

Designing an Anchor Institution

Charles Rutheiser, Ph.D.

Annie E. Casey Foundation

About the Annie E. Casey Foundation

- Focus on children, families, communities and opportunity
- A quarter-century of investment in place-based work in US
- More than a decade supporting innovation in the anchor institution space

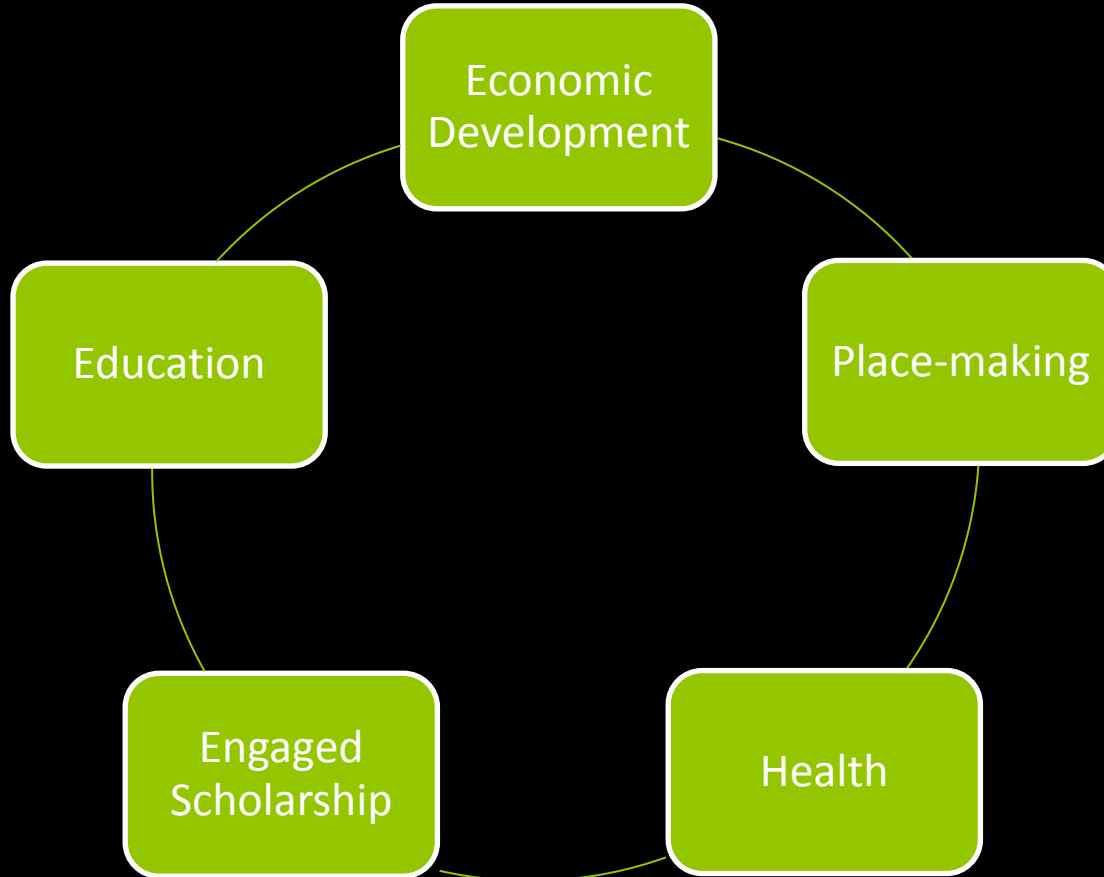
What is an anchor institution?

- Rooted in place
- Has significant, unique assets that can be leveraged for the benefit of communities
- Driven by social mission and/or enlightened self-interest

Opportunity in RGV

- Impact national dialogue on anchor institutions
- History of engaged local campuses with an opportunity to design a new regional anchor institution
- Unique assets: strong families and community, pride of place, international, bicultural, institutional commitment, community support
- Strategic partnerships for regional transformation

University Anchor Strategies



Economic Development

- Regional Economic Catalyst
- Local Economic Inclusion
 - Hiring
 - Purchasing
- Community Wealth-Building
- New Business Incubation

Examples:

- University Hospital (Cleveland)
- Baltimore Integration Partnerships
- Evergreen Cooperatives
- Miami-Dade College

Education

- Service Learning/Engaged Scholarship
- Pre-K>12 Cradle to Career Pipelines
- College Scholarship and Mentorship Programs

Examples:

- Indiana University-Purdue University Indianapolis
- Seattle University Youth Initiative
- Drexel University
- Pittsburgh Promise (University of Pittsburgh)

Engaged Scholarship

- Service Learning
- Community Capacity Building
- City and Regional Partnerships

Examples:

- Indiana University-Purdue University Indianapolis
- Emory University
- Portland State University

Health

- Community-Institutional Partnerships
- Community Benefits Agreements
- Community-Engaged Scholarship and Research

Examples:

- University of Chicago Hospital Academy
- Bon Secours Hospital Health System of Baltimore
- Community-Campus Partnerships for Health

Place-making

- Housing
- Real Estate Development
- Community and Regional Planning
- Healthy, Vibrant, Sustainable Places

Examples:

- University of Pennsylvania
- Johns Hopkins University
- Syracuse Near West Side Initiative

Strategic Partnerships

- Mutually-Beneficial Partnerships that Support Shared Goals
- Engage Low-Income Communities
- Shared Decision-Making, Inclusive Leadership, Transparent Communication, Accountability, and Metrics

Examples:

- Drexel University, Philadelphia Promise Zone
- Johns Hopkins University, Homewood Community Partnership Initiative

From Design to Implementation

- Get **beyond** the hype
- Set clear priorities, procedures and **reasonable expectations**
- Know and leverage your **existing assets**
- Build internal capacities for execution, **measurement**, learning and accountability
- Create structures for on-going engagement with different kinds and scales of **communities**
- Forge partnerships with **other** key public, private and philanthropic stakeholders