

Anton/Lippitt Urban Conference
“The Knowledge District: The Role of Universities and
Medical Facilities in Urban Development”

Institutionalizing the Work at Penn and Nationally

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“The picture that emerges is one of a relationship in which the University and the City are important to one another. We stand on common ground, our futures very much intertwined.”

Penn and Philadelphia: Common Ground, University of Pennsylvania Annual Report, 1987-88

“At Penn, local engagement is one of the core tenets of the Penn Compact—Penn’s Strategic Vision for moving from excellence to eminence—and is an integral part of the University’s mission.”

Engaging Locally, University of Pennsylvania Financial Report, 2008-09

A 20-year trajectory of institutionalizing Penn's commitment to West Philadelphia/Philadelphia

The PATHWAY

Presidential, trustee and faculty leadership

Integration into the University's Core Academic Mission

Integration into the University's role as Corporate Citizen

Creation of democratic, mutually beneficial, mutually respectful partnerships

Create organizational units with the university to sustain commitment and engagement over time.

Milestones on the Pathway

Presidential and Trustee Leadership

From Hackney (81-93) to Judith Rodin (94-04) to Amy Gutmann (04-present)

Historically in, not of, its community of West Philadelphia

Development of West Philadelphia Improvement Corps (1985) and the Penn Program for Public Service (1988)

Creation of the Center for Community Partnerships (1992)

CCP does extensive work and planning with the community, 1994-1996

Comprehensive West Philadelphia Initiatives (WPI) developed and implementation begun, 1996

- Clean and Safe Streets
- Housing and Home Ownership
- Commercial Development
- Public Education
- Economic Development

Trustees Neighborhood Initiatives Committee formed to monitor progress on WPI

Urban Agenda highlighted in Penn's 5-year plan, 2003

Penn Compact: Engaging Locally to help solve universal problems as they are manifested locally, 2004-present

- Maintain and advance commitments:
 - East Campus Development, 24 acres
 - Public Education
 - Public Health
 - Quality of Life
 - Driving the Economy—Economic Inclusion

Integration into the Academic Mission of Penn

Netter Center for Community Partnerships

- Hub for linking academic resources to community needs
- Academically Based Community Service: Service Linked to faculty and student teaching, learning and research to foster structural improvement in the community

2010-11:

62 ABCS courses taught

50 faculty from six schools and 23 departments

1600 undergraduate and graduate students

100 academic interns

350 work-study students

Integration into the Academic Mission of Penn

Development of ongoing, faculty-led projects

University-Assisted Community Schools—the organizing vehicle

Agatston Urban Nutrition Initiative

Dr. Frank Johnston, Anthropology

Penn Reading Initiative

Dr. Bill Labov, Linguistics

Integration into the Academic Mission of Penn

Graduate School of Education (GSE)

Penn Alexander School (K-8)

- neighborhood school developed by GSE, School District and PFT

- linked to curriculum at GSE

- financial support—about \$720,000 per year to reduce class size

Educational Management Organization for two schools—
which also have Netter Center programming

- focus on curriculum and professional development

Integration into the Academic Mission of Penn Public Health

LIFE (Living Independently for Elders), Nursing School

- serves over 360 frail elderly
- saves Pa. 15-20% in Medicaid reimbursement costs
- 160 Penn students from Nursing, Medicine, Education, and Wharton

Penn Smiles, School of Dental Medicine

- Community outreach integrated into all 4 years of dental education
- Provides health education, screenings and treatment to over 8000 school-children yearly, 14,000 citywide

Sayre Health Center, opened 2007 at Sayre High School

- Serves the entire community
- Leveraged \$1.2 million in contributions
- Serves over 500 patients per month
- Integrated into the education of Penn students and Sayre students

Integration into Penn's Academic Mission

University-Assisted Community Development

Wharton-Netter Center-Community Partnership
Program, 2010

Co-Chairs

Vice Dean for Social Impact-Wharton
Director, Netter Center

Goals:

- *Develop ABCS courses in Wharton
- *Programmatic partnerships with
University City District, Enterprise
Center, and West Philadelphia High

Integration into University's Role as Corporate Citizen

Leverage purchasing, construction and hiring to

- encourage local business growth
- empower minority- and women-owned business
- provide woman and minorities greater access to higher paying jobs

Goals are set for each project:

- Responsible staff has economic inclusion goals as part of job performance goals
- Outside monitoring—Urban Affairs Coalition
- Economic Inclusion Committee:
 - Penn and Penn Medicine Personnel: FRES, Human Resources, Purchasing
 - External members

Integration into Penn's Role as Corporate Citizen

Examples of progress (2010), Penn and Penn Medicine

Minority, Women and Local Construction Contracts

Total spent: \$264,782 million E.I. Spent: \$63.5 million

Participation Rate: 23%

Minority, Women and Local Workforce Participation in Construction

Total Workforce Hours: 196,445 E.I. Workforce Hours 180,000

Participation Rate 21%

Minority, Women and Local Purchasing

Total Spending \$885 Million E.I. Spending \$120 million

Participation Rate: 10%

Minority, Women and Local Hiring

Total Hires 10,565 Total E.I. Hires 4,832

Participation Rate 45%

Integration into Penn's Role as Corporate Citizen

- Procurement-University (non-Medical)
Economic Inclusion Statistics

Fiscal Yr	Business Category	Annual Goal	YTD Activity
FY 09	Local Community	\$90M	\$94.8M
	Total Diversity	\$70M	\$75.2M
	African-American	\$22M	\$21.8M
FY 00	Local Community	\$55M	\$77.1M
	Total Diversity	\$55M	\$39.4M
	African American	\$17M	\$ 9.8M
FY 94	Local Community	\$12M	\$13.8M
	Total Diversity	\$15M	\$17.7M
	African American	\$ 3M	\$ 4.1M

National Movement

Anchor Institutions Task Force

- Mission
 - The Anchor Institutions Task Force (AITF) develops and disseminates knowledge to help create and advance democratic, mutually beneficial anchor institution-community partnerships.
- Core values:
 - Collaboration and partnership,
 - Equity and social justice,
 - Democracy and democratic practice,
 - Commitment to place and community

National Movement: Anchor Institutions Task Force

- 2009 Report of HUD Secretary Shaun Donovan on:
“Anchor Institutions As Partners In Building Successful
Communities And Local Economies”
- 2010 Creation of Permanent Organization
 - Administered by Marga Inc., www.margainc.com
 - Now 120 members, including university presidents and academics
 - Committees on research and policy
 - Conferences and advocacy

Lessons Learned

- Leadership is essential—from the Trustees, the Administration and the Faculty
- Integrate into the University's Core Academic Mission, as well as its Mission of Corporate Citizenship
- Develop Comprehensive, Integrated Efforts
- Create and support the organizational unit(s) within the university to sustain commitment and engagement over time
- Work with local consortium to further the efforts
- Advance the idea of anchor institutions nationally—build the field