The Anchor Institution Road: Where Are We Now?

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Rationale for Universities as Partners in Community Revitalization

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

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

• Universities can enhance their overall missions of teaching, research, and service by striving to improve the quality of life in their communities and cities.
The Road Half Traveled

- Emory University
- Indiana University Purdue University—Indianapolis
- LeMoyne Owen College
- Miami-Dade College
- Portland State University
- Syracuse University
- University of Cincinnati
- University of Minnesota
- University of Pennsylvania
- Yale University
Anchor Institutions: Three Strategies

Facilitator Strategy
- Broad efforts for local and regional development
- Emphasize educational opportunity, in-kind resources

Leadership Strategy
- Focus on revitalization of particular neighborhood or neighborhoods, often adjacent to campus
- Dedicate institution-wide resources, often by necessity

Convener Strategy
- Forge coalitions with community stakeholders
- Invest in challenged neighborhoods by choice
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
A Growing Movement

- Anchor Institutions Task Force (AITF)
  - Nearly 1,000 individual members
    - Representing public and private colleges and universities, academic medical centers, hospitals, arts and cultural institutions, community foundations, local governments
  - Values-Based Movement Organization

- CUMU-TDC Anchor Learning Network (ALN)
  - 31 CUMU member institutions
  - Peer-learning framework to advance anchor mission

- Campus Compact Civic Action Plans

- European Task Force
  - Focused on the local mission of higher education, working with AITF
Challenges & New Directions

• Avoiding the outcome of improving the quality of life in targeted neighborhoods, but *without* markedly improving the welfare of longtime neighborhood residents. (Hodges & Dubb, 2012)

• Developing trends in research and practice:
  • Fostering cross-sector collaboration
  • Exploring issues of governance, leadership, and institutionalization
  • Focusing on place-based community development and wealth building
  • Aligning with student civic learning
  • Addressing tensions based on power and privilege
  • Incorporating community input and community-based expertise
The Anchor Learning Network

Deepening the anchor mission within higher education

Katie Parker, The Democracy Collaborative
Anchor Learning Network

- 31 universities, members of CUMU

Activities:

- In-person convenings
- Virtual “Action Learning Groups”
- Digital engagement
- Tools & resource development
- Core metrics data collection
In order to shift the field, there needs to be...

- Focus on racial equity/addressing histories of exclusion
- Focus on building the evidence base & advancing scholarship
- Engagement with students, faculty, & curriculum
- Senior leadership buy-in
- Partnerships with other anchors & new community partners
Submissions/Themes

464 Campus Signatories
117 Civic Action Plans across 31 States

14 Primary Themes across the first 75 submitted Civic Action Plans (in order of prevalence):

- Curriculum planning for civic and community engagement
- Identifying key staff/faculty responsibility for civic work
- Data collection/Assessment
- Global citizenship/Social justice
- Community health/Economic prosperity
- Service-learning
- Campus recognition (Carnegie/Honor Roll)
- Communicating about engagement (Promotions)
- Civic Learning as a core institutional value
- Faculty training, development & recognition
- Integrating civic action planning into campus strategic planning
- Building effective community partnerships
- Political/democratic engagement
- Campus/Community basic needs

Marisol Morales, Vice President for Network Leadership, Campus Compact
Many campuses are still working through their definitions of community and civic engagement.

Civic action plans are unique to each campus - no two plans are the same.

Analysis lends support for the claim that institutions are moving towards integrated transformative engagement.

- Connecting civic action planning to external recognition including Carnegie, the Honor Roll, and grant funding.
- Building civic engagement into the on-going planning and assessment at the institution.
- Aligning civic engagement initiatives with the institution’s strategic plan.
Civic Action Plan 2.0

- Explicit tie between diversity, equity, access, and inclusion with community engagement
- Accountability measures and tools
- Sharing lessons learned from submissions from first round with those institutions just embarking on the CAP
30 Years of Building Democratic and Reciprocal Partnerships

María Silva, Director of Neighborhood and Community Engaged Partnerships

Karen and Tom Mulvaney Center for Community, Awareness, and Social Action
History and Framework

- Center started in 1987 with funding from Community Outreach Partnerships Center from US. H.U.D

- Major Turning Points
  - Ashoka Changemaker Designation (2011)
  - Civic Action Plan in collaboration with Campus Compact (2017)
  - Leadership roles with Place-Based Justice Network, Anchor Learning Network and Anchor Institutions Task Force

- Dr. Jim Harris becomes new president in 2015 and incorporates anchor mission as part of strategic plan.
Lessons Learned and Network Participation

- True reciprocity and equity.
- In times when democracy is challenged, growth and commitment across our southern international border is critical.
- Various Associations (Campus Compact, Ashoka U, Anchor Learning Network, Place-Based Justice, CUMU, IARSCLE, Anchor Institutions Taskforce).