The Role of Colleges and Universities as Anchor Institutions

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Reading Community Forum

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Rationale for Universities as Partners in Community Revitalization

• The fate of universities, their host communities, and cities are intertwined.

• Universities can make significant contributions to the quality of life in their host communities and cities.

• Universities can enhance their overall missions of teaching, research, and service by striving to improve the quality of life in their host communities and cities.
Why Colleges and Universities?

- Crucial relatively fixed assets
- Among largest purchasers of goods and services
- Job generators and often largest employers
- Attract businesses and highly skilled individuals
- Centers of culture, learning and innovation with enormous human resources of faculty, staff and students.
A 30-year Trajectory of Institutionalizing Penn’s Commitment to West Philadelphia

Penn was historically in, not of, its community of West Philadelphia, but these Presidential Administrations changed the dynamic:

Sheldon Hackney, 1981 -1993
Judith Rodin, 1994 -2004
Amy Gutmann 2004-present
Hackney Administration Milestones

- 1985: Development of West Philadelphia Improvement Corps
- 1988: Penn Program for Public Service
- 1992: Creation of the Center for Community Partnerships

The new foundation is laid for Penn’s relationship with West Philadelphia and the city as a whole.
Rodin & The West Philadelphia Initiatives (1994)

Administrative Response to Local Challenges

- Clean and Safe
- Commercial Real Estate & Development
- West Philadelphia Initiatives
- Housing
- Economic Development
- Public Education

The Philadelphia Inquirer

Friday, October 31, 1997

Researcher Vladimir Sled was stabbed to death a year ago trying to protect his fiancee.

Penn neighborhood remembering murder

Flocking to Center City

During the past 8 years, Penn grad students have moved out of West Philly and into Center City.

Source: Office of Off-Campus Living 99-00 Annual Report
Creating Safe and Secure Neighborhoods

- Invest in safety on and off campus
- Creation of a special services district, University City District
- Greening and Lighting
Homeownership, Housing, & Stabilization

- Penn Enhanced Mortgage Program
- Attracted 1000 new homeowners
- Neighborhood Preservation and Development Fund
- Recently expanded footprint
Investing in Public Education

- Developed new K-8 neighborhood school, Penn Alexander School.
  - $24 million turn key development; additional $1300 per pupil spent by Penn.
- Ongoing Support of University-Assisted Community Schools
- Engagement of Penn faculty & students
Driving Commercial Development

- Retail mix of national & local brands (110 shops & 500k sq. ft.)
- Vibrant streetscape via mixed-use development; great design
- Stimulate market: Penn invested $165M and Attracted private investment of $700 m 15yrs
Economic Inclusion/Local Workforce

- **Buy Local Program**
  - $101 million with local community suppliers in FY 12.
  - $85 million with diversity suppliers

- **Engage Minority Owned Vendors**
  - 25% of contracts to minority/women owned vendors on Campus Construction of $5 million or more

- **Skilled workforce development plan**
  - West Phila Skills Initiative (2010)
Gutmann & The Penn Compact (2004)

President Amy Gutmann presented the *Penn Compact* in her inaugural address

**The Compact’s three goals:**

1. Increasing Access for all outstanding students
2. Integrating Knowledge to address complex problems
3. Engaging Locally and Globally

Penn Compact 2020

- Penn Increases Access
  - Inclusion
- Penn Integrates Knowledge
  - Innovation
- Penn Engages Locally, Nationally and Globally
  - Impact
Full Integration into the Academic Mission of Penn

Netter Center for Community Partnerships

Founded in 1992, the Barbara and Edward Netter Center for Community Partnerships is Penn’s primary vehicle for bringing to bear the broad range of human knowledge needed to solve the complex, comprehensive, and interconnected problems of the American city so that West Philadelphia (Penn’s local geographic community), Philadelphia, the University itself, and society benefit.

Academically Based Community Service (ABCS):

- Helping to solve universal problems as they are manifested locally
- 1991-92: 100 Penn students enrolled in 4 ABCS courses taught by 3 professors
- 2013-14: 1,800 Penn undergraduate, graduate, and professional students enrolled in 65 ABCS courses taught by 53 professors across 26 departments
Other Examples of Anchor Initiatives

Camden, NJ – Camden Higher Education and Healthcare Task Force

• Camden County College, Cooper University Health Care, Lourdes Health System, Rowan University at Camden, Rutgers University-Camden, Virtua Health

• Other key partners: Cooper’s Ferry Partnership, Camden Redevelopment Agency, Camden County Improvement Authority, Camden Board of Education

Chester, PA – Widener University and Chester Higher Education Council

• Cheyney University, Delaware County Community College, Neumann University, Penn State Brandywine, Swarthmore College, and Widener University

• Other key partners: United Way of SE Pennsylvania, United Way of SE Delaware County, and Crozer-Keystone Health System
The Road Half Traveled

Extraordinary concentrations of human and economic capital
• 4,100 universities and colleges nationwide
  • $460 billion annual purchasing
  • $400 billion endowments
  • 4 million employees
  • 21 million enrolled students
  • Large real estate holdings
  • Vast educational, research & technical expertise

10 Case Studies

Developing an “anchor institution mission”
“To consciously and strategically apply the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the welfare of the communities in which they reside.”
-Hodges & Dubb, 2012
Building a Movement

- Philadelphia Higher Education Network for Neighborhood Development (PHENND)
  - 30+ colleges and universities in Greater Philadelphia
- Anchor Institutions Task Force
  - Nearly 400 individual members, including more than 50 presidents of universities and other anchors
    - public and private universities, community colleges, academic medical centers, hospitals, community foundations
- Values-Based Movement Organization
  - Collaboration and partnership
  - Equity and social justice
  - Democracy and democratic practice
  - Commitment to place and community
- The International Consortium for Higher Education, Civic Responsibility, and Democracy
Lessons Learned

- Secure support from leadership—Trustees, President, and Faculty.
- Integrate into the university’s core academic mission, as well as its mission of corporate citizenship.
- Create and support the organizational unit(s) within the university to sustain commitment and engagement over time.
- Employ the university’s resources fully and consciously—human, academic, cultural, and especially economic.
- Form democratic, mutually beneficial, mutually respectful partnerships.
- Link university hiring, real estate, purchasing, and investment strategies to community partnership goals.
- Identify common planning opportunities among university, community groups, businesses, and government.
- Develop strategic multi-anchor institutional coalitions.
- Respond with urgency, but be focused and patient—changing institutional culture and revitalizing communities takes time and ongoing work.