

# III. Vision and Strategy in Action: Two In-Depth Case Studies

To better understand the role of leadership and a comprehensive implementation of the strategic framework, ICIC and CEOs for Cities conducted two in-depth case studies, one of Columbia University in New York City and the other of Virginia Commonwealth University in Richmond.

Both of these institutions offer highly instructive examples of an urban-based university playing an active role in the revitalization of its surrounding communities. The case studies show the mechanisms and rationales for the universities' role in local job and business growth. They offer examples of strong leadership, effective institutional setup, and meaningful community engagement. Moreover, both cases illustrate that a methodical, patient approach to integrating the community into university growth strategies holds the promise of sustained economic impact.

Columbia University, specifically, shows how an urban-based university can align its interests with those of its surrounding community, creating a strong "win-win" relationship. VCU, moreover, shows how such an institution can take not only local but also regional leadership in anchoring economic growth.

## In-Depth Case 1: Columbia University in New York City

*Columbia University offers a highly instructive example of an inner-city-based university aligning its interests with those of the community.*

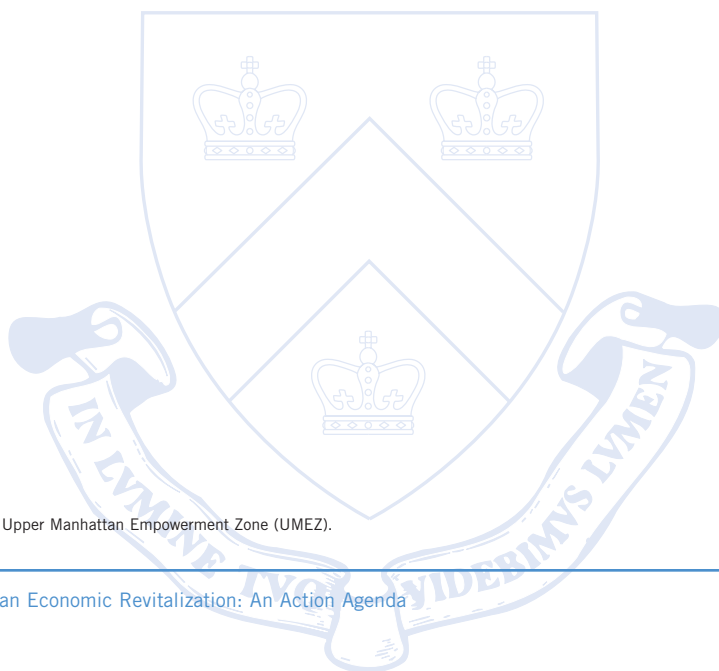
Located in the Morningside Heights neighborhood of Upper Manhattan, Columbia University employs more than 13,000 people and has an annual operating budget of nearly \$2 billion. In fiscal year 2000–2001, Columbia directed \$60 million in purchasing to local vendors,<sup>20</sup> paid \$18 million to local construction contractors, developed 19 master contracts with local vendors and suppliers, and established or expanded business relationships with 208 local vendors.

For decades, talk of expansion and fear of gentrification resulting from inadequate policies of the university pitted

many in the Upper Manhattan communities of Harlem, Morningside Heights, Washington Heights, and Inwood against Columbia. An often-cited culmination of these conflicts was the 1968 protest over Columbia's attempted construction in Morningside Park. Protests over a proposed gymnasium brought the university's plans to an eight-day standstill and resulted in the arrests of 700 protestors. These conflicts and their consequent public relations problems further eroded Columbia's political support and even its endowment fund. "From the late '60s to the '80s, Columbia may have lost as much as a billion dollars in contributions," says George Rupp, President of Columbia University.

As a response, the university sought to improve its relationship with the community. President Michael Sovern, in office from 1980 to 1993, created Columbia's Office of Government Relations and Community Affairs to change the university's image and take concrete steps to improve relations. More fundamental changes, however, were to follow.

<sup>20</sup> "Local vendors" are defined as those located in the Upper Manhattan Empowerment Zone (UMEZ).



Columbia's trustees came to recognize that strong relationships with neighboring communities were an integral part of the institution's mission. They went so far as to create a Community Relations Subcommittee to encourage and monitor efforts to build stronger ties with the community. In searching for a new president in the early 1990s, they took special care to select someone who had a proven track record and strong commitment to community

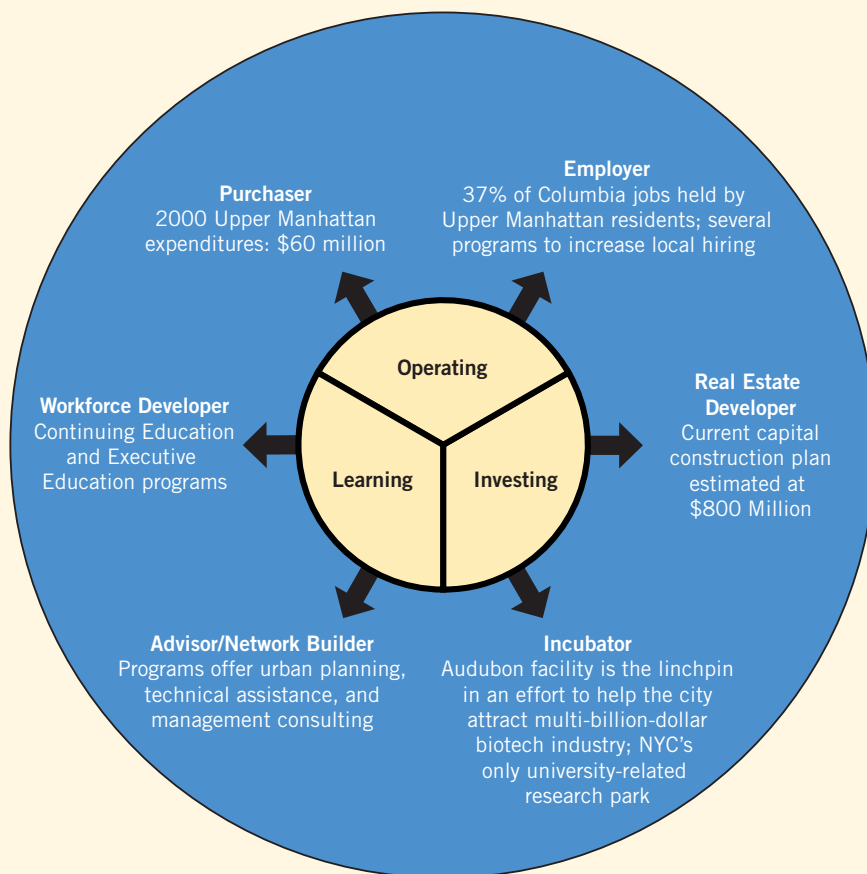
engagement. George Rupp's success as President of Rice University and his teachings at Harvard Divinity School on pluralism and commitment to community made him a strong choice.

Upon becoming President in 1993, Rupp made engagement in the community a top priority for Columbia. This translated into initiating a strategic-planning process, internal reorganization, ramping up internal and external

communications—especially with media, securing partnerships with community groups, and being present at community events.

One of his first moves was to recruit additional senior public affairs staff members who were sensitive to the city's complexity and committed to strengthening the university's role in the local community and its commitment to economic development. Similarly, he

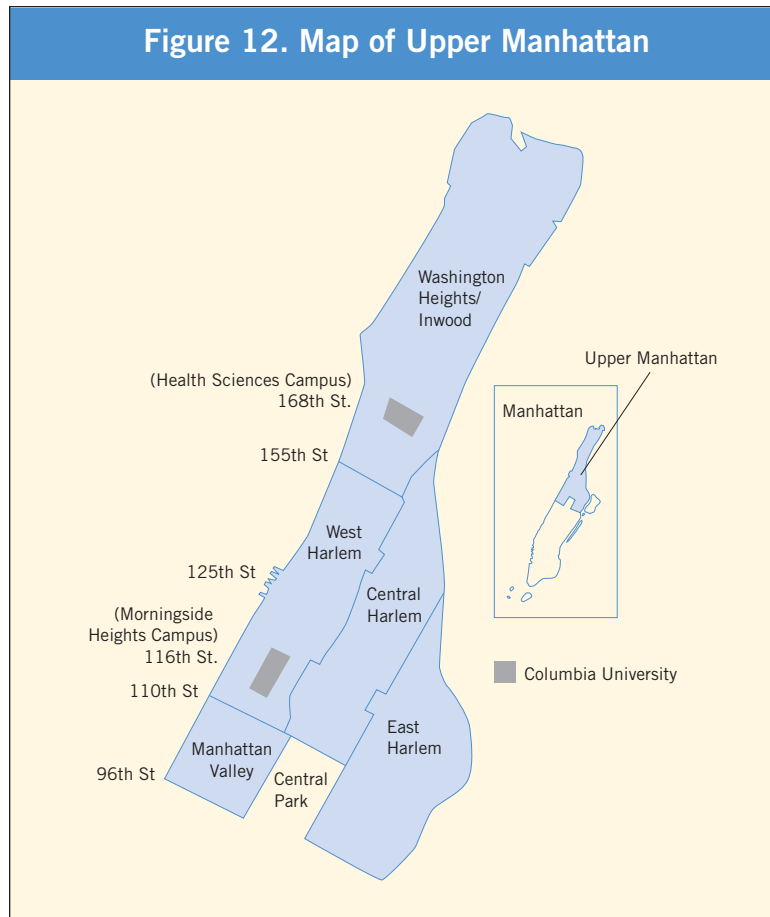
**Figure 11. Strategic Framework – Columbia's Impact**



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*"We used to spend all of our energy trying to disengage ourselves from the city, until we realized the city is our asset and we are part of the city and a neighbor in the communities our facilities are housed in."*

– Larry Dais,  
Columbia University, AVP  
for Government Relations and  
Community Affairs



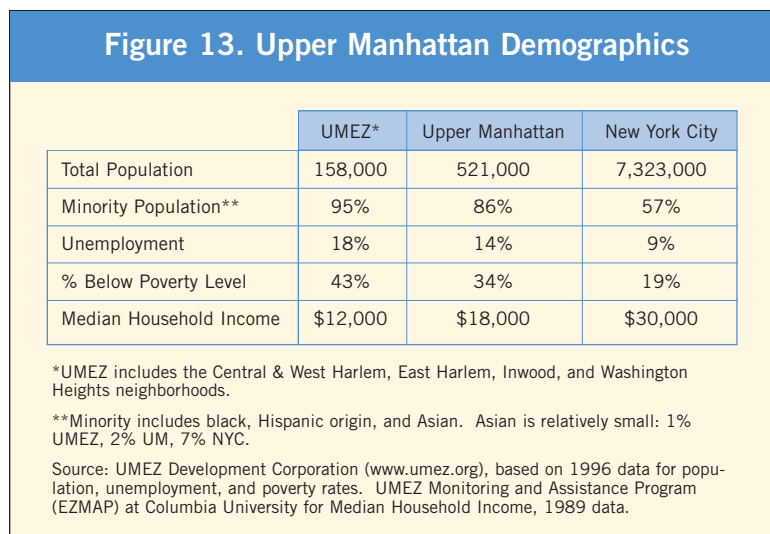
brought senior administrators to his team who had experience working with local communities. Rupp provided his new team with the resources necessary to enhance Columbia's involvement in the surrounding neighborhoods, giving them the time and the staff necessary to actively engage in the communities.

With faculty, staff, and students, Rupp emphasized the importance of community involvement to Columbia, ensuring awareness of his administration's commitment to these initiatives. Rupp's major priorities were summarized as increasing the amount of local spending, increasing purchasing from local vendors, and employing more people from surrounding communities.

#### Real Estate Developer

With 20,000 students and more than 13,000 employees crowded into 36 acres—a small-sized city crammed into five square city blocks—Columbia is constantly searching for additional space. In the extremely tight real estate market of Manhattan, this is no easy task. It is also a task made very complicated by Columbia's previous lack of sensitivity to Upper Manhattan residents. Over the past decade or so, Columbia has taken steps to improve its battered relationship with the surrounding communities, and there seem to be solid gains.

Its first conciliatory step dates back to the early 1980s. The newly created Office of Government Relations and Community Affairs opened Columbia's campus to the surrounding community, encouraging both elected officials and local community groups to use the campus for meetings and events. Some community members, however, still felt unwelcome and distrusted the university's outreach efforts. Local officials



feared that no one would attend a town hall meeting that was held at Columbia, while community groups viewed coming to campus as “selling out.”

Columbia continued to reach out, despite initial resistance. The outreach has focused on more open and active communication between the university and the community, including cosponsoring events with groups such as the National Urban League, the Greater Harlem Chamber of Commerce, and the Harlem Business Alliance. As a part of this open communication, Columbia regularly presents capital project plans for community feedback at local community board meetings, as well as offers of assistance to local civic associations. For instance, planning a mixed-use faculty housing and elementary school in the Morningside area, the university attended more than 40 community board meetings, presenting project plans and modifying them to reflect community feedback. The university not only incorporated design suggestions but also allotted half of the space in the elementary school to local children. In response, the community board—the local arm of city government—endorsed this project, an occurrence unimaginable a mere six years ago.

President Rupp and his committed team of administrators have proven to be the deciding factor in Columbia’s success in recent years. “The main decision makers show up at community meetings,” says Maritta Dunn, former chairperson of Community Board 9. “When Emily Lloyd [Executive Vice President of Administration at Columbia] comes to a meeting, people know that if she says ‘yes,’ it will get done. They can trust her.” She continues, “Also, important ground work is done by Larry Dais [Columbia’s director of community affairs], who has close relationships with community members. The community knows that both of

them have strong support from President Rupp.” Though tensions arise over specific proposed projects, conflicts are resolved—and are resolved much faster. Dunn explains, “Six or seven years is too short to turn around 30 or 40 years of bad blood, but the current administration has made major strides toward accomplishing that goal.”

Aligning university interests with those of the community has enabled Columbia to begin turning around anti-Columbia sentiments. Local purchasing and hiring (discussed below) are part of Columbia’s reconciliation strategy; however, active communication with the community on the front end of capital projects, involvement of senior administration in key community meetings, and incorporation of community interests have proved to be the winning combination in the short term.

Opportunities exist for Columbia to use its development efforts to anchor economic development in Upper Manhattan. Currently, the university is considering future development sites, including midtown locations, as well as underutilized sites that it owns in West Harlem near the waterfront. Although the university believes that the Harlem alternative has strong merits, both for the institution and the broader community, Columbia is approaching it very cautiously. “We will not be going into Harlem unless we’re invited,” said Alan Stone, Columbia’s Vice President for Public Affairs.

## Incubator

As New York City worked to bring the multi-billion-dollar biotechnology industry closer to home, it partnered with Columbia University. In 1995, the city and state of New York worked with Columbia to develop the Audubon Business and Technology Park. The park serves as a vehicle to spark university collaboration with industry and commercialize academic research, providing New York City and Columbia with an opportunity to capture the economic value of a rapidly growing industry.

Over \$25 million in joint funding from Columbia, the Empire State Development Corporation, and the New York City Economic Development Corporation led to the development of the first building in the 700,000-square-foot park, located next to Columbia’s Health Sciences Campus in Upper Manhattan’s Washington Heights neighborhood. This six-story facility, the Mary Woodward Lasker Biomedical Research Building, encompasses 105,000 total gross square feet, including 60,000 square feet of lab space, 10,000 square feet of retail space, and the city’s only biotechnology business incubator.

A key piece of the Park’s business development role is 5,000 square feet of finished lab space that is designed in 500-square-foot modules for small companies. To date, 35 biotechnology startups have benefited from the affordable rent and business development support provided by the incubator. Eighteen companies have graduated, 16 of which are still in business.

Columbia is currently assessing the incubator’s economic impact on New York City. While commercializing research generates economic value, to capture substantial local benefits requires that graduating companies remain in the city.

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#### Purchaser

In fiscal year 2000-2001, Columbia directed \$60 million to local purchasing. Compelled by President Rupp's call, Columbia's administrative departments on the Morningside Campus focused on increasing this spending. Their efforts are showing initial signs of success. In fiscal year 2000-2001, local purchasing by these departments amounted to \$19 million, with some offices increasing spending by 40 percent in one year. Columbia's local contracting also shows sizable growth: increasing 55 percent over the past four years to a total of \$18 million (Figure 14).

A number of earlier efforts laid the foundation for Columbia's current focus on local purchasing. In the late 1990s, Columbia held on-campus vendor fairs. At these events, purchasing personnel held detailed discussions with several businesses, the UMEZ, and other local organizations concerning ways in which the university might increase its local spending. Through these earlier initiatives, the university began to understand the local business community and forge relationships with vendors.

These initial efforts, however, were insufficient to make substantial inroads in linking Columbia to local vendors. They suggested the need for a more

comprehensive, systematic approach. Under a directive from Emily Lloyd, Executive Vice President of Administration, Columbia launched such an initiative in October 2000. This new approach included an in-depth analysis of the local vendor base—an analysis that was built on the decentralized nature of purchasing at the university, that emphasized relationship building, and that is making Columbia's purchasing more small-business friendly.

To start, each administrative department that reports to Ms. Lloyd—including Administrative Information Systems, Facilities Management, Human Resources, Institutional Real Estate, Purchasing/Support Services, and Student Services—was asked to identify areas with potential for increased local purchasing. In order to perform this analysis, each department compared its spending patterns by industry with a database of approximately 6,000 businesses in the targeted communities, compiled in conjunction with the Upper Manhattan Empowerment Zone (UMEZ).

In the Administrative Information Services Department (AIS), for example, the "Look Local First" action plan laid out strategies for identifying local vendors and integrating these vendors into the department's procurement process. New local vendors were targeted in the areas of hardware, car services, temporary employment agencies, florists, food services, and office supplies. In 2000, Columbia's central administrative departments focused on the primary goal of the initiative's first phase: fostering new local business relationships. Collectively, they established—and in some cases reestablished—relationships with 200 local vendors, a 54 percent increase over the prior year.

**Figure 14. Purchasing by Columbia University, Fiscal Year 2000–2001**

	Total Purchasing (\$ millions)	Purchased Locally <sup>1</sup> (\$ millions and % of total)	
Administrative Depts.—Construction Related <sup>2</sup>	103	18	17%
Administrative Depts.—All Other <sup>3</sup>	288	19	7%
Academic Depts.—Morningside Campus	103	11	11%
Academic Depts.—Health Sciences & Other <sup>4</sup>	269	12	5%
All Other Transactions <sup>5</sup>	88	<1	1%
Total	851	60	7%

Notes:

<sup>1</sup> "Local" defined as within UMEZ, based on the payee zip code (includes Central, West, and East Harlem; Inwood; Washington Heights; and South Bronx neighborhoods).

<sup>2</sup> Includes construction and capital spending for all campuses.

<sup>3</sup> Includes administrative departments on Morningside Heights, Health Sciences, Lamont Doherty, Nevis, and all other campus locations.

<sup>4</sup> Includes Columbia Presbyterian Medical Center and the academic, clinical, and research departments of Columbia University Health Sciences, as well as all other academic departments not located on the Morningside Heights Campus.

<sup>5</sup> Includes disbursements that do not correspond to direct purchases of goods and services.

Source: Columbia University

There have been challenges in transitioning to local vendors. For instance, some departments were initially resistant to working with local vendors, citing concerns about unproven track records with the university and potentially higher costs. To address this concern, senior administrators allowed for moderate increases in cost to ensure product and service quality. Columbia views these slight cost differences as an investment in the local business community.

Another concern among purchasing personnel was the limited capacity of some smaller local vendors. Faced with this concern, some departments have progressively increased the vendors' contracts. For example, the Facilities Management Department has agreed to contract with a local extermination company for services on a single-building basis. By contracting for one building at a time, the department is able to monitor the quality of performance by the vendor, provide feedback to the vendor, and progressively increase the size of the contract.

Another solution has been tapping into internal university expertise to provide project oversight. For instance, when the Human Resources Department wanted to print documents for wide distribution, the University Printing Services recommended a local vendor and agreed to oversee the production process.

A fourth solution has been to build local-vendor capacity through business partnerships between larger and smaller firms. For instance, several local cab service firms were identified as potential vendors to the university. However, most of these enterprises were unable to meet the university's insurance requirements. To overcome this limitation, the purchasing department identified a car dispatch company that met the university's contracting requirements and used a network of small car services. As a condition for awarding a master agreement to this dispatcher, the contract required that the large dispatcher use several of the local cab companies within its network.

The university has also developed an effective system to transfer knowledge internally on vendor performance and lessons learned. There are regular interdepartmental meetings—which include senior management—where new local vendor performance is discussed. Moreover, a group of departmental administrators meets twice a month to share positive and negative experiences with new local vendors. Often, these meetings enable administrators to recommend vendors for future purchasing to other colleagues.

The university continues to experiment with ways to make Columbia purchasing small-business friendly. For example, the newly inaugurated procurement card allows small businesses with shorter cash-flow cycles to become suppliers to the university. With these cards, university departments can pay vendors in just three days, as opposed to up to a few months under the former payment system.

Columbia derives several key benefits from local purchasing. Most important, working with the community to enhance economic stability and growth improves Columbia's relationship with local businesses, residents, and their elected officials. This, in turn, garners greater support from the community for real estate development, expansion, and other strategic initiatives that are fundamental to pursuing its educational mission. Local purchasing also improves the economic conditions of the surrounding community, enhancing the stability and livability of the community. This makes Columbia a more accessible and attractive place for both current and potential students and faculty, as well as for local residents.

In addition, university purchasing managers have found that many local vendors provide two key competitive advantages over larger, national firms. First, because of their proximity, local vendors provide efficient delivery and immediate access to goods and services for many student, faculty, and administrative needs. Second, they provide more personalized services. Many of the smaller local vendors are often willing to adapt the delivery of goods and services to guarantee a steady flow of business with the university. As Bob Lewis, owner of Minority Data Forms, claimed, "Our delivery is much better than Columbia has ever experienced. Order today. Product tomorrow. And they [Columbia purchasing personnel] have noticed. Our business with them is climbing every week."

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#### Employer

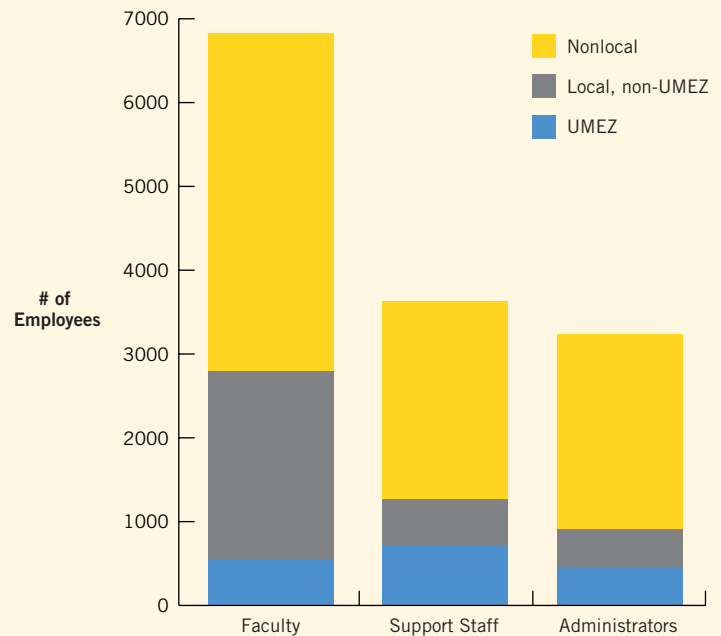
Columbia University is a major employer in the New York metropolitan area. As of October 2000, Columbia employed 13,700 permanent, full-, and part-time employees. Of those, 70 percent live in New York City, and 37 percent live in the immediate Upper Manhattan area.

In 1999, Columbia partnered with the Morningside Area Alliance (MAA or the Alliance) to hire more local residents and develop stronger economic ties with the surrounding community. MAA is a nonprofit organization that includes 19 of the large institutions located in the Morningside Heights neighborhood between 110th and 125th Streets. Columbia worked with the MAA to create the Job Connections Program—a program that identifies, screens, and refers potential candidates to Columbia and the other large local institutions in the Morningside area.

Job Connections has yielded some promising results. Since 1999, Columbia has hired 71 Job Connections applicants for the 600 positions open, filling 21 permanent and 50 temporary positions. This service is funded by the annual membership fees that Columbia and other Morningside institutions pay MAA, as well as private grants and contributions. Columbia pays no additional fees for the Job Connections Program.

More recently, Columbia has started to work with other local groups, such as Dominican Sunday, a grassroots organization affiliated with a local Manhattan Valley church, to explore ways to increase local hiring in their communities. In 2001, the university worked

**Figure 15. Employment at Columbia University, Fiscal Year 2000–2001**



Local includes Morningside Heights. UMEZ includes the Central & West Harlem, East Harlem, Inwood, and Washington Heights neighborhoods.

Source: Columbia University

**Figure 16. Hiring at Columbia University, Fiscal Year 2000–2001**

	Total Hires	% Local*	% UMEZ
Faculty	2,160	52%	8%
Support Staff	838	35%	24%
Administrators	670	17%	9%
Total	3,668	42%	12%

\*"Local" includes Morningside Heights and UMEZ (Central, West, and East Harlem; Inwood; and Washington Heights neighborhoods).

Source: Columbia University

with Dominican Sunday to fill 30 of the university's open positions. Of the 66 people referred by Dominican Sunday, Columbia hired 20, filling two-thirds of the 30 targeted positions. Though the majority of these hires were for temporary positions, Columbia is tracking these and similar hires in order to move those who perform well into permanent positions as they become available.

The university is also working with the MAA on a second phase of the local hiring initiative, tied to a \$1 million grant from the Department of Labor for establishment of a wage subsidy program that includes a significant employment-training component. Under the program, the Alliance will provide the university and other local employers with a six-month wage subsidy when they hire applicants referred by MAA. The employer commits to hiring these workers permanently at the end of the subsidized period. During the subsidy period, MAA provides employees training that reinforces critical skills and works with hiring managers to monitor performance. Once hired permanently, employees referred through the program are eligible for all educational and other benefits associated with their job level at Columbia.

Essential to the success of these programs are local organizations, such as MAA and Dominican Sunday, that leverage their trusted name among community residents to generate interest and offer support in a process that may be unfamiliar to some. Also essential are the university hiring managers, supported by senior administration, who can facilitate relationships between Columbia and these local community organizations. These personal relationships give hiring managers an opportunity to talk about exactly what they need in a candidate and give the job counselors an opportu-

nity to search their pool of applicants for the right person.

### **Advisor/Network Builder**

Another way in which Columbia contributes to business and job development in its surrounding community is as an advisor to local businesses and business groups. Various departments in the university offer advisory programs that channel their knowledge and expertise to the surrounding communities. Key among these are (1) the Urban Technical Assistance Program (UTAP) in the Graduate School of Architecture, Planning, and Preservation and (2) the Small Business Consulting Program (SBCP), housed in the Columbia Business School. UTAP's work impacts primarily the business environment, making the inner city more conducive to business and community development, while SBCP offers expertise for improving the performance of companies.

UTAP, started in 1995, provides infrastructure development and commercial development assistance to economically distressed urban communities, primarily in New York City. UTAP's immediate focus is on assisting community organizations in the various neighborhoods of Harlem on their revitalization and community development efforts. Since its inception, UTAP has completed 34 projects—six of which have been repeat engagements—and worked with more than 40 organizations, including community development organizations, government agencies, and foundations. The estimated investment in the inner city as a result of these projects is over \$100 million.

Critical to the success of UTAP has been the input of Columbia students and faculty. With one program director and one

administrative staff, UTAP has been able to bring, since its inception, 60 student interns and numerous faculty members to participate in its projects. UTAP is funded on a project-to-project basis by community organizations and foundations, and it receives annual administrative funding from the university. Going beyond the typical course-level consulting project, UTAP represents a sustained, continuous mechanism for Columbia's impact in the community.

Another advisory program, Columbia's Small Business Consulting Program (SBCP), which started in 1998, is a student-run program that partners teams of MBA students with local businesses and nonprofit organizations, providing pro bono management-consulting advice on strategic challenges. Although not specifically focused on the inner city, it is estimated that about 30 percent of the businesses involved in the





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*“We need to invite Columbia into the community. They have a lot of resources that the business community could benefit from. They have some of the best professors and graduate students. The business school. The engineering school. It would really help us to get those people involved with our businesses.”*

– Walter Edwards,  
Chairman of the  
Harlem Business  
Alliance

SBCP each year are from the surrounding inner-city community. The SCBP has a fourfold mission: (1) help small businesses and nonprofits benefit from the knowledge existing within the Columbia University community, (2) provide MBA students with tools and hands-on experience that will make them more effective managers and consultants, (3) improve Columbia Business School’s impact on the community, and (4) leverage the energies of MBA students in philanthropic activities.

Columbia’s SBCP is a step in the right direction toward improving conditions for the local business community. Local community groups and businesses highlight these advisory services as a valuable source of expertise and an area in which Columbia should continue to increase the breadth and depth of its activities. The SBCP could focus more on the local communities. The law and engineering schools could get involved in assisting local businesses. The students, faculty, and expertise of Columbia’s many schools represent potent, yet underutilized, resources for local business growth.

#### Conclusion

Columbia’s success thus far hinges on several key factors:

##### *Support of Columbia’s leadership*

The roots of much of the success of Columbia’s outreach have been the support received from Columbia’s leaders: the Board of Trustees, Columbia’s president, and senior administration. Together, these individuals are building the internal framework, developing the strategies, and seeing to the implementation of these economic development activities.

##### *High value of activities for Columbia*

By aligning its interests with that of the surrounding communities, Columbia has been able to develop a new leadership position in Upper Manhattan, reinforce its brand as a truly urban institution, create goodwill in the community, and expedite the construction of capital improvements and new facilities critical to its mission.

##### *Integration of the community into the central functions of the university*

Integrating community interests into the central functions of the university—such as purchasing and employment—is the key to sustained economic impact.

##### *Focus on long-term impact strategies*

All too often, an unsustained flow of funding and other short-term resources define university outreach to the local community. Columbia’s methodical, patient approach to integrating the community holds the promise of long-term capacity building and impact.

##### *Partnerships with key players in the community*

Columbia has already developed good working relationships with many key organizations and individuals in the Upper Manhattan community. Two key examples are its partnerships with the Harlem Business Alliance and the local community boards. Columbia has also developed strong working relationships with many of the region’s elected officials and economic development organizations. Buy-in from these influential sources is indispensable.

### In-Depth Case 2: Virginia Commonwealth University in Richmond

*VCU offers an instructive example of an academic institution taking leadership in anchoring local and regional economic growth.*

In the past decade, the Virginia Commonwealth University (VCU), a state-owned university, has been a critical partner in the economic development of the Greater Richmond area. Through strong leadership, more than \$580 million in real estate investments, and willingness to leverage partner resources, VCU has anchored both local and regional economic growth.

Locally, VCU’s investments in its surrounding areas have turned a once distressed, crime-ridden area into a rapidly revitalizing neighborhood. VCU’s investments along Broad Street—a major traffic artery cutting along the northern boundary of VCU’s academic campus—have spurred significant private-sector development. Lowe’s Home Improvement Warehouse has built a signature complex on Broad Street, Kroger is building a supermarket just off Broad, and 455 private housing units are being built in the immediate surroundings. Lowe’s is the first-ever hardware and home-renovation store in Richmond’s central city, while Kroger’s new outlet is the first major supermarket to come to Richmond in over a decade.

Regionally, VCU has leveraged its highly regarded Medical College of Virginia (MCV) campus and the VCU Health System to propel Richmond as a center of biotechnology, a field that many local leaders see as the next emerging economic growth engine. “Many of us

see biotechnology doing for Richmond what information technology did for Northern Virginia,” said Robert Grey, an attorney and former chair of the Greater Richmond Chamber of Commerce (GRCC). VCU turned this regional vision into concrete action by spearheading the development of a 34-acre biotechnology park, a bioscience incubator that nurtures 15–20 companies at any given time, and an entirely new life-sciences initiative and microelectronics department for the university. These departments will conduct research in nanotechnology and other cutting-edge technologies.

To account for VCU’s success in accomplishing so much in just a few years, almost all fingers point to one person: VCU President Dr. Eugene Trani. Trani—who was variously described as a “visionary,” a “risk-taker,” a “deal maker,” “domineering,” a “Fortune-500-like CEO,” and a “benevolent dictator”—has been at the helm of VCU’s role in Richmond’s economy. Upon becoming president of VCU in 1990, he set out to court local leaders. Jim Dunn, President of GRCC, recalls that in their first meeting, Trani clearly indicated that he “wanted the university to become an active, viable partner in the economic growth and development of the region.”

In 1991, the GRCC sponsored a “visioning” process that brought together government, business, and community leaders from both the city of Richmond and its surrounding counties. During this process, local leaders determined the top priorities for the region in the 1990s. Trani committed to taking on two of the major economic development priorities: the establishment of a

biotechnology park and the creation of a school of engineering. VCU accomplished both tasks and, in the process, delivered on even more.

These accomplishments catapulted VCU into a regional economic leadership position. During his decade-long tenure at VCU, Trani has taken over the chairmanship of two key business development organizations: the Greater Richmond Chamber of Commerce (1997–1998) and the Richmond Renaissance (2001), a downtown redevelopment organization created to facilitate cooperation between white and African-American business and government leaders.

Several factors account for Trani’s ability to bring VCU into this leadership position. First is his brash, go-getter approach, an approach that works particularly well in Richmond—a city with a weak mayoral form of government, which often results in a citywide leadership vacuum. When word got around that he was about to take over the chairmanship of Richmond Renaissance, a politically sensitive and complex responsibility, “I got calls from friends saying, ‘Don’t do it, Gene,’” Trani recalled. “But someone has to do it. Someone has to step up to the plate.”

Second, Trani’s vision is the vision of local and regional leaders. In this respect, he is not fighting an uphill battle. In fact, because of this, he has focused not on “selling” deals, but on making deals, an ability for which he has gained a solid reputation. “He thinks like those CEOs he is trying to get into deals with. He has a very clear, well-researched ask,” one local business leader said.

Third, Trani has a strong understanding of the nexus between the university and the business community. He has been extremely proactive in addressing the concerns of the business community. When the Martin Agency, a national advertising firm headquartered in Richmond, expressed the need for a higher-quality workforce, VCU created its nationally ranked AdCenter. This graduate program works with agencies around the world to ensure that the students are being trained to meet the needs of this specialized industry, with a specific focus on copy writing, art direction, and planning.



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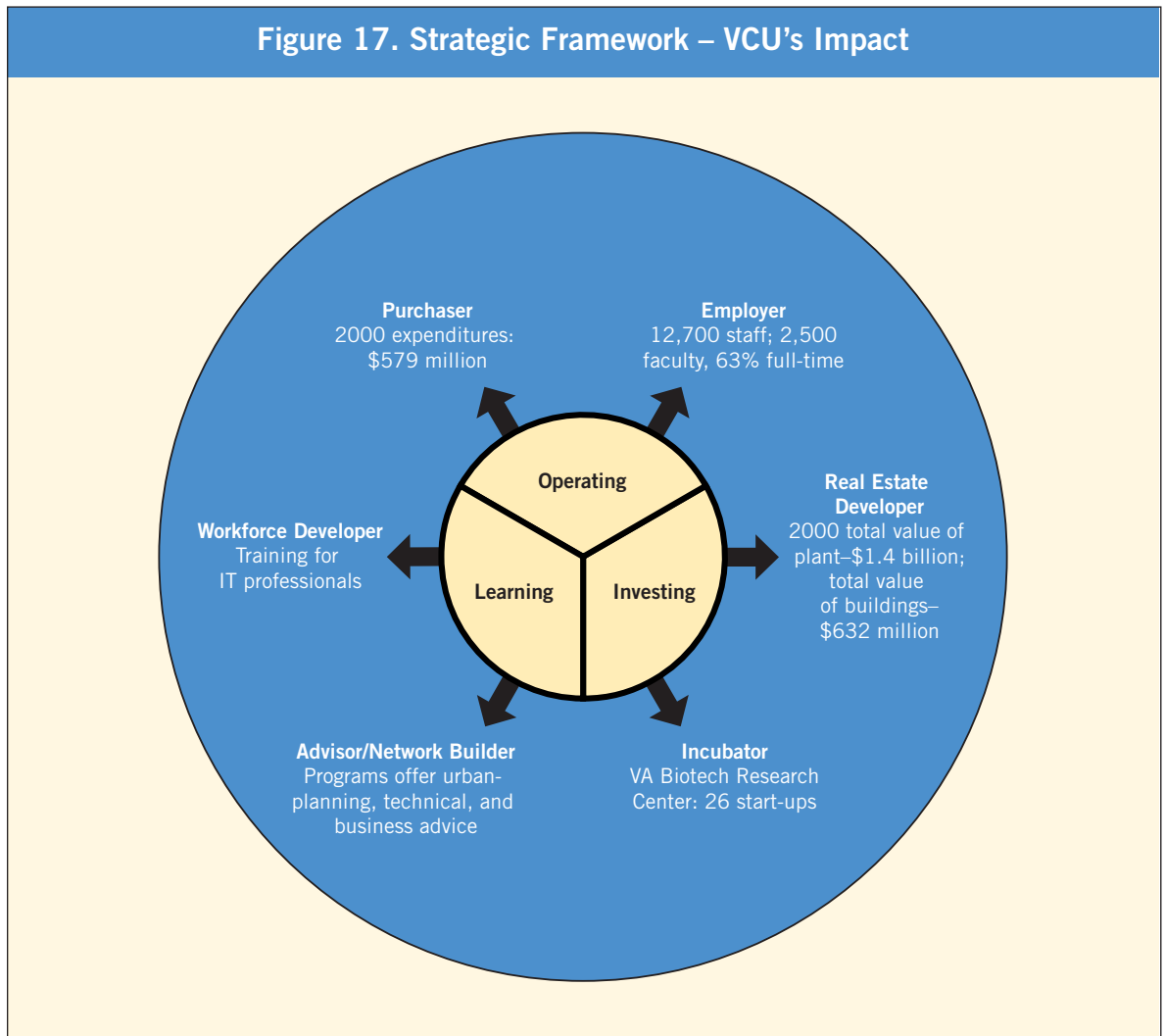
Fourth, he also has a clear sense of VCU's capabilities and the unique value that it adds. "I'm not going to reinvent the wheel," explained Trani in an interview for this study. "I'm always looking for partners with whom I can combine my resources to create something greater than each of us can do separately." For example, he has promoted partnerships with cultural organizations, such as Theater Virginia, when hiring faculty; joint-funded faculty is a "win-win" for both partners. In the realm of business partnerships, VCU and the Center for Innovative Technology, a state-chartered nonprofit corporation,

jointly funded the Central Virginia Entrepreneurship Center (CVEC). Housed at VCU's Business School, CVEC helps start-up and small technology companies, drawing heavily from the VCU information systems faculty and students.

Fifth is his long-term commitment. He has created lasting institutions for university involvement. Since he took over, there is a Division of University Outreach and an Office of Community Programs that facilitate interaction and engagement with the surrounding communities. He has established Community Advisory

Boards that meet quarterly to garner input from surrounding neighborhoods. A strong partnership has been formed with the Carver community that allows the community to tap into university expertise and resources. He has also created interdisciplinary units such as the Center for Public Policy, which provides survey research, program evaluation, and economic impact analysis for community projects.

Finally, Trani has been able to assemble a team of highly capable and connected people that effectively execute the vision and the programs. For



instance, he brought in Robert Skunda, a former Virginia Secretary of Commerce and Trade, to run the Virginia Bio-Technology Research Park. For finance and administration, he brought in Paul Timmreck, who headed powerful finance positions in state government: the Director of the Virginia Department of Planning and Budget and the State Secretary of Finance.

The story of VCU and Eugene Trani, though unique in some respects, offers valuable lessons in leadership, partnerships, commitment, and execution. In 1990, the VCU Board of Visitors selected Trani as president after a search process that focused on identifying a leader who could position VCU more successfully with its external communities. During the search process, Trani emphasized the preeminent role that urban universities could assume in the 21st century. Over the past decade, Trani has set out to implement this vision, which has enabled VCU to have significant impact on the economic prospects of inner-city Richmond, the city of Richmond, and the Richmond metropolitan area.

The strategic framework (figure 17) summarizes all VCU activities relating to regional and local job and business growth. The subsequent sections describe in great detail VCU initiatives in real estate development, business incubation, and business advising. These are initiatives that are particularly instructive.

## Real Estate Developer

VCU is the second largest real estate holder in Richmond, after government, with more than 126 acres in the central city, in addition to 431 acres in the surrounding counties. In the past decade, VCU has invested \$589 million in real estate development in Richmond. VCU's real estate projects are often deemed the catalysts to getting the city moving again. Specifically, two projects warrant mention:

- The Virginia Bio-Technology Research Park, which is positioning Richmond as a regional technology center
- Broad Street Redevelopment, which anchored revitalization of an economically distressed area

Richmond's 1991 visioning process determined that the region must strive to become a national center for biotechnology. "Richmond missed the information technology wave that started in the late '70s and '80s, but it couldn't miss the next big thing," explained a local business leader. The visioning process further determined that a biotechnology park was critical to positioning Richmond as such a national center.

A biotech park would allow companies to benefit from aggregation in one location, facilitating rapid transfer of learning. It would also enable the companies to tap into research being conducted at VCU's MCV Hospital, a reputable medical research center with a hospital that has been ranked among the best in the country.<sup>21</sup> Moreover, estimates suggest that it would bring up to 3,000 jobs to the city of Richmond. The idea of such a park had surfaced years before with downtown development groups, but it did not become reality until VCU committed to taking the lead on the project.

There was common consensus that a park like this had to be located in the urban core, preferably adjacent to the MCV Campus of VCU and close to the life-sciences research activity. There was regional recognition that the region's economic health was directly related to the health of the core. In the middle of a rapidly growing region, Richmond's center had, for the most part, remained abandoned. Eugene Trani seized this opportunity. The Park would play a critical role in building up VCU's life-sciences focus. It would offer faculty research commercialization opportunities, and it would offer students hands-on industry experience. The city of Richmond was attracted to the development because of the newly created companies and jobs, which in turn would create a new tax base in an underutilized area of downtown.

<sup>21</sup> U.S. *News and World Report*, 1999 and 2000 Hospital Rankings.

### III. Vision and Strategy in Action: Two In-Depth Case Studies

#### Incubator at the Bio•Tech Park

The Virginia Biotechnology Research Center (“the Center”) was the first building completed in the Bio•Tech Park. The 27,000-square-foot facility is designed with the research strengths of the MCV campus in mind. It is equipped with state-of-the-art laboratories, ideal for biotechnology start-ups. There are shared, as well as individual, lab spaces, conference rooms, and office spaces. The facility also houses the Virginia Biosciences Development Center (VBDC), which provides business services to companies in the Center at a reduced rate. VBDC staff members are also active in attracting capital resources to companies in the Center.

The Center has generated 26 new companies, three-quarters of which were born of VCU/MCV faculty research. It has been fully occupied since inception. Three of the companies have gone public, and another has been acquired. While the companies in the Center generally do not employ more than 50 people altogether, graduate companies can become significant employers. One company, Insmed, has grown to 50 employees and expects to double in another year.

The incubator delivers value to the university, the business community, and the local government. VCU now has a place where faculty research can be transformed into real-world companies. The incubator is also a useful tool in recruiting and retaining high-quality faculty. According to James Farinholt, the Special Assistant to the President of VCU, “The new Head of Surgery for the VCU Health System came with a large NASA grant, and he came in part because of the availability of the Park, with its facilities and Institute for support.” The incubator offers hands-on learning for students through work with the VBDC and companies housed in the Center.

For the business community and the local government, companies “incubated” in the Park are more likely to stay in the community when they “graduate.” With improved chances of survival, the incubator companies are better prepared to grow into viable companies in the Greater Richmond economy.

Trani committed VCU to spearhead the development of the Bio•Technology Park and set out to assemble the large number of partners that could make a project like this a reality. “He hit everyone he thought had a stake in this,” recalled Jack Berry, head of Richmond Renaissance and former Hanover County Administrator. Though he was working on a central-city downtown development, Trani did not spare county officials. “He came to me,” continued Berry, “and said, ‘We’re going to have companies that will outgrow this Park and will be looking to move to your county. You have to help us make this happen.’” The three surrounding counties helped to finance the Park’s feasibility studies. Since then, the Park has established more extensive relationships with surrounding counties. For instance, it now has “satellite” locations in Chesterfield County, where 325 acres have been set aside at the Meadowville Technology Park. Similar arrangements have been made with Henrico County at the White Oak Technology Park.

VCU and the city identified the 34 acres of land for the Park in downtown Richmond. On the south, the site bordered the Medical College of Virginia campus and hospitals, and on the west, Jackson Ward—a historically significant African-American community that is working to revitalize itself.<sup>22</sup> It included 7 acres of university land and 15 acres of city land, with the remainder privately held. These parcels were primarily used as gravel parking lots.

The Virginia Bio•Technology Research Park began as a joint venture between VCU and the city of Richmond. The Commonwealth of Virginia joined the partnership in 1993, with the creation of the Virginia Bio•Technology Research Park Authority, a political subdivision of the Commonwealth, with broad powers to own, develop, finance, and manage the facilities in the Park. The mission of the Authority is to create new jobs and businesses in the biotechnology industry for Virginia and position the state to compete in this industry.

Development in the Park has principally been financed through lease revenue bonds issued by the Authority. However, the Park has also relied heavily on VCU for a variety of support and direct contributions. In addition to providing staff support in financial and real estate services, the university has also donated land, provided annual operating subsidies to the Park, and backed the revenue bonds for Biotech One, the first multitenant building, with a master lease. The VCU Real Estate Foundation and Health Systems Foundation have also assisted with loans and by acquiring properties to reserve them for future acquisition by the Park.

<sup>22</sup> In the first half of the 20th century, the ward was referred to as “the Harlem of the South” for the cultural and entertainment venues it offered and as “the Wall Street of Black America” for the strong financial and commercial markets there. The first black-owned and the first woman-owned banks in the United States were both started in Jackson Ward. In the 1950s, Interstate 95 cut the neighborhood in half and displaced 900 families, and the ward has never fully recovered. Recently, the ward has experienced some residential revitalization, but job and business growth is still lagging behind.

Land acquisition remains the top challenge facing the Park. Approximately 15 acres of the land within the 34-acre master-planned boundaries are held in private ownership or by the Foundations, the city, and other entities. In 1999, the state appropriated \$1 million, which was given to the Park in the form of a grant from the Virginia Economic Development Partnership. Last year, the city expanded its redevelopment boundaries to include the Park, thereby allowing the Richmond Redevelopment and Housing Authority to use eminent domain, if necessary, to acquire lands on the Park's behalf. Even though the tools are in place, the resources needed to acquire the remaining lands are estimated at \$20 million, a number which is escalating as the Park's own success and other new activity make downtown sites even more valuable.

The Park currently houses 34 companies, 3 university institutes, and 2 state agencies. It encompasses five buildings—with two more under construction—and almost 320,000 square feet in leaseable space. The Park will eventually grow to 1.9 million square feet and represent more than \$500 million in investment in a previously deteriorated area of the city.

As of June 2000, companies and institutes in the Bio-Tech Park employed 829 people. According to plans, the Park will eventually employ 3,000 people. While some of these will not be new jobs for Richmond (e.g., Biotech 6 will house the Virginia Division of Consolidated Lab Services, which is relocating from other buildings in the city), most will be newly created or attracted to the city.

Critics have voiced concerns that some of the current tenants, such as the

state agencies, are not consistent with the purpose of the Bio-Tech Park. They are not start-up companies, they do not commercialize research, and they do not develop new products in biotechnology. Moreover, they are not new job creators. Even some of the tenants slated to move into the Park, such as the organ donor database, as significant as they may be, are not consistent with the mission of the Park, according to some critics.

Defenders, however, are quick to respond: "VCU, in fact, showed great flexibility and political astuteness to start filling the space up in a slow economy. Otherwise, they would have a white elephant in their hands," says Robert Grey. Moreover, by bringing in state agencies that have a medical sciences focus—forensics and consolidated labs—the Park is approaching that critical mass necessary to draw in more companies.



### III. Vision and Strategy in Action: Two In-Depth Case Studies

#### Carver-VCU Partnership

In the mid-1990s, Barbara Abernathy, President of the Carver Area Civic Improvement League (CACIL), approached Trani to form the Carver-VCU Partnership. The Partnership addresses long-term community development issues, such as crime and education, as well as urban planning and economic development.

In 1997, VCU received a Community Outreach Partnership Centers (COPC) grant from the U.S. Department of Housing and Urban Development (HUD) to launch the partnership. As required under the grant, VCU has committed matching funds to the partnership in areas such as faculty research, community service associates, and graduate assistants.

Crime was among the first problems the Partnership took on. It created a community-policing program through which the university police provide security services to Carver. The Richmond Police had for years failed to respond to the community's request for more active policing. The Carver-VCU policing program, however, showed immediate results. Since the time VCU police has gained jurisdiction in Carver, crime has dropped 50 percent.

Moreover, as a result of the Partnership, Trani sent a letter to potential property speculators in the Carver community indicating that the university would not buy any property in the residential parts of Carver. This was an effort to prevent further deterioration of the housing stock. CACIL leadership felt that people were sitting on their properties, hoping that VCU would eventually buy them.

On the urban-planning front, through the Partnership, the VCU Urban Studies Department has developed a Master Plan for the neighborhood. Currently, the Master Plan is being reviewed for adoption by the city of Richmond. Aside from planning, the Department has also helped Carver in land assembly. A faculty and student team from the Department helped the community to determine that most of the abandoned property in their neighborhood was also tax-delinquent. Although Virginia is one of the least aggressive states in taking over personal property, based on the report of the department, state legislation was passed that gave the city money to take over these properties.

While the Bio-Tech Park has anchored the redevelopment around the VCU medical campus located in downtown Richmond, VCU's developments along Broad Street are anchoring the redevelopment of the area around the academic campus, which is located less than three miles from the downtown medical campus. In response to VCU's investments along Broad Street, the private sector is reentering an area that it has overlooked for more than 40 years.

The private sector is building 455 housing units in the surrounding area, Lowe's hardware retailer has built a signature complex on Broad Street, and Kroger (a regional supermarket) is building a store just off Broad Street. According to John Woodward, Richmond's Director of Economic Development, "Broad [Street] was an utterly abandoned corridor. VCU single-handedly turned it around."

The academic campus is nestled between the Fan, Carver, and Oregon Hill neighborhoods. The Fan is an affluent, high-density residential district. Carver and Oregon Hill are among the poorest neighborhoods in the region. Carver is a primarily African-American residential neighborhood with some industrial properties, while Oregon Hill is a primarily white residential neighborhood.

A growing student population in the 1990s, which is expected to grow even further with the inauguration of new academic programs, forced the university to seek student housing and services close to campus. After severe opposition from the Oregon Hill community (south of the academic campus), VCU turned its focus to the north—to Broad Street and the Carver neighborhood.

VCU began its expansion on Broad Street by building a recreation center, a parking structure, a large bookstore, a 396-bed student dorm, and an art-school complex. All these facilities were built on empty or abandoned properties; hence, no area residents or businesses were relocated.

From the onset of VCU's northward expansion, however, the Carver community voiced concerns about preservation of affordable housing for current residents and preservation of the architectural integrity of the neighborhood. Shortly after Trani's inauguration as president in 1990, VCU set up two Community Advisory Boards (one for the academic and another for the medical campus), which met quarterly to address community concerns. These Advisory Boards were created in response to a firestorm of opposition from the Oregon Hill community on a master plan for campus expansion, developed prior to Trani's arrival, without consultation with local residents. Upon prompting from the community, VCU also set out to create the Carver-VCU Partnership, which addresses long-term community concerns in education, health, land use, and economic development (see "Carver-VCU Partnership" details at left).

Through these Boards, VCU has involved the neighborhoods in the campus expansion planning process, at times modifying projects to accommodate neighborhood concerns. For example, during the Community Advisory Board meetings related to the athletic facility, the community expressed concern over the original plan, which had a blank brick wall along a street marking the boundary of Carver. To many local residents, this felt like the university had turned its back on the community, not to mention the deadening impact that the wall had on a space frequently used by local residents. The façade was softened with windows and other details to meet these concerns.

The student-housing complex offers another example of successful cooperation. The new dormitory was initially designed as a four-story building; however, based on community input, the Carver side of the building was redesigned to have three stories. VCU also included community space in this dormitory. This space includes meeting and office space, as well as a 14-terminal computer lab exclusively for the use of the community. The Partnership hopes that this space will be used by the Carver residents for job and computer-skills training.

By all accounts, the VCU-Carver relationship has been a success. The university has expanded its real estate without alienating the neighborhood most affected by the expansion. Moreover, through the Community Advisory Boards and the Carver-VCU Partnership, there are mechanisms in place to deal with problems and future projects.

A test of the resilience and sustainability of these mechanisms, however, is in the making. In a recent interview, Barbara Abernathy, head of the Carver Civic Improvement League, stated that “the community will not support the building of another [student] housing facility [in or next to Carver]. . . . We feel that a new dorm will have a grave impact on the marketability of our community for single-family housing,” a use outlined in a recently developed master plan for the community. The Carver Civic League is concerned that an overwhelming number of students at the community border would deter families from buying houses in the neighborhood and that property values will decrease because of negative perceptions about possible high-noise and high-traffic student activities. The university, on the other hand, believes that the situation will ultimately be beneficial not only to the university but also to the community. This is an emerging discussion between the community and VCU, and solutions will be found in an ongoing, meaningful dialogue between the two. Such a dialogue is far more plausible because of the existing mechanisms, but ultimate success will depend on commitment to aligning interests.

## Advisor

VCU has a great number of student and faculty advisory programs directed at businesses and improving the business environment. The business school, for instance, has several programs that provide advice and research to businesses in Richmond. The most innovative advisory service at the university, however, is the Community Service Associates Program (CSAP), started in 1991.

CSAP provides funding for 10 faculty members each semester to work on a community development-related project with a local nonprofit, civic, neighborhood, or government group. This offers invaluable faculty expertise to local organizations without additional cost to them. To date, faculty service associates have completed 230 projects, involving 164 clients and faculty from 44 different university units.

In general, the faculty members involved are relieved of one teaching requirement so that they can dedicate themselves to the project. The program was designed to help break down barriers between VCU and the community, as well as build valuable relationships between faculty and local organizations that do work in line with the faculty member's research agenda. This program is considered highly successful. Even after the projects are completed, many participating faculty members have continued to stay involved with the organizations they served—serving on boards; providing consultation; or keeping informal, ongoing relations.



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The program, however, has its challenges. Some departments do not have resources to allow the faculty members to be relieved of their teaching responsibilities. Consequently, a faculty member may take on a project on top of an already full schedule of teaching and research commitments.

While the focus of the program currently is on the nonprofit and government sectors, it could be expanded to offer services to small businesses from the local community in order to enhance the business development impact of the program.

#### Conclusion

VCU's successful economic development engagement has been contingent on several key components, almost all of which are replicable:

##### *Strong and proactive leadership*

Dr. Eugene Trani has seized opportunities to propel the university into an economic leadership position in the region. He has taken active interest in regional economic strategy, made himself available to head the regional chamber, responded quickly to business and public-sector mandates, has sought highly leveraged partnerships, and has surrounded himself with highly competent administrators who have established networks with the business, governmental, and academic communities.

##### *A commitment to working with, rather than acting upon, the community*

In the past 10 years, VCU has come a long way in establishing strong relationships with the community. Previously seen as an "ivory tower" institution that was unconcerned with, and uninvolved in, the community, VCU now has formal structures in place to connect the community with the university. Community Advisory Boards that meet quarterly are one of the effective mechanisms for connecting VCU to its neighboring communities.

##### *A focus on the economic development strategies of the greater region*

VCU, along with the other major players in economic development in the greater Richmond area, has realized that regional cooperation is essential to a strong central city. Hence, VCU has connected the growth of the university to the growth strategy of the greater region. In the process, it has made itself far more competitive as a place for biotechnological research, attracting high-quality faculty and students.

##### *A capacity for timely response to community and regional priorities*

Universities are not well known for their rapid-response capabilities. VCU has the leadership and the infrastructure that enables it to respond in a timely manner to requests that are initiated by community organizations.

##### *A clear understanding of the strengths and limitations of the university*

VCU, particularly through the leadership of Trani, has a clear understanding of the strengths of the university. At the same time, VCU understands that other organizations and individuals bring resources to the mix as well; therefore, it does not try to do everything itself.

##### *Development and support of university and key faculty who conduct applied research with community organizations*

VCU has recognized that the technical assistance it provides to the community and the region is often absolutely essential in conceptualizing and developing major initiatives.



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## Appendices

- A. Project Methodology
- B. Interview List
- C. Federal Government and Other Funding Sources
- D. College, University, and Related Trade Organizations

## Appendix A. Project Methodology

This project set out to identify prominent efforts and effective approaches to college and university involvement in inner-city business and job growth. It examines strategies, partnerships, and implementation models that inspire replication and adoption. The project was conducted in three phases:

The literature on the role of colleges and universities in economic development covers a vast intellectual and practical terrain. Both academics and practitioners have made wide contributions to better understanding this role. In our review, we've found considerable focus on community and social development, community partnerships, and best practices on specific types of university engagements. Throughout this report we have incorporated the insights and lessons generated by others. Our aim is to add to this literature in the following important ways: a) offer a comprehensive framework for marshalling college and university resources for urban business revitalization, and, b) suggest action guidelines that speak to mayors and community and business leaders, in addition to college and university leaders.

### *Phase I – Development of conceptual framework for understanding colleges' and universities' roles in local business development*

#### *Phase II – Nationwide survey of the field, based on:*

- Review of existing literature on universities and local economic development.
- Interviews with national experts on colleges and universities and, specifically, economic development (10–15 national experts).
- Field surveys of the 20 colleges and universities listed below, including interviews with high-level officials at most of them. The 20 institutions were selected based on the findings in the literature review and expert interviews. These were institutions that were cited to be on the forefront of urban revitalization. Some nonurban colleges and universities were on this list because they provided exceptional examples or models for urban universities to follow:

1. Case Western Reserve University
2. City College of Chicago
3. Columbia University
4. Florida Community College, Jacksonville
5. Georgia Institute of Technology
6. Harvard University
7. Howard University

8. Illinois Institute of Technology
9. Johns Hopkins University
10. Northeastern University
11. Ohio State University
12. Stanford University
13. Trinity College
14. University of Chicago
15. University of Illinois at Chicago
16. University of New Orleans
17. University of Pennsylvania
18. University of Southern California
19. Virginia Commonwealth University
20. Yale University

### *Phase III – Case studies that highlight the best practices and the challenges*

In Phase III, 6 of the 20 cases from Phase II were selected for further study. More detailed research was conducted on these colleges' and universities' activities in the realm of local economic development. All of the colleges and universities selected for inclusion in Phase III featured established programs in at least four of the seven areas outlined in the conceptual framework. The colleges and universities selected also represented the geographic and institutional diversity that characterizes higher education, and they illustrated different types of activities and lessons. They spanned national, regional, and local institutions; public and private institutions; and community colleges, liberal arts colleges, and research universities. The six colleges and universities studied in the beginning of Phase III were:

1. University of Illinois at Chicago
2. Columbia University
3. University of Southern California
4. Virginia Commonwealth University
5. Florida Community College, Jacksonville
6. Howard University

After studying each of these colleges' and universities' programs and activities, two universities were selected for in-depth case studies: Columbia University and Virginia Commonwealth University. Those two schools were chosen based on their proven results and the breadth and depth of their impact on the inner-city business base.

ICIC and CEOs for Cities will continue to conduct research and work with local civic leaders to improve the design and implementation of college and university engagements. We welcome any comments, suggestions, or examples other than the ones discussed in this report. For contact information, visit [www.icic.org](http://www.icic.org) or [www.ceosforcities.org](http://www.ceosforcities.org).

## Appendix B. Interview List

### Columbia University

Lee Bonds, CEO, Temporary Placement Services

Jim Capel, Chief Assistant to Congressman Charles Rangel, 15th Congressional District of New York

Nicole Comp, Assistant Director, UTAP, Columbia University

Larry Dais, Assistant Vice President, Government Relations and Community Affairs, Columbia University

Maritta Dunn, former Chairperson, Community Board 9

Walter Edwards, Chairman, Harlem Business Alliance

Kent Frampton, Assistant Director of Support Services, Columbia University

Mitch Gipson, Executive Director, Audubon Business and Technology Center

Jim Houghton, President, Harlem Fight Back

Amir Kirkwood, Coordinator, Administrative Planning, Columbia University

Ken Knuckles, Vice President, Support Services, Columbia University

Lisa Lewis, Office of Institutional Real Estate, Columbia University

Robert Lewis, President, Minority Data Forms

Emily Lloyd, Executive Vice President, Administration, Columbia University

David Maurasse, Assistant Professor, School of International Affairs, Urban Planning Department, Columbia University

Lawrence McClean, District Manager, Community Board 9

Lionel McIntyre, Executive Director, UTAP, Columbia University

Ann McIver, Executive Director, Morningside Area Alliance

Hugh O'Neill, President, Appleseed Inc.

Kirk Ortega, Principal, The Ortega Group

George Rupp, President, Columbia University

Bill Scott, Deputy Vice President, Institutional Real Estate, Columbia University

Alan Stone, Vice President, Community Affairs, Columbia University

### Virginia Commonwealth University (VCU)

Barbara Abernathy, President, Carver Area Civic Improvement League

Jack Berry, Executive Director, Richmond Renaissance

Anne Dale, Executive Director, Workforce One

Bambi Davidson, Senior VP, Business Advocacy & Community Affairs, Greater Richmond Chamber of Commerce

William R. Dennis, III, Director of Leasing and Operations, Virginia Bio-Technology Research Park

Jim Dunn, President, Greater Richmond Chamber of Commerce (GRCC)

Jim Farinholt, Special Assistant to the President for Economic Development, VCU

Robert Grey, former chair of GRCC; attorney, LeClair Ryan

Morton Gulak, Associate Professor, Department of Urban Studies, VCU

Rita Henderson, Chief of Staff, Mayor's Office, City of Richmond

Robert Holsworth, Director, Center for Public Policy, VCU

Cathy Howard, Director, Office of Community Programs, VCU

Paul Jez, Vice President, Business Services, VCU

Pamela Kiecker, Chair, Marketing Department, VCU

Sue Ann Messmer, Vice President, Division of University Outreach, VCU

Michael Pratt, Professor of Economics, Director, Center for Urban Development, VCU

George Rimler, Professor of Management, Director, Virginia Family Business Forum, VCU

Michael Sesnowitz, Dean, School of Business, VCU

Mark Smith, Executive Director, Government and Community Relations, VCU



Paul Timmreck, Senior Vice President, Finance & Administration, VCU

Eugene Trani, President, VCU

Jim Ukrop, President, Ukrop's Supermarkets

Greg Wingfield, President, Greater Richmond Partnership

John Woodward, Director, Department of Economic Development, City of Richmond

### University of Southern California (USC)

Deepak Bahl, Associate Director, Center for Economic Development, USC

Tridib Banerjee, Vice Dean and Professor, Urban and Regional Planning, School of Policy, Planning, and Development, USC

Nitin Bhatt, former Director, Business Expansion Network, USC

Jim Browder, Director, Small Business Development Office, USC

A. Bingham Cherrie, Associate Vice President, Planning, USC

Jon P. Goodman, Executive Director, EC2, USC

Dion Jackson, Project Manager, Center for Economic Development, USC

Charles Lane, Assistant Vice President, Career Services, USC

Leonard Mitchell, Director, Center for Economic Development, USC

Linda Nolan, Director, Equity and Diversity, USC

Kay Song, Associate Vice President, Civic and Community Relations, USC

### University of Illinois at Chicago (UIC)

Steven Balkin, Professor, Economics Department, Roosevelt University; President, Maxwell Street Historic Preservation Coalition

Freida Curry, Associate Director, Center for Urban Business, UIC

Stanton Delaney, Vice Chancellor, Administration, UIC

Thomas Gardner, Assistant Vice President, Business & Finance, UIC

Davis Jenkins, Faculty Fellow and Director, Workforce Development Partnerships, Great Cities Institute, UIC

Sylvia Manning, Chancellor, UIC

David Perry, Director, Great Cities Institute, UIC

Arthur Savage, Associate Chancellor, UIC

Jackie Taylor, Department of Planning, City of Chicago

Wim Wiewel, Dean, College of Business Administration, UIC

### Howard University

Malcolm Barnes, Director, SBA Development, Howard University

Maybelle Taylor Bennett, Director, Community Association, Howard University

Ron Butler, HBCU expert

Charlene Drew-Jarvis, Director, Community Business Partnership, Business LINC, Greater Washington Board of Trade

Rodney Greene, Howard University

Pamela McKee, Staff Director, Community Business Partnership, Business LINC, Greater Washington Board Trade

Hassan Minor, Senior Vice President, Howard University

James Powell, CEO, Powell's Manufacturing Inc.

## Florida Community College at Jacksonville (FCCJ)

Donald Green, Executive Vice President, Instruction and Student Services, FCCJ

Alan Rossiter, President, Enterprise North Florida Corporation

Larry Snell, Associate Vice President, Purchasing, Property, & Auxiliary Services, FCCJ

Steven R. Wallace, President, FCCJ

## Other

Bruce Alexander, Vice President and Director, Office of New Haven & State Affairs, Yale University

Roland Anglin, Seedco

Herb Asher, Vice President, Ohio State University

David Baker, Vice President, External Affairs, Illinois Institute of Technology

Barry Bluestone, Director, Center for Urban and Regional Policy, Northeastern University

William Brody, President, Johns Hopkins University

Wayne Clough, President, Georgia Institute of Technology

Myron Curzan, CEO, UniDev LLC

Evan Dobbelle, President, Trinity College

Kevin Dougherty, Senior Research Associate, Community College Research Center, Columbia University

Cynthia Farrar, Assistant Professor, Child Study Center; Director of Urban Academic Initiatives, Office of New Haven & State Affairs, Yale University

Harvey Goldstein, University of North Carolina

Ira Harkavy, Associate Vice President and Director, CTR Community Partnership, University of Pennsylvania

Willie Hayes, Director, Community Workshop for Economic

Wayne Hodges, Director of Administration, Georgia Institute of Technology

Marcellus Jackson, Director, Clark Atlanta Economic Development Center

Stephanie Jennings, Program Manager, National Housing & Community Development, Fannie Mae Foundation

Linda Kowalky, Mayor's Liaison to Schools of Higher Education, City of Boston

Patricia Lee, Director, Institute for Justice Clinic on Entrepreneurship, University of Chicago

James F. McKenney, Director of Economic Development, American Association of Community Colleges

Faye McNair-Knox, Executive Director, Start Up

Vanessa Smith Morest, Research Associate, Community College Research Center, Columbia University

Kirk Neiswander, Senior Vice President of Programs, Enterprise Development, Inc., Case Western Reserve University

Gregory O'Brien, Chancellor, University of New Orleans

Gregory O'Neill, University of New Orleans

Eduardo Padron, Miami Dade Community College

Eddie Perez, President and Executive Director, South Institute Neighborhood Alliance (SINA), Trinity College

Judith Rodin, President, University of Pennsylvania

Jerry Scheydman, Johns Hopkins University

John Shannon, Vice President, University of Pennsylvania

Michael Stegman, Director, Center for Community Capitalism, University of North Carolina-Chapel Hill

Stephen Trachtenberg, President, The George Washington University

Hank Webber, Vice President, Community Affairs, University of Chicago

Robert Weissbourd, President, RW Ventures

Wayne Watson, Chancellor, City Colleges of Chicago

**Appendix C. Federal Government and Other Funding Sources**

Sponsor	Program Name	Details	Website
U.S. Department of Housing & Urban Development/ Office of University Partnerships (OUP)	Community Outreach Partnership Centers (COPC)	Funds a wide range of activities involving university outreach. COPC has been underexploited for economic development projects, but can be a primary funding source for university activity in this area.	<a href="http://www.oup.org/about/aboutcopc.html">http://www.oup.org/about/aboutcopc.html</a>
	Community Development Work Study Program	Provides funding for economically disadvantaged and minority students to participate in graduate study in community and economic development.	<a href="http://www.oup.org/about/cdwsp.html">http://www.oup.org/about/cdwsp.html</a>
	Historically Black Colleges and Universities (HBCU) Special Purpose Grants	Program must benefit primarily low- and moderate-income residents of HBCU's immediate area. Has been used for small-business incubators, job training, rehabilitation of commercial property, etc.	<a href="http://www.oup.org/about/abouthbcu.html">http://www.oup.org/about/abouthbcu.html</a>
	Hispanic-Serving Institutions Assisting Communities (HSIAC) Program	Grants available for HSIs to address community needs, including economic development.	<a href="http://www.oup.org/about/hsiac.html">http://www.oup.org/about/hsiac.html</a>
	Alaska Native/Native Hawaiian Institutions Assisting Communities (AN/NHIAC) Program	Grants available to assist AN/NHIACs in addressing community development needs in their localities.	<a href="http://www.oup.org/about/annhiac.html">http://www.oup.org/about/annhiac.html</a>
	Tribal Colleges and Universities Program	Grants available to assist Tribal Colleges and Universities to build, expand, renovate, and equip their own facilities, especially those facilities that are used by, or available to, the larger community.	<a href="http://www.oup.org/about/tcup.html">http://www.oup.org/about/tcup.html</a>
U.S. Department of Housing & Urban Development and the National Research Council	Urban Scholars Fellowship Program	Awarded to new PhDs who will undertake research on a topic of interest to HUD (economic development, university/ community partnerships, workforce development, etc.).	<a href="http://www.oup.org/about/hudusfp.html">http://www.oup.org/about/hudusfp.html</a>

Sponsor	Program Name	Details	Website
U.S. Department of Education	Fund for the Improvement of Postsecondary Education: Learning Anytime, Anywhere Partnerships	Funds to enhance postsecondary education and lifelong learning programs giving career-oriented training.	<a href="http://www.ed.gov/offices/OPE/FIPSE/LAAP/">http://www.ed.gov/offices/OPE/FIPSE/LAAP/</a>
	Hispanic-Serving Institutions Program	Funds to support the education and career development of Hispanic and low-income students at Hispanic-serving institutions.	<a href="http://www.ed.gov/offices/OPE/HEP/itudes/hsi.html">http://www.ed.gov/offices/OPE/HEP/itudes/hsi.html</a>
U.S. Department of Transportation	Historically Black Colleges & Universities (HBCUs) Entrepreneurial Training & Assistance	Aims to increase cooperation between HBCUs and small and disadvantaged businesses.	<a href="http://www.cfda.gov/static/p20907.htm">http://www.cfda.gov/static/p20907.htm</a>
	Hispanic-Serving Institutions Entrepreneurial Training & Assistance	Aims to promote cooperation between Hispanic-serving institutions of higher education and their communities in order to diversify the career opportunities for Hispanic students.	<a href="http://www.cfda.gov/public/viewprog.asp?progid=668">http://www.cfda.gov/public/viewprog.asp?progid=668</a>
U.S. Department of Commerce/Economic Development Administration	Economic Development Technical Assistance (University Centers Program)	Designed to leverage the resources of colleges and universities to aid economic development projects.	<a href="http://www.cfda.gov/static/p11303.htm">http://www.cfda.gov/static/p11303.htm</a>
Corporation for National and Community Service	Learn & Serve America – Higher Education	Aims to strengthen the service learning infrastructure and programs of institutions of higher education. Must be an institution of higher education.	<a href="http://www.cfda.gov/public/viewprog.asp?progid=1413">http://www.cfda.gov/public/viewprog.asp?progid=1413</a>
	Planning & Program Development Grants	Funds projects that promote the ethic of service among Americans of all ages and backgrounds.	<a href="http://www.cfda.gov/public/viewprog.asp?progid=1416">http://www.cfda.gov/public/viewprog.asp?progid=1416</a>

### Other Funding Sources\*

Sponsor	Details	Website
The Fannie Mae Foundation: University-Community Partnership Initiative	Emphasis is on multidisciplinary approaches in partnerships between universities, government, CBOs, and the private sector.	<a href="http://www.fanniemae.foundation.org/ucpi/">http://www.fanniemae.foundation.org/ucpi/</a>
The Coalition of Urban and Metropolitan Universities	Funds projects designed to further understanding of unique contributions of urban and metropolitan universities.	<a href="http://www.oup.org/funding/urban.html">http://www.oup.org/funding/urban.html</a>

\* HUD Office of University Partnership (OUP) is currently updating this foundation guide to include a state-by-state list of foundations, as well. The updated guide will be available on the OUP website sometime in 2002. For the most recent available guide, visit <http://www.oup.org>.

## Appendix D. College, University, and Related Trade Organizations

	Organization	Web address
1	American Association for Higher Education	<a href="http://www.aahe.org">www.aahe.org</a>
2	American Association of College Registrars and Admission Officers	<a href="http://www.aacrao.org">www.aacrao.org</a>
3	American Association of Community Colleges	<a href="http://www.aacc.nche.edu">www.aacc.nche.edu</a>
4	American Association of State Colleges and Universities	<a href="http://www.aascu.org">www.aascu.org</a>
5	American Council on Education	<a href="http://www.acenet.edu">www.acenet.edu</a>
6	American Educational Research Association	<a href="http://www.aera.net">www.aera.net</a>
7	Association of American Colleges and Universities	<a href="http://www.aacu-edu.org">www.aacu-edu.org</a>
8	Association of American Universities	<a href="http://www.aau.edu">www.aau.edu</a>
9	Association of College Administration Professionals	<a href="http://www.acap.org">www.acap.org</a>
10	Association of Governing Boards	<a href="http://www.agb.org">www.agb.org</a>
11	Association of Higher Education Facilities Officers	<a href="http://www.aapa.org">www.aapa.org</a>
12	Association of University Research Parks	<a href="http://www.aurpp.org">www.aurpp.org</a>
13	College and University Personnel Association	<a href="http://www.cupahr.org">www.cupahr.org</a>
14	Council of Graduate Schools	<a href="http://www.cgsnet.org">www.cgsnet.org</a>
15	Council of Independent Colleges	<a href="http://www.cic.edu">www.cic.edu</a>
16	Educational Resources Information Center	<a href="http://www.eriche.org">www.eriche.org</a>
17	National Association of College and University Attorneys	<a href="http://www.nacua.org">www.nacua.org</a>
18	National Association of College and University Business Officers	<a href="http://www.nacubo.org">www.nacubo.org</a>
19	National Association of Independent Colleges and Universities	<a href="http://www.naicu.edu">www.naicu.edu</a>
20	National Association of State Universities and Land-Grant Colleges	<a href="http://www.nasulgc.org">www.nasulgc.org</a>
21	National Association of Workforce Development	<a href="http://members.aol.com/nawdp">members.aol.com/nawdp</a>
22	National Center for Education Statistics	<a href="http://www.nces.ed.gov">www.nces.ed.gov</a>
23	New England Board of Higher Education	<a href="http://www.nebhe.org">www.nebhe.org</a>
24	Seedco and the Non-Profit Assistance Corporation	<a href="http://www.seedco.org">www.seedco.org</a>
25	State Higher Education Executive Officers	<a href="http://www.sheeo.org">www.sheeo.org</a>





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