

KNOWLEDGE DEMOCRACY: COMMUNITY-CAMPUS PARTNERSHIPS THAT WORK

Edward T. Jackson
March 8, 2020



Overview

- What is ***Knowledge Democracy***?
- What does a university ***fully-engaged*** in knowledge democracy look like?
- Case studies in ***community-campus partnerships***: focus on ***affordable housing***
- ***Challenges***
- Affordable housing and universities in ***Collier County***

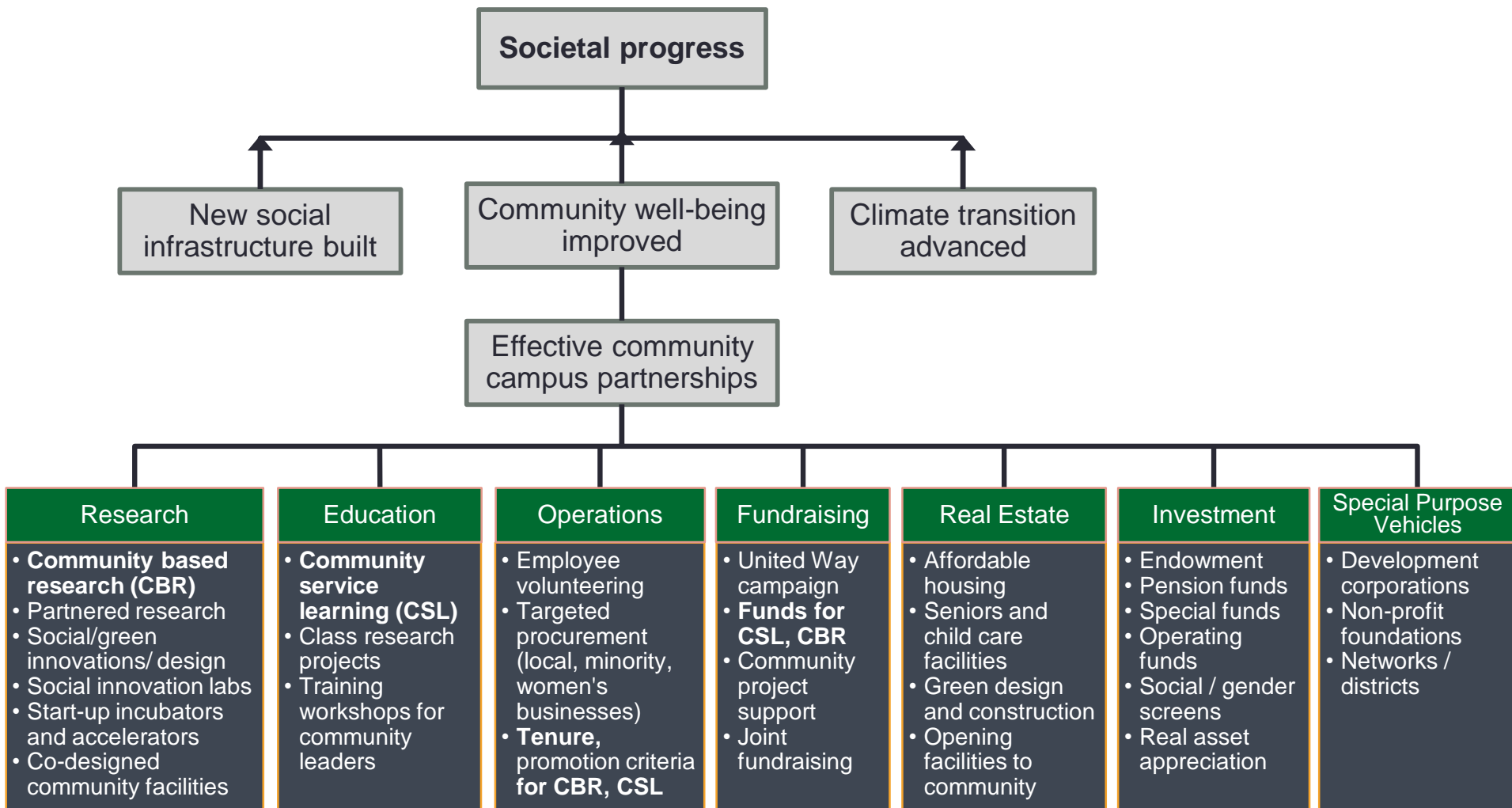
Knowledge Democracy: Community-Campus Partnerships

- Universities are *important institutions* that can, and should:
 - advance democracy
 - reduce inequality, and
 - address climate change
- **Community-campus partnerships** can enable citizens and scholars to co-create knowledge that promotes community well-being and revitalization
- Deploy their real-estate and investment expertise to work with local organizations to **build social infrastructure**, particularly affordable housing, women's shelters, childcare centers, and incubate social-purpose businesses

Knowledge Democracy: An Emergent Concept

- At the broadest level, ***citizens and scholars co-produce new knowledge*** (e.g. social movements, policy advocacy campaigns)
- At the institutional level, universities re-orient their ***strategies, policies, structures, and capacities***
- At the micro-level, ***partnerships form*** (joint committees, task forces, development corporation boards, science shops in Europe)

Theory of Change for the Fully Engaged University



Carnegie Classification for Community Engagement

- Involves a rigorous application process at ***institutional level*** on the role and importance of community engagement in the university's:
 - ***leadership team***
 - mission
 - strategy
 - ***policies***
 - operations
 - ***funding***
 - ***performance metrics*** assessment
 - tracking and monitoring especially for ***teaching, research and service***
- To date, ***361 US universities and colleges in 45 states*** have earned this classification, including 14 universities in Florida, among them, FGCU

Effective Community-Campus Partnerships

- ***Formalized agreements***
- Long-term commitment
- ***Joint governance***
- Equitable sharing of resources and decision-making
- ***Mutual benefits***
- Accommodation of differing time cycles
- Jointly-developed theory of change and results targets
- Adherence to ***accountability and transparency***
- Regular review and adjustment

Anchor Institutions in Urban Communities

- Anchor collaboratives scale up economic impact by leveraging their unified power through ***hiring, contract procurement, and place-based investments***
- Example: In Washington, D.C., the ***DC Community Anchor Partnership*** is led by the nonprofit Coalition for Nonprofit Housing and Economic Development, the Office of the Deputy Mayor, *and five anchor institutions* — two universities and three health-care systems.



Anchor Collaborative Network (ACN) Convening, January 2019



Community-Campus Partnerships for Health

<https://community-wealth.org/>

Mission: “to promote **health equity and social justice** through partnerships between communities and academic institutions”; supported by foundations, project funding and membership fees



**Community-Campus
Partnerships for Health**

Promoting Health Equity and Social Justice

Source: CCPH, 2020

CCPH
The
Power of
Partnership
in Numbers

- Over **3,000** individuals, academic institutions, schools of medicine, research institutions, and community organizations partnering to achieve health equity
- Individual and organizational members from **6 countries** from around the world
- 39 states** are represented in our membership
- Membership includes **82 universities** and **18 medical schools**

Universities and Affordable Housing

- How can universities become more than “institutions for themselves” and use the full range of their capacities to ***jointly build social infrastructure*** in adjacent neighborhoods?
- What ***structures and methods of collaboration*** do they use to build ***affordable housing for and with communities*** adjacent to their campuses?
- What ***scale of results*** can they achieve?
- What are the ongoing ***challenges*** of this work?
- What kind of ***skills and talent*** are necessary to realize this potential?
- How do we ***train professionals and community leaders*** to succeed in this work?

UPenn and West Philadelphia



Saint Louis University and St. Louis Midtown Redevelopment Corporation

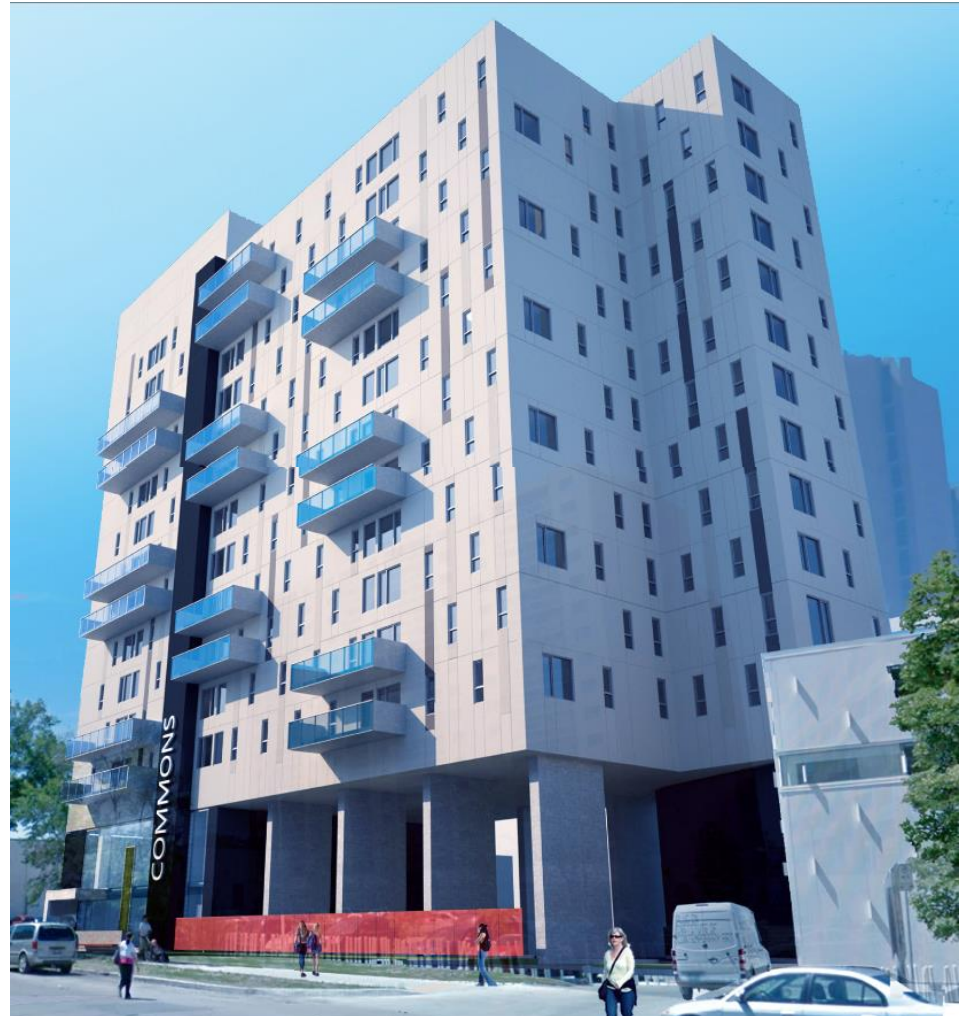


The University of Winnipeg Community Renewal Corporation

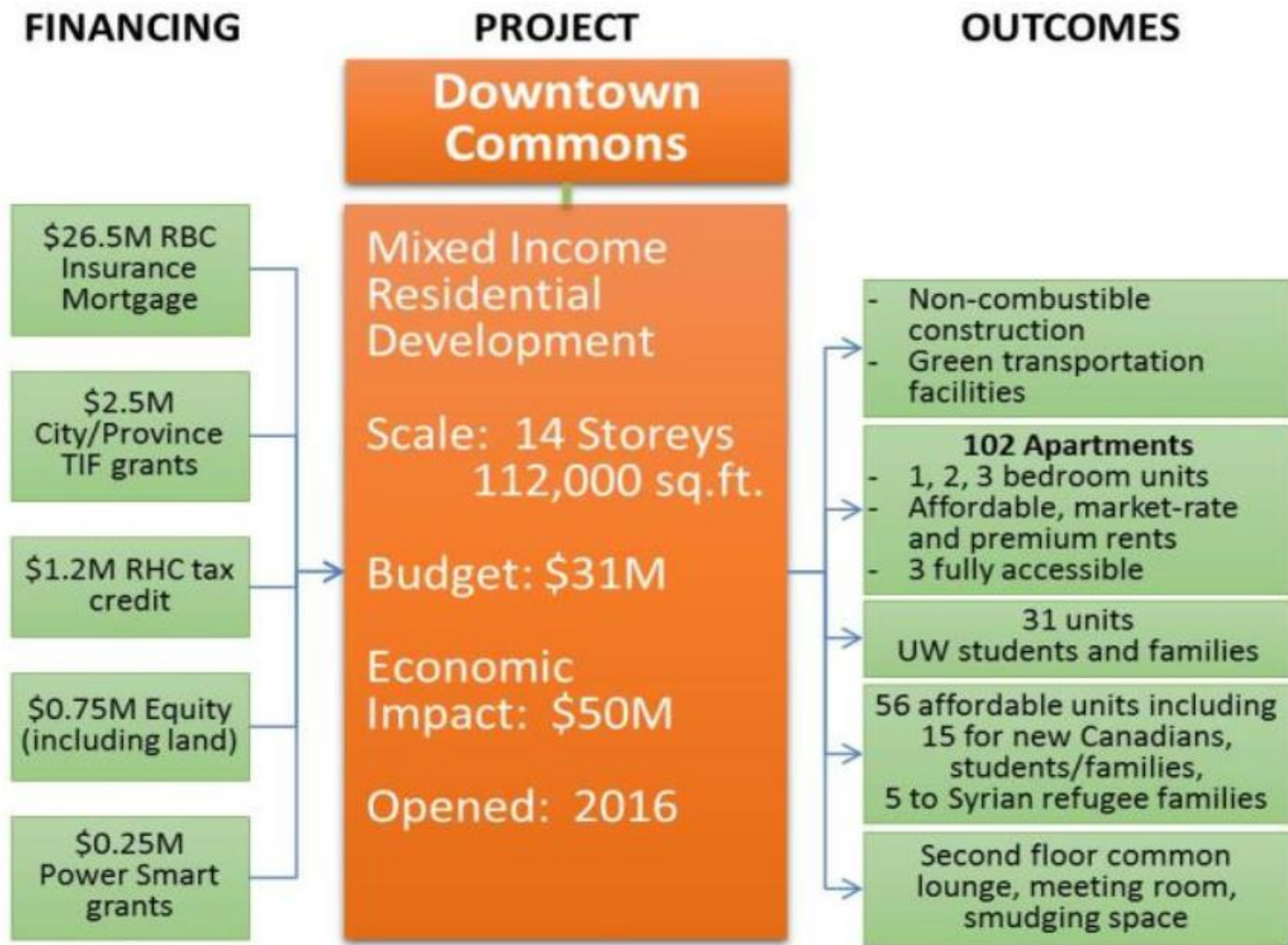
UWCRC, *a non-profit, charitable foundation*, was UW's vehicle to revitalize, renew and open campus facilities, building more than **\$200M worth of green buildings** in its first ten years (2005-2015) in Winnipeg's downtown core



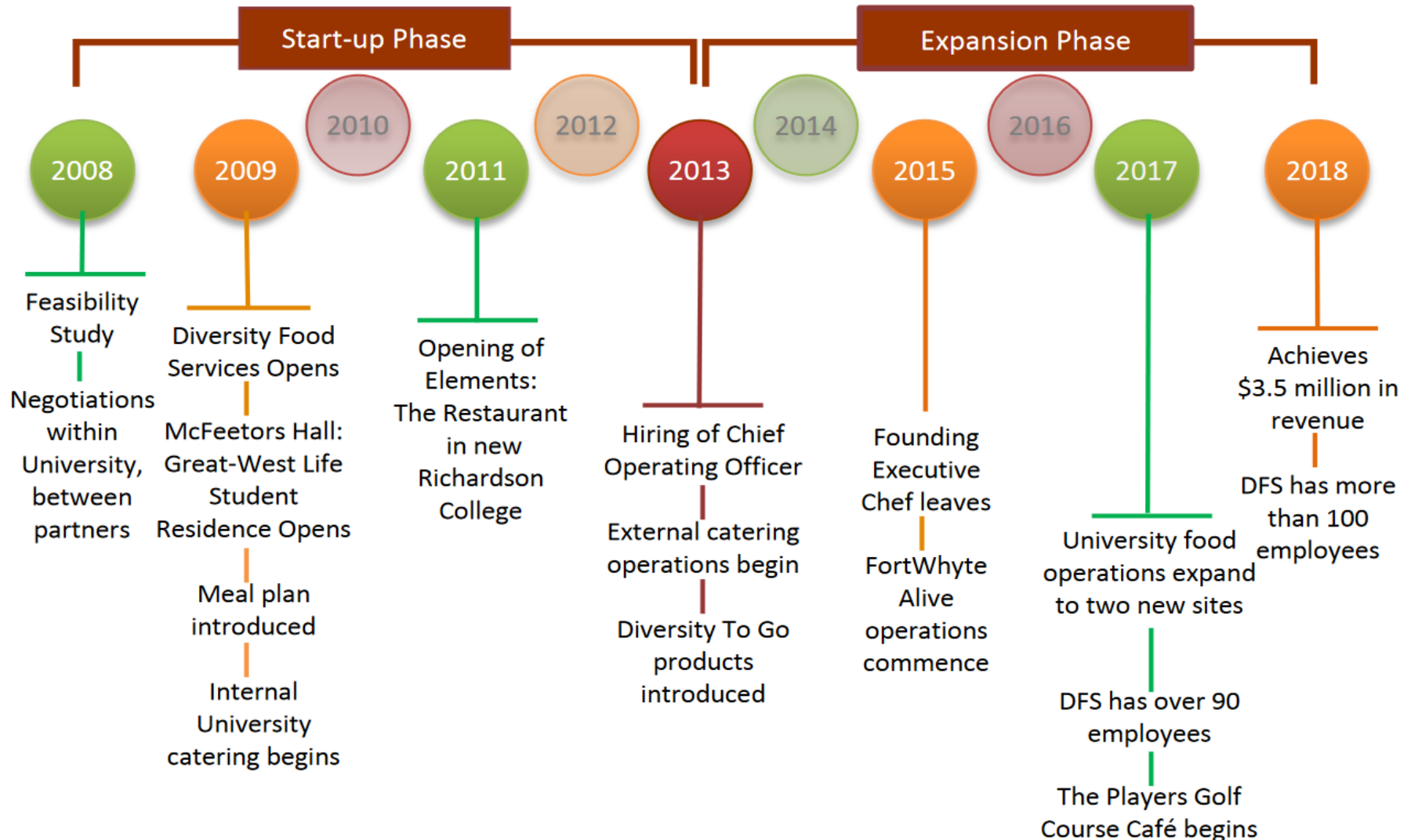
The University of Winnipeg
Community Renewal Corporation



UWCRC and Downtown Commons



10-Year Timeline of UW Diversity Food Services



Challenges in Building Affordable Housing

- Manage ***opposition***; respond/adjust to valid critiques
- Minimize effects of ***gentrification*** and displacement
- Maintain focus on the university's ***core business***
- Strengthen links between ***scholarship and partnership***
- Sustain partnerships amid ***leadership changes***
- Respond to volatility and rotation in ***political representation***, and to changes in ***government funding***
- Engage conflicting ***perspectives and interests***, address complexity
- Recruit and train ***skilled project staff***: initiate and close deals, oversee builds, transition to effective facilities mgmt.

Getting the Incentives Right Inside and Outside the Academic Institutions

- Revise faculty ***tenure and promotion criteria***
- Increase ***federal and state funding***
- Increase ***philanthropic and other private funding***
- ***Blend government grants and tax programs***

Questions for discussion

- What ***external and internal pressures*** can be brought to bear on academic institutions to deploy the full range of their capacities to do build social infrastructure ***with and for*** their surrounding communities?
- How could local universities lead or co-lead the construction of ***affordable housing in Collier County?***