Anchor Institutions Collaborating in their Local Communities during the COVID-19 Pandemic —— 2nd Edition

This 2nd Edition is built upon the framework of the 1st Edition of Anchor Institutions' response to the COVID-19 Pandemic, and contains all new listings. If you would like to submit an example of an anchor institution/community partnership to be included, please send an email to sliu@margainc.com

Updated on 14 August 2020

Asterisks (*) are used to indicate institutions represented in AITF's membership.

Coronavirus Funds

For a comprehensive list of Coronavirus funds, please refer to the Funds for Coronavirus Relief produced by the Candid Organization.

- **Establish coronavirus funds for community-based organizations**

  Many universities and community foundations created their own funds or collaborated with other organizations to create funds to help community-based organizations that are supporting local workers and families.

  - **Princeton University*** has established the Princeton University Relief Fund to provide additional direct support to community organizations that are working to alleviate economic distress related to COVID-19 among individuals and businesses. The initial University commitment to the fund will be $1 million.

  - **The United Way of Washington County** and **the Community Foundation of Washington County** have raised $222,000 to help the community get through the COVID-19 crisis. The Washington County COVID-19 Emergency Assistance Fund is established to support community-based organizations and partners who directly help those adversely affected by the pandemic.

  - **Bechtel Group Foundation** established Bechtel COVID-19 Relief Fund in partnership with the crowdfunding nonprofit **GlobalGiving**. The newly established Bechtel COVID-19 Relief Fund will support local nonprofit organizations that provide vital services to people in areas where Bechtel Corporation maintains offices and project sites.

  - **The Community Foundation of Greater Memphis Foundation** established the Mid-South COVID-19 Regional Response Fund to provide flexible funding to organizations serving people impacted by novel coronavirus and the economic consequences of the pandemic in West Tennessee, eastern Arkansas, and northern Mississippi.

  - The San Diego COVID-19 Community Response Fund is rapidly deploying resources to nonprofit organizations that are supporting low-income workers, families and vulnerable communities most affected by the coronavirus crisis. It is hosted and administered by **the San Diego Foundation** in collaboration with County Board of Supervisor Nathan Fletcher, the co-chair of the County's COVID-19 subcommittee, and seeded with $1.25 million from The San Diego Foundation and $1 million from San Diego Gas & Electric.

- **Establish coronavirus funds for small businesses**

  Anchor institutions and/or community foundations have established funds to help small businesses.

  - **Harvard University*** announced the formation of a grant program to provide emergency funding to non-profit organizations and community groups serving the Allston-Brighton neighborhood of Boston. The Harvard University Allston-Brighton Emergency Response Grant will allow recipient organizations to quickly mobilize and respond to the needs of the community during this unprecedented global health crisis.

  - At the onset of the COVID-19 pandemic in March, **the University of Pennsylvania*** decided to provide $5 million in emergency financial support to independently-owned retail tenants ($1.2 million in rent abatements), to the Enterprise Center of West Philadelphia ($100,000), and University City small businesses ($250,000). In collaboration with University City District (UCD), UPenn arranged grants for small businesses in the community that UCD then awarded and distributed.

- **Establish coronavirus funds for students**

  Some universities have established funds that provide emergency support to undergraduate and graduate students.

  - To support employees and students impacted by the pandemic, **Jefferson Health** in Philadelphia has established the COVID-19 Better Together Fund, which has raised $7.5 million by mid-August. The Fund is providing help in ways by: supporting JeffSecure, the emergency fund to assist students with financial support; providing assistance for employees facing unforeseen hardships; funding transportation for employees if public transportation becomes compromised, etc.

  - **AT&T** is creating a Distance Learning and Family Connections Fund to give parents, students and teachers tools they need for at-home learning. The fund also will provide resources to maintain meaningful connections and bonding opportunities for those isolated from family and friends due to coronavirus/Covid-19.

- **Establish or donate to coronavirus funds that help provide local services**

  Some funds have been established/donated to help community-based organizations that provide local services.

  - Jacksonville area nonprofits that help women escape poverty and coronavirus-impacted families avoid devastation collectively received a $1.09 million funding infusion from the Women's Giving Alliance and its founder, **The Community Foundation for Northeast Florida**. The alliance, a group of women who pool their philanthropic giving to improve the lives of women and girls, recently awarded a record $595,000 in grants to eight nonprofits.

  - **United Philanthropy Forum** announced the launch of the Momentum Fund to support nonprofit organizations managing active COVID-19 relief and recovery funds that are helping communities recover from the COVID-19 pandemic. The Momentum Fund will be awarding grants of up to $100,000 to 501(c)(3) organizations managing COVID-19 funds that are providing grants to other 501(c)(3) organizations that are meeting the needs of communities and populations whose health and/or financial situations have been most severely impacted by the COVID-19 pandemic and who have been historically marginalized and underserved in our country.

Coronavirus-related Research

- **Conduct research on the social and economic impact of the Coronavirus**

  Some universities and organizations have examined the impacts of Coronavirus from various perspectives.

  - Researchers at **the University of Chicago** explore a [local application of the Human Development Index](#), looking at rates of COVID-19 across neighborhoods and how that can inform public-sector decision-making. The results revealed that the COVID-19 pandemic had a greater impact on communities with low human development and thus also lower life expectancy.

  - On July 7, **the School District of Philadelphia** [released the results of a Re-opening survey](#) taken by more than 36,000 students, parents, guardians and staff members between June 15-22. Of the 15,000 parents and guardians who completed the poll, 47% said they would send their kids back to schools under the current circumstances. If safety measures are put in place, 62% said they would let their children return.

  - On July 21, **the University of California*** released results from a new survey of California youth that provides insights into their political and civic engagement as the 2020 general election approaches amid COVID-19 challenges. The University also released a concurrent brief summarizing the latest data on undergraduate voter participation and trends among the UC student population. Both the survey data and UC brief reinforce larger national trends showing a surge in youth involvement.

  - At the **University of Virginia***, electrical and computer engineering and data science professor Jundong Li and data science professor Daniel Mietchen will [explore the range of data-related decisions](#) made by society during COVID-19 and analyze the flow of information, data and metadata.

- **Use up-to-date technologies to help forecast and control pandemic**

  Some universities have tried to forecast and control pandemic by leveraging advanced data analytical approaches.

  - Scholars at **Georgia Tech**'s* School of Computational Science and Engineering (CSE) have been [using a data-driven approach to disease forecasting](#). Their team is using deep learning models to forecast specific targets related to the trajectory of Covid-19 at the national, regional, state, and local levels. The CDC synthesizes their weekly and monthly predictions with other models to help determine policy and other planning decisions to help communities prepare for and fight the disease.

  - **Carnegie Mellon University** and other higher education institutions are partnering with the Commonwealth of Pennsylvania [to make informed decisions based on the best data and science available](#). To determine when a region is ready to re-open and return to work, the incidence rate of COVID-19 cases per capita will be evaluated and several public health requirements must be met. A regional assessment will measure COVID-19 cases per the population and will need to be an average of less than 50 cases per 100,000 individuals over the course of 14 days to return to work. The administration will work closely with county and local governments to enable the communities to re-open and transition back to work.

Equity, Inclusiveness and Diversity

- **Address racial equity**

  Hospitals, universities and other anchor institutions are trying to identify and reduce racial inequities in virus testing and treatment.

  - In order to allocate scarce resources, **the RWJBarnabas Health*** looked at resident's identified needs and a number of factors to come up with a way to distribute supplies as equitably as possible using an equity tool that includes the size and density of the targeted area, diversity, health disparities, wealth gap, etc.

  - **We Are Down Home North Carolina** has launched a mutual aid fund to help rural, low-wealth families and communities of color in the central and western parts of the state cover basic expenses. Down Home also is offering part-time employment to some of its members affected by the economic downturn. (Fiscal sponsor: Alliance for a Just Society)

  - "It's hard to do community engagement without meeting the community," argued Luis Carvajal-Carmona, whose lab at **UC Davis** university's Genome Center conducts research on cancer and human genetics while collaborating with the UC Davis Comprehensive Cancer Center to increase Latino participation in preventative screenings and clinical trials. Luis said "Latinos have been disproportionately affected by the COVID-19 crisis. About a third of the surrounding Latino population are foreign-born, and a good fraction lack basic health insurance."

  - In the paper, "How academia should respond to racism," published in Nature Reviews Gastroenterology and Hepatology, faculty and staff at **the Ohio State University College** of Medicine and The Ohio State University Wexner Medical Center propose a framework that academic medical centers can use to combat racism. It focuses on reforms in education and engagement, funding, policies and practices. The framework suggests academic medical centers adopt and implement key practices across multiple domains such as: "stop the line" for racism, community advisory council, etc.

  - **University of Miami* Libraries** is working to educate the community in the fight for racial justice, a team of librarians has curated a resource guide to help people get information. "It's designed to assist our community in educating themselves in figuring out ways to advocate for improved conditions, especially along the lines of race and ethnicity," said Roxane Pickens, director of the Learning Commons and Africana Studies librarian. The community now has quick access to a vast amount of materials available through the University of Miami Libraries including books, e-books, and films, as well as publicly available resources, such as websites, archives, curricula, reading lists, and more.

  - **The University of Pennsylvania's*** Perelman School of Medicine and Netter Center for Community Partnerships have a long-standing partnership with the Dr. Bernett L. Johnson Sayre Health Center. To help address the racial gap in access to testing, Penn Medicine deployed an addiitonal seven nurses, doctors, and physician assistants to create a drive/walk-through COVID-19 testing site at Sayre Health Center for the primarily African-American community of West Philadelphia. The staff is also screening for anxiety and depression while patients wait between test ordering and swabbing.

- **Care for disadvantaged populations**

  Hospitals, libraries and other anchor institutions are helping disadvantaged populations infected or affected by COVID-19.

- The **Edmonton Public Library**, in the City of Edmonton, Canada, is taking some of its operations outside to give the city's homeless a place to read books and magazines, use a laptop computer or participate in adult classes. Called EPL on the Square, the pilot project has three designated areas in Sir Winston Churchill Square for outdoor library services.

- As libraries enter their fourth month with shuttered doors, staff from the Portland area's major library systems are attempting to digitally reconstruct library resources for kids and restore limited physical services for families without access to technology. Public libraries also provide resources related to Internet access and language learning to underserved communities, said Samantha Wikstrom, a children's librarian at the **Tualatin Public Library**.

- In late July, six local organizations have teamed up to provide free medical services to increase access to care for individuals experiencing homelessness in the greater Grand Rapids area, MI. Area hospitals and universities (including **Grand Valley State University's Kirkhof College of Nursing, Mercy Health Saint Mary's, Metro Health – University of Michigan*, Michigan State University* – College of Human Medicine, and Spectrum Health**) worked with Mel Trotter Ministries to open a free clinic at its downtown location. The goals of this free onsite clinic announced July 22 are to help patients live healthier lives, treat acute and chronic conditions, reduce gaps in care, and reduce unnecessary EMS and emergency room contacts.

- To keep seniors moving, involved, and connected to others, **Rutgers University-Newark**'s* Office of University-Community Partnership's Advocates for Healthy Living Initiative and their community partners launched "Living Your Best Life Virtually" on July 6. Funded in part by a $10,000 seed grant from the Rutgers Global Health Institute, the five-week series of virtual sessions focus on maintaining the health and wellness of older adults during the COVID-19 pandemic.

- **Make equity statements and strategies**

  Some anchor institutions have addressed equity at the forefront of their Coronavirus response.

  - In Boston and the Greater Boston area, reports show that Latino, African American and vulnerable communities have been disproportionately impacted by the COVID-19 pandemic. To help address this issue, **Mass General Brigham and Women's Hospital** has launched a Community Health COVID-19 strategy. The main goals of this strategy include: expanding testing to better identify COVID-19 positive individuals in these communities, creating routine channels of communication with community members, using care managers and community health workers, to focus on COVID-19 positive individuals and those at-risk to assess the ability to isolate, symptoms and the need for additional service.

Gradual Reopening under Strict Health Safety Guidelines

- **Reopen branches/campuses step by step**

  - The **Queens Public Library** reopened seven branches across the borough with "to-go"

service and returns six days a week, started on Monday, July 13. Each of the buildings that are in use underwent extensive cleaning, and spaces were configured for physical distancing. In accordance with expert recommendations, all returned materials were set aside, or "quarantined," for 72 hours before they are put back into circulation.

- As part of New York City's reopening, **The New York Public Library** is continuing the careful, phased process of [returning limited service to its physical locations](#) after temporarily closing due to the outbreak of COVID-19. As of August 3, it has expanded grab-and-go service to 30 library locations, following the initial reopening of 8 library locations on July 13.

- **Adjust operation models accordingly to the new reality**

  - **The Kaiser Permanente Bernard J. Tyson School of Medicine** [opened its doors in early August](#) for the first time in Pasadena, CA, immersing its inaugural class of 50 students in a hybrid learning model. "We will have a hybrid model of in-person learning and virtual platforms; we looked at every component of the curriculum and decided what made the most sense for that specific topic," said Schuster, the school's founding dean and CEO. "We considered the full range of possibilities, and we are prepared to go fully virtual if we need to, but for now we are able to make it work with the hybrid model, and we think that's going well."

Hospital Capacity

- **Enhance virus testing capacity**

  Hospitals, universities, and other anchor institutions have helped to improve virus testing capacity.

  - **Howard University** Faculty Practice Plan began [offering free Coronavirus testing](#) at its Benning Road Clinic (4414 Benning Road NE) on May 5th. The testing site was funded by a grant from Bank of America and provides a critical resource in an area that needs testing the most. Bank of America has awarded a $1 million grant to the Faculty Practice Plan (HUFPP) to improve access to COVID-19 testing in the diverse Washington, D.C. communities.

  - **Northwell Health**, New York's largest healthcare provider, [is partnering with New York State to establish 24 additional, temporary testing sites](#) at churches in predominantly minority communities.

  - **The University of Florida Health** teamed up with The Villages® community, The Villages Health primary care network, Florida Gov. Ron DeSantis and state health and emergency management officials to [begin offering large-scale testing](#) for COVID-19 to residents of the region. The initial efforts involved a team of about 25 volunteer UF Health medical professionals together with Villages Health personnel to evaluate 400 to 500 people a day for the next five days who had preregistered for evaluation and potential testing starting Monday.

  - In Mississippi, **the University of Mississippi Medical Center (UMMC)** created an online scheduling app and collaborated with the state department of health to [provide more than 50 rural testing sites](#). Meanwhile, at the **University of Arkansas for Medical Sciences (UAMS)**, leaders decided to take testing on the road. "We just loaded everything into a van and rode

off," says Jennifer Hunt, MD, chair of the Department of Pathology and Laboratory Services.

- **Increase hospital bed capacity**

   Empty dorms of universities, sports stadiums and other large properties have been used as medical facilities. Some hospitals have launched home monitoring programs.

   - In early July, as reported cases of COVID-19 continue to soar in Florida, the state Department of Health has indicated to the City that it wants to extend its lease for a testing site and temporary hospital at the **Miami Beach Convention Center** through September 6 with an option to extend to October. The site has seen robust numbers of people seeking coronavirus and antibody tests but the treatment facility remains empty as area hospitals continue to have capacity to treat patients. It's the second lease extension since the original lease was signed in April.

   - **John Peter Smith Hospital**'s COVID-19 Home Monitoring Program through JPS Network has launched in July. The hospital puts teams of nurses and social workers in close touch with patients battling coronavirus at home. In early August, there were hundreds of COVID-19 patients being treated at home under this program in Forth Worth, TX.

   - To help cope with the statewide influx of COVID-19 patients, **Rutgers School of Dental Medicine (RSDM)** has converted two of its clinics to treatment areas for University Hospital patients in early May. Care began in April at the temporary facilities.

- **Create new service models**

   Some hospitals have created new service modes to address needs for underserved communities.

   - **Rush University Medical Center,** the flagship teaching hospital within the Rush University System for Health, is unveiling its new service model, *Agile Adapt*, emerging from its exceptional results in addressing patient, staff, and community needs during the ongoing COVID-19 crisis. Agile Adapt allowed Rush, unlike other hospitals, to continue accepting patients in need of acute services throughout Chicago's initial COVID-19 surge, while also caring for the system's sickest non-COVID patients and monitoring the health of the community Rush serves.

- **Provide convenience for medical teams**

   Universities, hospitals, corporations and other anchor institutions have helped to provide convenience for medical teams.

   - **Harvard*** has made the Harvard Square Hotel available to the Cambridge Health Alliance and Cambridge Police, Fire and EMS for housing health care workers and first responders. Said Cambridge City Manager Louis DePasquale: "We very much appreciate Harvard's support for the city's efforts to confront this crisis.

Information Sharing

- **Provide electronic voting resources**

Campus voter engagement groups have developed and supported COVID-19 Voter Guides and other electronic voting resources.

- The **ALL IN Campus Democracy Challenge**, an initiative of non-profit organization Civic Nation, has been sharing information and resources to help support the virtual nonpartisan democratic engagement efforts of campuses. Releasing this summer, ALL IN is launching a rebranded and retooled website (https://allintovote.org/) as a one-stop-shop for campuses and their students to navigate the voting process powered by BallotReady's Civic Engine.

- **The University of Miami**'s* chapter of Get Out The Vote (GOTV), a student-led non-partisan organization, is established to [ensure that students are supported and knowledgeable about how to cast their ballots](). Webinars and social media campaigns will replace GOTV's in-person gatherings this semester.

- **Provide information on volunteering and donating**

   Universities have provided university/government guidance as well as opportunities of volunteering and donating for staff and students.

- **The University of Edinburgh** has provided information about the university's work with the local community around Covid-19, how staff and students can help, and how community partners can get in touch. University staff and students wishing to volunteer in a personal capacity were advised to follow the advice of Volunteer Edinburgh and the Scottish Government, which was listed on the [University's webpage]().

- Community Engagement & Leadership at **Oregon State University** have been posting [COVID-19 related community engagement opportunities on its website](). It is not currently hosting in-person service projects but encourages public service, philanthropy, and community engagement in the following opportunities to meet area community needs as individual's personal circumstances allow: direct service & philanthropy, a local mutual aid effort via community organizing, etc.

- Office of Community Engagement at School of Medicine of **Stanford University*** has [published a Spring 2020 Newsletter-Special COVID-19 Issue](), which highlights volunteering or financial needs from its community partners such as local food banks, community health centers and other non-profit organizations.

- **Provide general public health information**

   Some anchor institutions have published general public health info/CDC guidelines for community residents.

- Organizations around the world have created coronavirus-tracking tools to monitor COVID-19 cases through real-time analytics. A **Florida International University*** professor, who specializes in theoretical optimization and learning algorithms, has [created a dashboard]() that can predict the number of cases and deaths from COVID-19 using data analytics.

- In mid-July, the **American School Health Association** held a day-long, virtual event about [Preparing for a New Learning Environment: Considerations in the Era of COVID-19](). This event was a gathering of experts from the CDC, American School Counselor Association, the Global Recess Alliance, and many others.

- Within days of the release of the first Safer at Home orders in March 2020, **the Altadena**

Library team [called a virtual meeting with local stakeholders to form Altadena Connections](#), an informational email service designed to provide hyper-local COVID-19 updates and highlight the efforts of local groups to respond to the pandemic. Throughout the spring, Altadena Connections distributed over 20 informational updates to over 13,000 people highlighting safety, public health, business, civic engagement, and financial resources.

- **New York Public Library** teamed up with Civic tech startup Cortico's Local Voices Network and The City (an independent, non-profit newsroom) to [create a forum for discourse on community issues](#) including public health information. Those recorded conversations will be made into a searchable database "for journalists, decision-makers, and other local stakeholders," to consider in their reporting and decision-making processes. Local Voices' public conversation network is operating in Madison, Wisconsin and has planned launches in Alabama and Massachusetts.

- **Provide information about critical resources, services, and skills**

  Anchor institutions have published information about access to food, transportation, and other critical resources, services and skills.

  - A new website created by the **Hayden-Harman Foundation** is [connecting folks that live in the greater High Point area, NC](#), with agencies that can answer their coronavirus questions. The website Highpointresources.org covers coronavirus related topics like unemployment assistance, senior care and food insecurity.

  - As Pennsylvania prepares to return to some sense of normalcy under Governor Wolf's phased reopening plan, **Philadelphia Works** (PhilaWorks), the state's largest workforce development board, has [transitioned many of the resources that career seekers use to meet their career goals from inside its PA CareerLink® centers to an online platform](#).

  - **The State College Borough** intended to be a resource hub for those experiencing food insecurity, providing resources and making connections when possible. On [its website](#), the information of food banks and local pantries, food donation and meal programs, etc.

  - **Johns Hopkins University**, **Purdue University** Global and **the University of Houston** are [offering free online classes covering the basics of contact tracing](#), an established practice in public health of identifying the contacts of individuals who become infected with a communicable disease and notifying those contacts of potential exposure as part of an effort to contain transmission.

- **Summarize and publish other institutions' response to COVID-19 pandemic**

  Some college systems and associations have summarized and published other member institutions' responses to COVID-19 pandemic as examples to share.

  - The Chronicle of Higher Education is teaming up with **Davidson College**'s College Crisis Initiative (C2i), which has collected reopening plans for nearly 3,000 institutions, to [present a fuller view of the fall](#).

  - **The North Carolina Community College System** has created a [webpage](#) to summarize and update information on how community colleges are helping during COVID-19 pandemic in NC. Relevant examples include medical supplies donation, parking lot used as drive-thru

testing site, face shields production, etc.

- The **American Library Association** [has provided information](#) about preparing for a pandemic, including library-specific policy suggestions and more universal resources on pandemic education, prevention and preparation. Some of the resources are specific to seasonal influenza outbreaks and the 2019/2020 COVID-19 pandemic, but can be used more universally to help educate and inform decisions on pandemic prevention and preparedness.

- Lisa Janicke Hinchliffe, the coordinator for information literacy services in **the University Library at the University of Illinois at Urbana-Champaign***, teamed up with Christine Wolff-Eisenberg, the manager for surveys and research at Ithaka S+R, [developed a prototype survey for academic librarians](#). More than 800 academic libraries – of the more than 3,000 such institutions in the country – have provided information through the Academic Library Response to COVID19 survey. The [online portal](#) for the project provides real-time dissemination of the survey results, and Hinchliffe and Wolff-Eisenberg have written three analyses of the data since the project began March 11.

Medical Support and Daily Necessities Supplies

- **Conduct medical research and medical equipment production**

  Many universities have been conducting research on COVID-19 therapies/vaccines, and manufacturing/collecting medical equipment.

  - **MIT** [Emergency Ventilator (E-Vent) Project is established](#) to provide the best information, focused around safety, on automating a manual resuscitator, as a potential means for longer-term ventilation. The system is intended to serve as bridge devices and help with the triage of available respirators and clinicians trained in respiratory therapy. This may allow less severe patients to be cared for by less specialized clinicians, while resources are focused on those most in need.

  - **The University of Mississippi Medical Center** [is inventing a ventilator](#) than can be built from $50 with easily available parts like a garden hose and a lamp timer; and hospitals in Mississippi have been coming up with technology to decontaminate and reuse N95 respirator masks critical to helping protect healthcare workers.

- **Donate medical supplies**

  Some anchor institutions and corporations have donated medical supplies to local relief funds or health professionals.

  - **The University of Connecticut*** [cleaned out all its on-campus labs](#) (engineering, nursing, chemistry, biology, pharmacy, genetics, physical therapy) and donated masks, gloves, and gowns to the university hospital and other area institutions.

  - Active in serving 12 counties of the Alabama Black Belt – Bullock, Choctaw, Dallas, Greene, Hale, Lowndes, Macon, Marengo, Perry, Pickens, Sumter, and Wilcox counties – **Black Belt Community Foundation** quickly [connected with county commissioners and probate judges from each county to ascertain local need of face masks for the general public](#).

- After her husband's COVID-19 had been cured at a hospital, Amy Breslow started a fundraising project with **The Cooper Foundation**, Connecting COVID-19 Family & Friends, to purchase an iPad for every ICU room, so patients can FaceTime with their families at any time. The Breslow's story has received media attention nationwide and Amy continues to advocate for COVID-19 treatments, sharing information to those still battling the virus.

- **The Black Belt Community Foundation** distributed 7,500 face masks to the counties of Alabama Black Belt based on their populations. The type of masks distributed aren't the PPE used for frontline responders and health care workers, but rather the type that is ideal for wear by members of the public in their day-to-day activities.

- **Produce medical supplies**

   Some anchors and corporations have been re-purposing their capabilities and resources to help with designing, manufacturing or transporting medical supplies.

   - Most healthcare workers are now wearing face masks during their entire shift, which puts pressure and increased friction on the backs of their ears. In order to help, one of the engineers at **Whirlpool Corporation's Ottawa**, Ohio Operations, Nathan Ellerbrock, came up with the idea of creating "s-hooks" and "extenders" for medical face masks using the 3D printers at the plant.

   - At the Oshman Engineering Design Kitchen (OEDK), a dedicated hub for students to design and prototype solutions for real-world engineering challenges at **Texas Medical Center**, an automated bag valve mask ventilation unit was designed by engineering undergraduates. As news of ventilator shortages in areas hit hard by COVID-19 grew, an online video of the unit began growing in popularity, even piquing the interest of the U.S. Department of Defense and the U.S. Navy.

   - The pandemic and resulting shutdown of exports caused shortages of personal protective equipment (PPE) for many hospitals around the country, including **Children's Hospital of Philadelphia (CHOP)**. CHOP's supply chain team worked quickly to identify gaps in its flow of products by turning to businesses in its community. "When we identified the most critical needs, we turned to a local distillery to produce hand sanitizer and three local suppliers to produce clinical masks", said CEO Madeline Bell.

   - **Rice University** and Canadian global health design firm Metric Technologies have developed a portable, automated bag valve mask (BVM) ventilation unit to help patients in treatment for COVID-19. Designed for affordability and utilizing off-the-shelf components, ApolloBVM can be built for less than $300 and can squeeze a common bag valve mask for hours on end.

   - To assist with personal protective equipment (PPE) supply shortages, **Georgia Tech***, in some instances, with assistance from other contributors, has developed and produced equipment and supplies as additional public health measures in accordance with the recommended Strategies to Optimize the Supply of PPE and Equipment as set forth by the Centers for Disease Control and Prevention (CDC).

- **Provide direct food supplies**

   Anchor institutions have been using their dining facilities to provide food supplies directly.

- In partnership with the Greater Chicago Food Depository, the **University of Chicago*** is now providing meals at more than 20 sites across the University's nine-neighborhood focus area, on track to meet 225,000 meals by mid-June.

- The Latino Community Fund, in Georgia, is providing emergency assistance for immigrant and refugee families in crisis in five counties in partnership with community organizations distributing food and providing rent and other financial assistance.

- To address food insecurity in local communities this summer due to the pandemic, **Princeton University**'s* Campus Dining, Office of Community and Regional Affairs and John H. Pace, Jr. '39 Center for Civic Engagement have established the Summer Food and Nutrition Program. The initiative will include collaborations with the Princeton Public Schools and three area nonprofits to provide meals for at-risk families, children and individuals.

- **Support local daily necessity providers**

  Foundations, anchors and corporations have provided grants and other forms of support to local daily necessity providers or to residents directly.

  - **MegaMex Foods**, a leader in the Mexican foods category, has announced donations of cash and products totaling $100,000 to help with COVID-19 relief efforts. Among the beneficiaries is World Central Kitchen (WCK) in support of its community feeding programs. To help those impacted by COVID-19, WCK is activating hundreds of restaurants and kitchens to feed vulnerable communities and brave medical professionals on the front lines and to support the distressed restaurant industry.

  - By partnering with local nonprofit Raising Arrows and using food donated by the school systems, **the Walker Area Community Foundation (WACF)** quickly established a food distribution system that distributes more than 2,000 hot meals each day, all distributed at designated drive-thru pickup locations throughout Walker County, AL.

  - Trustees of **The Duke Endowment** in Charlotte, N.C., have awarded a $3.5 million grant to Feeding the Carolinas, a network of 10 food banks serving more than 3,700 charitable agencies in North Carolina and South Carolina. The funding will help Feeding the Carolinas respond to increased demand due to the COVID-19 pandemic.

Multi-institutional Partnerships and Collaboration

- **Establish multi-institutional collaborative initiatives or projects**

  Some multi-institutional collaborative initiatives or projects have been established.

  - In mid-August, the Talloires Network has announced the winners of the University Award for Civic Engagement, which is a program established in collaboration with Open Society Foundations to support innovative projects in the Global South during the pandemic. The award recipients include: **University of Zimbabwe** in partnership with the Glen Norah Community Cooperative to address the devastating COVID-19 impacts on people's livelihoods and the local economy; **Mount Kenya University (MKU)** in collaboration with Partners for Care (PFC) to implement more sustainable and impactful interventions in rural East Africa to improve the quality of water and sanitation services; **National Autonomous**

University of Nicaragua UNAN – Managua in collaboration with municipal mayors and non-profit community institutions to promote biopsychosocial health and wellness habits; **Universidad Veracruzana (UV)** in partnership with the Veracruz State Department of the Environment to involve local communities and indigenous youth in food security projects throughout the region in Mexico; **Meridian Global University (MGU)** in partnership with Access Care Foundation to provide basic healthcare services for people trapped or displaced by the conflict in the Anglophone Regions of Cameroon.

- **Share experience and resources**

Various community foundations and other anchor institutions have shared experience and resources with each other.

  - **Council on Foundations*** have developed a COVID-19 Resource Hub to provide information on council resources, external resources, response funds, survey, news and council updates. A series of webinars and roundtable events are also organized for the philanthropic field to share experience and resources with each other.

Stress-relieving for Organizations, Households and Individuals

- **Continue to provide utility services**

Electricity, water and other utility providers are continuing to provide stable services to meet the basic needs of households, regardless of their account status.

  - **Xylem Watermark**, the corporate citizenship program of global water technology company Xylem Inc. (NYSE: XYL), announced support for UNICEF's COVID-19 relief efforts on May 13th. The partnership will provide access to safe water and sanitation for vulnerable children and families. Xylem's COVID-19 contribution will be directed to the most at-risk communities, providing critical supplies and supporting UNICEF's community health programs and youth engagement initiatives.

- **Ease grantee's operation**

Some community foundations have assessed grantees' needs and eased restrictions on their operations.

  - The Foundation for Louisiana has been helping grantees address emerging needs such as lost wages, childcare expenses, medical expenses, bail funds, adequate medical care and protections for incarcerated individuals, and unanticipated expenses. It has also been funding efforts to ensure an equitable recovery from the pandemic.

- **Make donations to local organizations**

Many anchor institutions have made donations directly to local organizations to relieve their financial stress.

  - **Harvard University* and the Massachusetts Institute of Technology (MIT)** have made matching donations of $250,000 each to the city of Cambridge to cover costs associated with the creation of a temporary emergency shelter at the War Memorial Recreation Center, Field House, and garage.

- **Provide legal aid to vulnerable populations**

Some anchors have provided legal aid to vulnerable populations by using digital approaches.

- Students and staff members at **Suffolk University Law School**, in Boston, organized an assembly line of volunteers to design mobile-friendly court forms and assist lawyerless people with their filings. Court officials are sharing relevant documents with Suffolk's Legal Innovation & Technology Lab, which parcels out the tasks based on volunteers' skills. Lawyers, paralegals, and law students provide brief explanations that will show up on the screen of anyone using a form.

- **Provide mental health services**

  Universities and other anchor institutions have provided mental health services or resources to community members.

  - **SummitStone Health Partners**, a nonprofit health care provider company located in Bloomington, Minnesota, in collaboration with the Health District of Northern Larimer County, has been selected to provide local mental health disaster response related to the pandemic by the Federal Emergency Management Agency. Grant funding from FEMA will allow SummitStone to expand services offered through the existing Connections call-in line — 970-221-5551 — by hiring additional staff.

  - **The T.H. Chan School of Public Health of Harvard University*** is joining forces with Thrive Global, a behavior-change technology company founded by Arianna Huffington, and the CAA Foundation, the philanthropic arm of entertainment and sports agency Creative Artists Agency (CAA), to create an initiative to provide first responder health care workers with physical and psychological resources as they serve on the front lines of the COVID-19 pandemic.

- **Provide student supports**

  Some universities have provided emergency support to undergraduate and graduate students to deal with the hardships created by the COVID-19 crisis such as financial distress, housing issues and food insecurity.

  - By late-July, a number of institutions have said they will discount tuition by 10 percent for those taking classes online. **Georgetown University***, **Princeton University***, **Lafayette College**, **Spelman College*** and **Clark Atlanta University** all coalesced around the 10 percent cut, in some cases reversing planned increases in tuition and additionally slashing student activity fees. Some institutions have said they will cut fees even more deeply. **Southern New Hampshire University** has offered incoming freshmen full tuition scholarships and will cut tuition by 61 percent for the next academic year. **Williams College**, which is inviting some students back to campus, will be reducing cost of attendance for all students by 15 percent and cut activity fees.

  - In mid-July, **the Rutgers University*** announced the implementation of a 15% reduction in student fees called the "Campus Fee" for the academic year. For full-time undergraduate students, this change will translate to at least a $300 reduction in their term bills over the academic year. "Rutgers remains committed to doing everything it can to help our students, our community, and our state persevere through this crisis", says the University President Jonathan Holloway.

  - As **the University of Oregon*** plans for fall term and campus departments consider how they may need to adjust operations, one thing is certain: There will still be part-time jobs for

students. Paul Timmins, executive director of the University Career Center, said new opportunities are being posted daily in Handshake, the UO's student employment portal. A range of positions will be available to students, including office assistants, food service and catering workers, graphic and multimedia designers, research and lab assistants, and information technology support, to name a few

- **Provide technical assistance for local businesses and organizations**

    Some anchor institutions have provided remote technical assistance for local businesses and organizations.

    - **The Rady School of Management at the University of California San Diego*** has launched the Rady School Business Recovery Coalition to help businesses in the San Diego region navigate the unprecedented challenges faced by COVID-19. This new initiative draws on expertise from the UC San Diego community to provide immediate pro bono assistance and guidance to San Diego businesses during these extraordinary times.

    - Law students at **the University of Michigan*** have formed a group of 200 volunteers to provide pro bono assistance to organizations across the state that have been affected by the COVID-19 pandemic. The Michigan Law COVID Corps is currently helping local groups with legal issues brought on by the health crisis and it hopes to expand its services.

    - In the span of a week, over spring break, **the University of Missouri School of Journalism** has redeployed journalism students to support local news. Professors hurriedly reformulated their project-based capstone course. Their students were working with partners like BuzzFeed and the Associated Press to develop, for example, public-event strategies.

    - At **the University of San Diego***, the current inventory of faculty implementing on-line community engagement continued. To help community-based organizations and local residents, faculty continued to have students provide critical support functions such as marketing and communication support, data analysis and program impact, compiling court briefs for asylum seekers, court case transcription services, on-line fitness and wellness courses for seniors, etc.

    - The Small Business Center Network at **Blue Ridge Community College**, NC, has been helping local businesses stay afloat. Through webinars and one-on-one counseling, the centers have advised business owners on filing loan applications, negotiating with creditors, pursuing sources of support and handling marketing, online sales and supply chain management. The centers quickly moved their programs online to serve businesses struggling during the pandemic.

    - Journalism schools and affiliated centers like **CUNY's J+ and Center for Community Media** are training community news outlets to overcome limited access to resources for news research, fact-checking, and verification. These shools and centers are training local journalists and citizens to conduct in-depth newsgathering and fact-checking using library databases, archives, and other public records resources, some created by civic tech projects like the Displacement Alert Project from the Association for Neighborhood and Housing Development.

- **Recruit volunteers**

Some anchor institutions have recruited volunteers or facilitate volunteer recruiting to help with local services.

- As a response to the pandemic, **the University of Virginia** has established a virtual Volunteer Center to help connect UVA employees who wish to volunteer their time, skills and compassion with the needs of local service agencies that are working overtime to help community members cope.

- In March, **the Des Moines University** created the Des Moines Childcare and Household Management Resource Network to recruit volunteer students to help with household and childcare tasks for members of the Polk County, IA, medical community, from physicians and nurses to pharmacists and custodians.

- With the assistance of a dedicated team of volunteers, a **University of Southern Mississippi** (USM) graduate student is helping coordinate a food distribution effort to aid those impacted by the COVID-19 pandemic, uncertain of where their next meal is coming from.

- **Waive or reduce rents**

  Some anchor institutions and corporations have waived or reduced rents or other relevant expenses for households and small businesses.

  - **Harvard University*** has reached out to all of its retail small business tenants and it is working to address their individual concerns and needs. Depending on their individual circumstances, Harvard is offering different rent-relief options or minimum-sales guarantees.

Working or Learning from Home

- **Facilitate broadband access**

  Some anchor institutions have launched community-based broadband access and improved the quality of broadband service by introducing competition.

  - In the face of the COVID-19 pandemic when internet access is essential for work, school, and staying connected, the **University of Maryland, Baltimore (UMB)*** is partnering with Project Waves to bring free internet access to hundreds of families in West Baltimore.

- **Provide affordable internet services**

  Internet service providers have extended affordable services to those in need.

  - The city and the **Philadelphia School District** are tackling the digital divide with the launch of PHLConnectED, a $17 million program to offer free Comcast Internet Essentials service to 35,000 families of K-12 students for two years. The program will be paid for by public funds and private donors. Officials said Comcast is contributing $7 million to the effort. The city will use $2 million in local CARES Act funding, $1 million from the William Penn Foundation, and additional grants from the Neubauer Family Foundation, the Philadelphia School Partnership, and others. The School District and a number of charter schools also are investing in the project. By August 6, $11 million has been raised.

- **Provide tech equipment and services**

Anchors have provided tech equipment/services or served as donation sites for those who need it for remote working/learning.

- **New American Pathways** is helping thousands of refugee families in Metro Atlanta stay in their homes with food and functioning utilities. With schools closing and shifting to virtual learning, NAP is helping families with food and technology needs, including laptops and internet access.

- As students in New Orleans get ready to start the school year remotely, the city is preparing to use public libraries and recreation facilities to host "community learning hubs" where school-aged children can access the internet in a quiet supervised environment for virtual learning.

- **Rutgers University – Newark*** has organized student-focused technology support under the RU-N Student Technology LaunchPad. The LaunchPad is a hub that students can look to for guidance as they navigate a range of technological aspects of transitioning to and succeeding throughout Fall 2020, when a majority of teaching and learning will occur remotely. Among the key supports that the LaunchPad offers are: guidance in understanding resources available, virtual computer labs, loaner programs, getting access to high-speed internet service, etc.

- **Provide virtual connections/supports for K-12 youth or lectures for residents**

  Universities and other anchor institutions are providing virtual connections/supports for K-12 youth (for example tutoring/mentoring/academic enrichment offered by university students and faculty to students from local schools) or online lectures for residents.

  - The Cook county is launching a new open-learning platform in collaboration with **the University of Chicago's* Office of Civic Engagement** to provide six weeks of lectures for residents. The content such as American history will be curated by the University of Chicago's Office of Civic Engagement and made easily available and accessible on a new website.

  - **The Netter Center for Community Partnerships at University of Pennsylvania's*** long-standing, grant-funded University-Assisted Community School (UACS) six-week summer programs for West Philadelphia youth were adapted to virtual engagement. This included approximately 150 kindergarten through 8th grade students in virtual summer camp with academic, arts and culture, and enrichment activities; 90 middle school students in career exploration; and 200 high school students in paid internships through the Philadelphia Youth Network (PYN)'s WorkReady program. Sixty Penn student interns supported UACS virtual summer programming and evaluation. The Netter Center matched another 40 Penn student volunteers to remote summer projects with community nonprofits. Virtual partnerships and programming will continue and expand into the new academic year.

  - **University of Pennsylvania* Libraries** and student volunteers have partnered with the **West Philadelphia Alliance for Children** and the **School District of Philadelphia's libraries** in an effort to increase literacy among students at local public schools. Although schools have been closed since March 31 due to the COVID-19 pandemic, WePAC, a grassroots nonprofit organization that operates volunteer-run elementary school libraries in Philadelphia, has found ways to continue its programming with Penn Libraries' assistance.

Long-Range Planning

- **Develop long-range strategies**

  As anchor institutions and multi-institutional partnerships continue to address immediate needs in the crisis, some are beginning to develop long-range strategies, realizing that the public health, social, and economic challenges in the pandemic have lasting implications.

  - The **Rutgers University-Newark's** Chancellor Nancy Cantor, and the university's Senior Vice Chancellor for Public Affairs and Chief of Staff Peter Englot published an Op-Ed arguing that as we know quite a lot about the pandemic's disparate impacts by race, higher education institutions should use the accumulated knowledge that anchor their communities, and of their citizenry, to actually do something about it together. The actions could be taken include integrating public schools, using outcomes-based equity metrics to fund public institutions and connecting all students, guarding against displacement of new capital investment, investing in prison education and re-entry training, asking anchor institutions to step up and invest locally, and etc.

  - **The Golden State Warriors, Santa Cruz Warriors, Golden Guardians and the Warriors Community Foundation** have announced a joint-effort COVID-19 Impact Strategy as part of the organization's ongoing Warriors In The Community effort. Dating back to the announcement of the Warriors Community Foundation's Disaster Relief Fund on March 13, the COVID-19 Impact Strategy has evolved to include a focus on immediate and future support in four main categories: supporting Chase Center and Golden State Warriors part-time and gameday workers, supporting healthcare and front-line workers, supporting communities in need, and supporting education; teachers and students in need.

  - **The University of Michigan*** is establishing a new Public Engagement Faculty Fellowship program. Although it had begun planning this Fellowship before COVID-19, the current situation highlights how important programs like these are in preparing scholars for engagement - both in moments of crisis and over the long-term. The Public Engagement Faculty Fellowship aims to: meet President Schlissel's charge to expand the university's public purpose by bringing more faculty into public engagement and creating new ways to increase scholarship impact; support faculty-articulated needs and create opportunities to develop skills and launch ambitious, innovative public engagement projects; and advance public engagement efforts regardless of partner, context, audience, or type of public engagement.