

Vibrant Communities & the Role of Higher Education

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Marga Incorporated



Building Pathways for a Better World

Envisioning Vibrant Communities

- Characteristics of vibrant communities
- What does it take to create and sustain vibrant communities?
- Partnerships are necessary to address the obstacles facing communities and create new opportunities
- Multi-stakeholder partnerships with broad goals/strategies and practical implementation (Partnerships are needed, but difficult)
- Within localities and regions, the challenges of our times present opportunities for higher education



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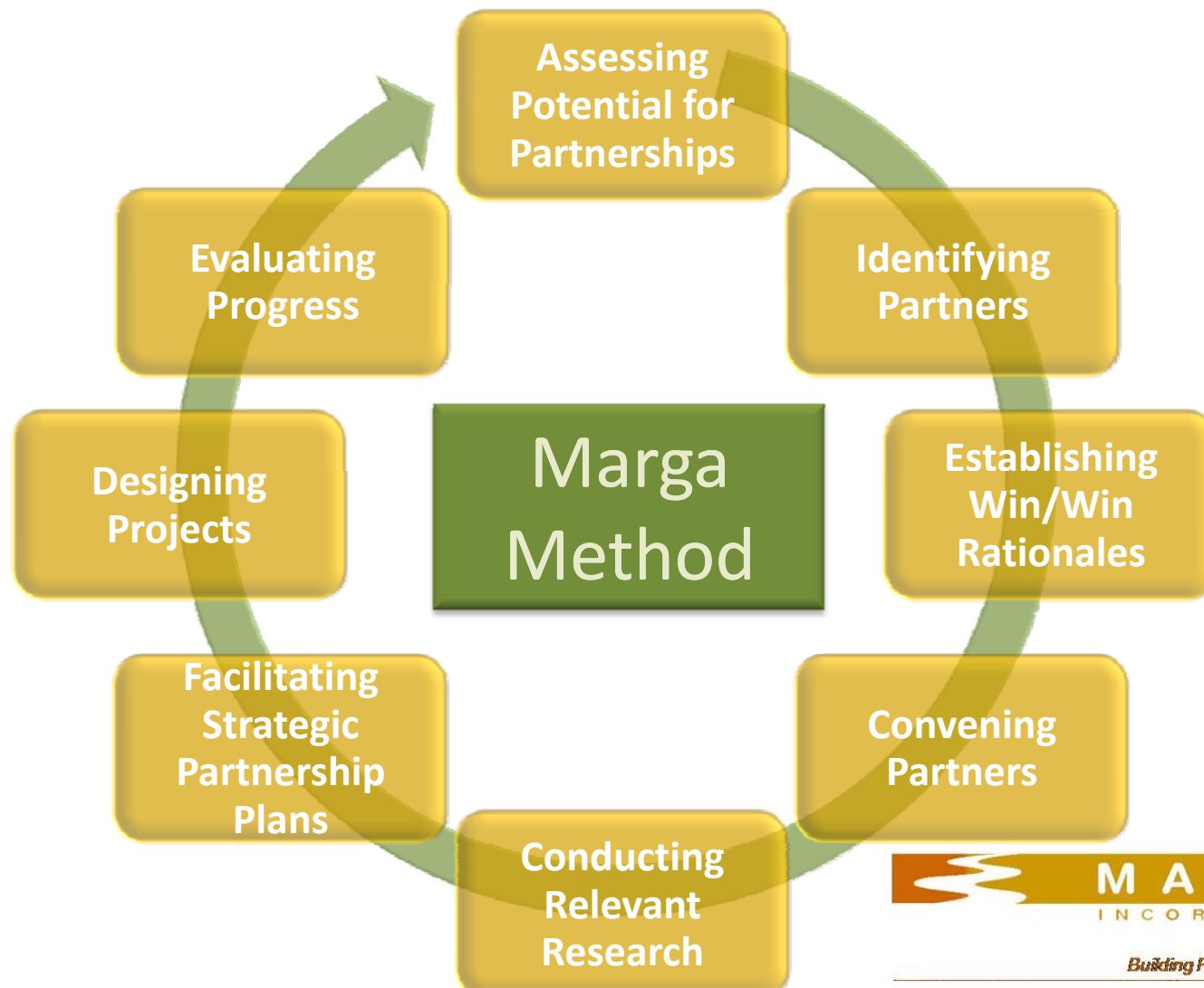
Marga Incorporated

- Building Pathways for A Better World
- Strategic Advice and Research
- *A Partnership Catalyst*
- Outside and Informed Eyes
- Partnerships including Anchor Institutions
- Civic Engagement and Educational Pathways (COIN)
- Philanthropy (Strategic giving)
- Race, Inclusion, Diversity (REPG)



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Catalyzing Partnerships for Strategic Planning Across Sectors



The Challenge of Our Educational and Economic Future

- Increasing poverty and unemployment
- Continuous educational challenges and disparities (math, science, reading)
- Substantial disconnected populations
- Destabilized neighborhoods
- Persistent racial inequities despite demographic trends
- Global competitiveness
- Emerging and new industries, jobs, opportunities
- New jobs more likely to require higher skills



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Cross Sector Partnerships

- The public sector can handle only so much
- The private sector must be engaged in new ways with a social as well as economic agenda
- The nonprofit sector brings resources and structures for community voices
- Cross sector partnerships are emerging as pathways to solutions and innovations
- Higher Education plays a critical role



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Emerging Partnerships

- Cross sector partnerships involving higher education proliferating nationally
- Establishing collaborative opportunities in the South (BCKF, FMS)
- Local and regional cross sector partnerships (i.e. Camden, Bay Area)
- Local Strategic Partnerships in England and partnerships globally



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Unique Features of Higher Education

- In localities colleges and universities bring intellectual, social, monetary, human, and physical capital
- Tremendous assets not always fully tapped for the public good
- Interdisciplinary – wide ranging expertise
- Stable and enduring anchor institutions (rooted interdependence)
- Great cities and regions require great universities



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Universities as Economic Engines

- The presence of universities brings ongoing economic advantages to communities:
- Employing
- Procuring
- Developing
- Spending
- Attracting
- Expanding
- Creating



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Higher Education Transcending

- But more can be done to harness higher education in new ways
- Pursuing social missions
- Creating, innovating, inquiring...
- Leveraging interdependence with localities
- Addressing local challenges in best interest
- Weaving local and global realities
- Poised to be leveraged differently in contributing to localities and society



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Universities Stimulating Economies

- Creative local employment strategies
- Mentoring/preparing businesses for contracting
- Incubating businesses
- Educating for entrepreneurship
- Inventing
- Developing curricula in areas of likely industrial growth
- Collaborating with community colleges and workforce development entities
- Conducting research that increases understanding of local economies and opportunities



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Local Strategies

- Higher education collaborating with business on local and regional economic development
- Jointly designing higher education's role into the public sector's plans to develop localities and regions
- Higher education playing an intermediary role in aligning primary and secondary schooling, postsecondary education, and the workforce
- Leveraging private philanthropy to provide flexible resources to enable the hard work involved in developing and sustaining partnerships



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Transforming Communities

- Creating vibrant communities remains difficult because critical local and regional issues remain intertwined
- Difficult to keep residents in environments with little opportunity
- Difficult to attract new residents, even with jobs, without schools, safety, recreation
- Need seamless educational pathways (k-16)
- Comprehensive approaches are essential



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Making Partnerships Work and Making it Stick

- Being mission critical
- Changing mindsets around the role and relevance of higher education
- Embracing mutual benefit and recognizing interdependence
- Engaging in hard conversations about what it takes to institutionalize new thinking and practices



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Aligning Policy

- Developing incentives to harness higher education in ways that strengthen communities and revive local economies
- Conducting research that demonstrates how higher education can contribute to positive results in communities
- Telling the story to policymakers at all levels of government



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Task Force on Anchor Institutions

- A network promoting the role of anchor institutions (especially higher education) in community and economic development
- Bringing representation from all segments of higher education under an umbrella around these issues
- Creating a clearinghouse of information on manifestations of anchor institution partnerships
- Joining a wider policy effort to encourage and finance new roles for higher education



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Going Forward

- Assess how institutions contribute to the revitalization of local economies
- Develop broad strategies that can maximize the collective impact of such efforts
- Engage across sector (including with residents) to determine mutually beneficial opportunities and directions
- Think broadly and creatively about how higher education can generate revenue, innovate, and solve local problems



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The Opportunity

- No institutions/industries better positioned to be tapped to transform communities and regions than higher education
- Higher education's enduring presence, comprehensive missions, and varied resources remain among the most critical local assets
- The opportunity is especially true for public universities and all institutions that tend to prepare local students (CUSU report)
- Higher education faces a blend of challenges, but this moment brings numerous possibilities



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