



Camden's Anchor Institutions Provide Jobs, Services and a Bright Future

Camden, NJ
is a city of
HOPE and
PROMISE

Camden, New Jersey is a city of hope and promise. Five years after the State announced a \$175 million investment in Camden's revitalization, there is good news to tell. Major development projects are providing jobs, services and the promise of a stronger economic future for the city. Specifically, a new wave of investment by and through

Camden's higher education and healthcare institutions is coming to represent a new era for the city.

This report describes the results from five years of investments by the 8 major higher education and healthcare institutions: neighborhood improvements, much-needed jobs for Camden residents, and crucial services.

We Are The Anchor Institutions in Camden

Our higher education and healthcare institutions (the "Eds & Meds") are leading the revitalization of Camden as anchor institutions.

What is an "anchor institution?" Anchor institutions are key to the economic health and civic pride of their home city. They have high levels of employment and significant purchasing power, and are fundamentally anchored to the place they inhabit – by real estate, capital investments, a client base and other factors.

For a city's residents, anchor institutions are their most prominent neighbors. The successes or failures of a city and its anchor institutions are inextricably linked.

The good news for Camden is that since 2002 our anchor institutions have worked collectively as never before, through the Camden Higher Education and Healthcare Task Force. The Task Force includes eight core members:



CAMcare

A federally qualified health center providing high quality comprehensive primary healthcare at four Camden locations for 30 years.



Camden County College

A comprehensive public community college that prepares students for success at three campuses including its growing Camden campus.



Cooper University Hospital

A leading provider of comprehensive health services, medical education and clinical research, making its home in downtown Camden for 120 years.



Lourdes Health System

Our Lady of Lourdes Medical Center
An acute care hospital and regional referral center, committed to promoting healthy communities and ensuring access to all, especially those most in need.



Rowan University

A public university focused on a liberal arts curriculum, offering four-year undergraduate programs in Camden.



Rutgers-Camden

A research university with an international reputation for teaching, research, and service, with a vibrant 40-acre campus in the heart of downtown Camden.



The University of Medicine and Dentistry of New Jersey (UMDNJ)

A health sciences university, with a medical school campus educating and training 3rd and 4th year students in Camden, and providing EMS services for more than 20 years.



Virtua Health

An emergency and outpatient services center serving Camden 24/7. Its facility also houses a variety of educational and social services, providing a major resource center for the residents of Camden.



Our Economic Impact

Our institutions bring tremendous strength and support to Camden, acting as an economic engine for stability and growth. **We employ more than 1,250 Camden city residents – an increase of more than 31% compared to just five years ago.** Employees earn good wages, receive health and retirement benefits, are eligible for tuition reimbursement, and otherwise reap the benefits of working for employers that have been recognized as *Best Places to Work* by publications in the state and region.

Our total payroll for Camden residents is more than \$33 million annually – an increase of more than \$10 million, or 45%, compared to just five years ago. These wages make a middle-income lifestyle possible for increasing numbers of families. Further, these wages are spent on food, products and services in the city, creating a ripple effect and setting up the virtuous cycle necessary for a diverse economy in the city.

As higher education and healthcare institutions, we know that projected growth and employment in our sectors outstrip many others. National projections show healthcare as the fastest-growing sector of the economy for the next 10 years; educational services should also see above-average growth. **Camden can be sure that our anchor institutions represent the economy of the future.**

The work continues as we further fulfill our commitment to benefit Camden’s residents. Cooper University Hospital’s new patient pavilion and Rutgers-Camden’s new law school building will open in 2008, providing hundreds of job opportunities. Other upcoming projects, including a new medical school building and a biomedical research facility, already have state funds committed to them.

The challenge is to grow in a way that maximizes the positive effect on Camden and its residents. Our commitment, working with civic and business leaders and the community, is to make the tide rise in Camden for everyone.

Our Core Business: Superior Higher Education

We educate Camden’s best and brightest, while also providing a range of higher education opportunities for people of all ages and skill levels. Our programs serve those wishing to enter the job market, upgrade skills, earn degrees or prepare for professional certifications.

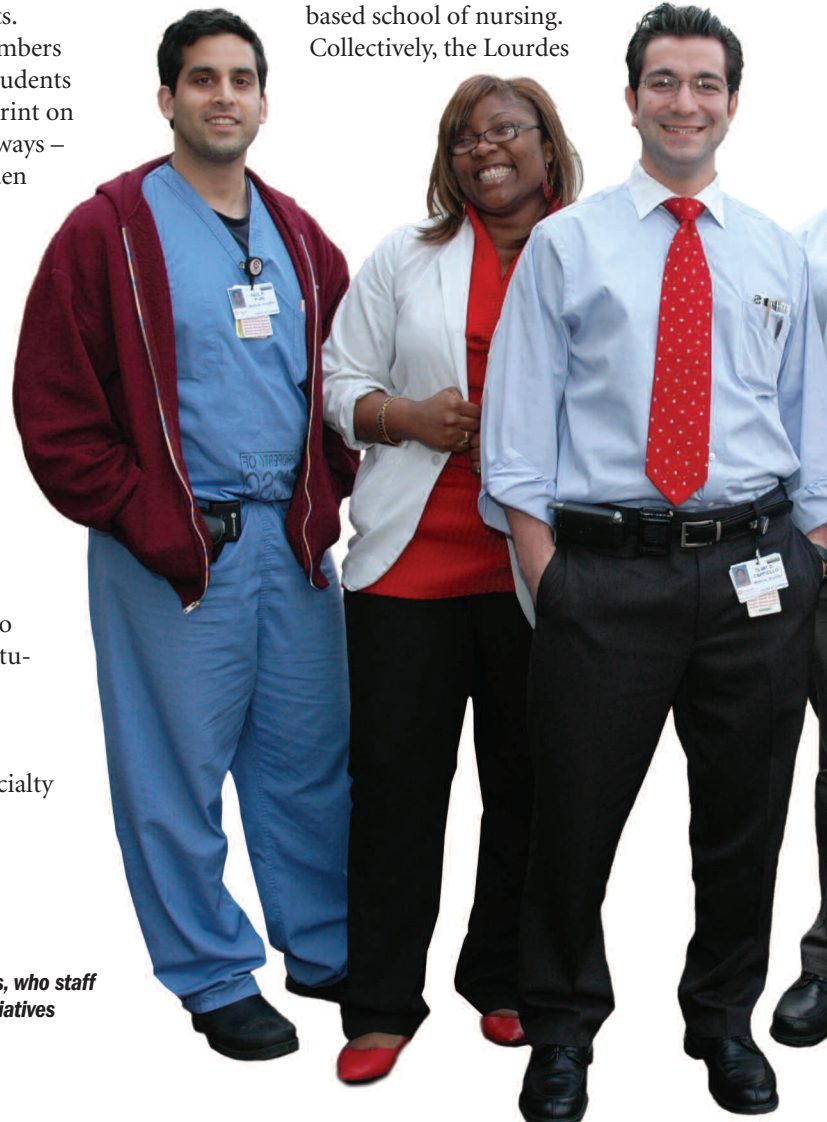
Today, in total, **more than 2,000 of our students are Camden city residents.** Further, new pipelines to higher education are helping Camden youth and adults get ahead. Camden County College’s “Gateway” program, which offers college-prep courses to adults in community and church settings, has grown five-fold in recent years – from 20 students per semester to 125. The college’s new Adult Basic Skills offerings, as well as expanded allied health programs, train a workforce that can access the city’s higher-wage job growth. At the same time, Rowan University’s intensive ESL program for students helps some of the city’s newer residents.

The growing numbers of Camden-based students make a positive imprint on the city in so many ways – from Rutgers-Camden law students who run community clinics on domestic violence, senior citizen and juvenile justice issues, to UMDNJ medical students who staff free health clinics through their Health Outreach Program.

When it comes to healthcare, our institutions do it all: from community-based primary care to the highest levels of specialty

care in the region. **We care for the sick regardless of ability to pay, and treat nearly the entire 80,000 resident population of Camden each year.**

Camden residents benefit from having sophisticated institutions as the city’s “family doctor.” When problems arise, city emergency departments take care of Camden’s population 24/7. Cooper, Lourdes and Virtua together see nearly 40,000 of the city’s residents just in our emergency departments annually, and CAMcare sees thousands of primary care patients in the city. Across our facilities, new capital expenditures are improving the level of services. Cooper University Hospital’s expansion project will nearly triple the size of the emergency department to address overcrowding. Our Lady of Lourdes’ new pavilion, opened in 2005, nearly doubled the size of the emergency department and features an expansion of their Camden-based school of nursing. Collectively, the Lourdes



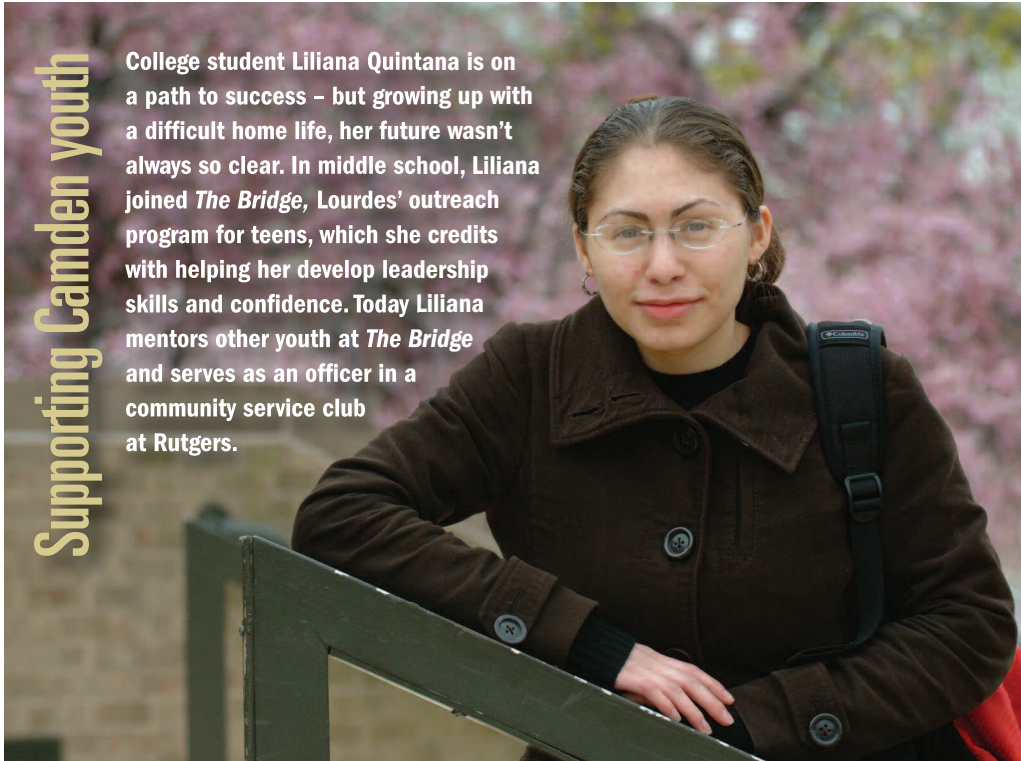
UMDNJ medical students, who staff various urban health initiatives including free clinics.

and Healthcare

and Cooper expansions also provide more private patient rooms, operating suites, and outpatient treatment facilities.

Outreach programs through churches, site-based clinics for the uninsured, and screenings to diagnose diabetes, hypertension, asthma and more, are part of the collective effort to improve health and quality of life in Camden. For example, Cooper’s Health Awareness Ministry offers screenings and health education at churches, while Virtua’s health-oriented annual Community Day at its Camden facility offers a host of critical health and education services. Lourdes’ Project H.O.P.E. offers care to the medically underserved of Camden.

Further, the healthcare providers of tomorrow are trained in Camden, through medical, dental, nursing and allied health education programs, including a new Licensed Practical Nursing program at Camden County College’s city campus.



Supporting Camden youth

College student Liliana Quintana is on a path to success – but growing up with a difficult home life, her future wasn’t always so clear. In middle school, Liliana joined *The Bridge*, Lourdes’ outreach program for teens, which she credits with helping her develop leadership skills and confidence. Today Liliana mentors other youth at *The Bridge* and serves as an officer in a community service club at Rutgers.

Extending our Impact to the Community

Whether it is housing, community parks, or investing in “human capital” in Camden, our institutions are committed to helping realize Camden’s great potential and improve the quality of life in the city.

We have worked to improve the housing around our institutions – Rutgers-Camden contributed land for the Cooper Grant townhomes, the first market rate housing developed for home ownership in Camden in decades, and Cooper University Hospital today provides financial help for employees to buy homes in

Cooper Plaza. Virtua continues its successful home ownership classes in Liberty Park; and **people recognize that our neighborhoods are some of the best places to live in the region.**

Amenities are key to housing revitalization. Camden’s newest rehabilitated park, Johnson Park in downtown, was made possible through Rutgers-Camden’s commitment to provide all maintenance. Cooper University Hospital is similarly committed to providing 20 years of maintenance for three new and expanded parks in Cooper Plaza that resulted from a



A Camden Success Story

It’s hard to believe that in 2004, Anissa Bush was out of work and receiving welfare. Her life began to turn around when she enrolled in the “Upward Mobility” career training program. Upon completion, Anissa was hired into a patient transport position at Cooper University Hospital where she worked 40 hours a week, often nights and weekends. As a mom, it was a tough balance – but Anissa excelled, and was promoted in 2005. Today, she holds the position of Secretary II in the Engineering/Maintenance Department, works weekday

community-led design process. New ground floor retail spaces, planned as part of institutional developments, are making neighborhoods more vibrant, with the Camden County College, Rowan and Rutgers joint downtown bookstore as a shining example.

In downtown, various members of the Higher Education and Healthcare Task Force financially support the Camden Special Services District, an effort begun in 2005 by the Greater Camden Partnership to staff streets with “ambassadors” who greet pedestrians and keep the area clean and safe. In addition, as partners in community tree plantings and cleanups, members are making neighborhoods look brighter.

Camden’s elementary through high school students benefit from various internship, summer work, and after-school programs run by the institutions. Cooper’s Summer Work Program provides paid positions to Camden high school students; UMDNJ medical school students teach an after-school “Health Sciences Academy” to outstanding high school juniors and seniors; Rutgers-Camden supports and champions the academically outstanding L.E.A.P. charter school adjacent to its campus; and Virtua hosts the new D.U.E. Season charter school in its Camden facility. Camden County College now brings students from Met East High School to college level classes, and Rowan offers pre-college programs to students in grades 7 – 12.

UMDNJ and Rutgers-Camden’s policing forces keep not only their campuses but their communities safer, and Virtua opened its doors to create centralized home bases for Camden City’s Police Patrol Division, and for the city’s teen curfew center.

hours, and has received a wage increase of nearly 50% since starting at Cooper, as well as health care coverage for her family. Anissa lives in Cooper Plaza, just two blocks from the hospital, with her husband and three children. Her husband works full-time and volunteers as a hospital chaplain. Anissa is proud of her family’s financial independence, and excited about new housing and parks planned for their neighborhood. Anissa hopes to become a homeowner and is thrilled that her oldest daughter is on-track to enroll at Rutgers in Fall 2009.

What it all means for Camden

New Jersey’s investment in Camden’s “Eds and Meds” has paid off. Capital projects have been constructed and the resulting economic and social impact has been significant. The wide-range of services delivered to the community has been extended. The strategy of building anchor institutions’ capacity to better serve the city and the region has been a verifiable success.

Perhaps even more significant for the long-run is the national emergence of “Eds and Meds” as model urban anchor institutions. As “Eds and Meds” across the U.S. lead urban revitalization efforts, the existence of a unified Task Force here in Camden bodes well for the city’s future.



Attendees at a Camden City Cancer Initiative event, sponsored by CAMcare.

State Funds Leverage Hundreds of Millions of Dollars

The 2002 Municipal Rehabilitation and Economic Recovery Act, often called the “Camden Recovery Act,” was designed to infuse Camden with capital investment and set the stage for revitalization.

This Act dedicated \$175 million to Camden, including \$47.7 million for “Higher Education and Regional Healthcare Development” projects. All **institutions receiving these state funds were required to 100% match the state investment.** To date, **the higher education and healthcare institutions have far exceeded this requirement, providing nearly 10 times more in Camden investments – a 1,000% match.**

INSTITUTION	CAMDEN RECOVERY ACT FUNDS	DESCRIPTION	TOTAL PROJECT COST
COMPLETED			
Camden County College	\$3.5 million	New technology center, parking garage, Camden County College/Rowan/Rutgers bookstore, and conference/media center.	\$24.4 million
Our Lady of Lourdes Medical Center	\$4.5 million	New 5-story pavilion – doubled emergency dept. and critical care capacity; added operating rooms, catheterization labs and procedure suites; replaced the School of Nursing.	\$54 million
CAMcare	\$1 million	New Gateway health center and administrative HQ in downtown.	\$11 million

WILL BE COMPLETED IN 2008			
Cooper University Hospital	\$12.35 million	New 10-story patient pavilion – nearly tripling emergency dept.; 60+ new private patient rooms; new laboratory space.	\$220 million
Rutgers University	\$11 million	50,000 sq. ft. law school building and buildings and grounds renovations.	\$37 million
TOTAL RECOVERY ACT FUNDS	\$32.35 million State investment	TOTAL PROJECT COSTS	\$346.4 million Total cost

PLANNED (FUNDS NOT YET DISBURSED)			
Rowan University	\$5.1 million	Academic building	Not yet available
UMDNJ/Robert Wood Johnson Medical School-Camden	\$9 million	New Academic Research Building on Broadway, to house medical school – classroom space, laboratories.	Not yet available
Virtua Health	\$1 million	Emergency Dept. expansion under consideration	Not yet available



Working Together For Camden

The following is a comprehensive listing of partnerships and memberships of the 8 institutions of the Camden Higher Education and Healthcare Task Force.



School Age Children Programs

- Asthma Awareness Education Program, Lanning Square
- CHAMP (Creating Higher Aspirations and Motivation Project)
- GEARUP college prep program
- Groundhog Career Shadow Day
- Healthcare Career Day
- Health Sciences Academy
- High school internships
- Hospital tours for students
- Met East High School College Now Program
- Reach Out and Read Early Literacy Program
- Read Across America
- STARR (Sports Teaching Adolescents Responsibility and Resiliency)
- Summer Nursing Camp
- Summer Work Program for Camden high school students
- The Bridge, teen support and enrichment
- Upward Bound Program

Education-Education Partnerships

- Camden Board of Education – college courses for paraprofessionals
- Exchange Registration Program – Camden County College, Rowan, Rutgers
- Library Services Agreements among Camden campuses
- Rowan Preschool serving Camden children
- Shared classroom facilities/College Hall – Camden County College and Rowan
- Shared Gymnasium Facility – Camden County College, Rowan, Rutgers

Education-Healthcare Partnerships

- Brimm Medical Arts High School, Career Exposure Program and Outstanding Student Scholarship
- Camden Board of Education – School Nurse In-Service Training
- Camden Promise Charter School
- Certified Nursing Aide (CNA) Program
- Clinical rotations for healthcare careers
- Cooperative Nursing Program – CCC and Our Lady of Lourdes
- D.U.E. Season Charter School
- Helene Fuld School of Nursing
- Introduction to Health Careers for service-level employees

- LEAP Academy
- Licensed Practical Nurse (LPN) Certificate Program
- Medical Coding Certification Program

Health Programs and Services for Camden Residents

- Adult and Pediatric HOP Health Clinic at LEAP Academy
- “Ask-A-Doc” program for parents, at Respond, Inc. day care
- “Bridging the Gaps” Summer Community Health Project
- Camden Area Health Education Centers partnership
- Camden Cancer Leadership Council
- Camden City Healthy Futures Committee
- Camden Coalition of Healthcare Providers
- Camden Community Day at Virtua
- Camden County Council on Economic Opportunity's Camden Community Health Center
- Camden County Mobilizing for Action through Planning and Partnership (MAPP)
- Camden Urban Women's Center
- Cancer Education and Early Detection (CEED)/Cancer Outreach Program of Cooper Cancer Institute
- EMT coverage and emergency services for Camden residents
- EMT coverage for Riversharks Stadium
- Free Health Screenings and Clinics
- “Give Kids a Smile” Dental Program
- “Health Matters” public health TV programming on Channel 19
- HIV/AIDS Early Intervention Program
- Participation in hundreds of clinical trials
- Robert Wood Johnson Foundation Grant to Reduce Minority Health Disparities in Cardiac Care
- Sister Can You Help Me Cancer Support Group
- St. Luke's Latino Health Initiative
- Urban Health Initiative of Robert Wood Johnson Medical School

Workforce Development & Adult Education Programs, Partnerships

- Adult Basic Education (ABE) and General Equivalency Diploma (GED) Programs
- American Community Partnerships
- Camden Center for Youth Development
- Camden Community Connections
- Camden County Workforce Investment Board

- CCC Gateway Program, college preparation in a community setting
- Clemente Course in the Humanities through Rutgers – free college credit program for adults
- English as a Second Language (ESL) and Hispanic Institute Programs
- Interview Skills Training
- STRIVE
- Woodland Community Development Corporation

Other Programs and Services for Camden

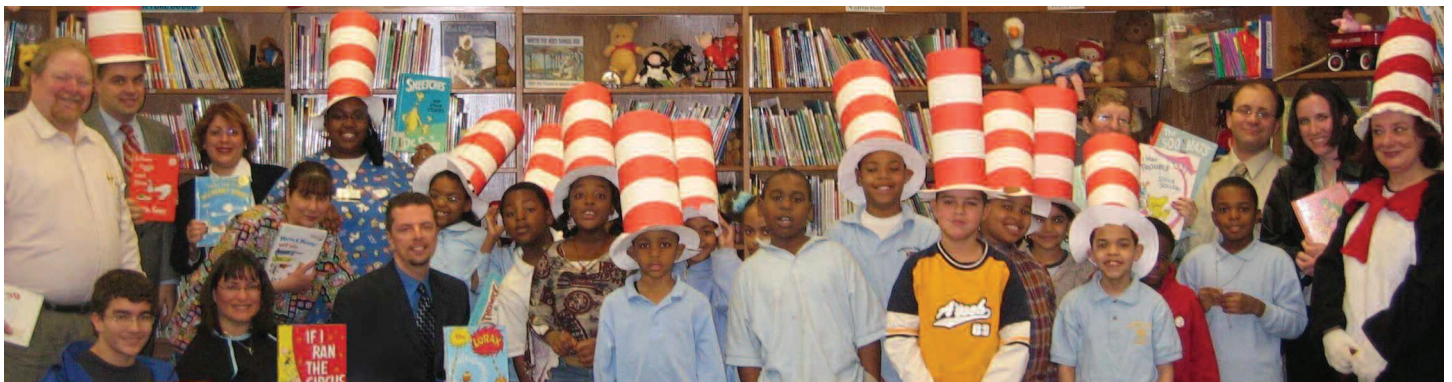
- Camden City Curfew Project
- Camden City Government Capacity Project
- Camden Safer Cities Initiative
- Community Linkages Forum
- Holiday Adopt-a-Family Program
- Rutgers Law Pro Bono Projects
- Rutgers Law School Clinics
- Walter Rand Public Service and Development Internships

Community Partnerships

- American Heart Association – AEDs in Camden schools
- American Heart Association Heart Walk
- Breast Cancer Walk
- CamConnect
- Camden Corporation Watch
- Camden Education Law Center Advisory Council
- Camden Innovation Zone
- Cooper's Ferry Development Association Board
- Cooper Lanning Civic Association
- Cooper Plaza/Lanning Square Human Capital Planning
- District Community Collaborative Boards
- Greater Camden Partnership Board
- Liberty Park Neighbors Association
- Main Street New Jersey/Camden programs
- New Jersey Dr. Martin Luther King Jr. Commission
- NJ Tree Foundation plantings
- Operation CeaseFire
- Parkside Business and Community in Partnership
- Urban Promise Clean-Up Project

Downtown Business District Services

- Camden Special Services District – “Clean and Safe” Downtown
- New Parking garages servicing downtown
- University District bookstore and café



Virtua Health celebrates Read Across America day with students from Bonsall Elementary School.



A University faculty's commitment to kids

Just over ten years ago, two Rutgers-Camden faculty started the "Sports Teaching Adolescents Responsibility and Resiliency" (STARR) program for young teens. The program includes sports activities, day and overnight trips, community service, academic enrichment and mentoring. Hundreds of Camden youth have benefited, and the program is still run through a 100% volunteer effort of Rutgers-Camden faculty and other committed adults.



Since her teenage years, Tamsina Soto had been working a series of long-hour, low-pay jobs. With no high school diploma, her career prospects were limited. With work plus a husband and five children to care for, so was her time. Upon turning 30 though, Soto was ready to provide herself with better opportunities, and enrolled in Camden County College's Community Gateway Program to earn her GED. After completing her preparation, she passed the GED on her first try and matriculated at Camden County College with the goal of becoming a nutritionist or dietician and practicing within her community. Soto says the program gave her the confidence to believe she has options: "I never thought I would be anything, but now I know I can do anything!"

Changing lives and futures



Ready for greatness

Camden's public school students are on the road to success through Rowan University's C.H.A.M.P. (Creating Higher Aspirations and Motivation Project) and GEARUP (Gaining Early Awareness and Readiness for Undergraduate Programs.) Through Saturday and summer courses, Camden's youth learn math, computer skills, environmental science and more. Dr. Paris Von Lockette, a professor of Mechanical Engineering, is among the faculty who commit time to teaching Camden middle and high school students.