Anchor Institutions Collaborating in their Local Communities during the COVID-19 Pandemic —— 3rd Edition

This 3rd Edition is built upon the framework of the 1st Edition of Anchor Institutions' response to the COVID-19 Pandemic. 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

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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.

  - **Tufts University*** is offering emergency grants to nonprofits in its host communities to help them implement services associated with the COVID-19 pandemic. Emergency response grants of $1,000 each will be awarded to Medford and Somerville nonprofits, and a separate fund will provide grants to organizations in Boston and Grafton. These grants will help local organizations address pressing community needs that may include food insecurity, emergency equipment purchases, or educational supply needs.

  - Managed by Grant and Impact Committee of the **Catholic Foundation of Michigan**, the Catholic Faithful Response Fund makes weekly grants to community-based organizations that are working on the frontlines to support our most vulnerable communities impacted by coronavirus Community needs are shifting daily as a result of these unprecedented times and the foundation is closely working with local organizations to monitor where the need is greatest.

  - The **Community Foundation of Shelby County** (Ohio) and the Shelby County United Way, along with other funders, have created a charitable fund to assist with local needs as a result of the coronavirus (COVID-19) outbreak. The fund will provide flexible resources to local organizations that provide direct social service in Shelby County, Ohio. Only organizations serving Shelby County residents with basic needs in areas such as food, shelter, healthcare and other basic expenses resulting from the economic downturn may apply if they are either a 501(c)(3) charity, a church, a governmental entity (such as a school or village), or have a fiscal agent that is one of the qualifying types.

  - **Central Kansas Community Foundation** has activated the Relief Fund to aid nonprofits in the region that are providing short-term relief, intermediary evaluations, and planning for long-term community recovery from the COVID-19/coronavirus outbreak.

- **Establish coronavirus funds for small businesses**

Anchor institutions, including community foundations, have established funds or launched fundraising campaigns to help small businesses.

- The **Nevada Association of Counties** (NACO) <u>launched the County Small Business Grant Program</u> on September 8 to assist small businesses in eight rural counties: Douglas, Elko, Lincoln, Lyon, Nye, Story, Washoe and White Pine. The program will help small businesses experiencing hardship due to COVID-19, and businesses must have been in business for at least six months prior to COVID-19 to be eligible. The grants can be used to help cover PPE; business retrofits; and operating expenses, including payroll and rent.

- In early November, The Broomfield Chamber of Commerce and the **Broomfield Community Foundation** have <u>announced a small-business fund</u> to provide relief from the COVID-19 pandemic. The Broomfield Small Business Fund will distribute cash grants to assist eligible small businesses that are or may have closed temporarily, are having financial difficulty paying business rent and utilities, and/or are facing staff reductions or cuts in hours due directly to COVID-19 related market impacts, the organizations announced.

- Univerity City District (a partnership of anchor institutions including t**he University of Pennsylvania***, small businesses and residents in West Philadelphia) <u>launched a new neighborhood-wide fundraising campaign called West Philly Forward to aid small businesses, non-profits, and cultural organizations impacted by the COVID-19 pandemic</u>. The campaign aims to spark local community giving directly into the hands of those who need it through individual fundraising campaigns. UCD is also offering logistical and marketing support to participating businesses and organizations.

- The nonprofit Virginia 30 Day Fund, the Greater Williamsburg Partnership (GWP), and the **Williamsburg Community Foundation** set up Greater Williamsburg Small Business Relief Fund in James City County, VA to <u>give forgivable loans to local businesses</u> in the spring. By early November, more than 120 businesses in James City County that took a hit from the COVID-19 pandemic have received a lifeline from the fund.

- **Establish coronavirus funds for students**

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

- The **City University of New York*** and its 25 campuses have raised close to $17 million from March to late September in <u>emergency relief funds that have helped thousands of students weather the economic impact of the COVID-19 pandemic</u>. The emergency funds, which are supported by donors ranging from philanthropic foundations to alumni and other individuals, are part of a broad effort by CUNY and its campuses to respond to the hardships faced by many of its students and their families.

- The **Greenbrier Valley Community Foundation** and **United Way of Greenbrier Valley** have teamed up to respond to the coronavirus (COVID-19) pandemic and the impact it is having in Greenbrier, Monroe, and Pocahontas Counties in West Virginia. Top priorities include: (1) <u>ensuring students out of school have access to food</u>; (2) guaranteeing the safety and protection of our senior population; and (3) providing basic needs assistance to the area's largely tourism-based workforce.

- The Old Students Association of **Delhi University's Hindu College** is setting up a "pandemic study grant" fund for students of the college facing economic hardship due to the COVID-19 crisis. The Hindu College OSA will help students belong to families whose annual income is under Rs 5 lakh. In October, a number of Delhi University colleges have taken steps to assist students who may be struggling to pay tuition or exam fees or failing to join online classes because they don't have the necessary devices.

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 and evaluated the effectiveness of measures taken by anchor institutions and local authorities.

  - Thanks to a grant from the North Carolina Policy Collaboratory, the Center for the Study of Free Enterprise at **Western Carolina University** is conducting an analysis of the economic impact of the pandemic in the region. The study intends to present a comprehensive policy analysis of the COVID-19 aftermath, along with leading results on rural economic development in the 23 western counties. The area has many small businesses with some degree of dependency on travel and tourism, hospitality and entertainment, including outdoor recreation and seasonal residents.

  - A **University of Washington** study found that a King County initiative to relocate people from homeless shelters into hotel rooms limited the spread of COVID-19 and improved people's well-being and sense of security. Shortly after the program launched in the spring, evaluators with King County Department of Community and Human Services (DCHS) partnered with UW researchers Colburn and Fyall to study the effectiveness of the hotel intervention in protecting people from COVID-19.

  - To measure the impact of the pandemic on community colleges, **American Association of Community Colleges** has collected and analyzed some of the available data and produced an article on this topic. One of the first impacts of the coronavirus crisis was moving community colleges' course delivery from in-person to almost exclusively online. In addition, community colleges were projecting that cuts to state and local appropriations would significantly impact their budgets.

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

  Some universities have tried to forecast and control the pandemic by studying the virus and its spreading patterns.

  - A computational model that forecasts the number of COVID-19 deaths in the United States as a whole and in each state developed by a team of researchers from **UC San Diego*** and **Northeastern University*** is now part of the national mortality forecast issued by the Centers for Disease Control. **UC San Diego*** joins a roster of prestigious institutions who are included in the CDC's prediction algorithms, including **Harvard***, **Johns Hopkins*** and **Notre Dame***. Among the University of California, three institutions are part of the forecast: **UC San Diego***, **UCLA*** and **UC Merced**.

- A research project studying the coronavirus in wastewater in New York City to better understand the virus, including how it spreads and mutates, had its start when COVID-19 brought a class project at **Queensborough Community College** (QCC) to a halt.

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, and are trying to advance racial equity in a more general way.

  - The partnership between **University at Buffalo**'s* Community Health Equity Research Institute, the African American Health Equity Task Force and the Buffalo Center for Health Equity puts Western New York in a better position for the challenges during the COVID-19 pandemic. Erie County is one of the few communities nationally that has managed to reduce COVID-19 fatalities among African Americans over the course of the pandemic. The UB-community partnership played a key role. For example, during the peak days of the pandemic, the partners helped 15 churches establish call centers and work in neighborhoods to find out what residents needed, to coordinate neighborhood testing, to distribute food and PPE, and to provide transportation to health care facilities.

  - **Glendale Community College** (GCC), in California, has committed to examining rigorously GCC policies, procedures, and practices to ensure GCC is advancing racial equity and social justice, and remedying identified systemic racism. The steps that GCC has taken since May include held meetings, panels, and discussion groups to hear from students, faculty and staff on personal experiences of exclusion and insensitivity at GCC; human resources reviewing and revising Equal Employment Opportunity (EEO) hiring training; and etc.

  - In collaboration with the **University of Florida***, **Florida A&M University*** (FAMU) announced in mid-November that it would conduct community outreach and promote community engagement to determine the level of awareness and understanding of COVID-19 in the African American community. FAMU will work with communities to understand and promote participation in clinical trials and implement and evaluate the impact of strategies that increase the enrollment of African Americans into COVID-19 vaccine and therapeutic trials, said Cynthia M. Harris who leads the FAMU's project.

  - The **Kresge Foundation*** in Troy has committed $8.2 million in grants over the next three years to support racial justice in southeast Michigan. The commitment brings funding to 20 organizations and institutions of various sizes and ages that range from frontline activism to strengthening economies in neighborhoods of color. "These are the organizations that are working deeply in our neighborhoods," says Wendy Lewis Jackson, managing director of Kresge's Detroit Program. "They're working on the ground to bring greater equity and justice for our community …".

- **Care for disadvantaged populations**

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

- During the pandemic, the social determinants of health were thrust into a position of even more importance after it became apparent that COVID-19 was impacting marginalized groups at higher rates. **RWJBarnabas Health*** launches tech-enabled social determinants of health program. The program is set to begin piloting at select sites in the RWJBarnabas system by completing social determinants of health screenings for patients. It will examine patients' food security, housing, educational opportunities, smoking and substance use, access to transportation and other social and environmental factors.

- The COVID-19 Social Needs Response Team, developed by **Penn Medicine's Center for Health Equity Advancement*** in partnership with the Department of Case Management and Social Work, serves to assist people experiencing distress, having safety concerns for themselves or others, or seeking immediate social needs such as where to find community resources for housing, transportation, or food security.

- The **National Institutes of Health** has awarded nearly $234 million to improve COVID-19 testing for underserved and vulnerable populations. A part of the Rapid Acceleration of Diagnostics (RADx) initiative, the RADx Underserved Populations (RADx-UP) program will support 32 institutions across the United States and will focus on populations disproportionately affected by the pandemic. For examples, the **New Jersey Alliance for Clinical** and Translational Science (NJ ACTS) at **Rutgers University*** received a $5 million grant; and a coalition of 11 academic institutions and their community partners across California has received a $4.1 million grant.

- The American Association of Academic Medical Colleges has awarded **Rush Medical College** the 2020 Spencer Foreman Award for Outstanding Community Engagement, citing the college's work to protect Chicago's homeless population from COVID-19 in choosing it as the recipient of the award, which recognizes a medical school or teaching hospital that "goes well beyond the traditional role of academic medicine and reaches communities whose needs are not being met through the traditional health delivery system."

- **Make gender equity statements and strategies**

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

- Australian universities have vowed not to let Covid-19 undo their gender equity gains, committing to maintain diversity initiatives and report the pandemic's impact on women. A joint sector position statement commits signatories to ensure that women have equal representation on the committees overseeing universities' response to the crisis. Institutions will formally monitor and report on the impacts that crisis management decisions have on gender equity and on "compounding intersectional factors" – such as ethnicity or sexuality – that could also affect women's careers. The **University of Sydney*** said it had been the first institution to sign the statement, with another 10 so far following suit. They include **Griffith, La Trobe, Macquarie, Murdoch, UNSW Sydney, Western Sydney and the University of Technology Sydney**.

Testing and Hospital Capacity

- **Enhance virus testing capacity**

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

  - **Princeton University*** is <u>opening a new COVID-19 testing laboratory</u> to support its comprehensive testing program for students, faculty, staff and researchers approved to be on campus. The in-house clinical laboratory will facilitate increased testing capabilities with faster results. In this way, the University will not only protect the health of those who live and work on-campus and its ability to sustain campus operations, but also reduce the risk of transmission within the larger community.

  - Throughout the course of the pandemic, **Arizona State University's*** Biodesign Institute has played a major role in tracking COVID-19. Since late July, the university has been <u>using some new technology to expand a form of COVID-19 testing</u>. Samples are sent to a lab where results are provided within a day or two, thanks to robotics and other devices.

  - Some **University of Wisconsin system*** campuses are <u>expanding their coronavirus surveillance-testing programs to include students living off campus</u>. The goal is to identify and stop the spread of Covid-19 between campuses and surrounding communities.

  - Starting Aug. 2, when the **Duke University*** campus made a pre-planned reversion to online classes for the remainder of the semester, the university implemented a rigorous testing, tracking and surveillance program for more than 10,000 students. And it has carried out, on a grand scale, an innovative scheme — called <u>pooled testing</u> — that <u>can stretch limited testing resources without forfeiting accuracy or resolution</u>.

- **Improve the ability of medical workers on the frontline**

Some universities and hospitals have utilized their resources to improve the medical worker's ability.

  - **British Columbia Institute of Technology** <u>launched Focused Education Preparation Advancing Frontline Registered Nurses (FEPA)</u>, an open learning, fast-track education course for frontline healthcare workers to gain specialized skills to care for patients with COVID-19. One month after its launch in April, more than 8,500 healthcare workers across Canada and the United States had registered, with 5,000 learners already completed the course.

  - For the second time, the **University of Maryland*** School of Nursing **i**s <u>allowing students to finish their studies early to get them out sooner on the frontlines of the COVID-19 pandemic</u>.

- **Increase hospital bed capacity**

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

  - Iowa's three public universities, **Iowa State University, University of Iowa***, and **University**

of Northern Iowa have <u>set aside at least 725 dorm rooms between them for students who test positive for the coronavirus or need to quarantine</u> after being exposed.

Information Sharing

- **Provide electronic voting resources**

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

  - In a typical year, political science majors Eva Gonzalez and Harrison Feinman at the **University of Pennsylvania*** would be tabling Locust Walk on behalf of <u>Penn Leads the Vote (PLTV)</u>, encouraging passers-by to register. Now in a year where students are more socially distanced than social, co-directors Feinman and Gonzalez are tapping into the <u>Year of Civic Engagement</u> to <u>raise awareness for their nonpartisan cause and further their goal for 100% campus voter registration by 2028</u>. PLTV spurred an increase of more than 450% in voter turnout between 2014 and 2018 and is receiving campus-wide support.

  - Despite the pandemic, the **University of Mississippi**'s Office of Community Engagement is seeking <u>Voter Friendly Campus</u> designation (will be announced in March 2021) from the Campus Vote Project, a nonpartisan effort to educate students on the voting process and help them overcome any barriers to registering as voters. The university's efforts include <u>establishing a Voting Ambassador program</u> with an 11-student cohort responsible for networking with other student organizations and faculty to promote voter engagement.

- **Provide opportunities and information on volunteering and donating**

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

  - As local communities respond to the threat of COVID-19, community engagement needs to look a little different. **Ohio University's** Center for Campus and Community Engagement <u>provided resources</u> to adapt curricular engagement and virtual opportunities for meaningful service as well as suggestions on other ways to support communities and sources for emergency assistance for community partners.

  - Ahead of the spring semester, the **University of North Carolina at Chapel Hill** is <u>expanding Carolina COVID-19 Student Service Corps activities</u> to address the community's needs during the pandemic. The volunteer program, supported by the Office of Interprofessional Education and Practice, is open to undergraduate and graduate students. Student volunteers will have the opportunity to engage in service opportunities related to health and well-being and have the option to serve in a leadership capacity where they will receive essential skills for project management and keeping the Carolina community healthy.

- **Provide general public health information**

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

- **UC Santa Barbara**'s campus officials continue to work closely with the Santa Barbara County Public Health Department and with the UC Office of the President to provide its community with the most current information regarding the global COVID-19 pandemic. The university has in place a COVID-19 working group and a pandemic response team to adapt to the situation as it evolves.

- In an effort to provide accurate information about its efforts to control the spread of the novel coronavirus, the **University of Miami*** launched its own COVID-19 Dashboard on August 25, enabling the entire 'Canes community and the public to track four key indicators about the pandemic on its campuses. With an easy-to-understand display, users of the online tool can check the week-to-date number of new positive tests among members of the University community, the number of students who are either in isolation or quarantine, the number of new tests performed, and the number of new hospitalizations.

- Institute for Investigative Journalism, **Concordia University**, with the support of journalism schools nationwide, the Canadian Association of Journalists (CAJ) and Esri Canada, has created a cooperative designed to provide free reporting support, maps and audience engagement tools. The goal of Project Pandemic is to share data among local, regional and national news organizations to help with community preparedness.

- **Purdue University Global*** has launched its COVID-19 contact tracing course to provide the information needed to help public health agencies track and limit the spread of the novel coronavirus, or COVID-19. The need for health care professionals and volunteers trained in effective contact tracing will be crucial in the coming months, as some cities and states have lifted stay-at-home orders and loosen restrictions on businesses.

- **UCalgary** launched COVIDcast, a podcast featuring UCalgary experts answering questions and exploring issues related to Covid19. Through these weekly podcasts and webinars, UCalgary's COVID-19 Community Support Page provides a variety of useful resources to support their community during these unprecedented times.

- **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.

  - **Southend Adult Community College**, in Southend-on-Sea, United Kingdom, has been praised in mid-November for their response to the pandemic by Southend Borough Council for an initiative called 'Lockdown Learning Challenge'. It offers a full range of free courses and workshops to help people gain practical skills to get their lives back on track, improve mental health and well-being, whilst increasing support for people affected by job insecurity.

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

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

  - A new report from **Council on Foundations***, **Philanthropy California**, and Dalberg Advisors outlines how the US philanthropic sector is responding to the 2020 crises — and the opportunities to shift practices and share power to enable communities and the industry to #BuildBackBetter. They surveyed 250 foundation leaders and conducted more than a dozen

in-depth interviews to assess how the sector is changing in three ways: resourcing, priorities, and internal operations. Across all three, they found shifts in practices yet few examples of increases in power-sharing.

- **Simon Fraser University*** in Canada has been <u>collecting references to initiatives from across Canada and around the world</u> in order to provide inspiration and to learn from the good work being done in partnership with local communities.

- **Care Qulity Commission**, the independent regulator of health and social care in England, <u>has collected, published and updated examples of how providers are responding to coronavirus (COVID-19)</u>. These examples are shared by the providers and represent a cross-section of the work they are doing in response to the coronavirus pandemic.

- **American Association of Community Colleges** has <u>introduced some valuable experience of community college child care centers</u> in coping with the pandemic. At **Northampton Community College** (NCC) in Pennsylvania, Family Success Coordinator Janette Zuk helps student parents by acting as a "resource broker," connecting them to financial assistance information, tutoring and more. Like at NCC, teachers and staff at Child Development Center of **Lincoln Land Community College** (LLCC) in Illinois, made sure they still had opportunities to learn and connect. They posted activity ideas on the parent communication app, developed a YouTube channel to post videos for the children and held Zoom meetings. They also set up an online space so families could share photos.

- On September 23, **a collective of national education organizations**, researchers and technology experts are unveiling the <u>National COVID-19 School Response Dashboard</u>, the first nationwide database that systematically maps schools' responses to the pandemic across the United States. Data will be visualized in a single dashboard that empowers school leaders, policymakers and the general public to examine current conditions in their own communities—as well as compare against other areas—to adapt to changing environments and make data-driven teaching and learning decisions as they continue to navigate the 2020-21 school year.

<u>Medical Support and Daily Necessities Supplies</u>

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

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

- On September 10, **Gaston College** and **Catawba Valley Community College** announced a partnership with the city of Conover and Gaston County to <u>help produce personal protective equipment</u>. The announcement came in light of the N.C. General Assembly passing House Bill 1105, which will provide $14.3 million of funding for the initiative.

- The Massachusetts Emergency Response Team (M-ERT) – aided by **MIT*** faculty, students, staff, and alumni – helped local manufacturers produce more than 9 million pieces of PPE as well as large volumes of hand sanitizer, disinfectants, and test swabs. Building on the experiences and knowledge gained through the work of M-ERT, a new project, which was recently awarded funding from the National Science Foundation (NSF), is <u>developing a</u>

network collaboration model designed to help ecosystems organize and enable manufacturers to rapidly "pivot," in an emergency, from producing their standard products to producing PPE or other urgently needed goods.

- **Host blood drive and donate medical supplies**

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

  - The **University of Pittsburgh**'s* Swanson School of Engineering partnered with Vitalant, a national blood bank nonprofit organization that seeks to provide a safe and readily available supply of blood, to host a blood drive in Soldiers and Sailors Memorial Hall in early November. The blood drive's goal was to get students to donate blood in order to combat the many blood shortages hospitals around the area are experiencing due to the COVID-19 pandemic. The University hosts a blood drive nearly every month through various clubs and schools, including the American Red Cross club and Greek life, along with the Swanson School of Engineering. Community members at Carnegie Mellon, Duquesne and Chatham universities were invited to donate as well.

- **Produce medical supplies**

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

  - When COVID-19 forced **Michigan State University**'s* campus to shut down in March, faculty, staff, students and academic units across the community sprang into action to provide personal protective equipment to frontline health workers. By mid-August, MSU has distributed 12,336 face shield and mask combinations and nearly 1,000 visor attachments through the Food Processing and Innovation Center. The personal protective equipment has been delivered to many health care and agricultural groups throughout Michigan.

  - Dr. Christina Salas, a **University of New Mexico*** associate professor in the department of orthopedics and rehabilitation, was given a $15,000 grant at the beginning of September from the Con Alma Foundation to produce about 5,000 masks for the immigrant community — regardless of documentation status — in New Mexico. Salas has been leading a project with UNM staff and students, as well as volunteers, to print masks with a 3D printer since April. The actual distribution of the masks started the first week of May, according to Salas.

  - The **State University of New York*** Prepare Innovation and Internship Program will provide $10,000 for students and faculty who want to develop innovative alternatives to the PPE the frontline workers need as they continue the fight against COVID-19. The new seed grant program will support SUNY faculty, staff, undergraduate, and graduate students in developing new and innovative solutions to COVID-19 challenges or the next infectious disease through applied learning and research experience, supporting the successful and safe operation of SUNY campuses.

- **Provide direct food supplies**

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

  - With food security being a concern during the COVID-19 pandemic, **the University of Guelph**

in Canada is focusing efforts to <u>help ensure its students and local community have access to affordable food</u>. The University has also established a COVID-19 Food Security Working Group of students, faculty and staff to address food security concerns of U of G students and the broader community.

- To support local food banks' efforts and "return the favor" to the communities, **Hackensack Meridian Health** in New Jersey <u>hosted a networkwide food drive</u> in 13 different locations in early June during Community Health Improvement Week. The health care organization partnered with food banks throughout New Jersey that gave the goods collected to communities in need. The Hackensack Meridian Health website has its own "<u>Updates from the Front Line</u>" page with photos and videos shared by teams across its network – all working 24/7 to fight COVID-19 and care for community members.

- **University of California* Health** (UCH) and **University of California San Diego* Health** (UC San Diego Health) have <u>launched a nonprofit milk bank to serve families in Southern California and statewide</u> through all six UCH academic health centers. "California has high rates of breastfeeding and there is plenty of extra milk, especially when so many women are working at home during the pandemic. But there is a huge distribution problem that has resulted in shortages of pasteurized donor milk for ill or premature infants." said Lisa Stellwagen, MD, the executive director of the milk bank and the facility's medical director.

- **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.

  - Food and housing insecurity and the digital divide are among the issues affecting the university's neighbors. At the onset of the pandemic, **University of Southern California**'s* Good Neighbors Campaign <u>pivoted and allowed programs serving the local community to apply for much-needed COVID-19 relief through campaign-funded grants</u>. The campaign will distribute over $1.3 million in grants to local nonprofits and community programs helping in the fight against these issues.

Multi-institutional Partnerships and Collaboration

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

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

  - The **University of Arizona**, in partnership with **Arizona State University***, **Northern Arizona University** and the **Mayo Clinic in Scottsdale**, made Arizona one of the 11 states that are participating in the National Institute of Health's Community Engagement Alliance Against COVID-19 Disparities. With a $1 million-a-year grant, the Arizona CEAL COVID Consortium is working with over 30 community leaders and organizations to <u>identify and combat COVID-19-related health disparities</u>.

  - Armed with a $1 million award from the National Institutes of Health (NIH), Universities and health care entities throughout the state of Florida are <u>collaborating to provide outreach and engagement to ethnic and racial minority communities</u> disproportionately affected by the COVID-19 pandemic. Led by population health experts and physicians with the University of Miami Miller School of Medicine, the effort titled "Community Engagement Alliance Against

COVID-19 Disparities" or the Florida CEAL Team, includes a diverse group of partner experts at **Florida International University***, **the University of Florida**, **Florida A&M University**, Moffitt Cancer Center and Health Choice Network.

- At the end of September, Unidos En Salud, a partnership between **University of California San Francisco*** and the Latino Task Force for COVID-19 that has documented since April the pandemic's outsize impact on the City's Latinx community, conducted its third free community testing initiative in San Francisco's Mission District. The initiative, in collaboration with the City and County of San Francisco, BART (Bay Area Rapid Transit) and SFMTA (the San Francisco Municipal Transit Agency), provided "low barrier" PCR-based testing with no requirement for an appointment, ID card or proof of insurance. At the community's request, a flu vaccine clinic was set up nearby.

- The Ann Arbor Police Department has announced a collaboration with the **University of Michigan*** to encourage students and community members to follow public health guidance this fall. Small teams consisting of volunteers and U-M and AAPD Community Engagement officers will canvass the campus and surrounding areas to "serve as a visible presence and reminder to students and other community members of the need to follow public health guidance," according to the statement.

- **Share experience and resources**

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

    - The **Association of American Medical Colleges** AAMC invited more than 100 nonprofits serving the D.C. community whose efforts directly or indirectly align with the AAMC's mission to "improve the health of people everywhere" to participate in a competitive grant process. The call for applications garners proposals from a broad array of programs and services ranging from organizations that support K-12 education initiatives to organizations that provide direct medical services. The awarded community grants have reflected the diversity of the applicant pool in size, scope, scale, age, funded activities, and locations of the population served.

Stress- relieving for Organizations, Households and Individuals

- **Help job seekers**

    Some anchor institutions have established job-training programs and held job fairs to promote local employment in the post-pandemic era.

    - The **Metropolitan State University of Denver** launched a program called Skills Lab, which was designed by MSU Denver's Innovative and Lifelong Learning office to respond to the job loss and upheaval caused by the coronavirus pandemic. The website is tailored to the local job market and can single out opportunities in growing fields, identifies the required skills — and then offers sessions by university faculty or with industry-supplied software for free.

- Researchers from the **University of Illinois*** and **George Washington University*** partnered with Michigan Works! Southwest, a local workforce development agency, to design an app that supports personalized job-matching based on a job seeker's skills and local job postings. Such apps could be open source and draw on existing local data, and thus become widely scalable for other communities.

- In New York, **Borough of Manhattan Community College**'s (BMCC) Center for Continuing Education and Workforce Development met the recession by bolstering workforce certification and educational programs to align with employment growth in technology, health services and other areas. The college worked closely with local employers to identify workforce opportunities, and our efforts were supported by city and state agencies, which provided training funds for students eager to re-enter the job market.

- At a time of significant economic and social turbulence, **Bath College** and **Bath Spa University** in the UK are proud to be working together in the creation and launch of RESTART, a post-pandemic recovery package of inclusive skills and reskilling. The core aim of RESTART is to ensure that the local community have an accessible opportunity to reskill in order to maximize employment and progression opportunities, whilst giving them the opportunity to maximize their chances of re-employment and/or employment in a new sector by focusing on 'in demand' skills from basic to advanced.

- **Provide mental health services**

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

   - **Heartland Community College** in Normal, Illinois, is adding a certification program with an eye on the area's growing need for mental health support professionals. Behavioral health continues to be one of the top three issues in McLean County's Community Health Improvement Plan through 2022. The new certificate program will allow students to advance into the workplace directly from Heartland. Associate Dean of Health Services Kelly Pyle said the program could increase access to outpatient treatment, reducing the likelihood that someone in recovery will end up in an emergency room.

   - In the Republic of Ireland, **Limerick City and County Library** partnered with local mental health and community health care services to provide books and other materials to patients in acute units at hospitals, and to care facilities for vulnerable people to support positive mental health during isolation. The Limerick Age Friendly Programme also linked with a local tutor from Age Action (a national charity) to provide training to older people.

   - A coalition of care providers in central Maryland is working to create an emergency call center that would divert residents in mental health crises from emergency rooms and meet them with specialized care teams, and not law enforcement. **Behavioral Health System Baltimore**, the **Horizon Foundation** and other providers have proposed a model for the Maryland Health Services Cost Review Commission's Regional Partnership Catalyst Grant Program that would create one centralized crisis care system across Baltimore City and Howard, Carroll and Baltimore counties.

- **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.

- The **University of Maine at Farmington** has <u>implemented the Peer Care Manager Program to assist students in isolation due to testing positive for COVID-19 or in quarantine due to exposure to those infected</u>. The support program was developed by UMF Health Center Director Shelley Hickey who recognized the effectiveness of having a fellow student providing a social connection to those affected by COVID-19.

- In response to the financial strains on individuals and families caused by the COVID-19 pandemic and in light of promising projections for the future of the endowment, financial aid packages of **Grinnell College*** in Iowa, will no longer expect students to take out loans. Instead, the College is <u>increasing scholarships to cover the portion of tuition that would have been paid by a College loan</u>. President Anne Harris announced the change, which is anticipated to cost $5 million a year, in an email on Nov. 17.

- As University leaders continually look for ways to improve the progress of **Boston University**'s* efforts to keep COVID-19 at bay, two new safety practices are being put in place in October. BU is <u>offering students who live off campus and who test positive for COVID-19 the opportunity to move into University housing for the duration of their isolation period at no cost</u>, and it is expanding COVID-19 testing to more carefully monitor quarantined roommates of off-campus students who test positive and have chosen to move to campus housing.

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

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

- Following recent announcements that federal funds are available for economic recovery efforts, the Mississippi Small Business Development Center, housed at the **University of Mississippi**, is <u>offering counseling and guidance to those interested in applying</u>. The center is involved in the federal and state business stimulus programs, said Michelle Thompson, SBDC communications specialist.

- During the COVID-19 crisis beginning in March, **Arizona State University's*** Small Business Development Center staff has <u>helped many small business owners obtain emergency funding</u> due to the shutdown of non-essential businesses. In addition to the SBA PPP loans through lenders, the SBDC staff assisted many small business owners to apply for the SBA Economic Injury Disaster Loans (EIDL), which were direct loans from the SBA. These long term and low-interest loans, along with PPP forgivable loans received from their lender have helped many small business owners through this crisis, at least temporarily.

- To help small businesses in local community, a professor at Olin Business School, **Washington University in St. Louis***, helped restaurateurs decode the federal stimulus package. Olin undergraduates also <u>launched a pro bono consulting service</u> for small businesses, and faculty at the Brown School offered free professional development to local nonprofits.

- **Northern Kentucky University*** is <u>launching a new relief effort targeting family-owned small businesses</u>. The Family Business Relief Program will offer technology-based tools to help businesses adjust their operations and digital strategies to better sustain the ongoing pandemic, according to a news release. The program, the release states, is being administered by the university's Haile/U.S. Bank College of Business, thanks to funding by the Drees Family Foundation.

- **Recruit volunteers**

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

  - **University of Pennsylvani**a's* 2020-21 <u>academic theme year is the Year of Civic Engagement</u>—a shift from the previously announced Year of Jazz. To help kick off the year, the Netter Center for Community Partnerships, Civic House, and the SNF Paideia Program put together a curated list of civic engagement opportunities to serve as an entry point to learn more about how to get involved with the Philadelphia community through existing programming and partnerships. All of the activities have been adapted for virtual engagement.

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.

  - Public libraries are frontline forces in economic recovery. The value of the **New Haven Free Public Library** as a community connector and economic inclusivity engine has become more critical during the pandemic. When the physical library closed on March 16 due to COVID-19, it <u>pivoted to the virtual realm</u> and began providing free Wi-Fi hotspots and new programs, including Zoom meetings and office hours to help residents cope with the pandemic's fallout, manage stress for small businesses, and address issues related to racial injustice. The community that took root in rooms of Ives Squared now thrives virtually.

  - The **Kansas City Public Library** <u>has launched Internet To Go, a free, 14-day hotspot service for anyone to check out</u>. The hotspots are found at the Southeast, North-East, and L.H. Bluford libraries. Cardholders can place holds and pick them up when they become available at any of KCPL's 10 locations. The website states that the impact of an individual checkout can be exponential. Each Wi-Fi hotspot will support basic web browsing on as many as 10 desktops or laptop computers, tablets, and other devices or handle streaming

- **Provide tech equipment and services**

  Anchors have provided tech equipment/services for those who need it for remote working/learning.

  - For the second consecutive semester, **Oakland Community College** will <u>provide Dell laptops to full-time students</u>. OCC launched the laptop program during the fall semester to support students who are learning remotely during the COVID-19 pandemic. The college has provided 2,100 full-time students with laptops during the current semester; up to 1,400 more laptops

will be available during the winter semester for new and returning students who register for 12 credits or more.

- **Health Forward Foundation**, along with several other area foundations and civic organizations, <u>awarded a grant to the SchoolSmartKC technology fund to help close the equipment divide</u> for low-income K-12 families that do not have a computer at home in the Kansas City area. These computers can also be used by the family to access telehealth and other critical services at home.

- With remote learning becoming the temporary normal for education, the **Foundation for Los Angeles Community Colleges** made it a priority to <u>provide laptops to students who had previously relied on computers on campuses or in public libraries</u> for their coursework.

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

  Universities and other anchor institutions are providing or trying to promote 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 helping to train K-12 educators.

  - **Arizona State University*** announced in November the launch of the <u>REMOTE K12 Teacher Awards</u> program, which has been developed to <u>celebrate and recognize kindergarten through 12th-grade teachers in the U.S. who are delivering an exceptional online/hybrid learning experience and making learning accessible, effective, exciting and engaging for students</u>. At Arizona State University Prep Digital, an online public charter school run by the Tempe, Ariz.-based public university, student enrollment has grown by almost 700 percent -- from 600 full-time students in 2019 to around 4,500 students this year. The Arizona Virtual Teaching Institute, an initiative of ASU Prep Digital, <u>provides free training to teachers with financial support from the Arizona Department of Education, the state's governor's office, Helios Education Foundation and ASU</u>.

  - **Florida International University*** announced plans in mid July to <u>host a free webinar series for K-12 educators</u>, teaching them best practices for online learning ahead of the next school year. The <u>CLICK-12 webinar series</u> covered topics including lesson design and use of videos, as well as organization techniques and tools as many schools prepare to continue remote learning for the next school year, according to the university. Similarly, **Trevecca Nazarene University** in Nashville, Tennessee has helped train more than 17,000 Tennessee teachers in best practices for teaching online.

Short-Term Operation Model Adjustments and Long-Range Planning

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

  Some anchor institutions have innovated and adjusted their operational models to fit the new reality and better serve the community during the pandemic.

  - The **Rutgers*** Office of Information Technology (OIT), in collaboration with the university's

medical experts, has <u>developed two apps that are ready for use</u> by Rutgers faculty, staff, and students and will be mandatory beginning Monday, September 28. The first app, My Campus Pass, is a self-screening app that must be used by employees and students each day when traveling to campus or entering a Rutgers building. The second app, Rutgers Visitors Log, is the official repository of visitor data that will be used exclusively for contact tracing.

- Community colleges with educational programs at correctional facilities have had to deal with some extra challenges serving students during the COVID-19 pandemic. Prisons don't generally give inmates access to the internet, and many have become COVID hotspots. **Chaffey College** in California has <u>transferred its inmate education to a correspondence model</u> for the spring and summer. Under the correspondence model, faculty create packets with instructional materials, exams, projects and homework. Students complete the work at their own pace, in their cell or a classroom. **Jackson College** in Michigan also converted its face-to-face inmate education program to a form of distance learning during the pandemic. Instructors now record lectures, and information technology staff installs them on a laptop for each prison.

- The **Victoria Public Library**, VA, has partnered with Meals on Wheels Victoria, a meal delivery service for senior citizens, to <u>deliver materials to clients who are unable to safely visit the library</u> during the COVID-19 pandemic. The library provides Meals on Wheels clients with request forms that allow them to indicate what type of materials they want and to request specific authors, genres or topics. Every two weeks, Meals on Wheels delivery drivers deliver new items and pick up used materials to be returned.

- **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.

  - More than 3,000 jobs could be created and residents' average lifespan increased by five years in a £316m Covid 'recovery and renewal' plan unveiled in Sheffield. <u>The 'New Model for Economic and Social Transformation' would also support 2,500 firms, create 1,500 apprenticeships and add £1.6bn to the value of the economy, it is hoped</u>. It was created by the city's three 'anchor institutions' - the **University of Sheffield**, **Sheffield Hallam University** and **Sheffield Teaching Hospitals**. The unprecedented partnership has set out a raft of ways to work more closely than ever with business. It reflects the need for a huge boost in the region following the devastation wrought by the pandemic.

  - Recognizing that the response to COVID-19 required new ways of thinking in all district and campus functions, the **Wayne County Community College District** (WCCCD) in Detroit launched the <u>New Day, New Way initiative</u>. In addition to advancing agility and resilience in all college functions, the initiative included a major communications and marketing campaign to assure the students, businesses, and communities served that WCCCD was a healthy and safe place to study and work, and that creative virtual and on-campus approaches were in place for the continuity of programs and services.