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# Anchor Institutions Task Force Literature Review

Anchor Institutions Task Force



## Foreword

By David Maurrasse and Ira Harkavy

The Anchor Institutions Task Force (AITF) is pleased to present this first report in a new Literature Review Series, which builds on the AITF's publication of *Anchor Institutions: An Interpretive Review Essay* (Taylor and Luter, 2013). This series provides us with the opportunity to summarize and present recent writings and share them with the field.

This literature review describes a range of trends in the expanding field, while focusing on the role of anchor institutions in community and economic development. It includes a combination of books and articles by scholars and practitioners, along with reports, working papers, and media articles published in 2013 and 2014.

Just as the AITF has expanded its reach to include a variety of anchor institutions, the literature review covers works focused on community foundations, libraries, and arts institutions, alongside colleges, universities, and hospitals. Multi-site initiatives involving numerous anchors in partnerships in various cities and regions are also prominently featured in the literature. Economic development strategies, including intentional efforts to leverage the enormous potential of anchor institutions to purchase goods and services, infusing capital in surrounding areas, are also well represented in the literature. The impact of collaborative efforts among anchor institutions is, and will likely continue to be, an important focal point for analysis and discussion. The role of corporate anchors has also begun to stimulate debate.

Overall, authors are illustrating the breadth of activities and perspectives in the current state of the field. The AITF's efforts in the coming months and years will continue to help advance this multifaceted movement. We are pleased that 97 of 319 of the contributions covered in this literature review were written by AITF members. As indicated in some of the literature, how to leverage anchor institutions to strengthen communities is a global concern. The field and literature will demonstrate this reality even more.

For the AITF, it is crucial to maintain a values orientation in discussing and analyzing the engagement of anchor institutions in their communities. While anchors physically endure in their communities, it is only through their demonstrated will and commitment that anchors can become truly transformative in their localities. This is especially true with respect to persistent social and economic problems, such as poverty and inequalities in health and education. Any noticeable impact in these areas will require a commitment to social justice and equity, place, collaboration, and democracy.

Despite the magnitude of the challenges before us, we proceed with the knowledge that the great social problems of our time, including poverty, poor schooling, racism, and community deterioration will likely not be solved without the active, democratic, collaborative participation of anchor institutions. Consequently, the AITF encourages deepening the engagement of anchors in their communities, while promoting the kinds of values that prioritize the common good, mutual benefit, and the reduction of inequality. To advance this important work, we continue to showcase relevant writing and plan to do regular literature reviews, which we see as crucial resources for supporting the growth of the field. We hope that this overview of recent literature on anchor institutions is useful to you and your work.

The AITF gratefully acknowledges the contributions of the University of Pennsylvania's Netter Center for Community Partnerships to the writing and production of this literature review, particularly Assistant Director Rita Hodges and intern Sonya Dryz, a 2015 graduate of Penn's College of Arts and Sciences.

## Books, Chapters, Journal and Periodical Articles, and Reports

Abell, Hilary. *Worker Cooperatives: Pathways to Scale*. A report for the Democracy Collaborative. Takoma Park, MD: The Democracy Collaborative, 2014.

<http://democracycollaborative.org/sites/clone.community-wealth.org/files/downloads/WorkerCoops-PathwaysToScale.pdf>.

Focuses on strategies for worker cooperative development and includes anchor institution-community engagement in two of the discussed strategies. The author discusses anchor engagement as a stand-alone strategy, as well as one that can be combined with a place-based cluster co-op strategy. The report integrates information from interviews, articles, and the author's personal experiences. Eighteen Co-Op leaders were interviewed, and the articles examined include those on cooperatives and social enterprise. The author derives her personal experience from 8 years working with Women's Action to Gain Economic Security (WAGES) and 4 years as a worker-owner at Equal Exchange.

“Anchor Institution to Develop IT-Business Process Outsourcing in Thailand.” *Journal of E-Governance* 36, no. 4 (2013): 182-88. doi: 10.3233/GOV-130354.

This article, in the form of a special report, explores anchor-institution centered approaches to creating sustainable economic growth in the Information and Communications Technology (ICT) sector. It discusses methods for optimizing ICT-based economic impacts of anchor institutions, based on U.S. research and case studies of Mexican and Egyptian programs.

Ashley, Amanda Johnson. “Negotiating Risk in Property-Based Arts Economic Development: Exploring the Innovative but Untimely Development Partnership Between the Seattle Art Museum and Washington Mutual.” *Cities* 37 (2014): 92-103. doi:10.1016/j.cities.2013.11.003.

The author discusses the role of major nonprofit arts organizations as anchor institutions. She presents a case study of an unsuccessful land development partnership between the Seattle Arts Museum and now-dissolved Washington Mutual. The study explores four questions: “(1) how are nonprofit arts organizations becoming more entrepreneurial in property development, (2) how are nonprofit arts organizations reshaping the urban landscape through development partnerships, (3) how are nonprofit arts developers responding to the 2008 economic crash, and (4) how does PAD [property-led arts development] align with new thinking on downtown development alliances?”

Bergan, Sjur and Ira Harkavy. “Cooperating Across the Atlantic: Helping Realize Higher Education's Democratic Mission.” *Diversity and Democracy* 16, no.1 (Winter 2013).

<http://www.aacu.org/publications-research/periodicals/cooperating-across-atlantic-helping-realize-higher-education%E2%80%99s>.

Explains how the International Consortium for Higher Education, Civic Responsibility, and Democracy (IC) has been working with the Council of Europe (CoE) to involve higher education in reimagining, revitalizing, and sustaining inclusive and just democratic societies. The anchor institution concept is described as a way to think about the connections between higher education institutions and their communities. The article cites the Anchor Institutions Task Force's democratic approach to anchor institution-community engagement as a useful global model. The authors conclude "European and American higher education have much to learn from each other."

Bergan, Sjur, Ira Harkavy, and Hilligje van't Land, eds. *Reimagining Democratic Societies: A New Era of Personal and Social Responsibility*. Council of Europe Higher Education Series 18. Strasbourg, France: Council of Europe Publishing, 2013.

This four-part book proposes a reimagining of international democratic societies with a focus on higher education's role in the process. The four parts include "Overview and Context," "Higher Education Perspectives," illustrative "Case Studies," and "Ways Forward." The book's collection of essays explores higher education's role in democratic societies in the U.S., Europe, and Australia. Many essays, especially those written by U.S. authors, discuss the influence of locale, an anchor institution component. The book resulted from an international conference held in Oslo, Norway in June 2011. The conference was sponsored by the Council of Europe; the International Consortium for Higher Education, Civic Responsibility and Democracy; the European Wergeland Centre; and the University of Oslo, in cooperation with the international Association of Universities, and with support from Norwegian authorities.

Contributing authors include: Snežana Samardžić-Marković; Ana Perona-Fjeldstad; Tora Aasland; Ole Petter Otterson; Ira Harkavy; Sjur Bergan; Eduardo J. Padrón; Srbijanka Turajlić; Bert Vandenkendelaere; Inga Bostad; Lars Løvlie; Caryn McTighe Musil; Muriel Howard; Jennifer M. Domagal-Goldman; Sev Ozdowski; Vidar L. Haanes; Helene Lund; Henry Louis Taylor, Jr.; Paul C. Pribbenow; Giedrius Viliūnas; Sondra Myers; Gilbert L. Rochon; Thierno Thiam; Piotr Wilczek; Brian Murphy; Edward J. Rey; David J. Murrasse; Tony Gallagher; Gwen Dungy; and Martina Vukasović.

Birch, Eugenie. "Anchor Institutions in the Northeast Megaregion: An Important But Not Fully Realized Resource." In *Revitalizing American Cities*, 207-223. Edited by Susan M. Watcher and Kimberly A. Zeuli. The City in the Twenty-First Century. Philadelphia: University of Pennsylvania Press, 2013. <http://www.jstor.org/stable/j.ctt5hjm5f.14>.

Discusses anchor institutions' roles in urban revitalization strategies. The author summarizes the chapter as follows: "[B]y examining the role of universities and their associated medical centers in the Northeast Megaregion, this chapter explores urban revitalization strategies and how anchors, in general, fit into them." The author also discusses the regional industry cluster idea, using the "Northeast Megaregion" as an example and examines six northeastern U.S. cities, three large and three small.

Birch, Eugenie, David C. Perry, and Henry Louis Taylor, Jr., eds. *Journal of Higher Education Outreach & Engagement* 17, no. 3 (anchor-institution-themed issue, June 2013).  
<http://openjournals.libs.uga.edu/index.php/jheoe/issue/view/64>.

The articles in this issue explore a common theme: “the role of the university as a place-based, urban anchor institution.” The articles discuss several anchor institution strategies. The authors analyze methods for sustaining a positive anchor impact and the process of initiating university-community engagement.

The issue contains the following articles:

Maurrasse, David J. “Foreword.”

Birch, Eugenie, David C. Perry, and Henry Louis Taylor, Jr. “Universities as Anchor Institutions.”

Cantor, Nancy, Peter Englot, and Marilyn Higgins. “Making the Work of Anchor Institutions Stick: Building Coalitions and Collective Expertise.”

Harris III, James T., and Marcine Pickron-Davis. “From Gates to Engagement: A Ten-Year Retrospective of Widener University's Journey to Reclaim its Soul and Fulfill Its Mission as a Leading Metropolitan University.”

Padrón, Eduardo J., “Miami Dade College and the Engaging Power of the Arts.”

McKeon, Thomas K. “A College’s Role in Developing and Supporting an Entrepreneurship Ecosystem.”

McGrail, Frederick J. “Lehigh University and Bethlehem, Pennsylvania: Partnering to Transform a Steel Town into a College Town.”

Hudson, Elizabeth. “Educating for Community Change: Higher Education’s Proposed Role in Community Transformation through the Federal Promise Neighborhood Policy.”

Kronick, Robert F., and Robert B. Cunningham. “Service-Learning: Some Academic and Community Recommendations.”

Burris, Arthur, and Tamir Novotny. *Summary of Anchor Institutions Design Lab: Opportunities, Barriers and Strategies for Harnessing Anchors' Economic Impact*. A report for Living Cities. New York: Living Cities, 2013.  
<https://www.livingcities.org/resources/145-summary-of-anchor-institutions-design-lab-opportunities-barriers-and-strategies-for-harnessing-anchors-economic-impact>.

This report explores how anchor institutions could coordinate with regional systems to improve and productively engage with their local communities. It summarizes the findings of large and small group discussions, held by the 60 participants in the Living Cities’ Anchor Institutions Design Lab. The authors discuss potential system alignment goals, possible obstacles to realizing them, and strategies to overcome the obstacles in four spheres of anchor institution-

community engagement. The four spheres include workforce development, small business development, capital, and land use/infrastructure.

Callanan, Laura, ed. "Creative Placemaking." Special issue, *Community Development Investment Review* 10, no. 2 (December 2014).  
<http://www.frbsf.org/community-development/files/cdir-10-02-final.pdf>.

This special issue by the Federal Reserve Bank of San Francisco explores "creative placemaking," a term for arts-based community development. The first part of the issue includes a series of articles written by academics and practitioners involved in creative placemaking. The second part of the series includes profiles of 16 ArtPlace America grantees, many of which describe the role of arts and cultural organizations as community anchor institutions.

**Articles in this Issue:**

Callanan, Laura. "Foreword."

Galloway, Ian. "Preface."

Hecht, Ben. "Opportunity at the Intersection of Community Development and Creative Placemaking."

Walker, Darren, and Xavier de Souza Briggs. "Creative Placemaking: An Interview With the Ford Foundation."

Waits, Mary Jo. "Five Roles for Arts, Culture and Design in Economic Development."

Lee, Edwin M., and Tom DeCaigny. "Arts for the City: Community Arts and Affordability Innovations in San Francisco."

Hoi, Samuel. "The Meaning of the Creative Economy in Los Angeles."

Markusen, Ann, and Anne Gadwa Nicodemus. "Creative Placemaking: How to Do It Well."

Sheppard, Stephen. "Measuring the Economic and Social Impacts of Cultural Organizations."

Morley, Elaine, and Mary K. Winkler. "Assessing a Set of Indicators for Creative Placemaking: Reflections From the Field."

Hattem, Gary. "Financing Creative Places."

Chu, Jane, and Jason Schupbach. "Our Town: Supporting the Arts in Communities Throughout the United States."

Rapson, Rip. "Arts and Culture in Detroit: Central to Our Past and Our Future."

Profiles of ArtPlace America Grantees:

Bennett, Jamie. “Creative Placemaking in Community Planning and Development: An Introduction to ArtPlace America.”

Farrell, Jodi, and Ana Morgenstern. “Town Square for a Changing Skyline—Miami, FL.”

Forsyth, Michael. “Revolve—Detroit, MI.”

Zahel, Laura. “Irrigate—St. Paul, MN.”

Driggins, Kimberly. “Arts and Culture Temporiums—Washington, DC.”

Taft, Tracy. “Sonoran Desert Retreat Center and Residencies—Ajo, AZ.”

Lasko, Jim. “Great Chicago Fire Festival—Chicago, IL.”

Taylor, Julia. “Creative Trails at the ARtery—Milwaukee, WI.”

Lobenstein, Lori. “Fairmount Cultural Corridor—Boston, MA.”

Barton, Nancy. “Prattsville Center and Artist Residency—Prattsville, NY.”

Crutchfield, Nicole. “World Garden Commons—Fargo, ND.”

Hoffman, Lisa. “Art Ecology Campus at Brightwalk—Charlotte, NC.”

Wolff, Laetitia. “Design/Relief—New York, NY.”

Higgins, Marilyn. “SALT District—Syracuse, NY.”

Farnsworth, Bruce. “Follow the Light—Anchorage, AK.”

Kunkel, Joseph. “Santo Domingo Heritage Trail Arts Project—Santo Domingo, NM.”

Gupta, Prema. “The Porch at 30<sup>th</sup> Street Station—Philadelphia, PA.”

Committee on Equal Opportunities in Science and Engineering. *2011-2012 Biennial Report to Congress: Broadening Participation in America’s STEM Workforce*. CEOSE 13-01. Arlington: National Science Foundation, 2013.

[http://www.nsf.gov/od/oia/activities/ceose/reports/Full\\_2011-2012\\_CEOSE\\_Report\\_to\\_Congress\\_Final\\_03-04-2014.pdf](http://www.nsf.gov/od/oia/activities/ceose/reports/Full_2011-2012_CEOSE_Report_to_Congress_Final_03-04-2014.pdf).

This report recommends that: “NSF should implement a bold new initiative, focused on broadening participation of underrepresented groups in STEM that emphasizes institutional transformation and system change....” It also calls, in effect, for an anchor institutions

approach, involving higher education-school-community partnerships as a means for broadening participation for all groups across all levels of schooling: “This initiative might include several multisite, geographically-based, national experiments of foundational and implementation research involving universities, schools, and communities. The ongoing research experiments would be inclusive of all underrepresented populations and would be designed to significantly advance broadening participation across all levels of schooling, resulting in sustainable pathways preK-20+.”

Democracy Collaborative. *Policies for Community Wealth Building: Leveraging State and Local Resources*. Takoma Park, MD: The Democracy Collaborative, 2014.

<http://democracycollaborative.org/sites/clone.community-wealth.org/files/downloads/PoliciesForCommunityWealthBuilding-September2014-final.pdf>.

Describes wealth-building strategies for low-income communities through leveraging of local resources and partnerships, and ways that state and local policies can promote such strategies. A number of recommended strategies focus on leveraging the resources of local anchor institutions for stimulating community economic development. This includes directing anchor procurement dollars to support and grow local businesses, as well as investing in job creation and affordable housing. The report also describes specific ways that city or state government can incentivize anchor investment, such as through loan guarantees for community development funds.

Dubb, Steve and David Zuckerman. *Building Community Wealth: An Action Plan for Northwest Jacksonville*. A Democracy Collaborative report to the City of Jacksonville. Takoma Park, MD: The Democracy Collaborative, 2014.

<http://democracycollaborative.org/sites/clone.community-wealth.org/files/downloads/jacksonville-final.pdf>.

The report shares instances in which anchor institutions could be leveraged as city assets to improve the communities in which they are located. It makes suggestions specifically for the city of Jacksonville, Florida, with focus on the impoverished Northwest Jacksonville area. The Democracy Collaborative met with community leaders, including representatives from Jacksonville hospitals and universities, 13 of the 19 largest employers in the city, which inspired specific suggestions. The article suggests an overall strategy of leveraging the purchasing and hiring power of these anchor institutions to improve Northwest Jacksonville. The authors explain that this involves creating a business network among local suppliers and anchor institutions, anchor institutions offering mentoring programs to, and doing outreach with, the Northwest Jacksonville community, and hiring practices that target neighborhood residents.

Dubb, Steve, Sarah McKinley, and Ted Howard. *Achieving the Anchor Promise: Improving Outcomes for Low-Income Children, Families and Communities*. A Democracy Collaborative report, submitted to the Annie E. Casey Foundation. Takoma Park, MD: The Democracy Collaborative, 2013. <http://democracycollaborative.org/content/achieving-anchor-promise-improving-outcomes-low-income-children-families-and-communities>.

Describes, explains, and summarizes research conducted in 2011-2012 on anchor-institution engagement and efforts to measure community impact. Seventy-five anchor institution



(university), national nonprofit, government, and community organization leaders were interviewed. Hospital-sector interviews conducted by the Democracy Collaborative in 2011 were also examined. The report provides a description of the research design, reviews the interview findings, and explains the motivations for the report. It also explores ways that examined groups have developed indicators for assessing their engagement efforts and suggests some next steps. This is a companion report to *The Anchor Dashboard*, described below.

Dubb, Steve, Sarah McKinley, and Ted Howard. *The Anchor Dashboard: Aligning Institutional Practice to Meet Low-Income Community Needs*. A Democracy Collaborative report. Takoma Park, MD: The Democracy Collaborative, 2013.  
<http://democracycollaborative.org/content/anchor-dashboard-aligning-institutional-practice-meet-low-income-community-needs>.

This report introduces a preliminary dashboard of outcomes and indicators to assist anchor institutions in measuring or evaluating their effectiveness in addressing disparities in community economic development, public health, education, and the environment. It examines anchor institutions' current efforts to measure their community impact, as well as reviews in-depth interviews with leaders of anchor institutions, national nonprofits, federal agencies, and community organizations. The report integrates its findings into a discussion of anchor institutions' motivations for engaging with local partners, how partners want to improve anchor institution relationships, and the related outcomes and indicators stakeholders want to identify and measure. The authors suggest a set of common measures for assessing anchor impact on the community, particularly on low-income children, families, and neighborhoods. Twelve critical areas are identified, with illustrative indicators to provide a baseline of current conditions: equitable local and minority hiring; equitable local and minority business procurement; affordable housing; thriving business incubation; vibrant arts and cultural development; sound community investment; stable and effective local partners; financially secure households; educated youth; safe streets and campuses; healthy community residents; and healthy environment.

Ehlenz, Meagan M., and Eugénie L. Birch. *The Power of Eds & Meds: Urban Universities Investing in Neighborhood Revitalization & Innovation Districts*. Philadelphia: Penn Institute for Urban Research, University of Pennsylvania, 2014.  
<http://pennur.upenn.edu/uploads/media/Anchor-Institutions-PRAI-2014.pdf>.

Focuses on how anchor institutions, particularly universities and their associated medical centers, invest in their communities. The authors provide background information on anchor institutions and share six university case studies that explore anchor-institution investments in neighborhood revitalization and innovation districts. The report discusses three major practices that enabled these universities' strategies to succeed (aligning university mission with community engagement; fostering communication between the university and the community; and tailoring a revitalization strategy to the institution and place), as well as challenges presented by the case studies.

Farber, Brandon. "Anchor Institutions in the Mississippi Delta: Mapping Relationships Between Community Anchors and Socioeconomic Indicators." *Bridges* (Winter 2013).  
<https://www.stlouisfed.org/publications/bridges/winter-20132014>.

This article, published by the Federal Reserve Bank of St. Louis, discusses a mapping project that examined unemployment and poverty rates across the Mississippi Delta, comparing census tracts that include an anchor institution and those that do not. The author discusses the relationship between anchor institutions and communities and opportunities for collaboration, and includes socioeconomic data specific to the Mississippi Delta region.

Garvin, Mackenzie and Marianne Navarro. *The Baltimore City Anchor Plan: A Community and Economic Development Strategy*. A report for the City of Baltimore. Baltimore, MD: Office of Mayor Stephanie Rawlings-Blake, 2014.

<http://mayor.baltimorecity.gov/sites/default/files/Baltimore%20City%20Anchor%20Plan%20%28BCAP%29%20-%20June%202014.pdf>.

This report describes a community engagement strategy that emerged from anchor institution collaboration with municipal government. The authors explain Baltimore's strategy as involving eight anchor institutions in three sectors of Baltimore: Bon Secours Baltimore Health System; Coppin State University; Johns Hopkins University; Maryland Institute College of Art; University of Baltimore; Loyola University Maryland; Morgan State University; and Notre Dame of Maryland University. The report discusses these institutions' past and present contributions to the Baltimore community in detail. The report also recommends immediate action plans for each sector to enhance their community engagement. All of the outlined plans involve the specified anchor institutions fostering public safety, local hiring, local purchasing, and quality of life in their areas. The report places special emphasis on anchor institutions working with the City of Baltimore to achieve mutually beneficial goals.

Ghaziani, Amin. "Measuring Urban Sexual Cultures." *Theory and Society* 43, no. 3 (July 2014): 371-393.

The author explains how anchor institutions can provide meaningful indicators of urban sexual cultures. His abstract provides a summary: "In this article, I use 125 interviews with Chicago residents to propose a two-pronged strategy [to measure urban sexual culture]. First, gay neighborhoods continue to house anchor institutions, despite ongoing residential out-migrations. These are the primary engines of community building, and they locate the material culture of a group in a specific place. Commemorations serve as a second indicator for a culture."

Glanville, Justin. *Cleveland's Greater University Circle Initiative: Building a 21st Century City through the Power of Anchor Institution Collaboration*. Case study. Cleveland, OH: Cleveland Foundation, 2013. <http://www.clevelandfoundation.org/grants/our-priorities/%20greater-university-circle/>.

Describes the ideas behind, and mechanics of, a collaboration between anchor institutions, local businesses, and community residents in Cleveland. The study includes a timeline of the developments in Cleveland and discusses four strategy areas: Institutional Partnership, Physical Development, Economic Inclusion, and Community Engagement. It also describes the collaboration's successes in rebuilding neighborhoods and improving local economic opportunities.

Goddard, John, Mike Coombes, Louise Kempton, and Paul Vallance. "Universities as Anchor Institutions in Cities in a Turbulent Funding Environment: Vulnerable Institutions and Vulnerable Places in England." *Cambridge Journal of Regions, Economy, and Society* 7, No. 2: 307-325. doi: 10.1093/cjres/rsu004.

In the Abstract, the authors write:

The paper examines universities as anchor institutions in the context of a major upheaval in the funding of English higher education. The various components of these changes are combined into a multivariate indicator of institutional vulnerability for universities in England. This is then linked to a classification of university cities to identify the most vulnerable institutions in the most vulnerable places with the greatest dependence on higher education. The paper concludes with a discussion of the need for sensitivity to issues of place in any forthcoming restructuring of English higher education arising from the funding changes.

Goodman, Ellen P., "'Smart Cities' Meet 'Anchor Institutions': The Case of Broadband and the Public Library." *Fordham Urban Law Journal* XLI (2014). <http://dx.doi.org/10.2139/ssrn.2476159>.

This essay explores the intersection of the "smart city" and anchor-institution concepts, using public libraries as examples. The author's abstract describes the four parts of the study: "Part I describes the smart city and anchor institution concepts. Part II identifies broadband policy goals and market gaps in their fulfillment. Part III shows how anchor institutions and public libraries in particular are important partners in reaching broadband infrastructure goals. Part IV then concludes with some observations for smart city initiatives in general."

Guinan, Joe, Sarah McKinley, and Benjamin Yi. *Raising Student Voices: Student Action for University Community Investment*. A Responsible Endowments Coalition paper. Brooklyn: Responsible Endowments Coalition and The Democracy Collaborative, 2013. [http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/REC\\_WEB\\_singles.pdf](http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/REC_WEB_singles.pdf)

The report focuses on student involvement in university-led community investment strategies, as well as the potential intersections of community need and institutional wealth. Fifteen students, administrators, and university community members from eleven universities and their local communities were interviewed. The authors use a number of case studies of both administration-led and student-led initiatives to illustrate examples of local community investment by universities, as well as to identify lessons learned. The report includes key recommendations for "maximiz[ing] the influence of student campaigns and other activities in increasing the impact of university community investing and moving it to scale."

Harkavy, Ira, Matthew Hartley, Rita A. Hodges, Anthony Sorrentino, and Joann Weeks. "Effective Governance of a University as an Anchor Institution: University of Pennsylvania as a Case Study." D 1-3. In Supplemental Volume 2014-02, *Leadership and Governance in Higher Education: Handbook for Decision-makers and Administrators*. Berlin, Germany: Raabe Academic Publishers, 2014.

[https://www.nettercenter.upenn.edu/sites/netter\\_internal/files/Effective Governance of a University as an Anchor Institution-Raabe Publishers.pdf](https://www.nettercenter.upenn.edu/sites/netter_internal/files/Effective_Governance_of_a_University_as_an_Anchor_Institution-Raabe_Publishers.pdf).

The authors state in their abstract: “This article explores the role of colleges and universities as anchor institutions, the type of governance needed to infuse local engagement into all aspects of the institution, the specific evolution of the University of Pennsylvania (Penn) as an anchor, and lessons learned along the way.” In its exploration of the roles of universities as anchors, this work discusses the history of the anchor institution concept and the Anchor Institutions Task Force, methods for effective governance of universities serving in an anchor role, and specific developments at the University of Pennsylvania in its twenty-plus years developing an anchor institution strategy and culture.

Harkavy, Ira, Nancy Cantor, and Myra Burnett. *Realizing STEM Equity and Diversity through Higher Education-Community Engagement*. White paper for the National Science Foundation. Philadelphia: University of Pennsylvania, 2015.

[https://www.nettercenter.upenn.edu/sites/netter\\_internal/files/Realizing STEM Equity Through Higher Education Community Engagement Final Report 2015.pdf](https://www.nettercenter.upenn.edu/sites/netter_internal/files/Realizing_STEM_Equity_Through_Higher_Education_Community_Engagement_Final_Report_2015.pdf).

Explores a higher-education community engagement approach to advancing equity in Science, Technology, Math, and Engineering (STEM) education and careers. The authors discuss both the theory and best practices of this partnership approach and conclude with a series of recommendations, derived from two international workshops, aimed at enhancing STEM equity, driving broader participation, and producing better science. The paper emphasizes the value of global collaboration in significantly reducing inequalities and increasing diversity in STEM in communities and societies throughout the world. The work of the Anchor Institutions Task Force is cited, particularly AITF’s core values of collaboration and partnership, equity and social justice, democracy and democratic practice, and commitment to place and community.

Holden, Elisabeth. “An Anchor in Clean Water: The Roles of Anchor Institutions in Managing Great Bay.” Master’s thesis, Tufts University, 2013. ProQuest (1461393208).

From the authors’ Abstract:

This thesis looks at the roles that anchor institutions can play in environmental initiatives. Using Great Bay in New Hampshire and Maine as a case study and Plum Island Estuary in Massachusetts and Casco Bay in Maine as comparison cases, interviews with relevant stakeholders were used to identify the ways anchor institutions are involved in watershed initiatives.

Howard, Ted. “How Communities Can Make the Most of Their Anchor Institutions.” *Governing*, January 9, 2014. <http://www.governing.com/gov-institute/voices/col-communities-local-government-anchor-institutions-democracy-collaborative-dashboard.html>.

In this article, the author discusses the economic power of anchor institutions, and the potential for it to build local economies. The article compares anchor local procurement strategies and Payment in Lieu of Taxes (PILOT) programs. It cites the investment and procurements of

Cleveland's University Hospitals Vision 2010 initiative, the University of Pennsylvania, the University of Cincinnati, and Boston's Northeastern University as examples.

HUD. Case Studies: Anchor Institutions. Washington, D.C.: U.S. Department of Housing and Urban Development (HUD), March 24, 2014-January 9, 2015.  
<http://www.huduser.org/portal/casestudies/AnchorInstitutions.html>.

This U.S. Department of Housing and Urban Development website is dedicated to case studies of anchor institutions. Many of the studies listed below examine anchor-institution community development projects that began with grants from the HUD Office of University Partnerships. Five of the studies focus on contributions of single universities, while two review those of healthcare centers, and one observes developments emerging from a multi-anchor project. Most of the studied anchors have been engaged in their communities for at least twelve years and one, the University of Pittsburgh, has been planning with its local community since the 1970s. The studies examine several approaches to community engagement. These include educational programs, ranging from service-learning-driven pipeline programs to workforce development, as well as community health and wellness programs added to educational efforts. Other studies explore monetary investments and/or real estate, housing improvements, and neighborhood development in general. Most strategies include partnerships and collaboration with a variety of anchors and community organizations.

2014 Case Studies Include:

*Community Engagement: Indiana University-Purdue University Indianapolis.*

*Detroit, Michigan: Henry Ford Health System Supports Community and Economic Development.*

*The Pride of Pālolo: 'Ohana Learning Center at Pālolo Homes.*

*The S.G. Atkins Community Development Corporation Revitalizes Neighborhoods near Winston-Salem State University.*

*Sinai Community Institute: Health-Based Community Development in Chicago.*

*The University of Cincinnati: Improving the Uptown Community.*

*University at Buffalo Supports Neighborhood and Regional Growth.*

*University of Pittsburgh: A "University of the Community."*

Karp Resources. *A Roadmap for Anchor Institution Local Food Purchasing in Baltimore.* A report prepared by Karin Endy and Karen Karp for Baltimore Integration Partnership. Baltimore, MD: Baltimore Integration Partnership, 2014.  
<http://www.abagrantmakers.org/page/Data/?>.

The authors summarize the report in their Introduction:

This report provides an overview of operational structures, challenges and opportunities for anchor institutions to leverage food purchasing to create economic opportunity and jobs in Baltimore City. It includes recommendations for actions that may be taken to remove regulatory barriers or provide regulatory support for local purchasing, anchor-foodservice contract terms, and supports for small businesses. Details relating to specific products identified for procurement and vendor recommendations have been provided separately.

Katz, Bruce. "What Should the Role of the Federal Government Be in Supporting Innovation Districts?" Washington, D.C.: Brookings, 2014.

<http://www.brookings.edu/research/papers/2014/10/08-federal-government-innovation-districts-katz>.

The author explores the potential role of the federal government in U.S. business "innovation districts," which have been developed through the collaboration of local partners, including anchor institutions. The paper specifically explains how the federal government should focus its support in three main areas: basic and applied research, skilled workers, and infrastructure and housing.

Kelly, Marjorie and Violeta Duncan. *A New Anchor Mission for a New Century: Community Foundations Deploying all Resources to Build Community Wealth*. A report for The Democracy Collaborative. Takoma Park, MD: The Democracy Collaborative, 2014.

[http://democracycollaborative.org/sites/clone.community-wealth.org/files/downloads/ANewAnchorMission\\_FINAL3.pdf](http://democracycollaborative.org/sites/clone.community-wealth.org/files/downloads/ANewAnchorMission_FINAL3.pdf).

The report explores the benefits of community foundations taking on anchor institution roles. It discusses the relationship between community foundations and an "emerging anchor mission" to "deploy all resources to community wealth." The authors describe how community foundations are using financial, human, intellectual and political assets to serve their communities' economic well-being. The report is divided into five parts. Parts I-III cover the evolution of community foundations' new anchor missions and how they implement them. Parts IV and V provide recommendations on how community foundations can participate in the new missions, including providing examples of community wealth building practices of 30 representative community foundations.

Kronick, Robert F., Jessica Nina Lester, and D. Gavin Luter, eds. *Peabody Journal of Education* 88, no. 5 (themed issue, 2013). <http://www.tandfonline.com/toc/hpje20/88/5#>.

The theme of this issue is: "Higher Education's Role in Public School Reform and Community Engagement." Discussions of the role of anchors are woven into various articles and are strongly present in the conclusion.

Articles from this issue include:

Kronick, Robert F., Jessica Nina Lester, and D. Gavin Luter. "Introduction to Higher Education's Role in Public School Reform and Community Engagement."

Harkavy, Ira, Matthew Hartley, Rita Axelroth Hodges, and Joann Weeks. "The Promise of University-Assisted Community Schools to Transform American Schooling: A Report From the Field, 1985-2012."

Taylor Jr., Henry Louis, Linda McGlynn, and D. Gavin Luter. "Neighborhoods Matter: The Role of Universities in the School Reform Neighborhood Development Movement."

Officer, Starla D.H., Jim Grim, Monica A. Medina, Robert G. Bringle, and Alyssa Foreman. "Strengthening Community Schools Through University Partnerships."

McDonald, Joseph P., Myrhh Domingo, Jill V. Jeffery, Rosa Riccio Pietanza, and Frank Pignatosi. "In and of the City: Theory of Action and the NYU Partnership School Program."

Walsh, Mary E., and Sarah Backe. "School-University Partnerships: Reflections and Opportunities."

Shields, Sharon L., Leigh Z. Gilchrist, Carol T. Nixon, Barbara A. Holland, and Elizabeth Thompson. "An Ecological Approach to a University Course that Develops Partnerships Impacting Health and Wellness in K-12 Schools and Communities."

Furco, Andrew. "Legitimizing Community Engagement with K-12 Schools."

Lawson, Hal. A. "Third-Generation Partnerships for P-16 Pipelines and Cradle-Through-Career Education Systems."

Kronick, Robert F., Jessica Nina Lester, and D. Gavin Luter. "Conclusion to Higher Education's Role in Public School Reform and Community Engagement."

Lenihan, Ross. "Rust-Belt Recovery: The Cleveland Model as Economic Development in an Age of Economic Stagnation and Climate Change." *Pepperdine Policy Review* 7, Article 6 (2014). <http://digitalcommons.pepperdine.edu/ppr/vol7/iss1/6>.

The author discusses the environmentally sustainable economic development potential of worker-owned cooperatives supported by anchor institutions. The article analyzes one example of such a cooperative in Cleveland, the Evergreen Cooperative. An excerpt from the author's Abstract summarizes the article's explorations: "This paper explores the development potential of joint worker-community cooperative structures during the current economic downturn by analyzing the 'Cleveland model,' a network of worker-owned cooperatives supported by local education/healthcare 'anchor' institutions and financed and organized by a non-profit community development corporation."

Living Cities. *Harnessing the Economic Power of Anchor Institutions: Lessons Learned through Living Cities Investments from 2010-2013*. New York: Living Cities, 2013. <https://www.livingcities.org/resources/235-harnessing-the-economic-power-of-anchor-institutions-lessons-learned-through-living-cities-investments-from-2010-2013>.

This report focuses on what Living Cities learned from the Integration Initiative, its 85-million-dollar investment experiment in five sites. Living Cities describes the Initiative as an experiment with the goal of testing “the hypothesis that anchor institutions can play a significant role in creating economic opportunity in cities.” The tested approaches included real estate development and related activities, hiring local low-income residents, and procurement.

Maheshwari, Dhruv, Darren Ho, Teddy Guenin, Emily Zhang, and Amy Zhuo. *Philadelphia Home•Buy•Now: A New Model for Employer Assisted Housing. Report for Social Impact Consulting and Urban Affairs Coalition*. Philadelphia: Urban Affairs Coalition, 2014. <http://uac.org/sites/uac.org/files/Home%20Buy%20Now%20Report.pdf>.

The report describes Employer-Assisted Housing (EAH), which engages employers in aiding their employees in acquiring homes. It specifically discusses a new EAH effort in Philadelphia called Philadelphia Home Buy Now, through which the City of Philadelphia and Urban Affairs Coalition provide matching grants to the grants or forgivable loans made by the employer. The authors describe higher educational and medical institutions as major participants in the program, which “account for 47% and 35% of the employer grants, respectively.”

Maurrasse, David J. *Strategic Public Private Partnerships: Innovation and Development*. Cheltenham, UK: Edward Elgar, 2013.

This book explores the concept of strategic cross sector partnerships. It emphasizes the importance of collaboration among public, private, and nongovernmental resources—including anchor institutions—to address critical issues of global significance, including climate change, health, and poverty. A number of diverse case studies from across the globe are presented, with exploration of the strengths, weaknesses, and future potential of cross sector partnerships.

Mazany, Terry, and David C. Perry, eds. *Here for Good: Community Foundations and the Challenges of the 21st Century*. Armonk, NY: M.E. Sharpe, 2013. <http://www.routledge.com/books/details/9780765642561/>.

This book explores the idea of community foundations acting as anchor institutions. It is an outgrowth of the Second Century Project, a seminar series meant to create an ongoing dialogue that integrates theory and practice to help community foundations thrive. The authors argue that “the community foundation is the one institution, among all others, that seeks to mobilize the resources of the community to meet the community’s needs” and that community foundations have a critical anchoring role—in partnership with donors, civic and community institutions, government, and business—for creating meaningful and sustained impact. The authors include a broad sampling of community-improvement-project stories from an array of foundations and communities.

Contributing authors include: Ronald B. Richard; Emmett D. Carson; Grant Oliphant; Mariam C. Noland; Eric Newton; Lori A. Slutsky; Ani F. Hurwitz; Carleen Rhodes; Jennifer Leonard; Alicia Philipp; Tené Traylor; G. Albert Ruesga; Chris Rurik; Henry Izumizaki; Nillofur Jasani; Nancy Van Milligen; Brian Payne; Antonia Hernández; Paul Major; Teri A. Hansen; Mark S. Pritchett; Paul Grogan; Josie Heath; Douglas Kridler; Kelly Ryan; and Judith L. Millesen.



Moore, Tami L. "Community–University Engagement: A Process for Building Democratic Communities." Edited by Kelly Ward and Lisa Wolf-Wendel. Special issue, *ASHE Higher Education Report* 40, no. 2 (April 2014). doi: 10.1002/aehe.20014.

Focuses on place-based university-community interactions. The author describes the issue: "This monograph examines the primary ways university faculty, students, and administrators have interacted with the residents and elected officials of geographic areas where they are located, and the effect of those interactions on the various participants. The interactions can be framed in three ways, emphasizing community and economic development, student learning, or faculty research objectives, respectively." The second chapter on "Community as Place" particularly describes ways that higher education institutions serve as placemakers, economic development partners, and/or anchor institutions.

Moore, Tami L. "The Road Half Traveled: University Engagement at a Crossroads." *Journal of Higher Education Outreach & Engagement* 18, no. 4 (2014): 253-8.  
<http://openjournals.libs.uga.edu/index.php/jheoe/article/view/1350/826>.

The author analyzes *The Road Half Traveled: University Engagement at a Crossroads* by Rita Hodges and Steve Dubb (Michigan State University Press, 2012). The review summarizes and interprets Hodges' and Dubb's work, which included best practices and lessons learned from 10 case studies of universities as anchor institutions. The reviewer describes the book as providing an exploration of institutional practices that could improve "the overall quality of life for all residents of the neighborhood," with the "underlying theme... [that] change must happen in every aspect of the institution's behavior."

Office of University Partnerships, HUD. *Building Resiliency: The Role of Anchor Institutions in Sustaining Community Economic Development*. A report for HUD. Washington, DC: U.S. Department of Housing and Urban Development, 2013.  
<http://www.huduser.org/portal/publications/pdf/AnchorInstitutions.pdf>.

This report discusses how anchor institutions can impact cities' "resilience." It defines "resilience" as a quality emerging from specific practices, including efforts focused on educational improvement, initiatives to improve residents' quality of life and social well-being, and taking stock of assets, such as anchor institutions. It examines Chester, Pennsylvania as an example of a resilient city. It features commentary from four experts in the field, as "Series Presenters:" David Maurrasse, AITF director and president of Marga Incorporated; Barbara Holland, former director of HUD's Office of University Partnerships; James T. Harris, the president of Chester's anchor partner, Widener University (now president of the University of San Diego); and Mark Linton, Executive Director of the White House Council on the Strong Cities, Strong Communities Initiative (SC2).

Patterson, Kelly L., and Robert Mark Silverman, eds. *Schools and Urban Revitalization: Rethinking Institutions and Community Development*. Community Development Research and Practice 8. New York: Routledge, 2014.

Analyzes how large anchor institutions function in the urban revitalization process and how public schools could serve as bridging institutions in this activity. In the Preface, the editors describe the structure of the text:

This book is divided into two parts. The first part considers the urban context where anchor institutions are embedded. This context is examined conceptually, and through the analysis of anchor-based development in Detroit, Philadelphia, and Washington, DC. The second part focuses on the potential for the development of public schools as bridging institutions in the inner-city revitalization process. The role of public schools in the community development process is examined through case studies in Buffalo, Pittsburgh, Philadelphia, Chicago, and Los Angeles.

Contributing authors include: Robert M. Silverman; Janice Bockmeyer; Avis C. Vidal; Bethany J. Welch; Margaret Cowell; Heike Mayer; Henry Louis Taylor, Jr.; Linda McGlynn; D. Gavin Luter; John M. Wallace, Jr.; Samantha Teixeira; Brian D. Christens; Jessica J. Collura; Michael A. Kopish; Matea Varvodić; Mark R. Warren; and Greta Kirschenbaum Brownlow.

Pendall, Rolf, Martin D. Abravanel, Audra Brecher, Alex Curley, Elizabeth Davies, Megan Gallagher, Monica Getahun, et al. *Developing Choice Neighborhoods: An Early Look at Implementation in Five States*. A report for the Urban Institute and the U.S. Department of Housing and Urban Development (HUD). Washington, DC: HUD, 2013.  
[http://www.huduser.org/portal/publications/choice\\_neighborhoods\\_interim\\_rpt.pdf](http://www.huduser.org/portal/publications/choice_neighborhoods_interim_rpt.pdf).

This interim report discusses the plans and early progress of the first five Choice Neighborhood implementation sites (Boston, Chicago, New Orleans, San Francisco, and Seattle). It describes the overarching goal of this HUD-sponsored program as “to redevelop distressed assisted housing projects and transform the neighborhoods surrounding them into mixed-income, high-opportunity places.... In selecting Choice sites, HUD sought to invest where communities had anchor institutions and could build on concurrent, co-located community improvement efforts.” The report describes each sites’ transformation plan and key accomplishments to date, as well as outlines ongoing challenges.

Ross, Tracey. *Eds, Meds, and the Feds: How the Federal Government Can Foster the Role of Anchor Institutions in Community Revitalization*. A report for the Center for American Progress. Washington, D.C.: Center for American Progress, 2014.  
<http://www.scribd.com/doc/240183541/Eds-Meds-and-the-Feds-How-the-Federal-Government-Can-Foster-the-Role-of-Anchor-Institutions-in-Community-Revitalization>.

The author describes the report in the “Introduction and summary”:

This report provides an overview of how the federal government has worked with anchor institutions over the years, the potential roles anchors can play in communities, and how to measure the community benefits of this work. It concludes with detailed recommendations for federal officials to further enhance the role of anchor institutions in communities and to promote communities’ economic development.

Ryberg-Webster, Stephanie, Kelly L. Kinahan. “Historic Preservation and Urban Revitalization

in the Twenty-first Century.” *Journal of Planning Literature* 29, no. 2 (May 2014): 119-139.  
doi: 10.1177/0885412213510524.

From the authors’ Abstract:

This article reviews the current state of affairs in preservation practice and scholarship and builds new connections with four leading discourses in urban revitalization: the New American City, place matters, anchor institutions, and legacy cities. We call for an expansive research agenda to address preservation’s role in revitalization and to rethink preservation policy in the twenty-first century.

Silverman, Robert Mark, Jade Lewis, and Kelly L. Patterson. “William Worthy’s Concept of ‘Institutional Rape’ Revisited: Anchor Institutions and Residential Displacement in Buffalo, NY.” *Humanity & Society* 38, no. 2 (2014): 158-181.  
doi:10.1177/0160597614529114. 2.

From the Abstract:

This article examines the role of anchor institutions in the urban revitalization process. We use case study analysis to understand how concerns about residential displacement are addressed by anchor institutions in the urban planning process. This analysis is designed to build upon William Worthy’s critique of anchor-based development during the 1960s and 1970s. Our analysis examines the degree to which his concept of “institutional rape” applies to contemporary urban revitalization efforts. The article focuses on university and medical campus expansion in Buffalo, NY. We describe how the planned expansion of the Buffalo-Niagara Medical Campus has raised concerns about the displacement of residents living in a neighboring subsidized housing development.

Tohvri, Epi, and Kaisi Udumäe. “Planning in a Vacuum: Tartu University Hospital and Urban Development in the City of Tartu in the Second Half of the 20<sup>th</sup> Century.” *Transylvanian Review of Administrative Sciences* 39E (June 2013): 201-211.  
<http://rtsa.ro/tras/index.php/tras/article/view/132>.

Abstract:

The University of Tartu has been an anchor institution – as a driver of urban revitalization and a designer of urban landscape. Starting from the re-opening of the university, the growth of the population in the city has been directly correlated with the growth of the university and its student body (Kruus, 1927). In 2010 the collective body of the university constituted approximately 1/5 of the registered population (Tartu City Forum, 2010). The anchor institution is a driver of economic growth, a real estate developer and a service provider (Harkavy et al., 2009). The University of Tartu and Tartu University Hospital known as Estonian Meds and Eds are one of the key factors of the favorable economic climate since the two medical and educational institutions concur in providing health care, quality of life, amenity and highly educated labor for the community. In the 21st century Tartu University Hospital has become one of the anchor

institutions of Tartu and South Estonian Region, having a direct impact on the City and its economic growth.

Weinhelmer, Mark. *2014 Choice Neighborhoods Grantee Conference Report: Sharing early successes in learning, leveraging, and leading*. Washington, D.C.: U.S. Department of Urban Housing and Development (HUD), 2014.  
[http://portal.hud.gov/hudportal/documents/huddoc?id=cssp\\_hudconfrpt.pdf](http://portal.hud.gov/hudportal/documents/huddoc?id=cssp_hudconfrpt.pdf).

This conference report discusses the role of multiple local partners in revitalizing troubled neighborhoods through the HUD Choice Neighborhoods program. The report explains that anchor institutions are among the key community stakeholders who participate in Choice Neighborhood grantees' neighborhood revitalization efforts. The authors include Philadelphia's We are Mantua! neighborhood crime program, as well as two Ohio programs, Partners Achieving Community Transformation (PACT) and the Greater University Circle Initiative, as examples of Choice Neighborhood grantee programs that rely on anchor institution partnerships. The authors also describe India Pierce Lee's speech on how the Cleveland foundation leveraged anchor institutions' self-interest to form the Greater University Circle Initiative, an active neighborhood revitalization project.

Zeuli, Kim, and Brian Hull, et al. *Anchor Institutions and Food Systems: A Recipe for Economic Growth*. A report for Institute for a Competitive Inner City (ICIC). Roxbury, MA: ICIC, 2014. [http://www.icic.org/ee\\_uploads/publications/ICIC\\_WhatWorks\\_FoodAnchors.pdf](http://www.icic.org/ee_uploads/publications/ICIC_WhatWorks_FoodAnchors.pdf).

Discusses current and potential involvement of anchor institutions in the food industry. The report explores how anchor involvement could enhance company competitiveness and improve local economic and social conditions simultaneously through a "shared value" concept. The authors analyze the following economic roles for anchor institutions: Provider of Core Products and Services, Workforce Developer, Purchaser, Real Estate Developer, and Cluster Anchor. Authors, in addition to those listed above, include: Kimberly Weisul, Adina Astor, Kenneth Levy, and Miriam Weinstein, Rafi Taherian, and Allan Tear.

Zeuli, Kim, Lena Ferguson, and Austin Nijhuis. *Creating an Anchored Local Economy in Newark: Recommendations for Implementing a Comprehensive Local Procurement Strategy*. A report for ICIC. Roxbury, MA: ICIC, 2014. [http://www.icic.org/ee\\_uploads/pdf/ICIC\\_NEWARK\\_rprt\\_REV.pdf](http://www.icic.org/ee_uploads/pdf/ICIC_NEWARK_rprt_REV.pdf).

This report analyzes the size and nature of local procurement opportunities in Newark. It examines interviews of 70 individuals from organizations that support Newark's small business development and analyzes procurement data from six anchor institutions. A local advisory group, including 30 organizations, guided the authors' efforts. The report emphasizes significant findings and recommendations for Newark to establish a robust buy-local initiative.

Zuckerman, David. With contributions from Holly Jo Sparks, Steve Dubb, and Ted Howard. *Hospitals Building Healthier Communities: Embracing the Anchor Mission*. A Democracy Collaborative report. Takoma Park, MD: The Democracy Collaborative, 2013.  
<http://democracycollaborative.org/content/hospitals-building-healthier-communities-embracing-anchor-mission>.

Describes anchor institution missions of U.S. hospitals and healthcare systems. The report is organized into four sections: “Hospital as Economic Engine and Anchor Institution,” “The American Hospital—a Private Institution with a Public Mission,” “Emerging Hospital Trends and Promising Practices,” and “Case Studies.” The discussion is based on previous research, an examination of U.S. hospital evolution, observed nationwide community-building trends and best practices, and five 2011-12 case studies. The report concludes with key recommendations for hospitals and healthcare systems to consciously develop an anchor institution mission that will improve community health and build community wealth. Recommendations are also made for policymakers and philanthropists.

## **Working Papers**

Brooks, Cornell William, Ellen L. Brown, Corey Parson, and Chigozie U. Onyema. “Social Covenant Bonds and Anchor Institutions: New, Nearly Costless Resources to Create Jobs for New Jerseyans.” Working paper, New Jersey Institute for Social Justice, Newark, 2014. <http://www.njisj.org/wp-content/uploads/2014/01/2014.01.29-Social-Covenant-Bonds-and-Anchor-Institutions-Concept-Paper-New-Jersey-Institute-for-Social-Justice.pdf>.

In this working paper, the author analyzes the community economic impact of anchor institution construction projects. The paper explores six aspects of the concept, with examples from various regions of the U.S.

Zingale, Nicholas C., PhD., Aritree Samanta, Deborah Riemann, and Esther West. “Loose Change and Governance: Cleveland, Ohio’s Evergreen Worker Owned Cooperative

Initiative.” Working copy of Paper 1240, presented at the CSU College Conference, Cleveland, OH, August 20, 2014. Urban Publications, Maxine Goodman Levin College of Urban Affairs, Cleveland State University, Cleveland, 2014. [http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2261&context=urban\\_facpub](http://engagedscholarship.csuohio.edu/cgi/viewcontent.cgi?article=2261&context=urban_facpub).

Analyzes a Cleveland community-organized local development initiative involving anchor institutions. The authors explore its origins and how the project gained momentum amidst dramatic social and economic changes.

## **Media Articles, Blogs, and Speeches**

Atkins, Madeline. “Universities Turn Cold Spots Hot.” *Times Higher Education* (London), October 2, 2014. <https://www.timeshighereducation.co.uk/comment/opinion/universities-turn-cold-spots-hot/2016032.article>.

Discusses the “new chapter” of universities acting as anchor institutions in England. The author explores ways that modern English universities partner with local social, economic, and cultural organizations to create economic growth.

Bartley, Aaron. “The Rise of the Anchor Institution: Setting Standards for Success.” *The Blog*, “Business,” *HuffPost*, January 14, 2014.

[http://www.huffingtonpost.com/aaron-bartley/the-rise-of-the-anchor-in\\_b\\_4589224.html](http://www.huffingtonpost.com/aaron-bartley/the-rise-of-the-anchor-in_b_4589224.html).

This blog entry analyzes anchor institution-based urban development. It discusses characteristics of anchors, examples of their urban development strategies, and best practices within these, while surveying relevant information available at the time.

Cantor, Nancy. "Not Taking Democracy for Granted: Higher Education, Inclusion, and Community Trust." Presentation at the Higher Education for Democratic Innovation Global Forum 2014, Queen's University Belfast, Belfast, Northern Ireland, June 26, 2014. [https://www.nettercenter.upenn.edu/sites/netter\\_internal/files/NCantor\\_Belfast\\_Conference\\_speech.pdf](https://www.nettercenter.upenn.edu/sites/netter_internal/files/NCantor_Belfast_Conference_speech.pdf).

This presentation discusses how anchor institutions could nurture democracy. The author explains the importance of building "communities of trust" between universities and their neighbors, citing the Anchor Institutions Task Force (AITF) and its members as examples. She illustrates an "institutional citizen" concept and describes practices for anchor institutions that could support democracy and democratic change in communities.

Carlson, Scott. "Portland State U. Ties Its Fortunes to Those of Its Quirky City." *The Chronicle of Higher Education*, November 11, 2013. <http://chronicle.com/article/Portland-State-U-Ties-Its/142881/>.

The author examines the connection between Portland's development and one of its anchor institutions, Portland State University. It explores the idea that the two have a mutually beneficial economic relationship.

Duda, John. "Models for Mobilizing Multiple Anchor Institutions." *Community-Wealth.Org*, September 17, 2014. <http://community-wealth.org/content/models-mobilizing-multiple-anchor-institutions>.

This blog entry discusses the strategies of three cities to use nonprofit anchor resources for building community wealth. The examined strategies include Chicago Anchors for a Strong Economy (CASE), Cleveland's Greater University Circle Initiative, and the Baltimore City Anchor Plan.

Harkavy, Ira. "Advancing Teaching and Research and Improving the Quality of Life through University-Community Engagement: A View from the United States." Vice-Chancellor's

Distinguished Oration for 2014, Edith Cowan University, Joondalup Campus, Joondalup, WA, Australia, 22 July 2014. <http://www.ecu.edu.au/about-ecu/vice-chancellor/distinguished-ordinator/2014/advancing-teaching-and-research>.

This speech discusses the global university-community engagement movement. It highlights the work of the Anchor Institutions Task Force.

Initiative for a Competitive Inner City (ICIC). "Blog," *ICIC*, February 24, 2012; April 25, 2014-January 9, 2015. <http://www.icic.org/connections/blogs>.

These blog entries focus on the economic contributions of anchor institutions, ranging from universities and hospitals to art institutions to sports franchises, and include some short case studies. The authors describe some tenets of the Affordable Care Act and their effects on hospital-community engagement. They also analyze the relationship between inner city population density and anchor institution-oriented cluster business and neighborhood development strategies. Many of the entries discuss anchor procurement strategies and report results of these strategies.

Entry authors and titles:

Camp, Matt.

“Mayor Menino’s Impact Felt in Every Boston Neighborhood.”

Dowd, Beth.

“Bringing Biz and Buzz Back to Cleveland.”

“ ‘A Healthy Dose of Chaos Theory’ Boosts Collaboration and Competitiveness.”

“Inner City Boston Continues to Draw Investment.”

Hull, Brian.

“What Does Shared Value Look Like for Sports Franchises?”

Initiative for a Competitive Inner City (ICIC).

“How Local Purchasing Spurred Growth in West Philly.”

“MASS MoCA: Rethinking an Industrial Complex as a New Museum and Urban Anchor”

“Want to Create Local Jobs? Look in Your Own Backyard.”

“What’s the Second Driver of a Healthy Urban Ecology?”

“What Works: Collectively, Midtown Anchors Spark Renewal.”

“What Works: Hospital Procurement Strategies that Support Small Businesses.”

Maher, Amanda.

“Anchor Incentives Provide Stability for Detroit Residents, Neighborhood.”

“Can Neighborhood Innovation Districts Spur Sustainable Economic Growth in Boston?”

“How Art Can Anchor a Local Economy.”

“Making the CASE for Local Anchor Procurement.”

Nijhuis, Austin and Lena Ferguson.

“Affordable Care Act Opens Hospital Doors to Greater Community Investment.”

Zeuli, Kim.

“Economic Inclusion Requires a Renewed Focus on Inner Cities.”

Katz, Bruce, and Julie Wagner. “The Rise of Urban Innovation Districts.” *Harvard Business Review*, November 12, 2014. <https://hbr.org/2014/11/the-rise-of-urban-innovation-districts>.

The authors describe “Innovation Districts,” which involve local anchor-institution-business collaborations. They discuss the relationship between these districts’ innovations and city economies.

Kimmelman, Michael. “Reading, Writing and Renewal (the Urban Kind).” *The New York Times*, March 18, 2014. <http://www.nytimes.com/2014/03/18/arts/design/reading-writing-and-renewal-the-urban-kind.html?hpw&rref=arts&r=2>.

Discusses how a new public school is at the center of a Baltimore urban renewal project managed by Johns Hopkins and Morgan State universities. The article describes the background of the school’s neighborhood and the aims of the project.

Lightstone, Jack. “Instead of Ivory Tower, a Place in the Neighbourhood.” *The Globe and Mail* (Toronto), January 7, 2014. <http://www.theglobeandmail.com/news/national/education/instead-of-ivory-tower-a-place-in-the-neighbourhood/article16169887/>.

This article announces Ontario’s plan to engage universities in community development. It discusses what the mandated individual strategies of multiple universities share in common, and how they differ by locale-oriented development factors.

Rose, Fred. “Bringing Wealth Creation Closer to Low-Income Communities.” *Communities & Banking* 25, no.1 (Winter 2014). <http://www.bostonfed.org/commdev/c&b/2014/winter/winter-2014.pdf>.

Explores the Massachusetts Wellspring Collaborative, which joins anchor institutions (universities and healthcare establishments) with community and labor organizations. The author discusses the Collaborative’s background, as well as its current job training, employment, and local procurement strategies.

Ross, Mike. “Seeding University Communities.” *The Boston Globe*, December 23, 2013. <https://www.bostonglobe.com/opinion/2013/12/23/seeding-university-neighborhoods/y6qK9dzVXoen3gIkZEoljP/story.html#>.

This article examines the neighborhood impact of anchor institution local procurement strategies. It cites the University of Pennsylvania’s implementation of such strategies in West Philadelphia as an example, and compares that project to Northeastern University’s proposed strategy for Boston.

Smith, Sandy. “University-Community Engagement Is a Two-Way Street.” *Next City*, November 20, 2014. <http://nextcity.org/daily/entry/university-community-engagement-eds-meds-anchors-cities>.

Describes how urban anchor institutions can strengthen communities. The article examines some current strategies, such as Payments in Lieu of Taxes (PILOTs), Community Benefit Agreements (CBAs), and local procurement. It also discusses some best practices, derived from



the examples of various U.S. urban communities and their anchors, especially those in Philadelphia, Detroit, and Chicago.

Troop, Don. "College Provides \$750,000 to Fight Blight at Its Doorstep." *Bottom Line* (blog), *The Chronicle of Higher Education*, May 16, 2014.  
<http://chronicle.com/blogs/bottomline/college-provides-750000-to-fight-blight-at-its-doorstep/>.

Analyzes community development projects resulting from a Rhode Island anchor institution-community partnership. The author describes the Smith Hill Community Development Corporation, and its work with Providence College, to provide affordable housing and other services.

Warden Rebecca. "Engaged Universities Contribute to Economic Development." *University World News*, November 21, 2014.  
<http://www.universityworldnews.com/article.php?story=20141119095107901>.

This article, relying in part on an interview of Ira Harkavy and several other faculty and administrators from universities across the globe, explains the ways universities contribute to economic development. It discusses investment and procurement strategies, in addition to civic engagement.

