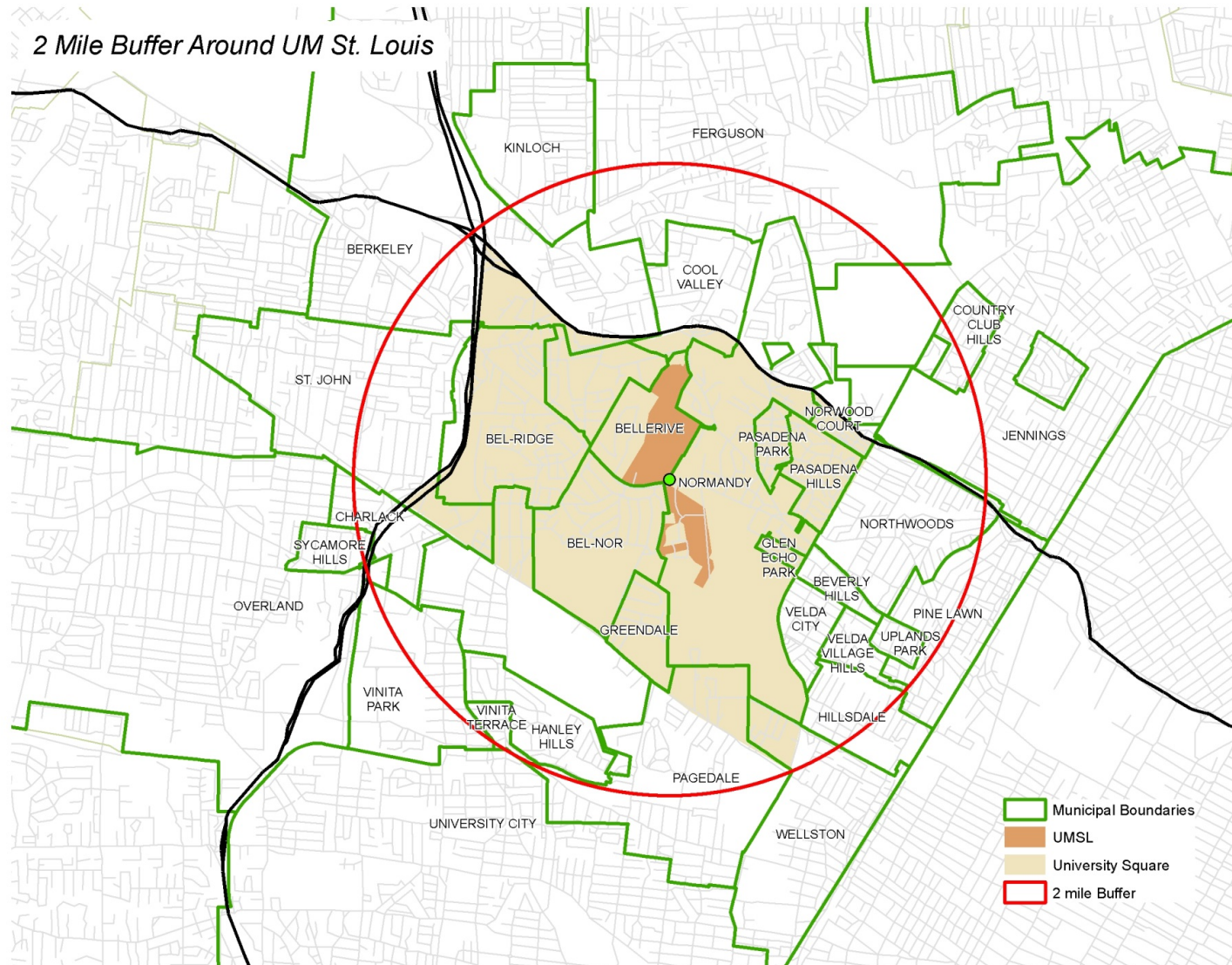


Drexel Institutional Investment

Drexel has restructured its business practices to ensure local inclusion and participation, with intentional policies, data, programs and technical assistance.

- Workforce: recruiting, training and retaining local residents
- Procurement and contracting: informing the way the University purchases, contracts, and supports local businesses
- Construction inclusion: building expectations for contractors to meet defined local workforce and subcontracting outcomes

University of Missouri St. Louis: focus area



UMSL Place-Based Strategy

- Committee Structure informing and Coordinating Data Collection
- Community Engagement
- Leveraging Key Partners
- Building Community Capacity, Assets and Amenities

Ways to Scale Up Efforts

- **Match anchor resources to critical needs** (e.g., housing, health, sustainability, K-12 schools, etc.)
- **Create anchor-based economic development programs** that leverage your institutions' economic power for community benefit
- **Award prizes** to provide recognition for exemplary efforts
- Participate in **national networks** of individuals and institutions that have excelled in this work (e.g., the *Anchor Institution Task Force*, the American Democracy Project).

Steps Business Officers and Sustainability Directors Can Take

- Engage in joint planning.
- Focus investments in targeted area(s).
- Establish robust purchasing and contracting goals and compensate staff on performance.
- Mentor local vendors to help become “first tier” suppliers on large contracts.
- Reach out to local and minority vendors; host “reverse trade shows.”
- Leverage results by working with other anchor institutions.

“Each year we have set goals institutionally. Our sourcing managers, in part, are compensated by how well they do.”

*--Ralph Maier,
former Director of
Penn Purchasing*

Anchor Mission Alignment

- Align service-learning coursework with key anchor strategies
- Student research (e.g., community-asset mapping)
- Provide internship/co-op opportunities for students to work with administration charged with implementing anchor strategy
-)Include students on university committees that develop plans for the institution's anchor strategy

Economic Development

- Involve students in amchor-related research projects (e.g., student local spending, local hiring trends at the university)
- Students provide technical business support to local businesses (e.g., business plan creation, social media marketing strategy)
- Students provide tax prep services through service-learning course
- Students provide financial education workshops

Education

- Enrichment in local K-12 schools (e.g., arts, music, or STEM)
- Federal Work Study dollars fund internships in local public schools
- College students serve as ESL tutors in K-12 schools

Community Building

- Provide technical assistance to nonprofits
- Students intern with local community-based organizations

Health, Safety, and Environment

- Involve nursing and health students in community clinics
- Community-engaged research projects examining key community health indicators (e.g., lead paint, asthma triggers)
- Pro bono legal services to local community members
- Involve engineering or environmental science students in projects focused on air quality, surface groundwater, etc.

Further Steps Administrators Can Take

- Reward public scholarship and community-engaged research.
- Build mutually respectful partnerships with community groups.
- Learn from “best practices,” from each other.
- Link university hiring, real estate, purchasing and investment to community partnership goals.
- Develop multi-anchor institutional coalitions to increase impact.
- Leverage purchasing power to support jobs for those **without** high school or college degrees.

We're In This Together

“Communities and universities need each other. The university cannot thrive without the full support of its community and the community can't thrive without the full engagement of its university.”

The future of each is tied to the other. This is the foundation on which partnership is built.”

Jim Votruba
President Emeritus
Northern Kentucky University



Selected Resources

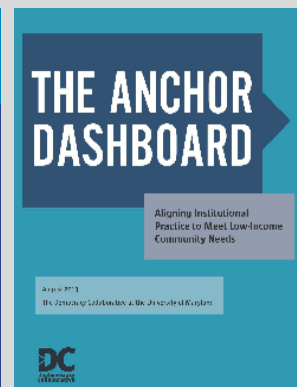
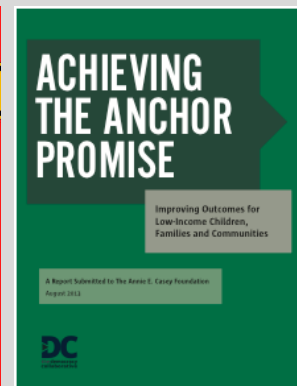
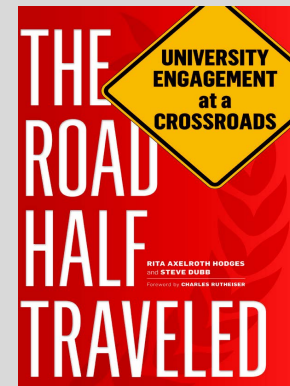
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Eleanor Sharpe, *Anchor Institutions Toolkit: A guide for neighborhood revitalization*, Philadelphia, PA: Netter Center for Community Partnerships, 2008.



Thank you!

For more information:

www.community-wealth.org

www.democracycollaborative.org

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