

URBAN CONNECTIONS, USU/A·P·L·U/CES FOR THE ENHANCEMENT OF OUTREACH AND ENGAGEMENT

Shari Garmise, Ph.D.

Vice President, USU/APLU Office of Urban Initiatives

sgarmise@aplu.org

202-478-6064

Presentation to

Urban Extension Pre-Conference

Tuesday, May 3, 2011



Urban Serving Universities

USU

Coalition of

ASSOCIATION OF
PUBLIC AND
LAND-GRANT
UNIVERSITIES



USU/A•P•L•U OFFICE OF URBAN INITIATIVES

- ✘ Partnership between USU and A•P•L•U to develop and promote an urban agenda
- ✘ Purpose: to leverage the intellectual capital and economic power of urban universities, thereby improving urban life and America's competitiveness in the global economy.
- ✘ Focus: Place-based, problem-focused engagement.
 - + In the city and of the city
- ✘ Priorities: to partner with cities and metropolitan regions to prompt transformative investment in urban areas to:
 - + Develop human capital and create a workforce ready to compete in the new economy of the 21st century,
 - + Revitalize neighborhoods and increase economic development, and
 - + Reduce health disparities and improve community health.

PLACE-BASED, PROBLEM-FOCUSED: URBAN UNIVERSITIES AS ANCHOR INSTITUTIONS

- ✘ A an anchor is a public, private or community institution that is geographically fixed and chooses to work with partners and commit its resources to improve the place in which it is situated
 - + The definition of place is variable
- ✘ Higher Education Institutions, hospitals, stadiums, cultural institutions, charitable organizations, libraries, schools, etc.
 - + Consortium

HIGHER EDUCATION AS ANCHORS

- ✘ Higher Education is probably unique among the anchors in the scale and breadth of human, cultural, and economic resources they control, including
 - + leadership
 - + Knowledge and expertise
 - ✘ Research, faculty, students
 - + capital
 - + land
 - + tools for innovation
- ✘ And their potential to leverage, link and align

THE NUMBERS: ANCHOR ASSETS AND ACTIVITIES

USU SURVEY DATA REFLECTS MEMBER AVERAGES

- + Spend \$445 million annually on local wages and salaries
- + Owns 580 acres of real estate
 - × Developed an average of 627,000 square feet of mixed-use real estate (retail, office, housing, academic)
 - × Have an average of 21% land undeveloped
- + Own @ 17 cultural and athletic facilities
- + Spend @ \$6 billion annually on public service
- + @200 faculty and 20% of student body engaged in service learning
- + Partnerships
 - × 100% public safety 90% support non-profits 85% transportation
 - × 80% environment 80% school and public health 76% small business
 - × 77% Sustainability 62% workforce

ANCHOR ROLE IS IMPLEMENTED IN MANY WAYS

- ✘ Anchoring influenced by:
 - + Type, Capacity and Strengths of University/Higher Ed
 - ✘ Leadership commitment
 - + Challenges
 - ✘ Urgency of issues
 - + Socio-political, cultural and economic characteristics of the community
 - + Community capacity
 - + Partnerships (government, business, civic)

HOW IS IT PLAYED?

- ✘ Use of Implicit Assets
 - + (e.g. employment, real estate, procurement, student consumption)
- ✘ Ad hoc and disconnected efforts
 - + Engagement of independent actors/activities from higher education (e.g. faculty, research centers, programs)
- ✘ Strategic engagement
 - + Strategically using assets and aligning efforts for maximum impact
 - + Development of specific infrastructure for development and delivery, such as:
 - + University of Minneapolis, UROC (Urban Research and Outreach/Engagement Center)
 - + IUPUI Center for Service and Learning
 - + Portland State, Mandatory interdisciplinary, community-based Senior Capstone

WHAT TYPES OF THINGS ARE DONE?

- ✘ Engagement of leadership, faculty and students
 - + Partnerships
 - + Service learning
 - + Internships
 - + Expertise

TYPES OF URBAN INITIATIVES, CONT.

- ✘ Employment and training
 - ✘ Temple University, Office of Community Outreach and Hire
 - ✘ VCU Community Workforce Investment Program
- ✘ Procurement and purchasing
 - ✘ University of Minnesota
 - ✘ 10% of base contracts to minority and women-owned businesses
 - ✘ Hiring policies for contractors to recruit 29% minorities/women/disabled workers from unions, local partnerships for apprenticeship training
- ✘ Real Estate Development and design
 - ✘ Ohio State Campus Community Partnership
 - ✘ University of Akron University Park Alliance

TYPES OF URBAN INITIATIVES, CONT.

- ✘ Education/Human Capital
 - ✘ STRIVE
 - ✘ San Diego State
- ✘ Health
 - ✘ University of Missouri, Kansas-City School of Dentistry
 - ✘ Arizona State, College of Nursing and Health Innovations
- ✘ Innovation and Entrepreneurship
 - ✘ University of Central Florida, Graduate Programs organized around region's industry clusters
 - ✘ North Carolina State Centennial Campus

TYPES OF URBAN INITIATIVES, CONT.

- ✘ Small business assistance
 - + Morgan State: Entrepreneurial Development and Assistance Center
 - + UMKC Innovation Center
- ✘ Housing
 - + University of Akron, forgivable loans for employees who purchase a house in University Park
 - + Temple, financial support for those who buy homes near Main Campus and Health Sciences Center (partnership with City)
- ✘ Community capacity building
 - ✘ University of Memphis, University District

TYPES OF URBAN INITIATIVES, CONT.

- ✘ Environmental improvement/Sustainability
 - ✘ Sacramento State, Zone redevelopment
 - ✘ University of Wichita, Sustainable Manufacturing Partnership
 - ✘ Sustainable Communities Grants
- ✘ Arts, culture, quality of life
 - ✘ University of Central Florida, Orlando Shakespeare Theater, Zora Neal Hurston Annual Festival
- ✘ Public Safety
 - ✘ University of Memphis: Blue Crush
- ✘ And many others

CHANGES AHEAD: RESTLESS TIMES

- ✘ Decreasing financial resources but increasing social challenges and complexity
- ✘ Unclear and volatile regulatory environment (state, national, international)
- ✘ Demographic and population shifts
- ✘ Health and well being
- ✘ Simultaneous transformation across societal institutions

CHANGES AHEAD: RESTLESS TIMES

- ✘ More volatile economic base
- ✘ More complex partnerships to manage more complex problems
- ✘ Accelerated technological change
- ✘ Increasing importance of places
- ✘ Quality of life
- ✘ Equity
- ✘ Accountability

IMPLICATIONS

- ✘ Anchoring Role/Community engagement is changing in response to an increasingly more complex environment
- ✘ Only way forward is partnership—more complicated, more encompassing, more difficult, more evidence-drive (outcomes), more comfortable with risk but capable of great change

IMPLICATIONS

- ✘ Diversity of Diversity
 - + Type and nature of distress and vulnerability
 - + Tailored solutions

FUTURE FORWARD: WORKING TOGETHER

- ✘ How do urban and rural issues interface?
 - ✘ Is the concept of regions/metropolitan regions useful?
- ✘ What types of partnerships are developing between urban universities and Cooperative Extension?
 - + What types should be developing?
 - + What are the core areas we both address?
 - + What content areas are missing?

FUTURE FORWARD: WORKING TOGETHER

- ✘ What new methods of financing and delivery are we seeing?
 - + Where are the needs?
 - + What's missing?
 - + Where are emerging opportunities?

FUTURE FORWARD: WORKING TOGETHER

- ✘ How will the evolution of Extension/Anchoring support the transformation of public universities?
 - + How can we promote transformational education?

FUTURE FORWARD: FINAL THOUGHTS

✘ *“Restlessness is discontent and discontent is the first necessity of progress. Show me a thoroughly satisfied man and I will show you a failure.”*

✘ Thomas Edison