

Anchor Institutions Task Force

2018 Annual Conference

November 15-16, 2018



Welcome

Ira Harkavy

Director, Netter Center for Community Partnerships

University of Pennsylvania

Chair, AITF



Director's Report

David Maurrasse

President, Marga Incorporated

Director, AITF



Education

Kecia Hayes

Executive Director

Double Discovery Center, Columbia University



Michelle McDonald

Chief Officer for Academic Programming, Atlantic City

Associate Vice President for Academic Affairs

Stockton University



STOCKTON: **MAKING A DIFFERENCE**

Dr. Harvey Kesselman, President
Dr. Michelle McDonald, Assoc. VP for Academic Affairs

New Jersey's Public Colleges & Universities



NEW YORK

CONNECTICUT

Ramapo College
William Paterson University
Montclair State University
Rutgers-Newark
New Jersey Institute of Technology
New Jersey City University

Kean University

Rutgers, The State University of New Jersey

The College of New Jersey

Thomas Edison State University

Rutgers-Camden

Rowan University

Stockton
University

6

5

1

3

2

7

4

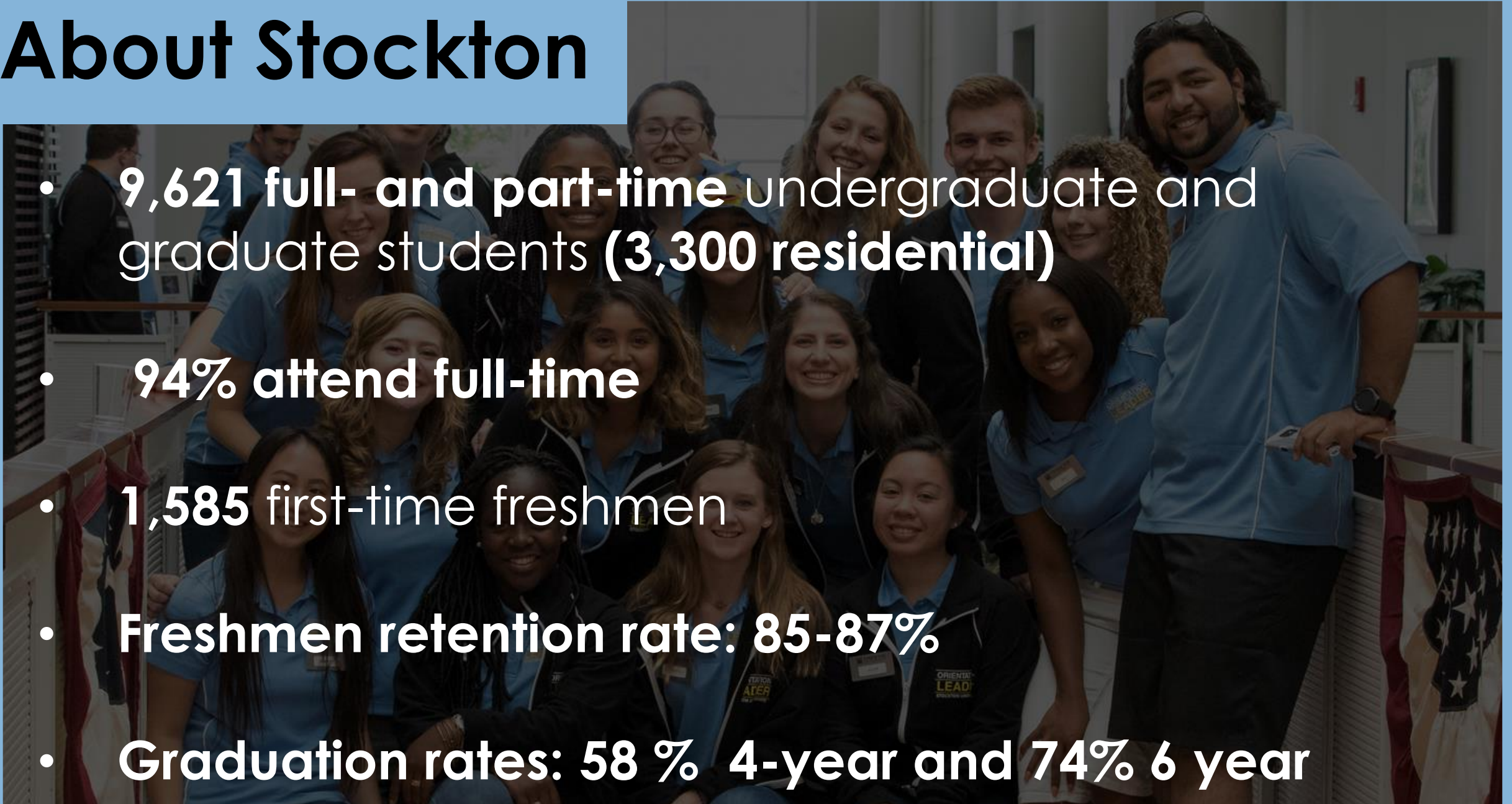
8

Off-Site Locations

- 1 - Stockton University Atlantic City
- 2 - Carnegie Center - Atlantic City
- 3 - Dante Hall Theatre - Atlantic City
- 4 - Stockton Noyes Arts Garage - Atlantic City
- 5 - Kramer Hall - Hammonton
- 6 - Manahawkin Center
- 7 - Marine Science Field Station
- 8 - Sam Azeez Museum of Woodbine Heritage

About Stockton

- **9,621 full- and part-time undergraduate and graduate students (3,300 residential)**
- **94% attend full-time**
- **1,585 first-time freshmen**
- **Freshmen retention rate: 85-87%**
- **Graduation rates: 58 % 4-year and 74% 6 year**





STOCKTON
UNIVERSITY

ATLANTIC CITY





CULTURE & CLASSES

**STOCKTON
UNIVERSITY**
ATLANTIC
CITY

Anchor Institution

- **Important Presence in the City and Community**
- **Economic Impact**
- **Ability to Attract Businesses and Skilled Individuals**
- **Center of Culture, Learning, and Innovation**

CONSORTIUM MEMBERSHIP

93 Public Schools, Non-Public Schools, Charter Schools, Colleges and Not-for-profit Organizations

94,000+ PreK-12 Students

24,000+ Educators

STATE-WIDE PARTICIPATION

Educators from **20** out of **21** Counties participated in SRI&ETTC programs in 2017 - 2018

20 Counties



TRAINING TODAY'S TEACHERS
SRI&ETTC
20+ years of Professional Development Training

PROGRAM TOTALS

501 Total Workshops
352 Custom Workshops
149 Public Workshops

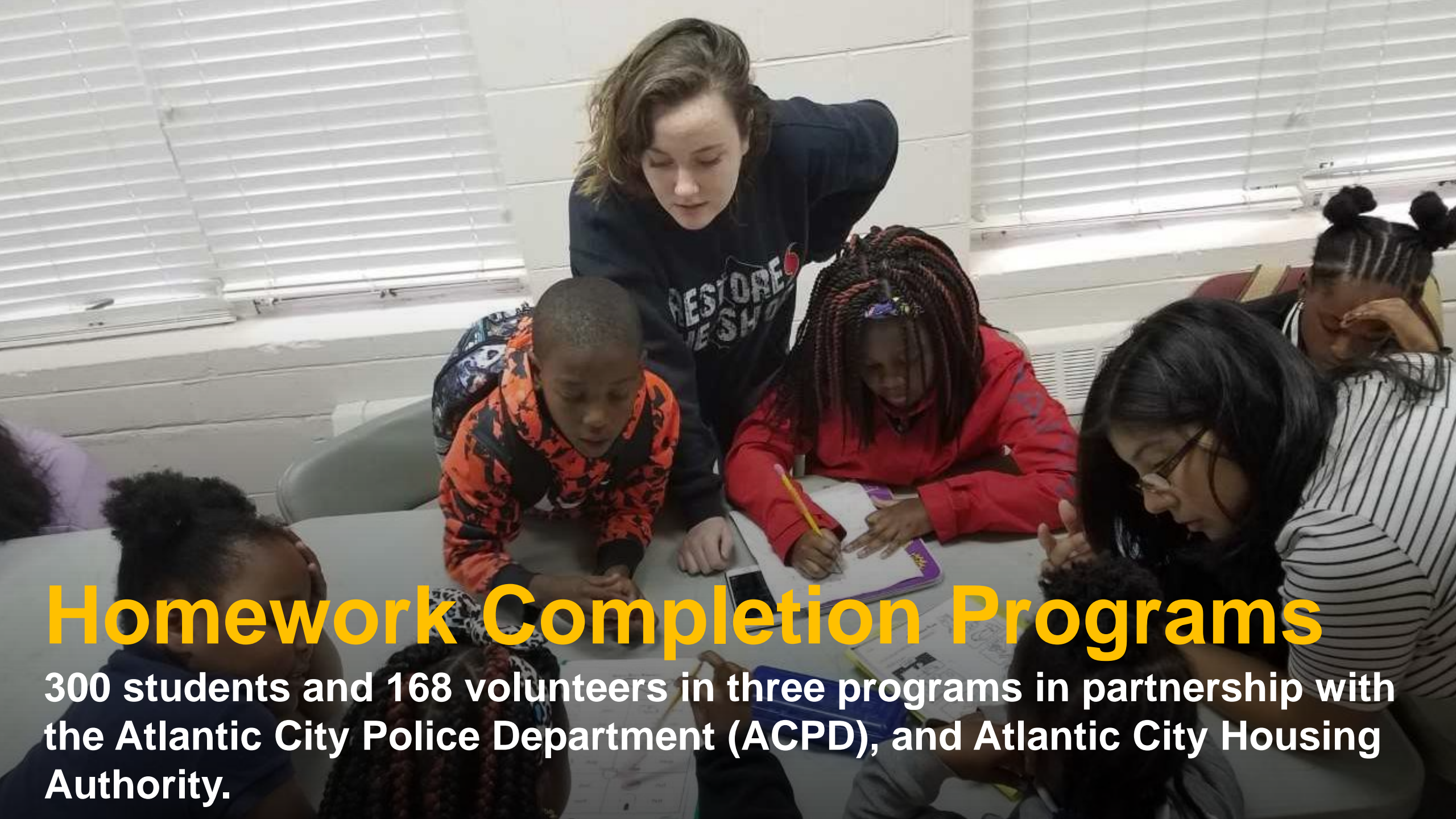
REGISTRATIONS

8631
5816
2815

TRAINING TOMORROW'S TEACHERS

150 Student Teachers

150 student teachers placed in Atlantic City and County Schools a year, for fifteen hours a week.



Homework Completion Programs

300 students and 168 volunteers in three programs in partnership with the Atlantic City Police Department (ACPD), and Atlantic City Housing Authority.

COMMUNITY SERVICE

Stockton manages Atlantic City's Campus Kitchen, a partnership with the AC Public High School.

- Addresses food security among low-income residents.
- Serves more than 200 each year.
- Draws over 300 volunteers





A Degree in your Community

In 2018, Stockton launched a degree in Community Leadership and Civic Engagement. Based at the Atlantic City campus, studying, engaging, and contributing can be your major.



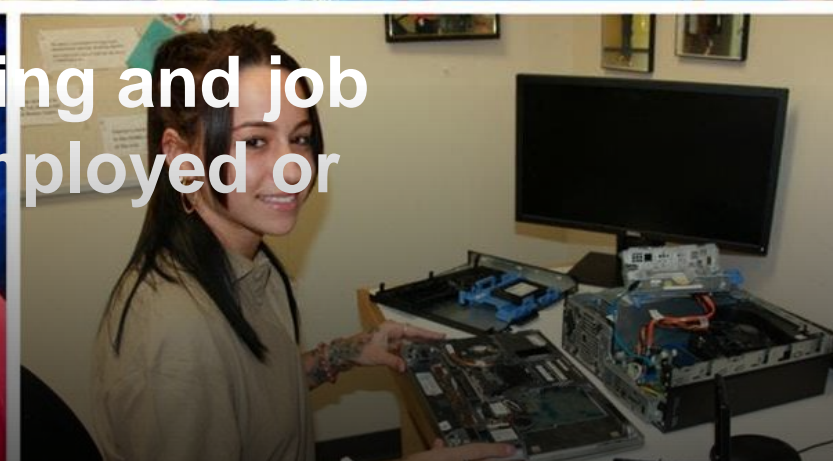
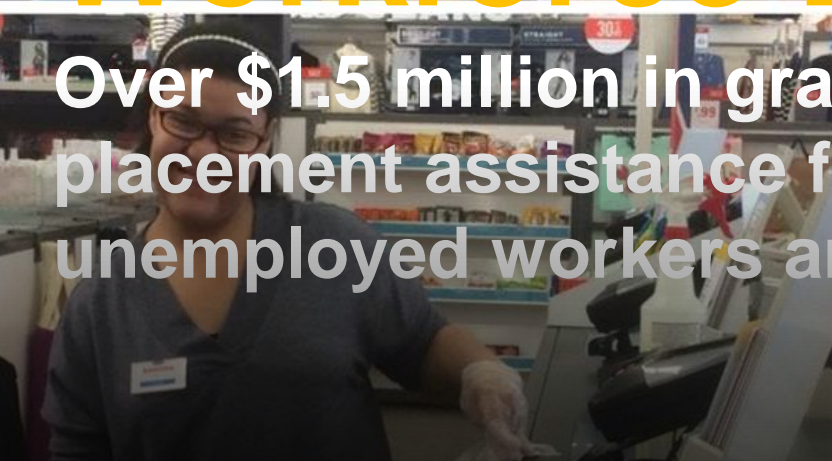
Educational Opportunity Fund-AC

Significant financial support for 50 local students committed to pursuing a degree with a community-centered focus.



Workforce Development

Over \$1.5 million in grant funding to provide training and job placement assistance for more than 700 under-employed or unemployed workers annually.



TOP HONORS



**2016 - 2018
HEED Award
Insight into Diversity**



**2016
Sustainability**

**2017
Civic Learning
& Engagement**



STOCKTON UNIVERSITY

Lily McNair

President

Tuskegee University





Forging New Community- University Partnerships

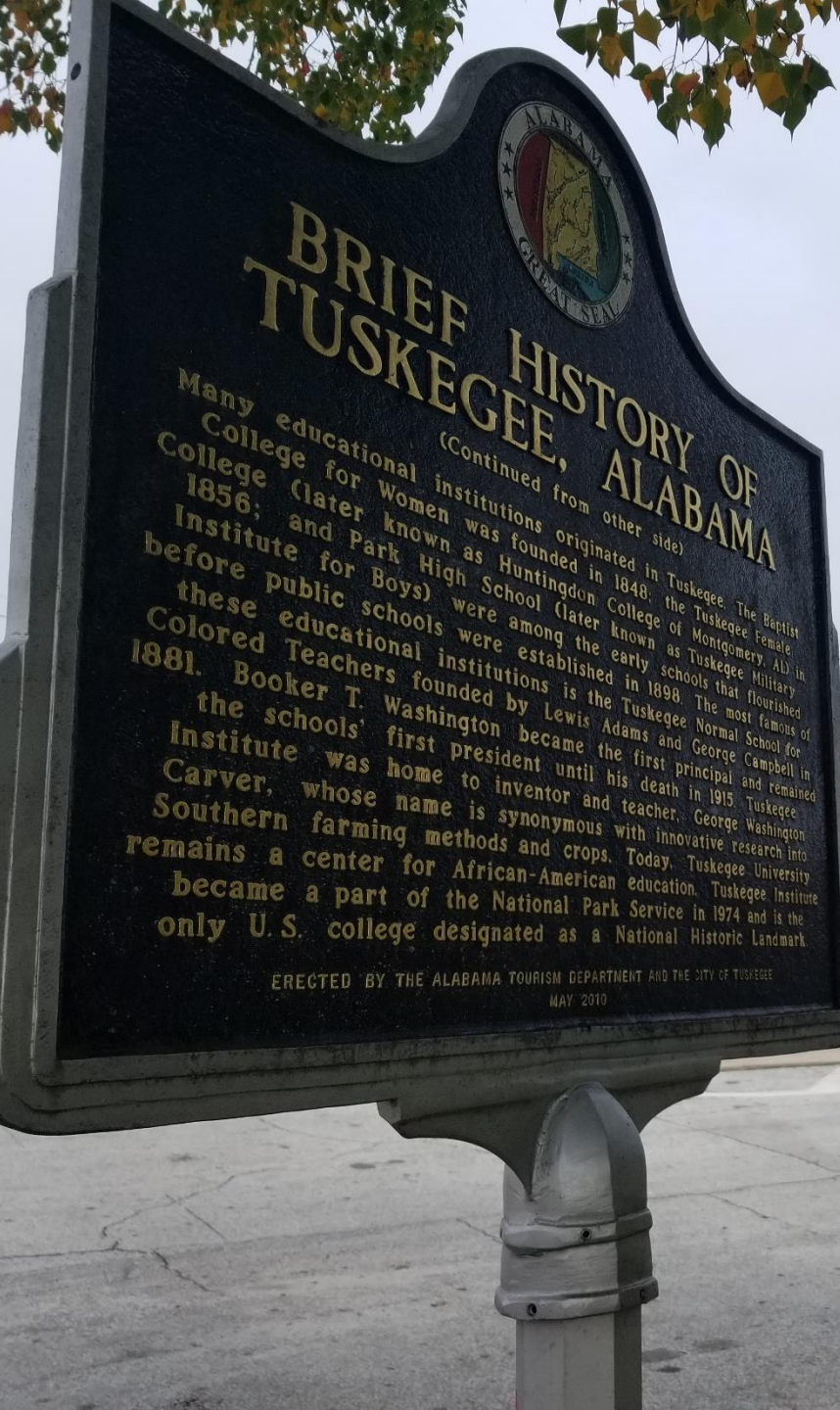
Lily D. McNair, PhD

Anchor Institutions Task Force | November 15, 2018



TUSKEGEE
UNIVERSITY

Tuskegee, Alabama



- County seat of Macon County
- 2010 population: 9,865 (▼16.7% vs. 2000)
- Tuskegee University is the city's #1 employer; county's #2 employer
- Strong tourism appeal:
 - 15-state U.S. Civil Rights Trail
 - Alabama Civil Rights Museum Trail
 - Tuskegee Institute National Historic Site

Cradle of Civil Rights



- City founded (1833)
- Tuskegee University founded (1881)
- Rosenwald Schools established (1913)
- Tuskegee VA Medical Center opened (1923)
- U.S. Public Health Syphilis Study (1932-72)
- Tuskegee Airmen (1940-48)
- *Gomillion vs. Lightfoot* (1960)

T-100 Collaboration



- Competitive USAF bid unifying private, community, chamber of commerce and university partners with the potential for:
 - 750 direct high-wage, full-time jobs
 - up to 4,000 indirect, supplier jobs
 - economic boost of \$200M-\$250M
- Contract awarded to Boeing in October 2018
- Has led to repairing and better-coordinated town-and-gown relationship



Forging New Partnerships

- Located on the I-85 corridor spanning from Montgomery to Atlanta
 - home to leaders in automotive, aviation, education, manufacturing, agriculture, forestry and military sectors
 - situated on the CSX Main Line Rail
 - provides 5,000-foot corporate runway & full-time fixed-base operator at Moton Field



Forging New Partnerships

- Current city and university collaborations include
 - redeveloping gateway interstate exchange and corridor
 - developing and implement workforce and economic development strategies
 - strengthening community-wide infrastructure
 - enhancing city-wide aesthetics



Tuskegee University

- Enrollment: 3035 (undergraduate and graduate)
- Top 5 academic majors
 - Veterinary Medicine
 - Mechanical engineering
 - Biology
 - Animal and Veterinary Sciences
 - Nursing



Tuskegee University

- Graduate Programs: 5 PhD programs; 16 master's programs
- Academic Accreditations
 - College of Agriculture, Environment and Nutrition Science
 - Robert R. Taylor School of Architecture & Construction Science
 - Andrew F. Brimmer College of Business & Information Science
 - College of Veterinary Medicine
 - College of Engineering
 - School of Nursing & Allied Health; School of Education, College of Arts & Sciences



New Leadership in City and University

- Mayor Lawrence Haygood and TU President: have signed 3 MOUs in August 2018
- Developing positive “town-gown” experiences
- Civic engagement already underway: Architecture School
- Next steps: collaborating with community to identify needs
- Positive response to “Communiversality”

Félix Matos Rodríguez

President

Queens College of the City University of New York



Teri Thompson

Vice President of Strategic Initiatives

Berea College

Dreama Gentry

Executive Director

Partners for Education at Berea College

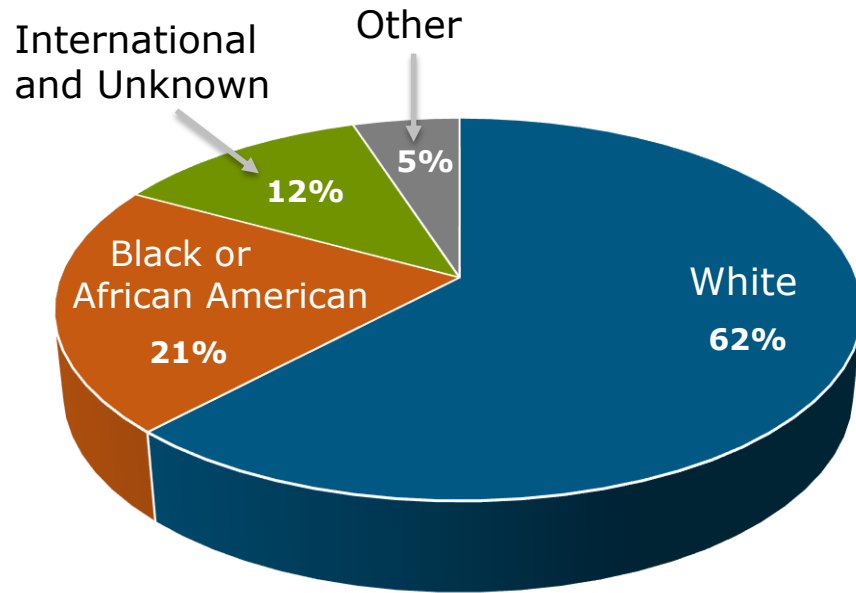




BEREA COLLEGE

Berea College Student Body Highlights

1,610 Degree-Seeking Students



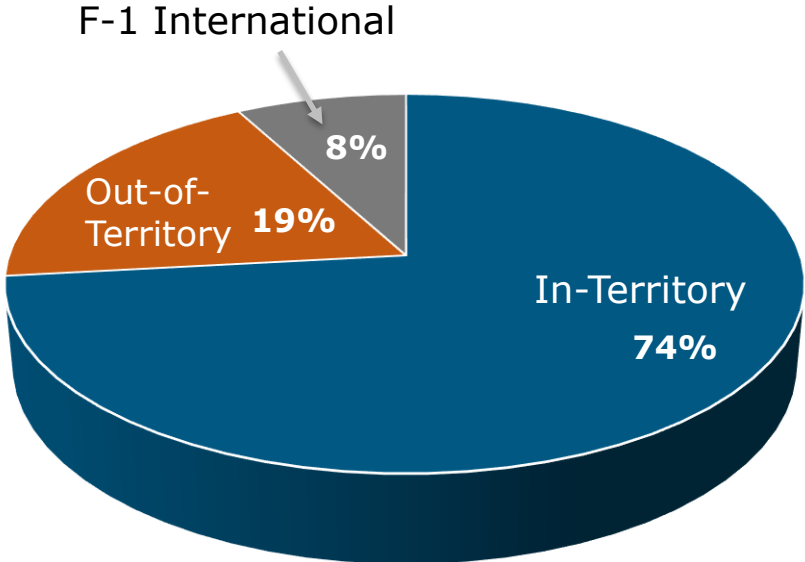
11% - Hispanic, Latino, or Spanish Origin

- 55% First-Generation
- 58% Expected Family Contribution = \$0
- 98% Pell Grant Recipients
- \$22,357 Median Family Income



Berea College Student Body Highlights

Admissions Territory

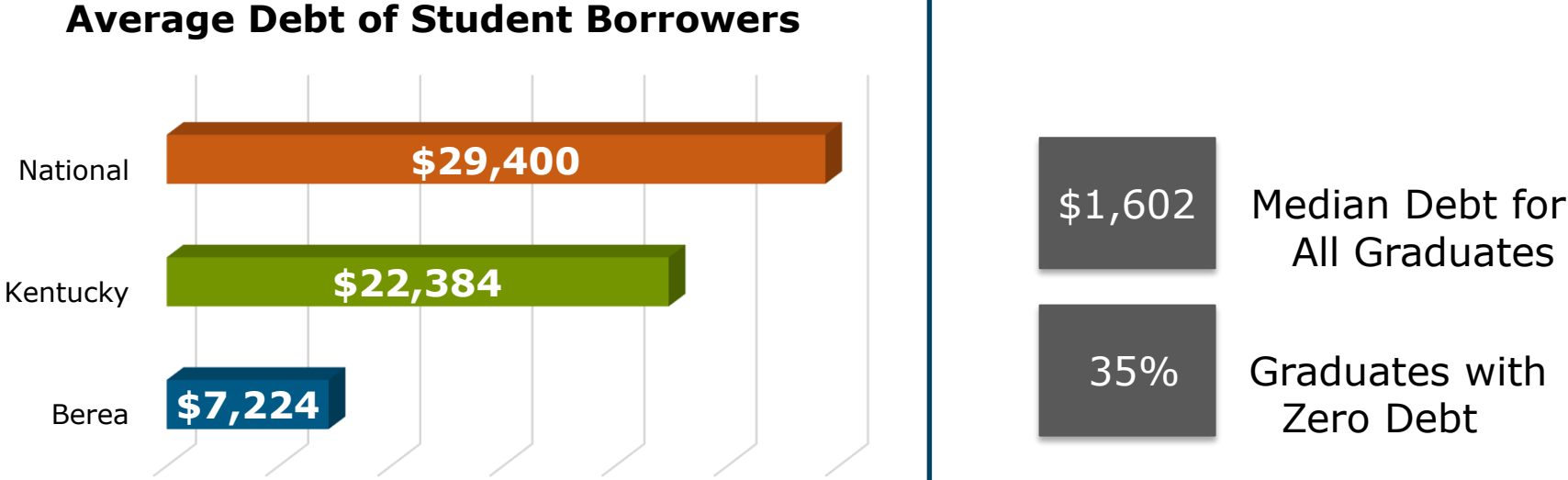


- 42 States and the District of Columbia
- 76 Countries



Berea College Student Body Highlights

Tuition Promise Scholarship



(According to *Project on Student Debt [2012 Graduates]*)



Berea College's Eight Great Commitments



Educational
Opportunity



The
Liberal Arts



Christian
Values



The Dignity
of Labor



The Kinship
of All People



Gender
Equality



Supportive &
Sustainable Living



Serving
Appalachia

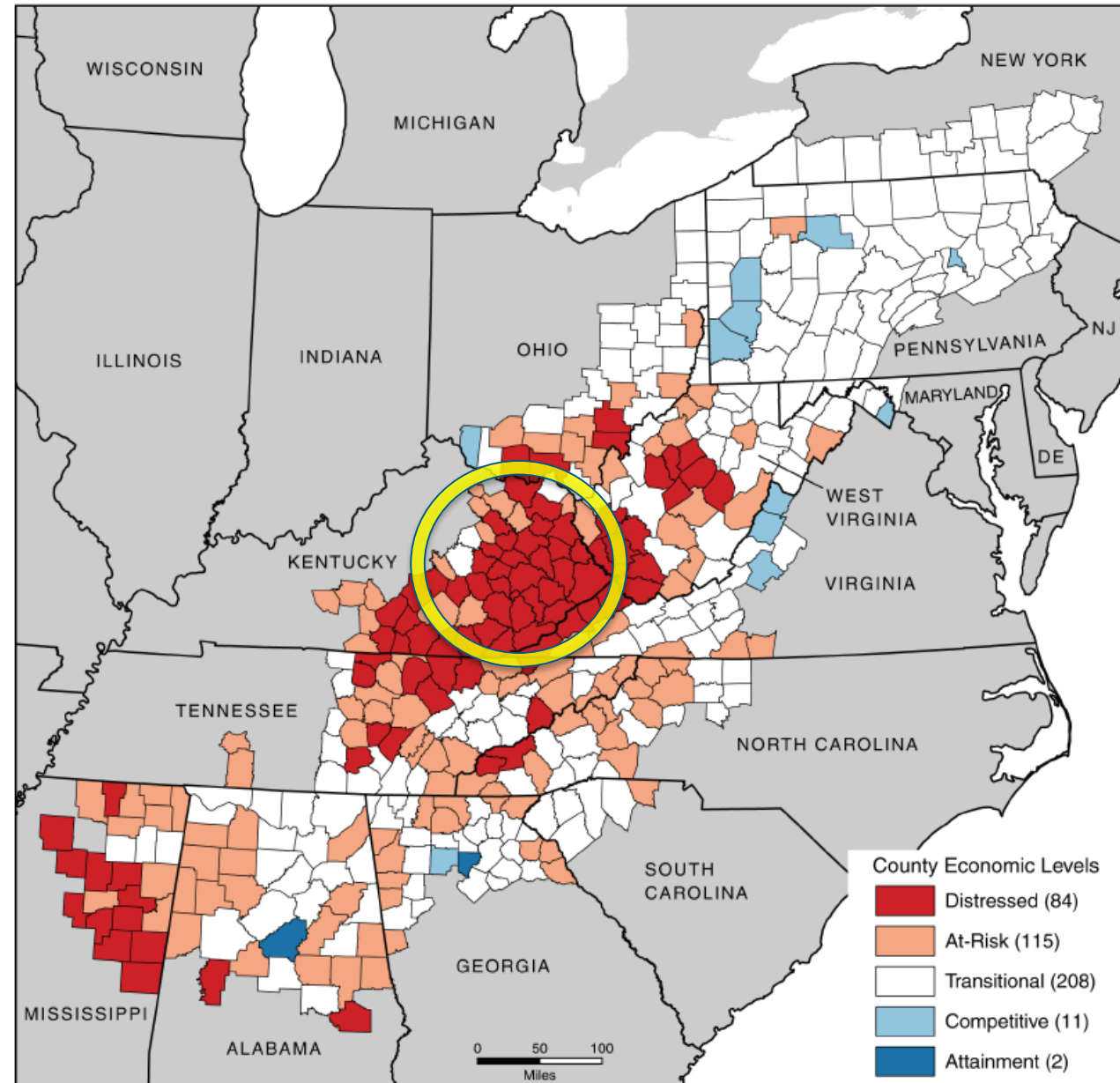
Berea College commits itself:

To engage Appalachian communities, families, and students in partnership for mutual learning, growth, and service.



Our Population: Appalachia

The distressed core of Appalachia is rural Appalachia. By creating success in rural, central Appalachia, we will shift the outcomes for Appalachia as a whole.





First Lady Eleanor Frost
1914



Delivering Books
1917

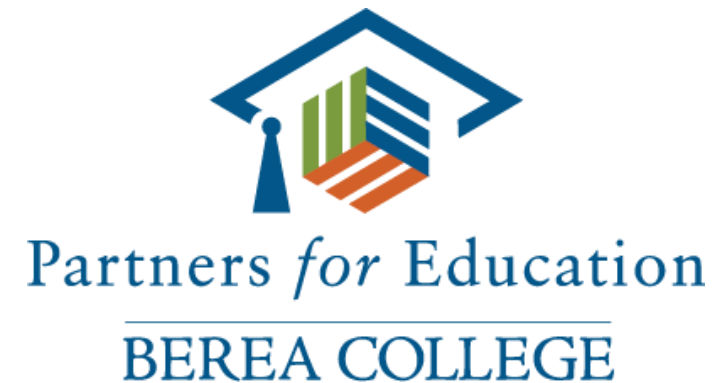
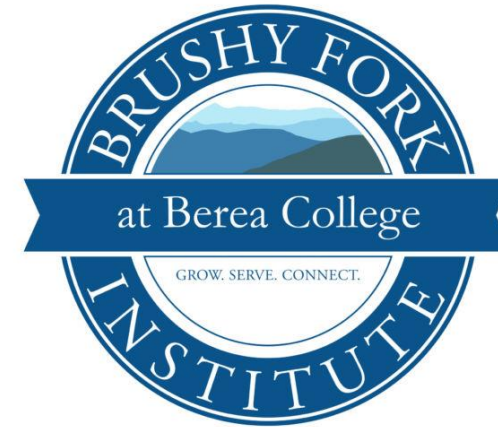


Rural School Improvement Project and Extension Library



BEREA COLLEGE

STRATEGIC INITIATIVES



BEREA COLLEGE

STRATEGIC INITIATIVES



BEREA COLLEGE

STRATEGIC INITIATIVES

Empowering Appalachian leaders in rural communities

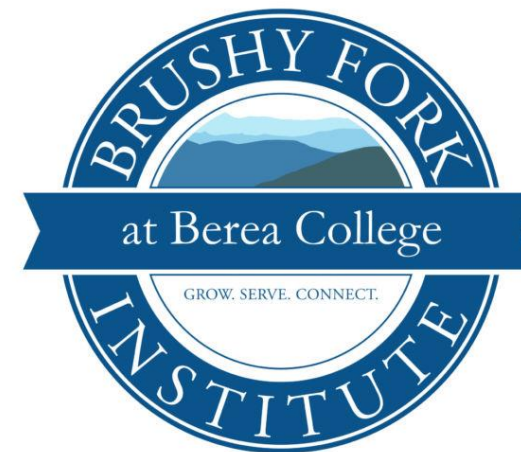
Annual Institute

Sub-grant Program

Leadership Curriculum

Learning Workshops

Custom-designed Services



BEREA COLLEGE

STRATEGIC INITIATIVES



FOOD INSECURITY

Garden Grants

Berea Kids Eat

Technical Assistance

Social Enterprise

Commercial Kitchens

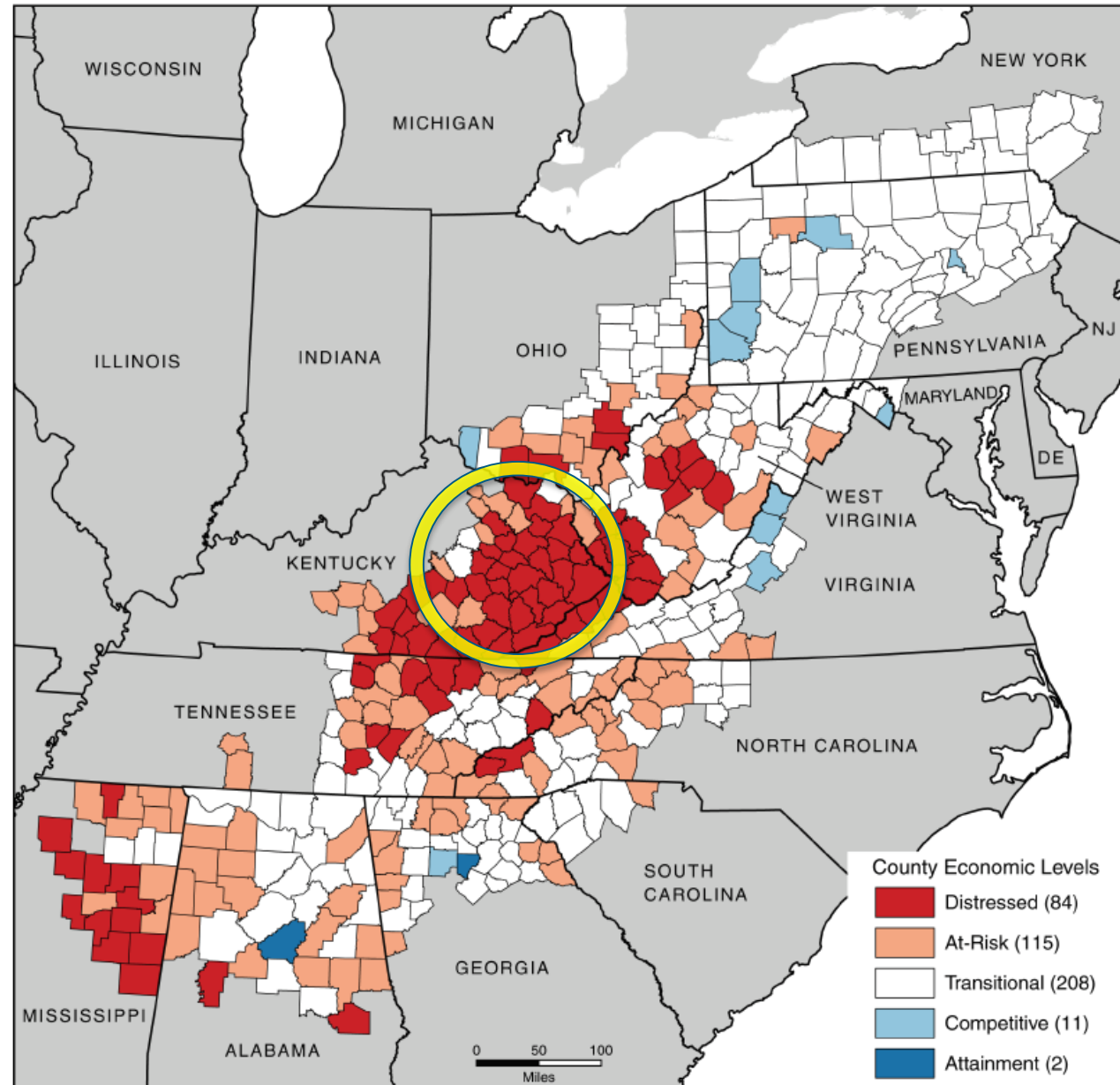


Partners *for* Education

BEREA COLLEGE

Our Population: Appalachia

The distressed core of Appalachia is rural Appalachia. By creating success in rural, central Appalachia, we will shift the outcomes for Appalachia as a whole.



All Appalachian Students Succeed

51,000 STUDENTS
AND **FAMILIES** served
by Berea College's
Partners for Education

8 OFFICES
within the
**Appalachian
Region** +Berea

\$56 MILLION
in **annual** private and
federal investment

**MORE
THAN 300**
people **working or
serving** full time



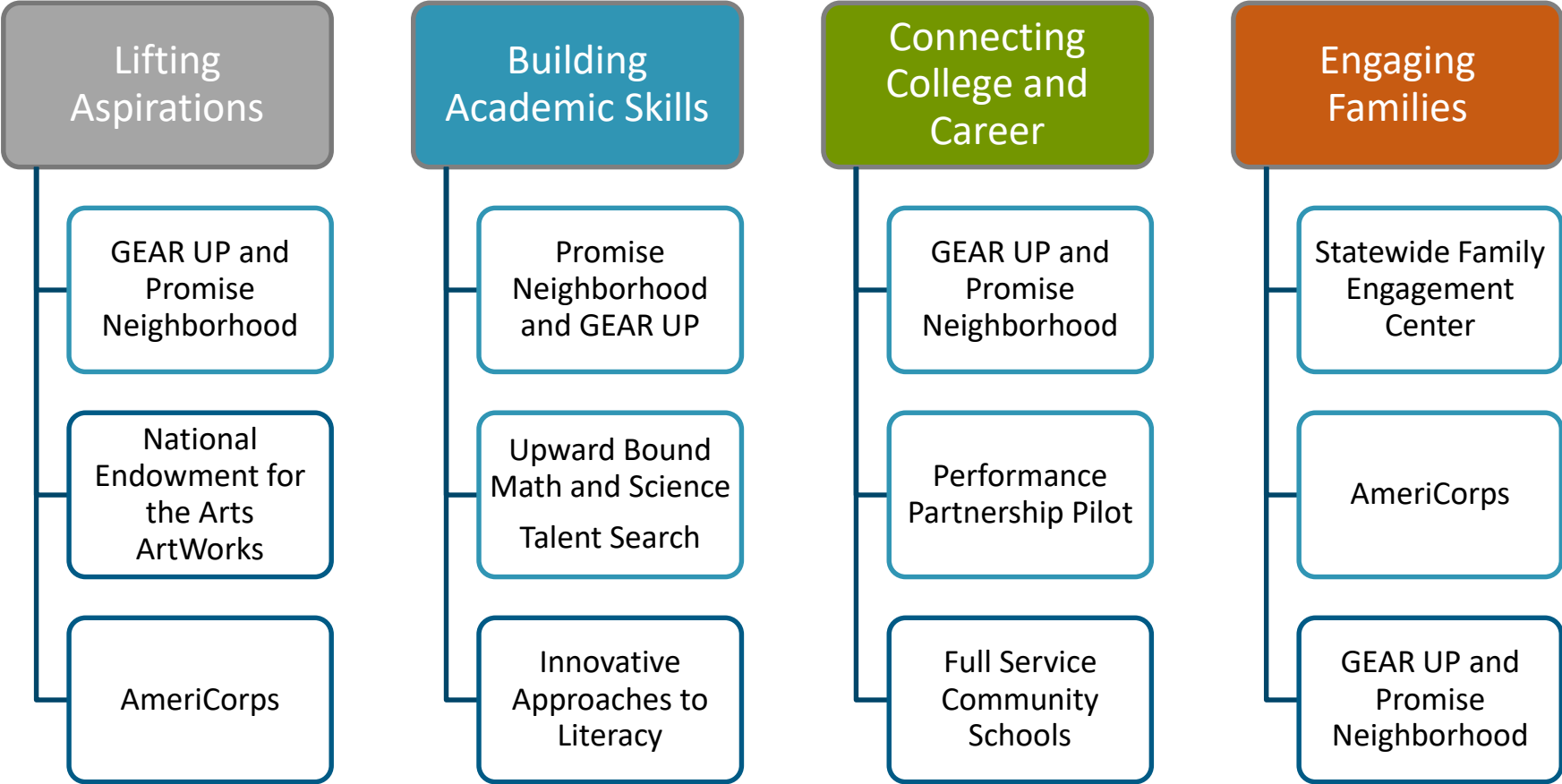
All Appalachian Students Succeed

Our Five Indicators of Success

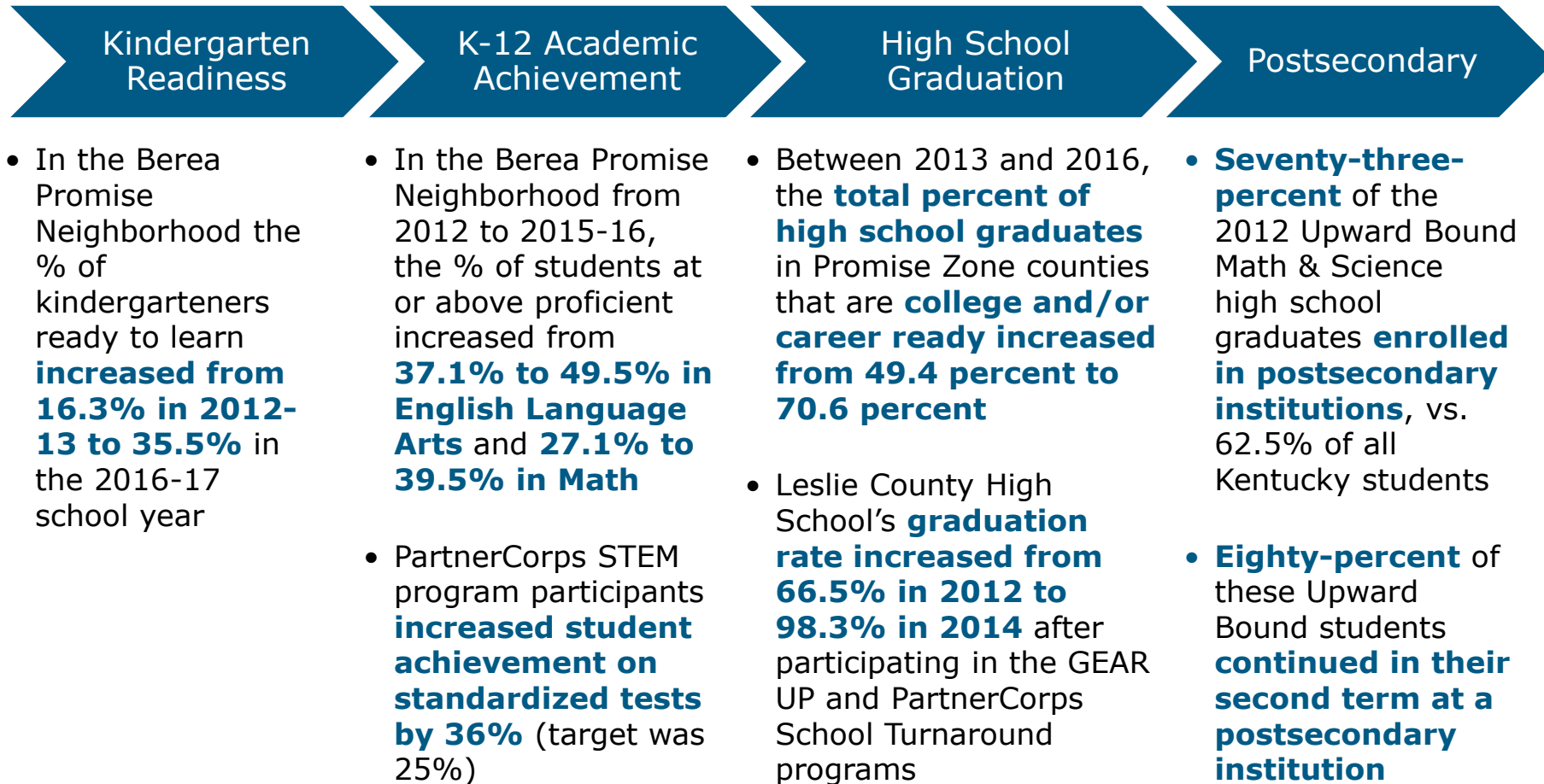
- 1 All children enter kindergarten ready to learn.**
- 2 All students are academically proficient.**
- 3 All students are safe, healthy and supported.**
- 4 All young people graduate from high school college ready.**
- 5 All young people receive a degree beyond high school.**



Programs Supporting Direct Service Strategies



PFE programs have achieved promising results to date for students from kindergarten through college



Our Lessons Learned

- Long-term commitment is essential
- Critical to invest in organizational infrastructure
- Work must be community focused with community outcomes as the priority
- Remain nimble with ability to respond quickly to community needs



All Appalachian Students Succeed

Dreama Gentry

Executive Director

Partners for Education

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Teri Thompson

Vice President

Strategic Initiatives

Teri_Thompson@Berea.edu



Economic Development

Melvin Colon

Executive Director

Southside Institutions Neighborhood Alliance



Jamie Bennett

Executive Director
ArtPlace America



Cultural Institutions & Economic Development

Marga, Inc.'s Anchor Institution Task Force
New York, NY

November 15, 2018

ARTPLACE

ARTPLACE

ARTPLACE

ARTPLACE

ARTPLACE

ARTPLACE

Anchor institutions

1. Hiring
2. Procurement
3. Real Estate Development

Anchor institutions

1. Hiring
2. Procurement
3. Real Estate Development
4. **Gathering**



Jackson Medical Mall Foundation
(Jackson, MS)

ARTPLACE



Jackson Medical Mall Foundation
(Jackson, MS)



ARTPLACE



11th Street Bridge Park
(Washington, DC)



11th Street Bridge Park
(Washington, DC)



San Jose Taiko
(San Jose, CA)



San Jose Taiko
(San Jose, CA)



ARTPLACE

ARTPLACE

ARTPLACE

ARTPLAC

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Vincent J. Tufo

CEO, Charter Oak Communities
Executive Director, Dovetail SIP, Inc.

Pamela A. Koprowski

Principal, Cardinale Associates
Public Affairs Consultant, Stamford Hospital



Anchor Opportunity Network

A Regional Collaboration: NY-NJ-CT

Vincent Tufo

Executive Director, Dovetail
CEO, Charter Oak Communities

Pam Koprowski

Principal, Cardinale Associates
Public Affairs Counsel, Stamford Hospital

November 15, 2018



RPA's Fourth Regional Plan



Equity



Health




Prosperity



Sustainability

RPA Regional Plan Association

Leveraging Anchor Institutions to Foster Healthy Communities in the Region



A generation from now, the New York-New Jersey-Connecticut metropolitan area could be a place that fulfills its promise of opportunity and equality for all races, ethnicities, incomes, ages and abilities; a coastal region that shows the rest of the world how to adapt and prosper in an age of rising seas and temperatures; and a global hub that harnesses its immense resources and innovative talent to make this fast-paced, expansive metropolis an easier, healthier and more affordable place to live and work.

But unless things change, a child born in 2017 faces a far different future. One in five children will grow up poor and more will never make it to the middle class. These children, the majority of them black, Hispanic or Asian, will be far more likely to attend failing schools, suffer from obesity and asthma, live in unsafe neighborhoods, and experience homelessness. If current trends continue, the average family a generation from now will earn less and spend more on housing and transportation. Many roads and trains will become impossibly congested and getting to work, school and medical care will take longer and be more stressful. By 2050 more than two million residents will live in danger of exposed storms and flooding and three million more elderly residents will live in hotter, more congested and more polluted cities.

The Fourth Regional Plan offers a vision and strategies for achieving a more prosperous, equitable and resilient future. The Plan is intended to generate dialogue, encourage collaboration and promote action to make this vision a reality.

Image: Christie Associates

A Report of The Fourth Regional Plan
December 2017



31
Counties

783
Municipalities

13,000
Square miles

23 Million
Residents

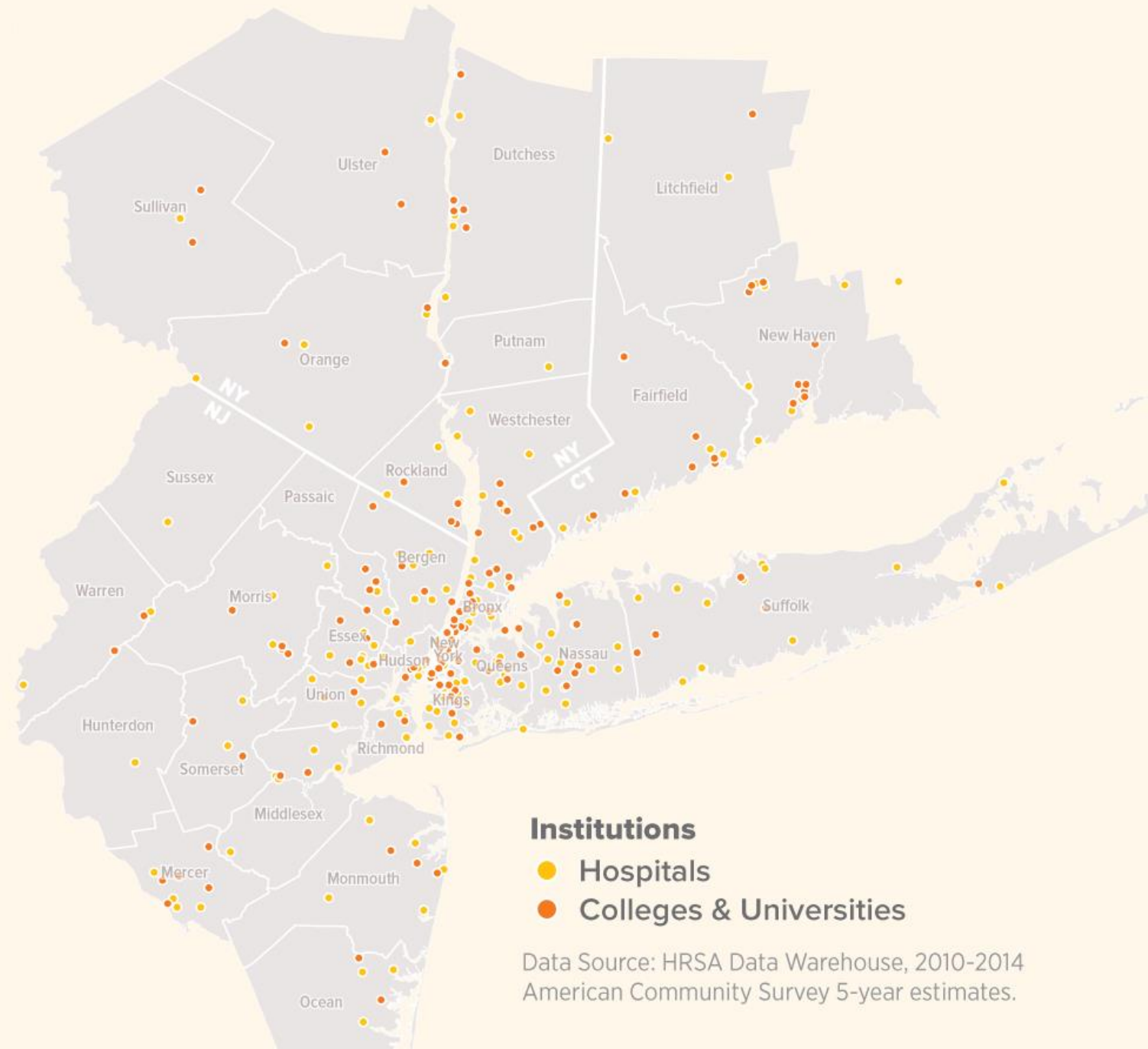
\$1.5 Trillion
Economy

11 Million
Jobs

4.3 Billion
Annual transit trips

2 Million
Acres of protected land

More than 340
health care &
higher education
institutions in
our region



From Plan to Action



RPA Regional Plan Association

dovetail

Anchor Opportunity Network

Strategic Action Plan for the NY-NJ-CT Region

September 2018

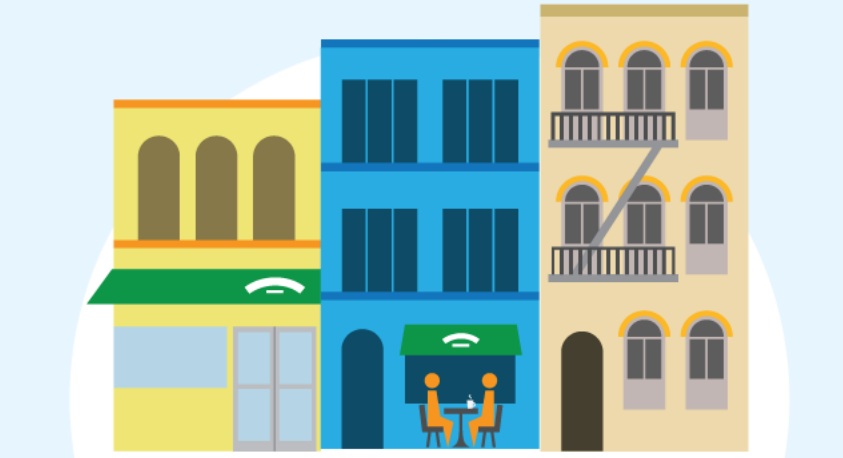
The image shows the cover of a report titled 'Anchor Opportunity Network: Strategic Action Plan for the NY-NJ-CT Region'. The cover features the logos for the Regional Plan Association (RPA) and dovetail. The main title is in large, bold, blue letters. Below the title, it says 'Strategic Action Plan for the NY-NJ-CT Region'. At the bottom left, it indicates the date 'September 2018'. The background of the cover is a photograph of a group of people practicing yoga in a garden setting, with a modern glass skyscraper visible in the background.

The Network



The Anchor Opportunity Network will engage with anchor institutions, municipal leaders and local communities to create meaningful and sustainable partnerships that leverage diverse capital and human resources to drive community well-being and equitable economic growth.

Benefits



Investment in Quality Housing

Quality, mixed income housing stock is the building block for healthy and equitable neighborhoods.



Coordinated Capital Investments

Coordination allows anchors and municipalities to multiply the impact of their planned investments in infrastructure such as streetscape and public space improvements.

Benefits



Local Hiring & Workforce Development

Training and hiring local and diverse residents creates a strong local workforce for anchor institutions.



Inclusive, Local Purchasing

Keeping money spent by institutions within local neighborhoods strengthens and grows local businesses, creating sustainable local economies.

Information Sharing & Learning Exchange

Build relationships and a shared vision across partners to *move the needle* in overcoming complex challenges facing urban areas.

- Sharing *case studies* of impactful projects & replicable models
- Sharing proven methods and tools for unlocking cross-sector opportunities
- Informing members through quarterly roundtable meetings, webinars, site visits and peer-to-peer exchanges
- Proactively identifying opportunities for local partnerships

Public Policy & Advocacy

Advocate for public policies that support effective anchor strategies to enhance equity and build community health and wealth.

- Crafting and advocating for policies at the state, county and local levels that advance anchor strategies
- Promoting policies that align anchor objectives with those of surrounding communities

Support Local Partnerships

Unlock human and financial resources within and across partners to power investment in local communities.

- Providing technical assistance to help members implement & grow anchor collaboratives
- Proactively engaging members in anchor, municipal & neighborhood planning efforts
- Helping align anchors with local efforts to support equity in education, public health & economic development

What does a successful anchor partnership look like in our region?



Alignment for Partnership

Stamford Hospital

- Evaluated its 50-year facilities and service outlook
- Identified need for facility replacement and campus modernization

Charter Oak Communities

- Evaluated the long range outlook and viability of conventional public housing
- Determined to replace dense, aging public housing 'projects' with attractive mixed income communities

Neighborhood in Transition



Vidal Court
public housing
built in 1955,
demolished 2013



Fairgate HOPE VI mixed-
income
community, built 2010

Hospital Expansion Plan

Proposed Site Plan



Outcomes: Improved Livability & New Hospital Facility

- **Quality of Life:** Public-private investment in walk-able neighborhood, aligned with improvement in parks and public facilities; reductions in crime and nuisance conditions
- **Hospital Replacement:** New \$500M *state of the art* hospital with improved physical connections to the community



New Housing & Economic Development

- **Housing:** Created 550 units of attractive, mixed-income, healthy housing with on-site support services
- **Business Development:** Attracted new businesses and activated WSNRZ Merchants Association



Healthy Nutrition & Community Building

- **Access to Healthy Food:** Established Fairgate Farm community garden and nutrition education center supported by programs, volunteerism, farmers market and cooking classes
- **Obesity Prevention:** Kids' Fitness & Nutrition Services (KidsFANS), a community-wide taskforce for the prevention of childhood obesity has served thousands of children



Amir Kirkwood

First Vice President, Commercial Banking

Amalgamated Bank



AMALGAMATED BANK

AMERICAS SOCIALLY RESPONSIBLE BANK

Anchor Institutions Task Force (AITF)

Amalgamated Bank

November 15, 2018



amalgamatedbank.com
Member FDIC

A History of Responsible Banking

1923 – 2013

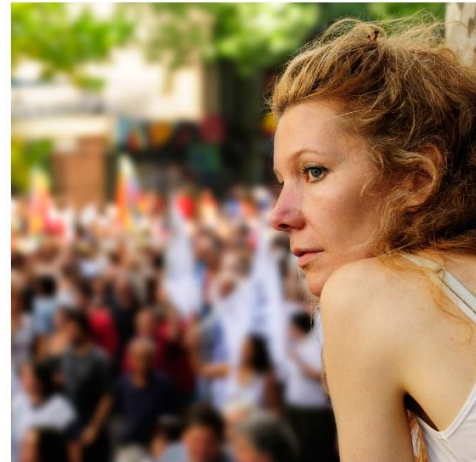
Bank of the Labor Movement



- Organized Labor
- Union Members

2014 – 2017

Progressive Community



- Organized Labor
- Affordable Housing
- Middle Market C&I
- Political Customers
- Nonprofits

2018 – Beyond

America's Socially Responsible Bank



- Organized Labor
- Nonprofits
- Sustainability
- Political Banking
- Foundations



Missioned Aligned Customer Strategy

We are organized to provide relationship banking model relying on industry expertise



1. **Regional sales structure with impact focus areas**
2. **Diversified banker team with extensive industry knowledge**
3. **Relationships built on Trusted Brand**
4. **Cross-product sales strategy to deepen client relationships**
5. **High-touch service model**



Our customers

We bank impact based organizations, institutions and social enterprises

Organized Labor



Political Banking and Progressive Infrastructure



Philanthropic and Nonprofit



Socially Responsible Enterprises



Banking Your Values

Our focus allows us to be the financial ally of the socially responsible movement

Community Development

- \$375MM in community development loans
- 74% of community development loans support affordable housing
- 6500 affordable housing units funded

Supporting CDFIs

\$53MM in loans to CDFIs to support community focused projects

Sustainability Lending

2x Campaign - \$750MM commitment towards sustainable lending by 2020

Amalgamated Bank
Mission-aligned

Non-profit lending

Over \$10MM in working capital to nonprofits

Socially Responsible Enterprise

Committed \$20MM to public/private partnership to support minority and women owned businesses

Political Orgs.

\$80MM in loans to politically progressive organizations and infrastructure



Socially Responsible Banking with Anchors

We employ public private partnerships to execute local strategies

Borrower: New York City Acquisition Fund, LLC

Purpose: Acquisition/rehab of affordable and supportive housing in NYC.

Amalgamated Loan Amount

\$10MM senior unsecured for 5yrs @ 3% fixed (2 year draw period and 3 year amortization)

Amalgamated Services

- Treasury Management – Operating Accounts
- Liquidity Management – Short Term Investments



Aligned Values with Anchors

- **Critical Funding Partners** – subordinated financing from City of New York, Robin Hood Foundation, Rockefeller Foundation, Starr Foundation
- **Community Development Lending** – Borrowers are Community Development Financial Institutions (LISC, Enterprise, Corporation for Supportive Housing, Low Income Investment Fund)
- **Local Impact** – The NYCAF has invested \$415MM in New York City's communities and created or preserved over 12,000 units of housing.



Socially Responsible Investment with Anchors

Anchors can utilize ESG Core Bond investments



Impact

Deliver core fixed income financial returns with a strategy that rewards higher ESG performing issuers and penalizes laggards ultimately through costs of capital.

Investment Objective

Invest in a portfolio of investment grade fixed income securities that meet conservative fundamental underwriting standards and excel in environmental, social and governance standards relative to industry peers.

Strategy

- Conduct fundamental credit underwriting of investment grade securities
- Screen-out ESG laggards, via MSCI ratings service
- Construct a solid “all-weather” portfolio designed to protect capital while generating income
- Custom separate accounts available



Thank You



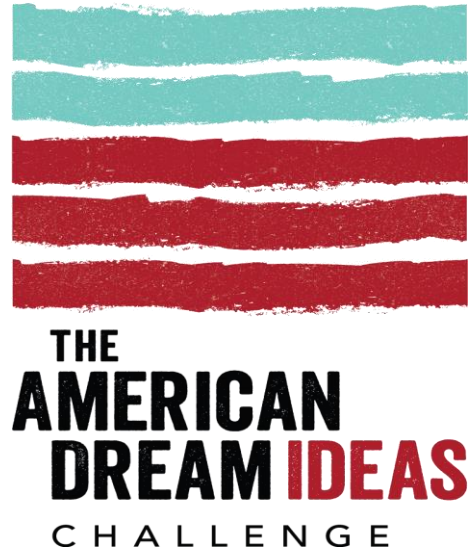
Courtney McBeth

Special Assistant to the President for Higher Education Innovation
Project Director, American Dream Ideas Challenge

Sarah Munro

Special Assistant to the President for Campus-Community
Partnerships
Director, University Neighborhood Partners, University of Utah





Courtney Hills McBeth, EdD

Special Assistant to the President for Higher Education Innovation
Director, American Dream Ideas Challenge

Sarah Munro, PhD

Special Assistant to the President for Campus-Community Partnerships
Director, University Neighborhood Partners

Anchor Institution Conference - November 2018





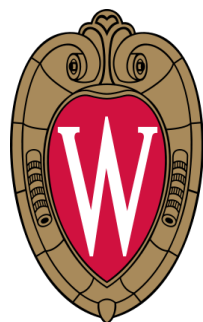
The American Dream Ideas Challenge aims to find, fund, and develop policy and technology innovations to support and strengthen Utah's middle class.

Specific Goal: to increase net income by 10 percent for 10,000 Utah households by 2020.

americandream.utah.edu



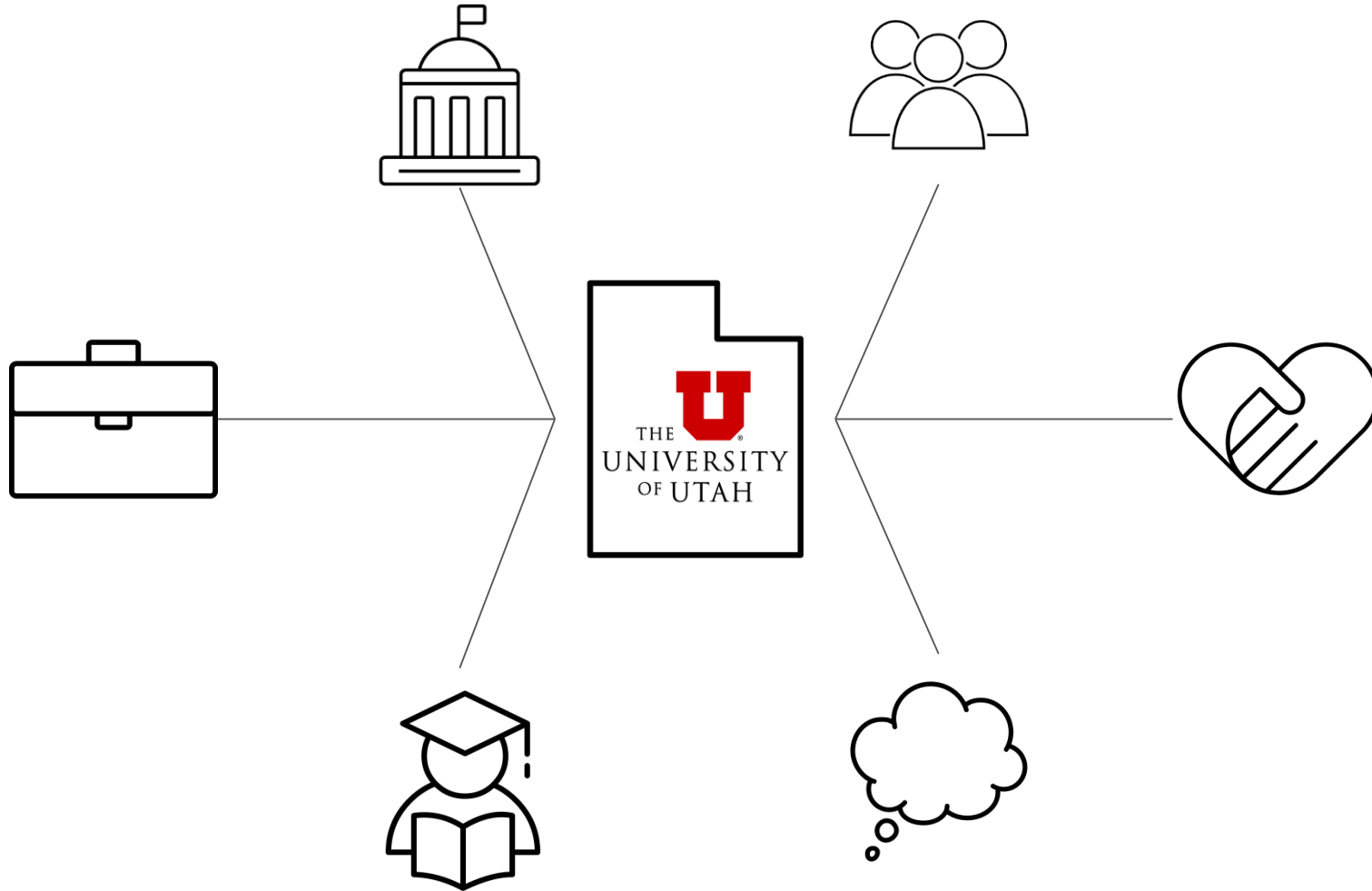
Alliance for the American Dream



SCHMIDT FUTURES



Statewide Grand Challenge & Cross-Sector Collaboration

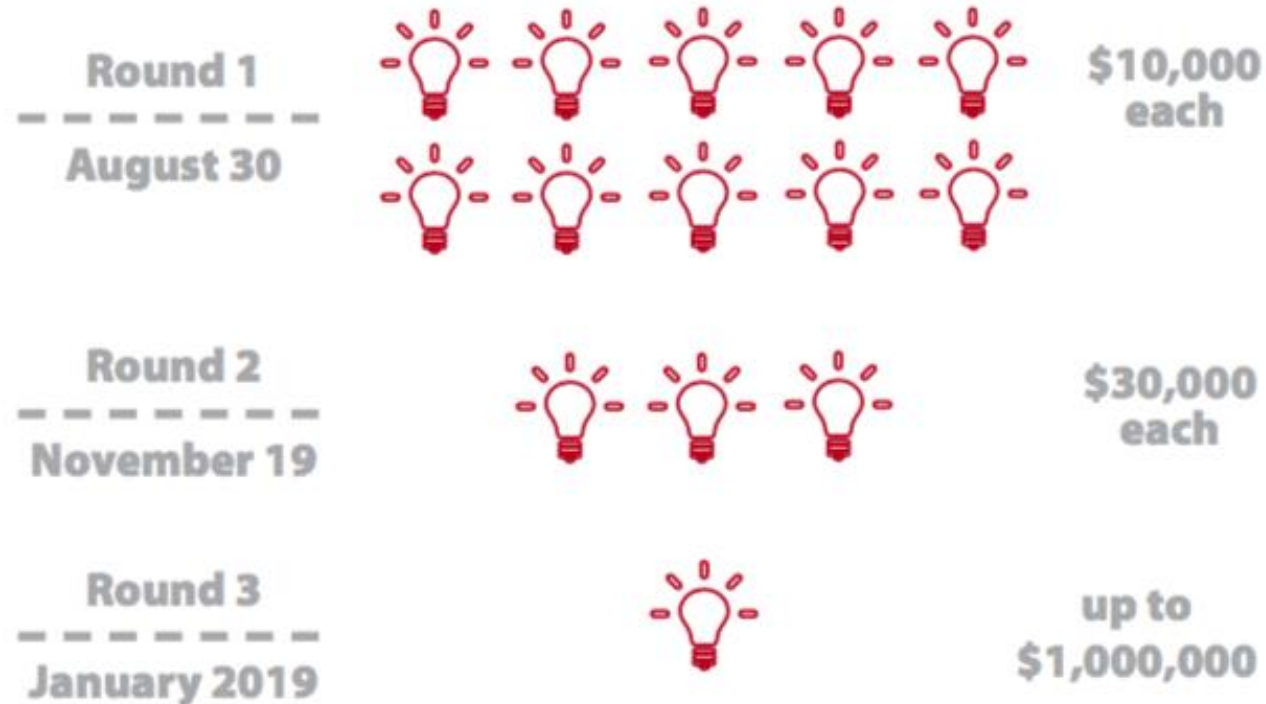


Proposals

We welcome creative proposals that focus on **sustainable** ways to expand **access to** and **increase stability** of the middle-class in Utah – whether through policy ideas or investible concepts for public benefit.



Challenge Process



Final 3 ideas will be forwarded on to compete nationally to receive up to **\$1 million** from Schmidt Futures.



Proposals

We are particularly interested in **innovative** and **interdisciplinary** solutions in the areas of health care, workforce development, education, transportation, housing, and supports for families.





Autism Futures

Expand employment and services for adults on the autism spectrum through a platform that connects them with employers, focuses on raising the income of these newly hired employees and supports families in transitioning youth with autism to the workforce.



Coal Country Strike Team

Create a "strike team" to work with community leaders to pursue a five-pronged policy platform in Utah's rural coal country, focusing on Emery and Carbon counties, to address problems (such as the opioid crisis) and promote opportunities in health care, tourism, employment and economic development training, technology and housing.



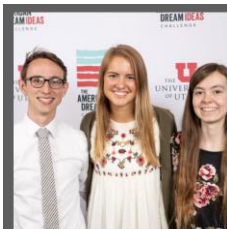
Community Design Innovation Hub

Design and implement a community hub in one of Salt Lake City's westside communities as part of a public-private housing development to connect residents to innovative educational and career pathways.



DASH Digital Pathways

Develop in-demand digital skills for educators, entrepreneurs and early career professionals. DASH, which stands for Design, Arts, Social Sciences and Humanities, aims to help participants build skills and earn verified credentials that support relevant, sustainable careers in Utah's classrooms and high-tech economy.



Debt Free Middle Class

Develop an app that creates a new culture of saving money by helping individuals and families restructure payments to get out of debt faster and make smarter financial decisions.



Developing Skills and Rural Businesses in the Gig Economy

Increase gig-economy employment in rural Utah through education and outreach to enhance freelance worker success and expand freelance opportunity throughout rural southern Utah.



Leveraging Value to Convert Healthcare Premiums to Income

Through a partnership with regional health plans, implement medication value assessment, value-based insurance design and outcomes-based contracting to decrease health care premium costs.



Mobility as a Service

Save middle-class citizens significant transportation-related expenses through a new mobility-as-a-service pilot that encourages use of and integrates public transportation options—transit, ride hailing, bike sharing, etc.—and reduces automobile ownership and use.



Neighbor

Allow Utahns with unused space in their homes or apartments to rent their RV pads, basements, sheds, closets, attics, etc. to other Utahns in need of self-storage, both reducing costs and providing income.



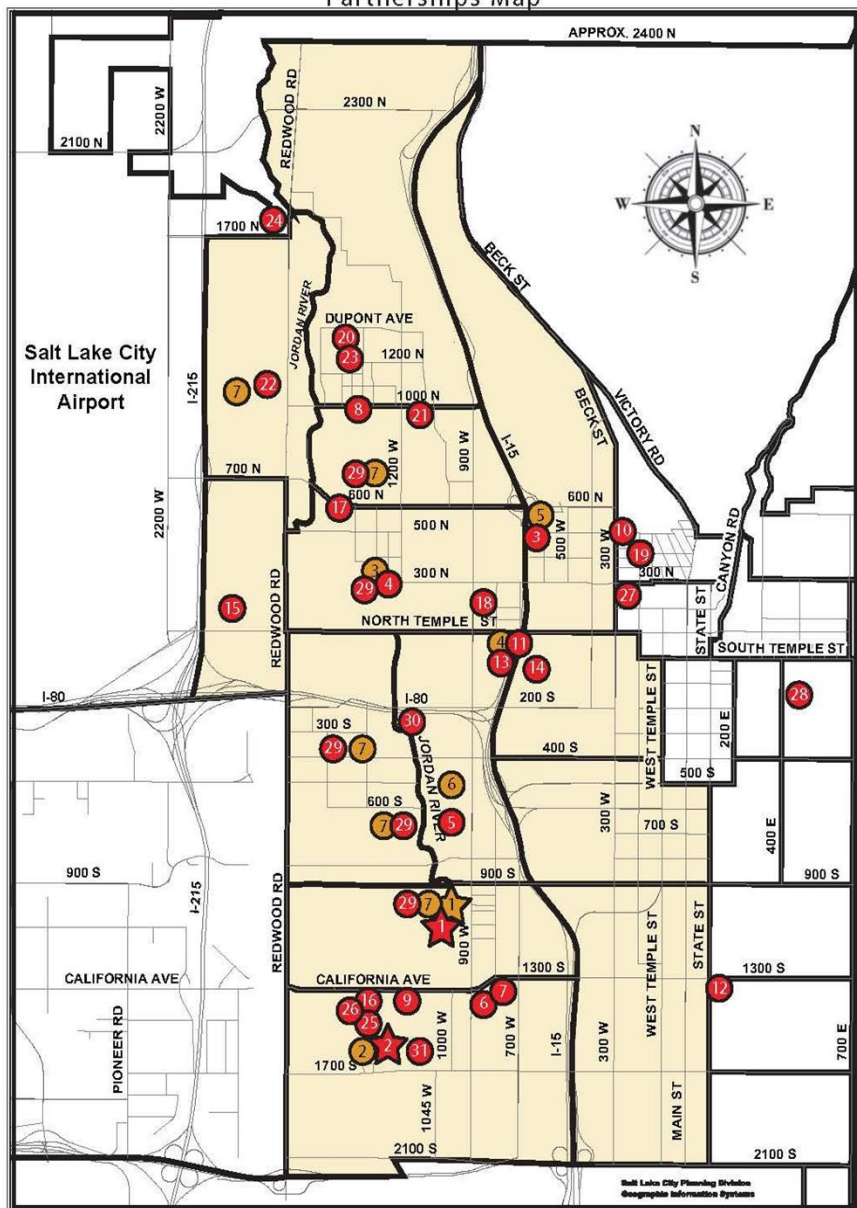
Single Parent Shared Living

Encourage shared living arrangements among single-parent families through the development of an app that matches interested parties, reducing living costs and, potentially, child care costs.

Top 10 Ideas



THE UNIVERSITY OF UTAH
UNIVERSITY NEIGHBORHOOD PARTNERS
Partnerships Map



University Neighborhood Partners

“Bringing University and west side resources together for reciprocal learning, action, and benefit. . .a community coming together.”



Anchor Role:

Engagement around shared goals
Long-term commitment (2001—present)

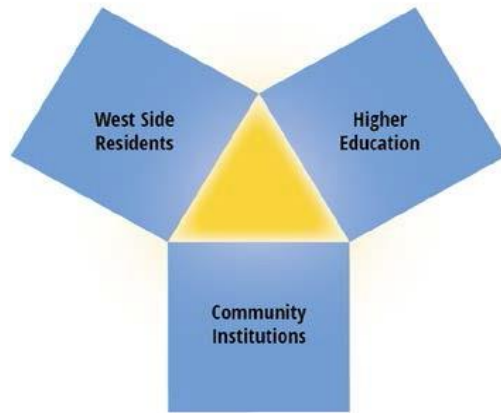
Community priorities	University priorities
Reduce systemic barriers to education & opportunity	Reduce systemic barriers to higher education
Strengthen neighborhoods; address historical inequities	Strategic goal: engage community to enhance health & quality of life
Build pathways to higher education	Increase diversity of students & staff
Support community leadership	Enrich teaching & research with skills to engage effectively with complex issues in multicultural society
Build community capacity & wellbeing (health, housing, employment, org. development)	

- 70+ partnerships; 33 sites
- U of U Departments: 44
- U of U Students: 102
- Organizational Partners: 63
- Residents Directly Involved:
4056



University Neighborhood Partners

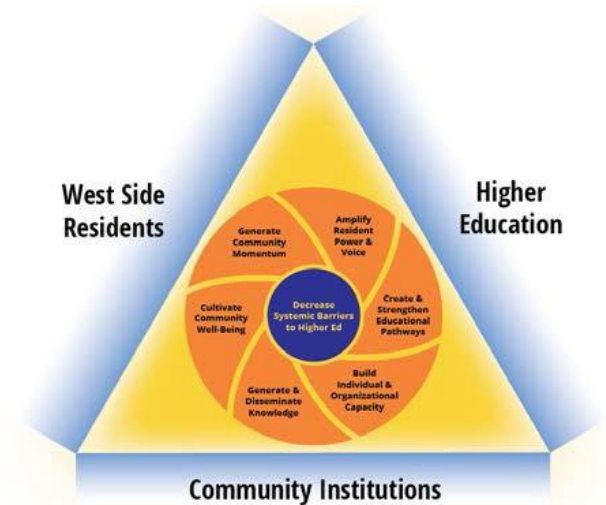
THEORY OF CHANGE



UNP acts as a convener, bringing together higher education institutions, community institutions, and Salt Lake west side residents in reciprocal partnerships aimed at shared goals.



Partnerships are based on a set of principles that ensure successful, sustainable, mutually-beneficial collaboration.



Partnerships target university and community outcomes, all feeding into the long-term goal of decreasing barriers to higher education.



University Neighborhood Partners

6 AREAS OF IMPACT



Create & Strengthen
Educational Pathways



Generate & Disseminate
Knowledge



Amplify Resident
Power & Voice



Generate Community
Momentum



Cultivate Community
Wellbeing



Build Individual &
Organizational Capacity

University of Utah's Engagement on Salt Lake City's Westside since 2001



Westside Web and Community Innovation Hub

Aligning neighborhood resources to create effective pathways to education and workforce training



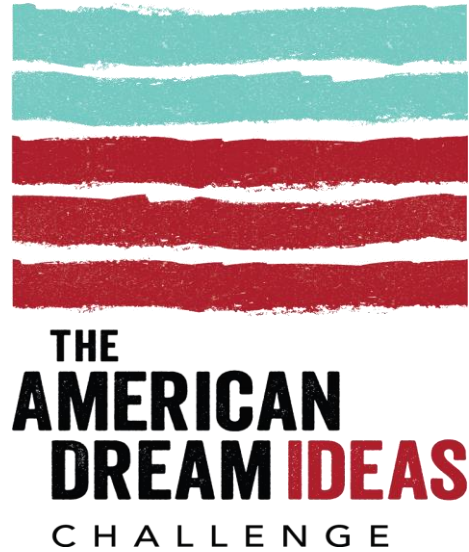
- Westside Web: connects 10 existing neighborhood resource centers
- Innovation Hub:
 - Coordinates Westside Web through collaborative research and data sharing
 - Combines affordable housing, education, entrepreneurship and workforce training spaces.





Lessons Learned





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Sarah Munro, PhD

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Director, University Neighborhood Partners

Anchor Institution Conference - November 2018



Special Briefings

Economic Development Subgroup

Anthony Sorrentino

Assistant Vice President, Office of the Executive Vice President

University of Pennsylvania

Health Professionals Subgroup

Angela Mingo

Community Relations Director

Nationwide Children's



Opening Reception

Empire Complex, 7th floor

