

# Strategies for Strengthening Anchor Institutions' Community Impact

Victor Rubin and Kalima Rose



PolicyLink is a national research and action institute advancing economic and social equity by **Lifting Up What Works**®.

## Preface

This PolicyLink series, *Building an Inclusive Economy*, brings together national best practice scans of specific sectors and strategies that work to create economic opportunity for disadvantaged populations. The four briefs in this series were originally created for the City of New Orleans to help the Mayor's Office, local anchor institutions, and community organizations develop strategies to address the 52 percent unemployment rate among African American men in that city. These briefs have subsequently been adapted for a national audience—including the federal Sustainable Communities grantees—that are working to advance equitable outcomes in their municipalities and their regions.

The briefs—*Strategies for Addressing Equity in Infrastructure and Public Works*, *Strategies for Strengthening Anchor Institutions' Community Impact*, *Strategies for Health-Care*

*Workforce Development, and Strategies for Wraparound Services for African American Men Seeking Employment*—demonstrate successful policies and practices for incorporating disadvantaged workers and firms into employment and procurement opportunities in various sectors and for ensuring an integrated approach to their workforce success.

## Introduction

Anchor institutions are large, place-based organizations, often public or nonprofit, that exist as core fixtures in local communities—once established, they do not tend to move. They serve as an economic (and at times social and cultural) center for a local region, and have a significant stake in what happens in their surrounding communities. An anchor shapes the economic landscape and viability of a city and its region as a major employer, local purchaser, and investor and powerful stakeholder in community-development efforts.

Key anchor institutions within a local community include educational, health care, and infrastructure. Additional anchor institutions include local government entities; faith-based organizations; and cultural institutions, such as museums, arts centers, or sports venues. Public and private universities offer tremendous resources for the local communities in which they are located and provide opportunities for transforming local communities. Universities participate in a wide range of research, teaching, service, and business activities that require partnerships and engagement with neighboring residents, businesses, providers, and other stakeholders. Health-care institutions—hospitals, health systems, health professional schools, and academic health centers—provide research and education as well as patient care. Infrastructure sector institutions provide critical services within a community, including energy production and conservation, water, transportation, communications, and utilities, creating a number of jobs that require diverse skill sets and that include opportunities for advancement.

Many anchors have a history of being distant from grassroots communities or of wielding their power and influence in ways that advance their immediate agenda but not that of nearby residents or the broader public. They sometimes have a workforce that is not reflective of local demographics, and procurement policies that lead them to spend mostly outside of their home city or region. They may have pursued real estate development strategies that were at odds with local community priorities. They may have absorbed the kinds of implicit biases that have led to racial or gender disparities in hiring, pay, and advancement

in many organizations. Anchors are not at all unique in this respect, of course, but they can sometimes be highly visible reflections of persistent social problems.

Antagonistic or unproductive relationships are not inevitable, though, and a growing number of anchors have developed more authentic and reciprocal ways of engaging with, and providing valuable support to, lower-income neighborhoods and communities of color. “Engaged” anchor institutions demonstrate a strong commitment to community partnerships and can play a crucial role in revitalizing local economies.

## The Potential of Engaged Anchor Institutions to Increase Economic Opportunity

Given their size and influential presence, it is possible for anchor institutions to play a key leadership role in overcoming structural and social barriers that have prevented communities of color, especially young men in these communities, from accessing good jobs and other economic opportunities. Anchor institutions across the country have begun to engage in short-term and long-term transformative strategies to build partnerships and address the persistent barriers faced by residents of color, particularly young men, seeking meaningful employment opportunities. Universities, hospitals, and utility companies alike are instrumental to “transforming the narrative” of men-of-color residents and addressing head-on the barriers these individuals face due to low expectations, negative stereotypes and perceptions, and implicit bias.

The truly engaged anchor institutions, through planning and action, aim to achieve two key goals: 1) implement projects in partnership with community-based organizations and agencies that improve the lives of children, youth, and their families and 2) contribute to the enhancement or expansion of an institution’s broadly based commitments to sustainable, authentic, community engagement.<sup>1</sup>

The following key elements are needed for anchor institutions to transform their organizations into strong advocates for the full inclusion of vulnerable and marginalized members within their organizations and, more broadly, in the local workforce and community.

- **Strong leadership buy-in and long-term commitment.** Strong leaders who are willing to acknowledge and commit to confronting institutional and structural bias are vital. The work of transforming institutions is a long-term endeavor that

will require sustained efforts to build meaningful relationships with local residents and community-based organizations. Leadership's ability to effectively frame the issue, set the tone, and commit to change is important to gaining staff and organizational buy-in, as well as engaging local employers, businesses, and other partners to commit to these efforts.

- **Alignment of institutional mission, vision, and values with equitable community-development principles.** Leadership is needed to realign an anchor institution's mission, values, and strategic priorities toward authentic community engagement and inclusive access for marginalized and vulnerable local communities. Strong awareness of how inequity harms all members of the local community, not just the most vulnerable residents, is key, along with valuing meaningful community partnerships that foster equitable decision making and roles. Clear and ambitious goals with achievable milestones are needed.
- **Significant financial support and investment.** Meaningful engagement and breaking down economic barriers requires commitment through dedicated financial resources. Incentives for management and leadership to meet key equity goals can be helpful.

These elements can provide the foundation for a range of organizational activities and commitments. Some of these commitments will result in changes to human resources practices and policies, expand outreach, and remove barriers to employment opportunities. Others will lead to more effective external relationships, such as stronger partnerships with local schools to prepare students for careers with the institutions. In the balance of this brief, we explore the many ways in which the anchors can become connected in a positive way with their communities.

## Key Roles and Functions of Engaged Anchor Institutions

Anchor institutions occupy a number of roles and activities in local economic and community development, often serving multiple roles simultaneously.<sup>2</sup> Anchor institutions play five key roles:

1. Employer and workforce developer.
2. Purchaser of goods and services from local enterprises.
3. Incubator of local businesses.

4. Community/neighborhood developer.
5. Capacity builder for community-based organizations in child and youth development.

Below we highlight examples of promising practices where institutions have engaged in activities to advance economic inclusion, promote access to employment, and otherwise improve the circumstances faced by boys and men of color, in partnership with the local community. These case studies offer strategies for hospitals, universities, and infrastructure sector companies to address institutional bias and foster cultural competency within their organizations.

## Promising Practices

### 1. Employer and Workforce Developer

Workforce development for boys and men of color who have been facing barriers to employment should, whenever possible, be aimed at securing positions in sectors with these qualities:

- Potential for job growth.
- Accessibility of jobs for low-skill workers.
- Jobs that offer a livable wage with health and employee benefits.
- "Career ladder" job opportunities that offer career advancement.

Anchor institutions, because of their size and stability, provide a range of relatively secure, well-paying jobs and are often one of the largest employers within a locality. When major construction of infrastructure projects is developed by anchor institutions, the potential is there for significant local hiring into the building trades. However, many contractors on these large projects hire non-local employees or bring in their own workers from across the country.

Efforts should be made to develop internal hiring provisions and policies that explicitly address employment barriers faced by young men and men of color and minority-owned businesses/entrepreneurs. Hospitals, in particular, can build upon opportunities through their community benefits obligation (a requirement made more tangible and far-reaching in the Affordable Care Act) to develop policies for local hiring.

## Key Strategies:

- Institute targeted local hiring practices for hard-to-employ residents. Anchor institutions need to develop intentional strategies to design jobs specifically for community residents at the lower end of the socioeconomic scale.
- Partner with educational and social service institutions, as well as community-based providers, to develop long-term job training and work reentry programs, particularly for under-utilized workers. Training for entry-level positions in administrative, janitorial, and food service capacities can be linked with “career” ladder development opportunities. Integrated curricula, or “linked learning,” can bring career opportunities in a variety of fields within reach for high school and community college students where the local anchors provide connections, mentors, internships, and other resources.
- Partner with community-based organizations to recruit and train candidates for jobs and job training and reentry programs.
- Offer scholarships or subsidize training and tuition costs to eliminate financial barriers to job-training opportunities.
- Examine the organization’s potential for implicit biases that would lessen the employment prospects of marginalized populations, particularly African American men, and take meaningful steps to address those problems. Young men continue to report in various studies that negative stereotypes endure in large organizations, limiting their chances to move through each step of the application and hiring process.
- Individuals with criminal or juvenile justice histories face a number of barriers to employment, particularly in the health-care sector. Implement human resources training and monitoring of basic worker protection/occupational licensing laws, particularly around criminal background checks. Adopt U.S. Equal Employment Opportunity Commission (EEOC) best practices of “banning the box” and delaying review of applicants’ conviction histories. Take into account evidence of rehabilitation by the job applicant and provide for appeal procedures.

## Case Studies

### **PG&E PowerPathway Program,<sup>3</sup> San Francisco, California**

Based in San Francisco, Pacific, Gas, and Electric Co. (PG&E) is the largest provider of natural gas and electric power in Northern California. PG&E employs over 20,000 individuals and attests to its commitment to diversity within the workforce and among

suppliers, as well as a commitment to local communities they serve. In response to a lack of diversity within its existing pool of employee applicants, and in recognition of a wave of pending retirements from among the ranks of technicians, in 2008, PG&E launched PowerPathway, a regional workforce training program aimed at recruiting individuals from low-income communities of color to train as craft workers and technicians. With support from the PG&E Foundation and other state and federal funds, PG&E identified local community colleges in the Bay Area and Central Valley to partner with, including the East Bay Career Advancement Academy, which supported a pilot program at Laney College in Oakland, California. The program offered trainings for a range of soft and technical skills to prepare participants for a range of entry-level positions within PG&E.

During the spring 2008 pilot phase, 78 students participated at community college sites in Oakland, San Mateo, and Fresno, with 56 students continuing to complete PG&E’s pre-employment screening test and 43 receiving offers of employment for positions. Since the pilot, over 200 individuals have successfully completed the program, 55 percent of whom were women or people of color. Thus far, 60 percent of participants have been placed in entry-level utility worker positions.

*More Information:* Visit the website at <http://www.pge.com/powerpathway/> and read the PolicyLink report [\*Pathways Out of Poverty for Vulnerable Californians: Policies that Prepare the Workforce for Middle-Skill Infrastructure Jobs.\*](#)

### **Kaiser Permanente,<sup>4</sup> Oakland, California**

Based in Oakland, California, Kaiser Permanente is an integrated managed care organization that comprises three distinct groups: Kaiser Foundation Health Plans, Kaiser Foundation Hospitals, and regional medical groups. It is the largest managed care organization in the United States, currently employing over 167,300 people across nine states and the District of Columbia.

Kaiser Permanente has undertaken policies in an effort to reduce barriers for individuals with a criminal history. Consistent with California law, they limit background check inquiries to criminal convictions that occurred within the past seven years and to mostly serious offenses, rather than lesser offenses like disorderly conduct. They aimed to implement additional changes by the end of 2014 that included eliminating criminal background check questions from the first step of the application process, a candidate's "submission of interest" form.

*More Information:* Visit the website at <http://justicenotjails.org/health-care-job-opportunities/>.

## **2. Purchaser of Goods and Services from Local Enterprises**

Anchor institutions hold strong purchasing power and can revitalize local economies by focusing their spending on goods and services offered by local businesses rather than out-of-state or international markets. Even minor changes in anchor institution procurement and local purchasing policies can stimulate neighboring businesses and entrepreneurship opportunities for local residents. Institutions can develop procurement provisions that prioritize contracting with local businesses that are owned by residents of color, or that employ a large proportion of local residents of color, particularly young men and men of color. Supporting these businesses through procurement can allow for business growth and expansion that has the potential to bring in more jobs and hires for residents.

### **Key Strategies:**

- Develop ambitious, long-term local procurement goals, with a commitment to increase local purchasing by a certain percentage within a particular time frame and with an emphasis on businesses owned by women and residents of color or businesses that employ residents of color.
- Institutionalize value for local purchasing, such as integrating local buying as a metric for offices' performance evaluation and including business location in contract consideration.
- Build the capacity of small, locally owned businesses by offering training and supports in navigating purchasing programs and policies.
- Foster relationships with local business communities.

### **Case Study**

#### **The Penn Compact at the University of Pennsylvania,<sup>5</sup> Philadelphia, Pennsylvania**

Neighboring the largely residential West Philadelphia neighborhood, the University of Pennsylvania (UPenn) plays a major economic role as an anchor university with 20,000 students, 4,200 faculty, and 174 research centers. To address historical tensions linked to past land expansion policies that led to resident displacement, UPenn developed an initial "Buy West Philadelphia" campaign in 1986 to purchase from local businesses as a way to invest in the surrounding community. This effort evolved into the 2004 institution-wide initiative, the Penn Compact, which elevates local engagement and economic inclusion as core aims. This commitment was facilitated by the strong support from UPenn administration and university trustees toward this goal.

The Penn Compact is part of a comprehensive community revitalization effort that prioritizes local purchasing across the entire university, including construction, local hiring, procurement, and workforce development. Local purchasing has been integrated not only as a goal and value but also as a metric institutionalized in all business and purchasing practices. For example, UPenn takes into account local procurement goals when assessing staff performance evaluations and compensation. The institution has also aimed to strengthen national and local partnerships and provides referral and mentoring supports to suppliers who do not yet qualify as a Penn vendor, such as referring a business to UPenn's Wharton School of Business Minority Business Enterprise Center to receive technical assistance. UPenn also serves as one of the 15 members of the Philadelphia Area Collegiate Cooperative (PACC), a cooperative purchasing organization established in 2000. In 2013, UPenn spent almost \$110 million with local suppliers.<sup>6</sup>

*More Information:* Visit the website at <http://www.upenn.edu/president/penn-compact/penn-compact-landing>.

### **3. Incubator of Local Businesses**

Given their place-based nature, anchor institutions can serve as important hubs of financial, human, and technological resources that can be leveraged to support local economies. University and hospital campuses, in particular, provide a central source for accessing a wide array of resources—faculty and staff content expertise, information databases, research resources, technology and more—that can help catalyze start-up businesses through partnerships, technical assistance, and other supports.

As Treuhaft and Rubin wrote in an article published in 2013:

Because entrepreneurs of color are more likely than other firms to hire people of color and locate their firms in communities of color, their growth leads directly to more job opportunities for the groups that need them the most. A survey of Black business owners, for example, found that two-thirds of their employees were Black.<sup>7</sup>

But for significant employment to be generated, the firms have to grow and be sustained, which is where the newer generation of small-business support programs have been making an impact. There are three general types of entrepreneurial businesses that can be assisted in this way by some part of an anchor institution, in particular universities and hospitals, and there is a diversity and inclusion agenda for each type:

- High-tech sector start-ups and expansions, through programs designed to transfer ideas into commercially viable products and services.
- Business-to-business services, often through the procurement process.
- Neighborhood-level commercial and other small businesses, often through technical assistance programs.

The first one is mainly a long-run strategy, with respect to hiring people from low-income neighborhoods, but should be pursued in that context. The second and third categories can yield results in the shorter term. Institutions can support low-income residents and residents of color who own businesses or would like to learn how to become an entrepreneur by offering programs and services to help interested individuals navigate the business start-up process. New businesses supported by institutional resources can help to bring in more jobs to local residents and can also provide residents of color who are currently employed in low-wage jobs a pathway toward business ownership through skills development and training.

## Key Strategies:

- Link students with place-based learning opportunities in local business.
- Offer technical assistance and staff/academic expertise for prospective start-up businesses.
- Target outreach to residents of color interested in business start-ups.
- Offer trainings for entry-level employees interested in moving into business management and ownership roles.

## Case Study

### **The Front Door at Wayne State University,<sup>8</sup> Detroit, Michigan**

Wayne State University (WSU), based in Detroit, Michigan, serves as a leader and anchor institution partner in the revitalization efforts in the Midtown region of Detroit. In 2009, WSU sought to connect industry with university resources to help stimulate economic development in metro Detroit and developed The Front Door. The Front Door serves as a portal for local businesses to tap into WSU's resources, including faculty consultants, research expertise, facilities, technology, licensing opportunities, and investment in research. In addition to these services, the program also matches students to serve as interns with local businesses to support entrepreneurship efforts. The Front Door is made possible by support from WSU's offices of research, economic development, and development and alumni affairs, as well as the New Economy Initiative for Southeast Michigan.

This program supports the local economic development of TechTown, WSU's research park and business incubator. The Front Door offices are located inside TechTown where teams work with local companies in emerging high-technology industries, such as advanced engineering, life sciences, and alternative energy. TechTown prioritizes businesses that make a commitment to build up economic opportunities in Detroit's central city and emphasize local hiring strategies for underemployed or unemployed residents.

*More Information:* Visit the website at <http://www.thefrontdoor.wayne.edu/>.

## **4. Community/Neighborhood Developer**

Anchor institutions can make critical investments to improve the quality of the physical environment of surrounding communities, including housing, transportation, community safety, and social/cultural centers. Investments into improving the built environment of a community not only help to grow local businesses and foster job opportunities through these businesses, but also help to retain current residents through improved access to quality and affordable housing and allow current residents improved access to transportation systems that can expand their geographic scope of employment options. Additionally, these development projects involve large infrastructure projects that can provide jobs in construction, infrastructure, and other linked services for local residents.

## Key Strategies:

- Strengthen partnerships with community-development corporations, public housing agencies, and other investors.
- Ensure that institutional investments in real estate and capital projects prioritize local economic growth and benefit low-income and underserved neighborhoods.
- Engage in local community planning and community-development efforts.

## Case Studies

### **East Baltimore Revitalization Initiative,<sup>9</sup> Baltimore, Maryland**

One of Baltimore's key anchors is Johns Hopkins Medical Center. Since its founding, the institution, one of the largest employers in Maryland and world renowned for its care and research, has often had uneasy relations with its neighbors in one of the most distressed neighborhoods in East Baltimore. More than a decade ago, Hopkins, the City of Baltimore, and other institutional partners launched a strategy for expanding its facilities and transforming the neighborhood, a process that is still underway. The East Baltimore Revitalization Initiative (EBRI) involved both the expansion of the medical center and the partial demolition and rebuilding of the residential neighborhood. The expansion calls for approximately 1.7 million square feet of research and development laboratory and office space, to become a hub for enterprises spun off from Hopkins biotechnological and biomedical research. The new community would include a variety of types of housing, plus retail, hotel, and public facilities, including a park and a new public school jointly run by Johns Hopkins University's Department of Education and Morgan State University's School of Education. The project envisioned

the creation of approximately 9,000 new jobs on the 88-acre site, as well as several thousand construction jobs during its development.<sup>10</sup>

To support the relocation and prevent the displacement of residents due to the demolition of existing housing and other buildings included in the development plan, The Annie E. Casey Foundation provided additional resources toward housing relocation support and established East Baltimore Development Inc. (EBDI) to provide counseling, referrals, and other social and workforce development services for relocated residents. EBDI's mission also provides oversight for development agreements between the Forest City property development company and its local business partners.

Signed in 2002 by the partners, the Minority Inclusion Agreement outlined nine initial objectives and strategies for accomplishing the inclusion of local, minority, and women workers and firms owned by these groups in real estate and businesses, hiring, contracting, and business opportunities. It called for training and employment opportunities in the technical workforce, an incubator for local start-ups, a community reinvestment fund, and other vehicles for spreading economic benefits across East Baltimore.

After a decade, 20 percent of the original plan has been implemented, including a laboratory building, a new school, and other structures comprising 18,000 square feet of retail, creating roughly 1,000 permanent jobs. In all, about 3,000 construction workers have worked on the site; 31 percent of the work hours were completed by residents of Baltimore City and 15 percent by residents from the nine zip codes of East Baltimore closest to the site. EBDI developed in 2007 a pipeline for job and training referrals, services, and relationships with a wider range of employers, which between 2007 and 2013, helped to place 355 individuals into jobs, including 66 who were relocated from the project site.

*More Information:* Read the report *Expanding Economic Opportunity: Lessons from the East Baltimore Revitalization Initiative*, at <http://www.aecf.org/resources/expanding-economic-opportunity/>. Also get information about East Baltimore Development, Inc. at <http://www.ebdi.org>.

### **Greater University Circle Initiative and Evergreen Cooperatives,<sup>11</sup> Cleveland, Ohio**

Home to hospitals, health-care institutions, and other cultural entities, Cleveland's University Circle employs more than 50,000 but also neighbors low-income communities whose realities are in sharp contrast. In 2005, the Greater University Circle Initiative was developed and composed of major anchor organizations, community organizations, and civic leaders; its goal is to address institutional and neighborhood barriers to revitalizing the local community. The initiative works on a range of projects, including transit-oriented development, employer-assisted housing programs, and community engagement.

One of the key roles of anchor institutions in the Greater University Circle area has been to support the development of local economies. Also located within this region is Evergreen Cooperatives, an integrated economic development strategy that aims to generate local economies among low-income communities through partnerships with these anchor institutions in Cleveland. Through a "from the ground up" approach, the Evergreen Cooperatives run three cooperative businesses—a laundry, solar installation farm, and urban farm—and build upon this network of cooperatives to recruit, train, and employ low-income residents and community members of color. They have formed strategic partnerships with local anchor institutions in the Greater University Circle to purchase from these cooperative networks.

*More Information:* Visit the websites at <http://www.clevelandfoundation.org/grants/our-priorities/greater-university-circle/> and <http://evergreencooperatives.com/>.



## **5. Capacity Builder for Community-Based Organizations in Child and Youth Development**

Some of the most important allies and resources for organizations working with boys and men of color are in universities and other anchors. Anchor institutions can leverage their existing human and financial capital, as well as relationships and networks, to build the capacity of local community-based organizations that engage in youth development efforts to support low-income youth of color in the community. They can serve as a facilitator and convener for local organizations and community leaders to coordinate and shape community development efforts that build upon existing community services and initiatives. Institutions can also partner with local organizations to form coalitions or initiatives to address challenges faced by local youth and families and build local leadership among residents and also offer professional development training and technical assistance to community leaders and program staff.

The case studies profiled below embody truly engaged anchor institutions that make an explicit commitment to developing authentic and genuine partnerships with community partners that support young men and boys of color. As is often the case, they began with an individual or small number of faculty and students making a personal and professional commitment to build the relationships with community leaders, and only later became part of the agenda of their institution.

### **Key Strategies:**

- Develop a shared model of leadership and decision making between institutions and community partners.
- Offer professional development training and technical assistance to community leaders and program staff.
- Facilitate linkages among community residents and stakeholders invested in youth development efforts.
- Coordinate convenings and participate in coalitions to establish learning and practice communities.

### **Case Studies**

#### **Minnesota Youth Community Learning Initiative at the University of Minnesota,<sup>12</sup> Minneapolis, Minnesota**

The University of Minnesota is a state land-grant and research university and serves as a major anchor institution in Minneapolis, Minnesota. Not that far from the University of Minnesota campus is the North Minneapolis community, a predominately

low-income and racially and ethnically diverse neighborhood. Over the years, community-based initiatives that were developed from existing partnerships between key faculty and community leaders began to garner strong interest and momentum to build an outreach and research center in this neighborhood. In 2003, the Minnesota Youth Community Learning Initiative (MYCL) was established by the university's division of adolescent medicine as a university–community partnership with seven local coalitions to reengage youth in education. Each of the seven community partnerships was anchored by a skill-based, youth mentoring program that aimed to connect youth with caring adults and linkages to meaningful career opportunities. The site in North Minneapolis was based in an Afrocentric community church, another was on a Native American reservation, and a third was in a small prairie meat-packing town whose Latino population had recently grown dramatically. Community and academic partners developed a shared model of leadership and decision making, working together to develop the core components of the initiative, with training, technical assistance, and communication support offered to coalition members through the university. They also created a statewide network that brought together youth advocates from diverse communities across the region.

This partnership and others contributed to the formal establishment of the Urban Research and Outreach Engagement Center (UROC) at the University of Minnesota located in North Minneapolis in 2005, which houses a range of programs that build upon authentic and engaged partnerships with residents and organizations in the Northside region to identify promising solutions to issues faced by the community. In response to resident feedback, the University Northside Partnership (UNP) was also developed and served as a formal convening process to bring together North Minneapolis community organizations, faith-based leaders, and other stakeholders to coordinate resources and investment toward early childhood development and a wide spectrum of support services for local youth.

*More Information:* Visit the websites at <http://www.uroc.umn.edu/about/> and <http://www.engagedinstitutions.org/uminn.htm>.

## The Center for Civic Engagement,<sup>13</sup> University of Texas at El Paso, El Paso, Texas

Based at the University of Texas at El Paso (UTEP), the Center for Civic Engagement (CCE) aims to “enhance higher education and contribute to the public good through community-based teaching and learning initiatives that enrich student education, promote civic engagement, and improve the community while capitalizing on the region’s and UTEP’s social and intellectual capital.” Situated in a border community serving many vulnerable communities in the El Paso/Ciudad Juarez region, the center has undertaken a number of innovative community engagement and partnership strategies, including the development of the Nonprofit Enterprise Center (NpEC) and a family literacy program for AVANCE, a child development program. NpEC works with UTEP’s CCE to build the capacity of local nonprofit organizations serving the region and connect UTEP students—many of whom are from, have grown up in, and reside in the community—with nonprofits and the joint projects that engage in community change models.

In addition to providing direct services such as family literacy skills, the center leverages existing partnerships to increase investment in local communities, serves as a regional convener and connector for local nonprofit sector leaders, and also offers training, technical assistance, and consultation to over 91 nonprofits in the region. As of 2009, 3,000 students had partnered with 200 community organizations and public agencies that serve vulnerable communities in El Paso, touching the lives of 53,000 children and adults across 43,000 hours of community service and engagement.

*More Information:* Visit the website at <http://academics.utep.edu/cce>.

### For more information about anchors addressing their community impact, contact:

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## Notes

- 1 Sarah Treuhaft, Ruben Lizardo, and Victor Rubin, *Engaged Institutions Cluster: An Evaluation of Partnerships and the Sustainability of Community Engagement at Four State Universities* (Oakland, CA: PolicyLink, 2009).
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- 3 Victor Rubin et al., *Pathways Out of Poverty for Vulnerable Californians: Policies that Prepare the Workforce for Middle-Skill Infrastructure Jobs* (Oakland, CA: PolicyLink, 2010).
- 4 All information in this case study, unless otherwise noted, was informed by “A Healthy Balance: Expanding Health Care Job Opportunities” Justice Not Jails, <http://justicenotjails.org/health-care-job-opportunities/> (accessed June 2014).
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- 7 Sarah Treuhaft and Victor Rubin, *Economic Inclusion: Advancing an Equity-Driven Growth Model* (Berkeley, CA: UC Berkeley Institute for Research on Labor and Employment, Big Ideas for Jobs project, 2013).
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- 13 Ibid.

## Acknowledgments

This brief was funded by the U.S. Department of Housing and Urban Development as a product of the Sustainable Communities Learning Network, the City of New Orleans, and the Greater New Orleans Foundation, and with additional support from the Ford Foundation and the Surdna Foundation. The opinions expressed are those of the authors and do not necessarily reflect the views of our funding partners.

We gratefully acknowledge the organizations whose programs and projects have provided the basis for the case studies. Their research and data were used to inform the key strategies and promising practices, and are referenced throughout this brief.

We would like to thank Diana Rivera, PolicyLink graduate intern from the School of Social Welfare, University of California, Berkeley, for her research and other contributions to this document.

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Victor Rubin is vice president for research at PolicyLink. He has been an urban planning researcher, teacher, and consultant for more than 30 years. He has worked on community strategies for anchor institutions as a partnership director, grantmaker, evaluator, and writer. Recently, he has led engagements by PolicyLink regarding strategies for equitable economic growth and inclusion in Detroit, Baltimore, and other cities, and coauthored several articles on inclusive development.

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Kalima Rose is senior director of the PolicyLink Center for Infrastructure Equity. She leads the organization's sustainable communities work, helping implement regional equity, fair housing, and new infrastructure investments that strengthen economic resilience. She worked closely with Gulf Coast communities to shape a more equitable post-Katrina rebuilding of New Orleans and Louisiana.

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