

The Road Half Traveled

University Engagement at a Crossroads

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The Democracy Collaborative
at the University of Maryland

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Endnotes

1. Ira Harkavy et al., "Anchor Institutions as Partners in Building Successful Communities and Local Economies," in Paul Brophy and Rachel Godsil, eds., *Retooling HUD for a Catalytic Federal Government: A Report to Secretary Shaun Donovan*, Penn Institute for Urban Research, Feb. 2009, pp. 147-168, quote on p. 148.
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3. Ira Harkavy et al., "Anchor Institutions as Partners," see especially pp. 148-149; Henry Taylor, Director, Center for Urban Studies, University at Buffalo (State University of New York), personal correspondence, May 4, 2010.
4. Henry S. Webber and Mikael Karlstrom, *Why Community Investment is Good for Nonprofit Anchor Institutions: Understanding Costs, Benefits, and the Range of Strategic Options*, Chicago: Chapin Hill at the University of Chicago, 2009, see especially pp. 4-6.
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139. Although beyond the scope of this study, "town and gown" have interacted ever since the university was founded. An interesting parallel to the West Philadelphia Initiatives in Penn's history is the University's 1959 creation of the West Philadelphia Corporation, formed in response to a murder of a Penn graduate student the previous year. Generally, this early effort is seen as much more "top down" than Penn's current efforts. The "top down" nature of the 1959 effort can be seen in the language of the partnership effort, which, according to Sharpe, was focused on the "need for elbow room and a more healthy campus environment." For more information, see Judith Rodin, *The University and Urban Revival Out of the Ivory Tower and Into the Streets*, Philadelphia, PA: University of Pennsylvania Press, 2007, see especially Chapter 3 and Eleanor Sharpe, *Anchor Institutions Toolkit: A guide for neighborhood revitalization*, Philadelphia, PA: The Netter Center for Community Partnerships, March 2008, see especially pp. 29–30 and 46. Eleanor Sharpe, former Associate Director, Netter Center for Community Partnerships, personal correspondence, April 30, 2010.
140. Tom Burns, Managing Director, Urban Ventures, telephone interview by Steve Dubb, Philadelphia, PA, May 13, 2009. Ira Harkavy, Associate Vice President and Founding Director, Netter Center for Community Partnerships,

University of Pennsylvania, telephone interview by Steve Dubb, Sept. 15, 2005. See also: Eleanor Sharpe, *Anchor Institutions Toolkit: A guide for neighborhood revitalization*, Philadelphia, PA: The Netter Center for Community Partnerships, March 2008, pp. 35–38. Ralph Maier, Director of Purchasing, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009.

141. Tom Burns, telephone interview by Steve Dubb, May 13, 2009. Tony Sorrentino, Executive Director, Public Affairs, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009.

142. John Kromer and Lucy Kerman, *West Philadelphia Initiatives: A Case Study in Urban Redevelopment*. Philadelphia: University of Pennsylvania, 2004, pp. 36, 38, and 52.

143. Diane-Louise Wormley, Deputy Director, Neighborhoods Now, interview by Steve Dubb, Philadelphia, PA, May 8, 2009. Richard Redding, Director of Community Planning, City of Philadelphia, interview by Steve Dubb, Philadelphia, PA, May 4, 2009.

144. Richard Redding, interview by Steve Dubb, May 4, 2009. Ira Harkavy, interview by Steve Dubb, Philadelphia, PA, May 8, 2009. Ira Harkavy, telephone interview by Steve Dubb, Sept. 15, 2005. Barbara and Edward Netter Center for Community Partnerships, Annual Report 2008–2009, Philadelphia, PA: University of Pennsylvania, p. 18.

145. Ralph Maier, interview by Steve Dubb, May 5, 2009.

146. Tony Sorrentino, interview by Steve Dubb, May 5, 2009. Glenn Bryan, Associate Vice President, Office of Community Relations, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009.

147. Tony Sorrentino, interview by Steve Dubb, May 5, 2009. Kromer and Kerman, *West Philadelphia Initiatives*, pp. 28 and 52.

148. Lewis Wendell, former Executive Director, University City District, interview by Steve Dubb, Philadelphia, PA, May 4, 2009. Tony Sorrentino, interview by Steve Dubb, May 5, 2009. University Center District, University City Report Card 2009, Philadelphia, PA: UCD, 2009, pp. 50 and 58. Kromer and Kerman, *West Philadelphia Initiatives*, p. 22. Additional University Center District programs include marketing, street cleaning, recycling promotion, summer jobs for community youth, a farmer's market, maintenance of two local parks, homeless outreach, and graffiti removal. (Lewis Wendell, former Executive Director, University City District, personal correspondence, April 2010; Tom Burns, Managing Director, Urban Ventures Group, personal correspondence, May 2010. Tom Burns, telephone interview by Steve Dubb, May 13, 2009.)

149. James Lytle, Professor, Graduate School of Education, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009. School District of Philadelphia, *School Profile, Penn Alexander School: Ethnicity*, Philadelphia, PA: School District of Philadelphia, 2010, https://webapps.philasd.org/school_profile/view/1280 (accessed May 31, 2010). For historical data, see: Stephen Seplow, "Penn neighborhood blooms around a top school," *Philadelphia Inquirer*, April 5, 2010, www.philly.com/philly/education/89894467.html?cupid=15585797 (accessed May 31, 2010).

150. Ann Kreidle, Manager, K12 Partnerships, Penn Partnerships Planning Office Graduate School of Education, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009. James Lytle, interview by Steve Dubb, May 5, 2009. Cory Bowman, Associate Director and Gretchen Seuss, Director of Evaluation, Netter Center for Community Partnerships, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 8, 2009. Rita Axelroth, *The Netter Center for Community Partnerships' University-Assisted Community School Programs*, Philadelphia, PA: University of Pennsylvania, June 4, 2008, p. 6.

151. David Grossman, Director, Civic House, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 8, 2009. Hillary Kane, Director, Philadelphia Higher Education Network for Neighborhood Development, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 8, 2009. Eleanor Sharpe, former Associate Director, Netter Center for Community Partnerships, personal correspondence, April 30, 2010.

152. Monica Rimai, former Senior Vice President of Finance and Administration and Interim President, University of Cincinnati, telephone interview by Rita Axelroth, Oct. 5, 2009.

153. Michael Romanos, David Edelman, and Mahyar Arefi, *Community Interactions and Collaborations: Study of Peer Institutions — Main Report*, Cincinnati, OH: University of Cincinnati, Office of the President, November 2006, see especially pp. 13–14. Gerald Siegert, Associate Vice President for Community Development, University of Cincinnati, personal correspondence, April 26, 2010.

154. Michael Romanos, *The University of Cincinnati's Community Involvement*, Curitiba, Brazil: Seminario Internacional de Curitiba, Aug.-Sept. 2007, p. 20. Gerald Siegert, Associate Vice President for Community Development, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009. Interview with Tony Brown, former

President and CEO, Uptown Consortium, College Park, MD: The Democracy Collaborative, Sept. 2007, p. 2. Mary Stagaman, former Associate Vice President for External Relations and Presidential Deputy for Community Engagement, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009. In June 2010, Stagaman left her position at the University of Cincinnati to serve as Executive Director of Agenda 360, a regional economic action plan that includes the University.

155. Romanos, Edelman, and Arefi, *Community Interactions and Collaborations*, see especially pp. 16–24, 53, 102–103, 123. Tony Brown, former President and CEO, Uptown Consortium, presentation at CEOs for Cities, *Leveraging Anchor Institutions for Urban Success*, San Jose, CA: CEOs for Cities, May 1–2, 2007.

156. Mary Stagaman, interview by Rita Axelroth, Sept. 10, 2009.

157. Kathy Dick, Director, Center for Community Engagement, and Michael Sharp, Director for Community-Engaged Learning, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 11, 2009. Monica Rimai, telephone interview by Rita Axelroth, Oct. 5, 2009. Mary Stagaman, interview by Rita Axelroth, Sept. 10, 2009.

158. Monica Rimai, telephone interview by Rita Axelroth, Oct. 5, 2009. Gerald Siegert, personal correspondence, April 26, 2010.

159. Mary Stagaman, interview by Rita Axelroth, Sept. 10, 2009.

160. Some of these redevelopment corporations are not currently active. Gerald Siegert, interview by Rita Axelroth, Sept. 10, 2009.

161. Mary Stagaman, interview by Rita Axelroth, Sept. 10, 2009.

162. Olivetree Research and UC Marketing Students, "Uptown Market Landscape," May 2009.

163. Romanos, Edelman, and Arefi, *Community Interactions and Collaborations*, pp. 20–21. Monica Rimai, telephone interview by Rita Axelroth, Oct. 5, 2009.

164. Jeff Edmonson, Director and Jennifer Blatz, Director of Operations, Strive, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009. Mary Stagaman, personal correspondence, May 6, 2010. Strive's 2010 annual report indicates improvement on 40 of 54 key measures of success, including a 10 percent increase in Cincinnati Public School graduates enrolling in college since 2004, the majority of whom attend the University of Cincinnati. (Coalition of Urban Serving Universities, *Urban Universities: Anchors Generating Prosperity for America's Cities*, Washington, DC: USU, July 2010, page 13.)

165. Larry Johnson, Dean, College of Education, Criminal Justice, and Human Services, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 11, 2009. Jeff Edmonson, Director and Jennifer Blatz, Director of Operations, Strive, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009.

166. Larry Johnson, interview by Rita Axelroth, Sept. 11, 2009.

167. Scott Stiles, Assistant City Manager and Bill Fischer, Business Development Manager, City of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 11, 2009.

168. Mary Stagaman, interview by Rita Axelroth, Sept. 10, 2009. Myrita Craig, former Executive Director, Agenda 360, Chamber of Commerce, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009.

169. Gregory Williams, Address by President Gregory H. Williams to All-University Faculty Meeting, Cincinnati, OH: University of Cincinnati, November 18, 2009, www.uc.edu/president/messages/11_18_09_presidentaddress.html (accessed Dec. 29, 2009); Tony Brown, former President and CEO, Uptown Consortium, telephone interview by Rita Axelroth, Oct. 27, 2009; Cliff Peale, "Health Alliance Future Clouded," *Cincinnati Enquirer*, July 12, 2009, <http://news.cincinnati.com/article/20090712/COL/907120347/Health-Alliance-future-clouded> (accessed Dec. 29, 2009). In June 2010, the Uptown Consortium Board of Trustees selected Beth Robinson as its new President and CEO; Robinson formerly served as the University of Cincinnati's director of real estate development.

170. Mark Alden Branch, "Then . . . and now: How a city came back from the brink," *Yale Alumni Magazine*, May/June 2009, pp. 35–61, quote on p. 43. Note Branch's article says there were 37 homicides, but, as cited in the executive summary above, official crime statistics count 34 homicides, not 37.

171. Although not a focus of this report, Yale's involvement with the community evidently did not begin in 1991. For example, Michael Morand, Associate Vice President of Yale's Office of New Haven and State Affairs, notes that in 1987, Yale committed to invest \$50 million over 5 years in housing, commercial and industrial development in New Haven. (Michael Morand, personal correspondence, April 28, 2010.)

172. Sheila Masterson, Executive Director, Whalley Special Services, interview by Steve Dubb, New Haven, CT, Oct. 6, 2009. Linda Thompson-Maier, Executive Director, Greater Dwight Development Corporation, interview by Steve Dubb, New Haven, CT, Oct. 6, 2009.

173. Yale Office of Public Affairs, "Yale's Office of New Haven and State Affairs," *Yale Bulletin and Calendar*, Special Issue: Spring/Summer 2002, www.yale.edu/opa/arc-ycb/ycb_alumni/story104.html. Yale Office of Public Affairs, *Yale Names Urban Revitalization Leader to Head University's New Haven and State Affairs*, New Haven, CT: Yale University, Aug. 28, 1997, <http://opa.yale.edu/news/article.aspx?id=5793> (accessed Dec. 24, 2009). Michael Morand, personal correspondence, April 28, 2010.

174. US Census Bureau, "New Haven (City) Connecticut," *State and County Quick Facts*, Data derived from Population Estimates, 2000 Census of Population and Housing, 1990 Census of Population and Housing, Small Area Income and Poverty Estimates, County Business Patterns, 2002 Economic Census, Minority- and Women-Owned Business, Building Permits, Consolidated Federal Funds Report, Census of Governments, Washington, DC: Dept. of Commerce, Nov. 17, 2009, <http://quickfacts.census.gov/qfd/states/09/0952000.html> (accessed Dec. 24, 2009). Sheila Shanklin, Director of Cooperative Management, HOME, Inc., interview by Steve Dubb, New Haven, CT, Oct. 7, 2009.

175. Richard C. Levin, *Universities and Cities: The View from New Haven*, Cleveland, OH: inaugural colloquium, Case Western Reserve University, Inaugural Colloquium, Jan. 30, 2003, <http://opa.yale.edu/president/message.aspx?id=36> (accessed Dec. 24, 2009).

176. Jon Soderstrom, Director, Office of Cooperative Research, Yale University, interview by Steve Dubb, New Haven, CT, Oct. 7, 2009. Shana Schneider, Deputy Director, Youth Entrepreneurial Institute, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009. Michael Morand, personal correspondence, April 28, 2010.

177. Reggie Solomon, *New Haven Investments—Summary 1990–2009*, New Haven, CT: Yale University, Office of New Haven and State Affairs, November 23, 2009. Sheila Masterson, interview by Steve Dubb, Oct. 6, 2009. Linda Thompson-Maier, interview by Steve Dubb, Oct. 6, 2009.

178. Reggie Solomon, Program Director, Office of New Haven and State Affairs, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009. Michael Morand, Associate Vice President, Office of New Haven and State Affairs, Yale, interview by Steve Dubb, New Haven, CT, Oct. 6, 2009. Reggie Solomon, *New Haven Investments—Summary 1990–2009*. Michael Morand, personal correspondence, April 28, 2010.

179. Reggie Solomon, *New Haven Investments—Summary 1990–2009*.

180. Claudia Merson, Director of Public School Partnerships, Office of New Haven and State Affairs, Yale University, interview by Steve Dubb, New Haven, CT, Oct. 7, 2009. Suzannah Holsenbeck, Yale Partnership Coordinator, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009.

181. Colleen Murphy-Dunning, Director, Urban Resources Initiative, Yale University, interview by Steve Dubb, New Haven, CT, Oct. 6, 2009.

182. Reggie Solomon, *New Haven Investments—Summary 1990–2009*.

183. Reggie Solomon, *New Haven Investments—Summary 1990–2009*.

184. Abigail Rider, Associate Vice President and Director for University Properties, Yale University, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009. Michael Morand, personal correspondence, April 28, 2010.

185. Abigail Rider, interview by Steve Dubb, Oct. 8, 2009.

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187. Olivetree Research and UC Marketing Students, *Uptown Market Landscape*, Cincinnati, OH: UC, May 2009.

188. Nelson Bregon, General Deputy Assistant Secretary, Community Planning and Development, United States Department of Housing and Urban Development, *Testimony Before the Subcommittee on Select Revenue Measures of the House Committee on Ways and Means*, Washington, DC: U.S. House of Representatives, Oct. 7, 2009, Attachment #1, <http://waysandmeans.house.gov/hearings.asp?formmode=view&id=8080> (accessed Dec. 29, 2009).

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190. Michael Morand, Associate Vice President, Office of New Haven and State Affairs, Yale, personal correspondence, April 28, 2010.
191. Ira Harkavy, Carol de Fries, Joann Weeks, Cory Bowman, Glenn Bryan, and Dawn Maglicco, *Strategy for Taking Penn's Local Engagement Effort from Excellence to Eminence*, Submitted to Van McMurtry, Vice President, Office of Government and Community Affairs, Philadelphia, PA: University of Pennsylvania, Jan. 9, 2006.
192. Cory Bowman, Associate Director, Netter Center for Community Partnerships, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 8, 2009.
193. Eleanor Sharpe, *Anchor Institutions Toolkit: A guide for neighborhood revitalization*, Philadelphia, PA: The Netter Center for Community Partnerships, March 2008, pp. 93–94. Randy Belin, Senior Program Officer and Jamie Gauthier, Assistant Program Officer, Philadelphia LISC, interview by Steve Dubb, Philadelphia, PA, May 4, 2009. Lewis Wendell, former Executive Director, University Center District, personal correspondence, April 2010.
194. Michael Sharp, Director for Community-Engaged Learning, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 11, 2009.
195. Mary Stagaman, former Associate Vice President for External Relations and Presidential Deputy for Community Engagement, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009.
196. Reginald Solomon, Program Director, Office of New Haven and State Affairs, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009.
197. Jeanette Ickovics, Deputy Director of Community Outreach, Yale Center for Clinical Investigation, interview by Steve Dubb, New Haven, CT, Oct. 6, 2009. Bill Placke, CEO, First Community Bank, interview by Steve Dubb, New Haven, CT, Oct. 7, 2009.
198. Anonymous, "University Trustees' November Meeting Coverage," *University of Pennsylvania Almanac*, Volume 56, No. 11, November 10, 2009, www.upenn.edu/almanac/volumes/v56/n11/trustees.html (accessed Dec. 30, 2009). Steve Dubb and Ted Howard, *Linking Colleges*, pp. 63–64. Ira Harkavy, Associate Vice President and Founding Director, Netter Center for Community Partnerships, University of Pennsylvania, personal correspondence, April 27, 2010.
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202. Michael Morand, interview by Steve Dubb, New Haven, CT, Oct. 6, 2009.
203. University of Nevada, Reno, "Case Study #4: University of Pennsylvania-Philadelphia, Pennsylvania," *University and College Community Partnerships: University of Nevada, Reno Comprehensive Master Plan*, Reno, NV: University of Nevada, Reno, March 11, 2004, p. 2, www.unr.edu/masterplan/worktodate.html (accessed Dec. 30, 2009). Barbara and Edward Netter Center for Community Partnerships, *Annual Report 2007–2008*, Philadelphia, PA: University of Pennsylvania, p. 39.
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217. TCC Group, *Netter Center for Community Partnerships: Strategic Plan*, Philadelphia, PA: TCC Group, Feb. 2008, pp. 5, 18, 29. Ira Harkavy, Associate Vice President and Founding Director, Netter Center for Community Partnerships, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 8, 2009.
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222. Paul Grogan and Tony Proscio, *Comeback Cities: A Blueprint for Urban Neighborhood Renewal*. Boulder, CO: Westview, 2000, quote on p.13. Mark Alden Branch, "Then . . . and now: How a city came back from the brink," *Yale Alumni Magazine*, May/June 2009, pp. 35–61, see p.46.
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224. Olivetree Research and UC Marketing Students, "Uptown Market Landscape," May 2009.
225. Tony Brown, former President and CEO, Uptown Consortium, telephone interview by Rita Axelroth, Oct. 27, 2009.
226. On Cincinnati's formal commitment to poverty reduction: see Nancy Zimpher, *State of the University Address*, 2007: Cincinnati, OH: University of Cincinnati, 2007, www.uc.edu/president/2007_State_of_the_University_Address.html (accessed July 8, 2010), where Zimpher says, "These are a set of neighborhoods that face some very

daunting challenges — high poverty, high unemployment, low literacy, low home ownership, and safety and transportation issues. And that's why the Uptown Consortium is committed to a five-pronged strategy focused on housing, retail, safety, transportation and neighborhood amenities." On Penn's formal commitment, see Ira Harkavy et al., *Strategy for Taking Penn's Local Engagement Effort from Excellence to Eminence*, Jan. 9, 2006. See especially p.6 where the authors write, "Penn is not, nor should it be, a social service agency. However, the University can make a significant difference by harnessing and marshalling our academic and institutional resources to solve universal problems (such as poverty, unequal healthcare, substandard housing, and inadequate, unequal education) that are manifested locally in West Philadelphia."

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273. "V" as in the letter V— not the Roman numeral for "5." For planning purposes, the City of Atlanta has chosen to group neighborhoods into "neighborhood planning units," each designated by a separate alphabet letter.

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278. Marilyn Higgins, Vice President for Community Engagement and Economic Development, Syracuse University, interview by Rita Axelroth, Syracuse, NY, May 28, 2009. Kathy Goldfarb-Findling, Executive Director, Rosamond Gifford Charitable Corporation, interview by Rita Axelroth, Syracuse, NY, May 29, 2009.

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286. Craig Taylor, Director, Office for Business and Community Economic Development, University of Minnesota, interview by Rita Axelroth, Minneapolis, MN, Aug. 24, 2009. Robert Jones, Senior Vice President for System Academic Administration, University of Minnesota, interview by Rita Axelroth, Aug. 24, 2009. *University of Minnesota, Promotion and tenure: key changes to the faculty tenure policy*, Minneapolis, MN: UM, 2007, www.academic.umn.edu/provost/faculty/tenure/changes.html (accessed June 4, 2010).

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314. Ralph Maier, interview by Steve Dubb, May 5, 2009.

315. Ralph Maier, interview by Steve Dubb, May 5, 2009.

316. Diane-Louise Wormley, Deputy Director, Neighborhoods Now, interview by Steve Dubb, Philadelphia, PA, May 8, 2009. Ralph Maier, interview by Steve Dubb, May 5, 2009.

317. Ralph Maier, Director of Purchasing, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009. Speaking to Penn's continued commitment to economic inclusion through three presidencies, Assistant Vice President of Community Relations, Glenn Bryan, notes, "Resources aren't the answer to success as much as it's the commitment to think outside the box. You need strong senior management support for the initiative. This work is part of the Penn Compact, coming out of the Office of the President." (Glenn Bryan, Associate Vice President, Office of Community Relations, University of Pennsylvania, interview by Steve Dubb, Philadelphia, PA, May 5, 2009).

318. Michael J. Rich, Director, Office of University and Community Partnerships, Emory, interview by Steve Dubb, Atlanta, GA, June 17, 2009. Kate Grace, Director, Community Building & Social Change Fellows Program, Office of University and Community Partnerships, Emory, interview by Steve Dubb, Atlanta, GA, June 17, 2009. Young Hughley, Executive Director of RRC, a community development corporation in Reynoldstown, hosted Emory fellows during the program's first year and vouches for its impact: "We had five-to-six kids, really bright kids. They worked with my

CDC and three other community-based organizations to do an assessment of our services, our service area and our capacity. . . What really came out of that was a matrix that talked about duplication of services, strengths of our organization, and what we could leverage." (Young Hughley, Executive Director, RRC, interview by Steve Dubb, Atlanta, GA, June 18, 2009.)

319. Steve Dubb, Emory Community Building & Social Change Fellows Program meeting notes: Discussion led by Michael J. Rich, Associate Professor of Political Science and Director, Office of University and Community Partnerships and Kate Grace, Director, Community Building & Social Change Fellows Program, Office of University and Community Partnerships, Emory, Atlanta, GA, June 17, 2009.

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321. Emory University, Office of University-Community Partnerships, *OUCP Staff*, Atlanta, GA: Emory University, no date, <http://oucp.emory.edu/pages/oucp/staff.html> (accessed June 9, 2010).

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323. Diane Arnold, Executive Director, Hawthorne Community Center, interview by Rita Axelroth, Indianapolis, IN, Aug. 3, 2009. Indiana University Purdue University Indianapolis (IUPUI) Community Outreach Partnership Center New Directions: Grant Agreement #COPC-IN-03-045, Final Report, July 2007—June 2008. Another public health initiative led by the Office of Neighborhood Partnerships resulted from a five-year community health plan developed in partnership with Near Westside leadership as part of a COPC grant. This plan was used by Clarian Health to secure a \$720,000 grant from the U.S. Department of Health and Human Services to address health disparities in the Westside, which is now being coordinated through a local community center. (Starla Officer, Coordinator, Office of Neighborhood Partnerships, IUPUI, personal correspondence, April 29, 2010).

324. Lana Coleman, Near Westside Resident, interview by Rita Axelroth, Indianapolis, IN, Aug. 3, 2009. Starla Officer, personal correspondence, April 29, 2010. Starla Officer, Coordinator, Office of Neighborhood Partnerships, IUPUI, interview by Rita Axelroth, Indianapolis, IN, Aug. 3, 2009.

325. Jim Grim, Director of School/Community Engagement, George Washington Community High School, personal correspondence, May 18, 2009.

326. Ceraso also notes that, "Some on the university side thought we were going to think that the university was going to provide all kinds of financial back-up. We worked out this mutual agreement—we were really more interested in the university's educational and human resources." (Michael Ceraso, Principal, Hill Regional High School, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009).

327. Michael Ceraso, interview by Steve Dubb, Oct. 8, 2009.

328. Merson also emphasizes building sustainable partnerships: "Twice a month the high school students come to the university to work with first-year medical students and do dissections at the Medical School. That uses university resources in a way that is completely sustainable and is not grant dependent." Claudia Merson, Director of Public School Partnerships, Office of New Haven and State Affairs, Yale University, interview by Steve Dubb, New Haven, CT, Oct. 7, 2009. Abby Benitez, Principal, Christopher Columbus Family Academy, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009.

329. Yale also aims to design its interventions to minimize the potentially disruptive impact of principal turnover. According to Merson, "Usually you don't go from a great principal to a terrible one, but it happens from time to time. Schools are not known for managing their boundaries. We'll leave if necessary. It has not happened often. Most of the things that we provide in the schools are so well managed that [they're seen as] bringing an asset to the school. We aim for user-friendly resources." Claudia Merson, interview by Steve Dubb, Oct. 7, 2009. Joanna Price, Coordinator of Community Programs in Science, Office of New Haven and State Affairs, Yale University, interview by Steve Dubb, New Haven, CT, Oct. 8, 2009. David Heiser, Head of Education and Outreach, Yale Peabody Museum, interview by Steve Dubb, New Haven, CT, Oct. 7, 2009.

330. *Quality of Life Plan: Creating our Future Near Westside Neighborhood*, 2007, www.greatindyneighborhoods.org/index.php (accessed July 22, 2009). Robert Bringle, Director, Center for Service and Learning, IUPUI, interview by Rita Axelroth, Indianapolis, IN, Aug. 3, 2009.

331. "Faculty Community Fellows," Office of Neighborhood Partnerships website, <http://csl.iupui.edu/onp/1b3.asp> (accessed Aug. 30, 2009).

332. Robert Bringle, interview by Rita Axelroth, Aug. 3, 2009. Indiana University Purdue University Indianapolis (IUPUI), Community Outreach Partnership Center New Directions: Grant Agreement #COPC-IN-03-045, Final Report, July 2007—June 2008.

333. Darrell Nickolson, Engineering and Technology Department, IUPUI, interview by Rita Axelroth, Indianapolis, IN, Aug. 3, 2009.

334. Portland State University, *Economic Development Strategy: a 10 year plan for strengthening PSU's contribution to regional economic growth*, 2009. University relationships with the City have not always been this strong, according to Lindsay Desrochers, Vice President for Finance and Administration at Portland State: "Since the 1960s, it's been a gradual progression: relationships waxed and waned with intensity of involvement, but we've always been on the positive side of the ledger. . . In the early 1990s, Portland State did not have as much connection to the City. But we [also] didn't have much state money, so we *had* to partner with the City to get our development done. . . And in today's recession, we are really the only ones providing construction jobs in Portland." (Lindsay Desrochers, Vice President for Finance and Administration, Portland State University, interview by Rita Axelroth, Portland, OR, July 13, 2009.)

335. Bowers adds, "Their plan is good; we pushed them as far as we could. Of course, it's not as audacious as we'd like. I would like to see them have a little more focused, targeted partnership. . . But again, they are grossly under funded; they have done a lot with very little." Lew Bowers, Central City Division Manager, Urban Development Department, Portland Development Commission, interview by Rita Axelroth, Portland, OR July 15, 2009. Lisa Abuaf, Senior Project Manager, Portland Development Commission, interview by Rita Axelroth, Portland, OR, July 15, 2009.

336. Mark Gregory, Associate Vice President for Finance and Administration, Portland State University, interview by Rita Axelroth, Portland, OR, July 13, 2009.

337. Wim Wiewel, President, Portland State University, telephone interview by Rita Axelroth, Aug. 13, 2009.

338. Portland State University, *Economic Development Strategy*.

339. It should be noted that a fifth founding organization, the Health Alliance of Greater Cincinnati, is now defunct. According to the Uptown Cincinnati website (an identity created by the Consortium), Consortium members alone employ nearly 52,000 people and have a payroll of \$1.4 billion, <http://uptowncincinnati.com/> (accessed Dec. 10, 2009).

340. Michael Romanos, David Edelman, and Mahyar Arefi, *Community Interactions and Collaborations: Study of Peer Institutions—Main Report*, Cincinnati, OH: University of Cincinnati, Office of the President, November 2006, p. 17.

341. Tony Brown, former President and CEO, Uptown Consortium, telephone interview by Steve Dubb, College Park, MD: The Democracy Collaborative at the University of Maryland, September 2007. Mary Stagaman, former Associate Vice President for External Relations and Presidential Deputy for Community Engagement, University of Cincinnati, personal correspondence, May 6, 2010. Of course collaboration between the Consortium and the City of Cincinnati does not always go smoothly. "In a public-private partnership, what comes first—the plan, the subsidy, or site control?," asks Brown in a 2009 interview. "If you start with the plan, from a community development finance standpoint, any project requires 20–30 percent subsidy. So we would acquire a block and have it assembled, and often times the City wasn't ready with the subsidy. We tried to get a commitment for the subsidy while we were planning the project, but the City pushed back and said, 'No. Create the project first.' So how do you balance the financial risk before you get public commitment?" Perhaps just as important, this deliberation can cause unmet expectations, particularly among neighborhood organizations involved in the planning phases. (Tony Brown, former President and CEO, Uptown Consortium, telephone interview by Rita Axelroth, Cincinnati, OH, Oct. 27, 2009.)

342. Gerald Siegert, Associate Vice President for Community Development, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009. Gerald Siegert, personal correspondence, April 26, 2010. The Consortium initially held three community planning "Uptown Summits" that were held in 2004 and 2005. The consultant who helped the CEOs initially collaborate also conducted a general study of the community, which led to the development of a preliminary plan focused on public safety, transportation, housing, economic development and integrated social services. As a result of resident input during the first Summit, education became an additional focus area for the Consortium. Although many of these areas have yet to be fully addressed, in 2009–2010, the Consortium Board

reaffirmed its broader socioeconomic mission. (Romanos, Edelman, and Arefi, *Community Interactions and Collaborations*; Mary Stagaman, personal correspondence, May 6, 2010.)

343. Scott Stiles, Assistant City Manager and Bill Fischer, Business Development Manager, City of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 11, 2009. Mary Stagaman, interview by Rita Axelroth, Sept. 10, 2009.

344. Syracuse University, "Our Vision," www.syr.edu/about/vision.html (accessed Feb. 1, 2010).

345. Ed Bogucz, Director of the Center for Excellence in Environmental & Energy Systems, Syracuse University, interview by Rita Axelroth, Syracuse, NY, May 28, 2009.

346. Marion Wilson, Director of Community Initiatives, College of Visual and Performing Arts, Syracuse University, interview by Rita Axelroth, Syracuse, NY, May 28, 2009.

347. Marilyn Higgins, Vice President for Community Engagement and Economic Development, Syracuse University, interview by Rita Axelroth, Syracuse, NY, May 28, 2009. Higgins also brings with her experience as a former economic development executive for the regional utility company National Grid, a corporate partner of Syracuse University.

348. Nancy Cantor, President and Chancellor, Syracuse University, interview by Rita Axelroth, Syracuse, NY, May 29, 2009. Douglas Freeman, Director of Purchasing and Real Estate, Syracuse University, interview by Rita Axelroth, Syracuse, NY, May 29, 2009.

349. Nancy Cantor, interview by Rita Axelroth, May 29, 2009.

350. Monica Rimai, former Senior Vice President of Finance and Administration and Interim President, University of Cincinnati, telephone interview by Rita Axelroth, Cincinnati, OH, Oct. 5, 2009.

351. Gerald Siegert and William L. Doering, "Implementing Community Development at the University of Cincinnati," presented at the Treasury Symposium, Jan. 26, 2009. Monica Rimai, telephone interview by Rita Axelroth, Oct. 5, 2009. In addition, the University established reserves of approximately 20 percent of principal and a portion of accrued interest "because of the extended periods over which we expect to be able to recover those investments," adds Siegert. (Gerald Siegert, personal correspondence, April 26, 2010.)

352. Bourgeois also comments that with the University's name on the planning document, and a very open planning process through CHCURC, property owners realized that "UC's checkbook" was behind the efforts. "Basically, we paid a huge premium [for property] because of our transparency." Matt Bourgeois, Director, Clifton Heights Community Urban Redevelopment Corporation, interview by Rita Axelroth, Cincinnati, OH, Sept. 11, 2009.

353. Matt Bourgeois, interview by Rita Axelroth, Sept. 11, 2009. Matt Bourgeois, "Clifton Heights Community Urban Redevelopment Corp.," Cincinnati, OH, Sept. 14, 2009, document in possession of author. Mary Stagaman, former Associate Vice President for External Relations and Presidential Deputy for Community Engagement, University of Cincinnati, interview by Rita Axelroth, Cincinnati, OH, Sept. 10, 2009.

354. Monica Rimai, telephone interview by Rita Axelroth, Oct. 5, 2009. Dan Monk and Lucy May, "Tax credits could catalyze Cincinnati projects," *Business Courier of Cincinnati*, Aug. 28, 2009, <http://cincinnati.bizjournals.com/cincinnati/stories/2009/08/31/story1.html> (accessed Oct. 20, 2009); *CDFI Awards for Uptown Consortium, Inc. NMTC (2009) — \$45,000,000*, www.topgovernmentgrants.com/cdfi.php?State=OH&cdfi_id=1634 (accessed July 7, 2010).

355. Monica Rimai, telephone interview by Rita Axelroth, Oct. 5, 2009.

356. For more information on LeMoyne-Owen College's and the LeMoyne-Owen CDC's participation in the HUD HBCU grant program, see Nina Liou, Laurel Davis, and Sheila Ards, *Historically Black Colleges and Universities: Three Case Studies of Experiences in Community Development: Volume II— Case Study Reports*, prepared for the U.S. Department of Housing and Urban Development Office of Policy Development & Research, Baltimore, MD: Optimal Solutions Group LLC, Oct. 2007, pp. 37–72 and 111–124.

357. This Senator also had previous relationships with Soulsville's STAX museum and had secured \$2 million for its reconstruction a few years earlier. (Jeffrey Higgs, Executive Director, LeMoyne-Owen College Community Development Corporation, interview by Rita Axelroth, Memphis, TN, Oct. 12, 2009.)

358. Jeffrey Higgs, interview by Rita Axelroth, Oct. 12, 2009. Liou, Davis, and Ards, *Historically Black Colleges and Universities: Three Case Studies*, see especially pp. 69–70.

359. Community Development Financial Institutions Fund of the US Department of the Treasury, "New Markets Tax Credit Program Overview," www.cdfifund.gov/what_we_do/programs_id.asp?programID=5 (accessed Jan. 18,

2009). Jeffrey Higgs, interview by Rita Axelroth, Oct. 12, 2009. Romanos, Edelman, and Arefi, *Community Interactions and Collaborations*, November 2006, see especially pp. 125–7.

360. Jeffrey Higgs, interview by Rita Axelroth, Oct. 12, 2009.

361. Miami Dade College, *Miami Dade College Highlights and Facts*, Miami, FL: MDC, 2009.

362. "MDC's Hospitality Institute to Offer Customer Service Training and Job Opportunities to Inner City Residents," *Miami Dade College News and Events*, April 27, 2009, www.mdc.edu/main/news/articles/2009/05/h_i_job_opportunities.asp (accessed May 12, 2009). Geoffrey Gathercole, Director, School of Community Education, Miami Dade College, interview by Rita Axelroth, Miami, FL, May 12, 2009. "The Hospitality Institute," egov.ci.miami.fl.us/Legistarweb/Attachments/57266.pdf (accessed June 14, 2010).

363. H. Leigh Toney, Executive Director, Meek Entrepreneurial Center, Miami Dade College, interview by Rita Axelroth, Miami, FL, May 12, 2009. Eduardo Padrón, President, Miami Dade College, e-mail interview by Rita Axelroth, June 5, 2009.

364. Eduardo Padrón, e-mail interview by Rita Axelroth, June 5, 2009. *Miami Dade College Highlights and Facts*, 2009. Miami Dade College, "Saviors of our Cities: Survey of Best College and University Civic Partnerships," Draft Revised May 22, 2009

365. Sherrie Pugh, Executive Director, Northside Resident Redevelopment Council, interview by Rita Axelroth, Minneapolis, MN, Aug. 24, 2009.

366. Tom Moran, "Some north side residents wary of U partnership," *Minnesota Daily*, May 1, 2008.

367. University Northside Partnership Community Affairs Committee, www.unpmn.org/cac/index.html (accessed Aug. 30, 2009).

368. Makeda-Zulu Gillespie, Community Liaison for UNP and UROC, University of Minnesota, interview by Rita Axelroth, Minneapolis, MN, Aug. 25, 2009. CAC members consist of resident, community and faith-based organizations, local businesses, and city representatives, as well as University faculty, staff and students.

369. Geoff Maruyama, Associate Vice President, University of Minnesota, interview by Rita Axelroth, Minneapolis, MN, Aug. 24, 2009. Mary Fitzpatrick, Executive Director, Seeds of Change, interview by Rita Axelroth, Minneapolis, MN, Aug. 24, 2009.

370. Makeda-Zulu Gillespie, interview by Rita Axelroth, Aug. 25, 2009. UROC's consultants have also recommended that they develop guiding principles — such as community participation in planning and implementation phases — for all University research projects proposed for the Northside community. (Erline Belton and Reynolds-Anthony Harris, The Lyceum Group, "Strategic Planning Process Phase One: Report on Interviews, Findings, & Preparation for the Futures Conference," 2008.)

371. The building, which was named a finalist for the Best in Real Estate Award, has space that is available for community and organizational meetings. Since opening its doors in October 2009 up until its official Grand Opening and Ribbon Cutting, on May 12, 2010, almost 9,000 people visited the Center. (Irma McClaurin, Founding Executive Director, Urban Research and Outreach Engagement Center, and Associate Vice President, University of Minnesota, personal correspondence, June 4, 2010.)

372. Irma McClaurin, Founding Executive Director, Urban Research and Outreach Engagement Center, and Associate Vice President, University of Minnesota, interview by Rita Axelroth, Minneapolis, MN, Aug. 24, 2009. Raymond Dehn, Community Affairs Committee Co-Chair and Resident, interview by Rita Axelroth, Minneapolis, MN, Aug. 25, 2009.

373. Henry Taylor, Director, Center for Urban Studies, University at Buffalo (State University of New York), telephone interview by Rita Axelroth, April 16, 2009.

374. Nancy Cantor, "A New Morrill Act: Higher Education Anchors the 'Remaking of America,'" *The Presidency*, Washington, DC: American Council on Education, Fall 2009, http://findarticles.com/p/articles/mi_qa3839/is_200910/ai_n39234189 (accessed Jan. 11, 2010).

375. Nancy Cantor, "A New Morrill Act."

376. Nancy Cantor, "A New Morrill Act."

377. Rosalind Greenstein, Urban Policy Analyst, telephone interview by Rita Axelroth, April 14, 2009.

378. Lee Benson, Ira Harkavy, and John Puckett, *Dewey's Dream: Universities and Democracies in an Age of Education Reform*, Philadelphia: Temple University Press, 2007, p. xiii.
379. Harry Boyte, "Lessons of Civic Mission Work at the University of Minnesota 1997–2005," *Report to Kettering Foundation*, Oct. 23, 2005, p. 8.
380. Harry Boyte, "Lessons of Civic Mission Work," p. 126.
381. Maggie Astor and Betsy Morais, "Court rejects eminent domain in Manhattanville," *Columbia Spectator*, December 4, 2009, www.columbiaspectator.com/2009/12/04/court-rejects-eminent-domain-manhattanville; Kate Tighe, "Allston Residents Feel 'Steamrolled' by Harvard Development," *The Citizen: The Student Newspaper of the Kennedy School*, November 14, 2007, <http://harvardcitizen.com/2007/11/14/allston-residents-feel-%E2%80%9Csteamrolled%E2%80%9D-by-harvard-development> (accessed Feb. 10, 2010).
382. Victor Rubin, Vice President for Research, PolicyLink, personal correspondence, June 9, 2010.
383. Ira Harkavy et al., "Anchor Institutions as Partners in Building Successful Communities and Local Economies," in Paul C. Brophy and Rachel D. Godsil, eds., *Rethinking HUD for a Catalytic Federal Government: A Report to Secretary Shaun Donovan*, Philadelphia, PA: Penn Institute for Urban Research, University of Pennsylvania, Feb. 2009, pp. 147–168, see especially p. 153.
384. David Perry, Wim Wiewel, and Carrie Menendez, *The city, communities, and universities: 360 degrees of planning and development*, Cambridge, MA: Lincoln Institute of Land Policy, 2009, p. 4.
385. Andrew Hahn with Casey Coonerty and Lili Peaslee, *Colleges and Universities as Economic Anchors: Profiles of Promising Practices*, Waltham, MA: Heller Graduate School of Social Policy and Management and Institute for Sustainable Development/Center for Youth and Communities, Brandeis University, Oakland, CA: PolicyLink, 2002.
386. Barbara and Edward Netter Center for Community Partnerships, *Annual Report 2007–2008*, Philadelphia, PA: University of Pennsylvania, p. 39.
387. Cory Bowman, Associate Director, Netter Center for Community Partnerships, interview with Steve Dubb, Philadelphia, PA, May 8, 2009.
388. Steve Dubb and Ted Howard, *Linking Colleges to Communities: Engaging the University for Community Development*, College Park, MD: The Democracy Collaborative, Aug. 2007, pp. 91–94, see especially p. 92.
389. Elizabeth Hollander, Former Executive Director (1994–2004), Campus Compact, telephone interview by Steve Dubb, Sept. 2, 2005.
390. Harry Boyte, Senior Fellow, Humphrey Institute of Public Affairs, University of Minnesota, telephone interview by Steve Dubb, Sept. 9, 2005.
391. John Burkhardt, Executive Director, National Forum on Higher Education for the Public Good, telephone interview by Steve Dubb, Sept. 12, 2005.
392. Justin Wellner, Manager, Government Relations, Van Scoyoc Associates, personal correspondence, May 2010. Coalition of Urban Serving Universities, *Initiatives: Annie E. Casey Foundation*, Washington, DC: USU, 2010, www.usucoalition.org/initiatives/annieecasey.html (accessed May 31, 2010). Strive—Cincinnati/Northern Kentucky, *Strive Model Spreading to Other Cities*, Cincinnati, OH: Strive, April 29, 2009.
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395. "Engaged Institutions: Enriching Communities & Strengthening Families," www.engagedinstitutions.org/ (accessed Jan. 25, 2010).
396. John Burkhardt, Director, National Forum on Higher Education for the Public Good and Special Assistant to the Provost for University Engagement, University of Michigan, and former program director at the W.K. Kellogg Foundation, telephone interview by Rita Axelroth, April 14, 2009.
397. Ted Howard, Executive Director, The Democracy Collaborative, personal correspondence, Sept. 28, 2009. These ideas are also developed in Gar Alperovitz, Ted Howard, and Thad Williamson, "The Cleveland Model," *The Nation*, March 1, 2010.

398. Henry Taylor, Director, Center for Urban Studies, University at Buffalo (State University of New York), telephone interview by Rita Axelroth, April 16, 2009.

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403. Ira Harkavy et al., "Anchor Institutions as Partners in Building Successful Communities and Local Economies," in Paul C. Brophy and Rachel D. Godsil, eds., *Rethinking HUD for a Catalytic Federal Government: A Report to Secretary Shaun Donovan*, Philadelphia, PA: Penn Institute for Urban Research, University of Pennsylvania, Feb. 2009, pp. 147–168; Ira Harkavy et al., "Anchor Institutions as Partners in Building Successful Communities and Local Economies: Recommendations for HUD Action: Budget Documents," Jan. 2009, unpublished addendum in possession of authors. For more policy recommendations from the Coalition of Urban Serving Universities, see: "Summary of the Urban University Renaissance Act of the 21st Century," Washington, DC: USU, July 2010, www.usucoalition.org/advocacy/uura.html (accessed July 26, 2010).

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405. Ira Harkavy et al., "Anchor Institutions as Partners," see especially pp. 154 and 159–161.

406. Victor Rubin, Vice President for Research, PolicyLink, telephone interview by Rita Axelroth, April 8, 2009. Note that Rubin's comment does not directly apply to HUD funding provided for Minority-Serving Institutions, which has served as substantially more than "seed funding." (Armand Carrière, Visiting Fellow, New England Resource Center for Higher Education, personal correspondence, April 27, 2010.)

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408. David Cox, Executive Assistant to the President, University of Memphis, telephone interview by Rita Axelroth, April 8, 2009.

409. Ira Harkavy et al., "Anchor Institutions as Partners," see especially pp. 154 and 156.

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411. Henry Taylor, Director, Center for Urban Studies, University at Buffalo (State University of New York), telephone interview by Rita Axelroth, April 16, 2009. Ira Harkavy et al., "Anchor Institutions as Partners," see especially p. 160.

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413. Steve Dubb, Personal Notes, Anchor Institutions Task Force Meeting, Philadelphia, PA: June 10, 2010. Coalition of Urban Serving Universities, *Urban Universities as Anchor Institutions: A Report of National Data and Survey Findings*, Washington, DC: USU, July 2010. For more detailed data from this survey by school, see: Coalition of Urban Serving Universities, *Urban Universities: Anchors Generating Prosperity for America's Cities*, Washington, DC: USU, July 2010. Armand Carrière, Visiting Fellow at the New England Resource Center for Higher Education, notes that there is also a need for the field to collect more outcome measurements in addition to process measurements—e.g., what percentage of local residents secured a job after participating in a workforce training program, not merely how many completed the training. (Armand Carrière, personal correspondence, April 27, 2010.) A few promising examples of outcomes measurements were presented in this report.

414. Steve Dubb, Personal Notes, Anchor Institutions Task Force Meeting, Philadelphia, PA: June 10, 2010.

415. The National Review Board for the Scholarship of Engagement, led by Amy Driscoll and Lorilee Sandmann, represents one significant effort to ensure that the same level of strong peer review exists for anchor institution mission or engagement work as exists for research and teaching. For more on this topic, see Steve Dubb and Ted Howard, *Linking Colleges to Communities: Engaging the University for Community Development*, College Park, MD: The Democracy Collaborative, Aug. 2007, pp. 80–82.

416. Carnegie Foundation for the Advancement of Teaching, *2008 Community Engagement Classification*, Stanford, CA: Carnegie, 2008, http://classifications.carnegiefoundation.org/descriptions/ce_2008.php (accessed June 17, 2010).

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418. For further detail of the rationale behind the various items included in the budget, we refer readers to the published report: Ira Harkavy et al., "Anchor Institutions as Partners in Building Successful Communities and Local Economies," in Paul C. Brophy and Rachel D. Godsil, eds., *Retooling HUD for a Catalytic Federal Government: A Report to Secretary Shaun Donovan*, Philadelphia, PA: Penn Institute for Urban Research, 2009, pp. 147–168.