



FEDERAL
RESERVE
BANK
of ATLANTA

ANCHOR INSTITUTION STRATEGIES IN THE SOUTHEAST

Presentation for: Federal Reserve Bank of Cleveland
Policy Summit on Housing, Human Capital, and Inequality

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The views expressed are my own and do not necessarily reflect those of the Federal Reserve Bank of Atlanta or the Federal Reserve System.

OUTLINE OF PRESENTATION

1. The Anchor Model
2. The Southeast: Adapting the Model in a New Context
3. Case Studies
 - a. Employment
 - b. Procurement
 - c. Real Estate
4. Conclusion

THE ANCHOR MODEL

- ❑ Eds + Meds
- ❑ Business case/New Business models
- ❑ 3 “Verticals”:
 - Employment
 - Procurement
 - Real Estate
- ❑ Place-based



Emory University Hospital Midtown
Source: Pickard Chilton, Work

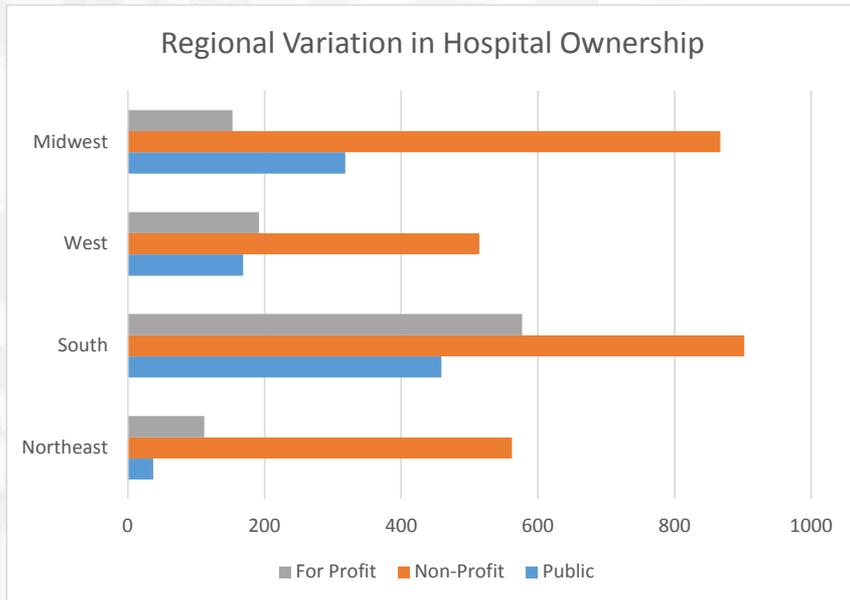


Tulane University, New Orleans, LA
Source: LinkedIn

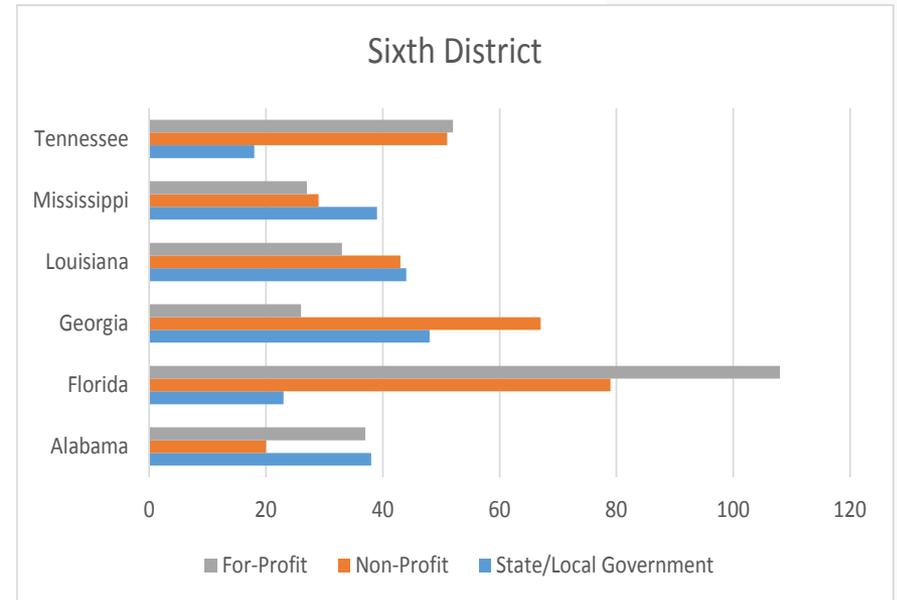
The Southeast: Adapting the Model in a New Context

Variation in ownership

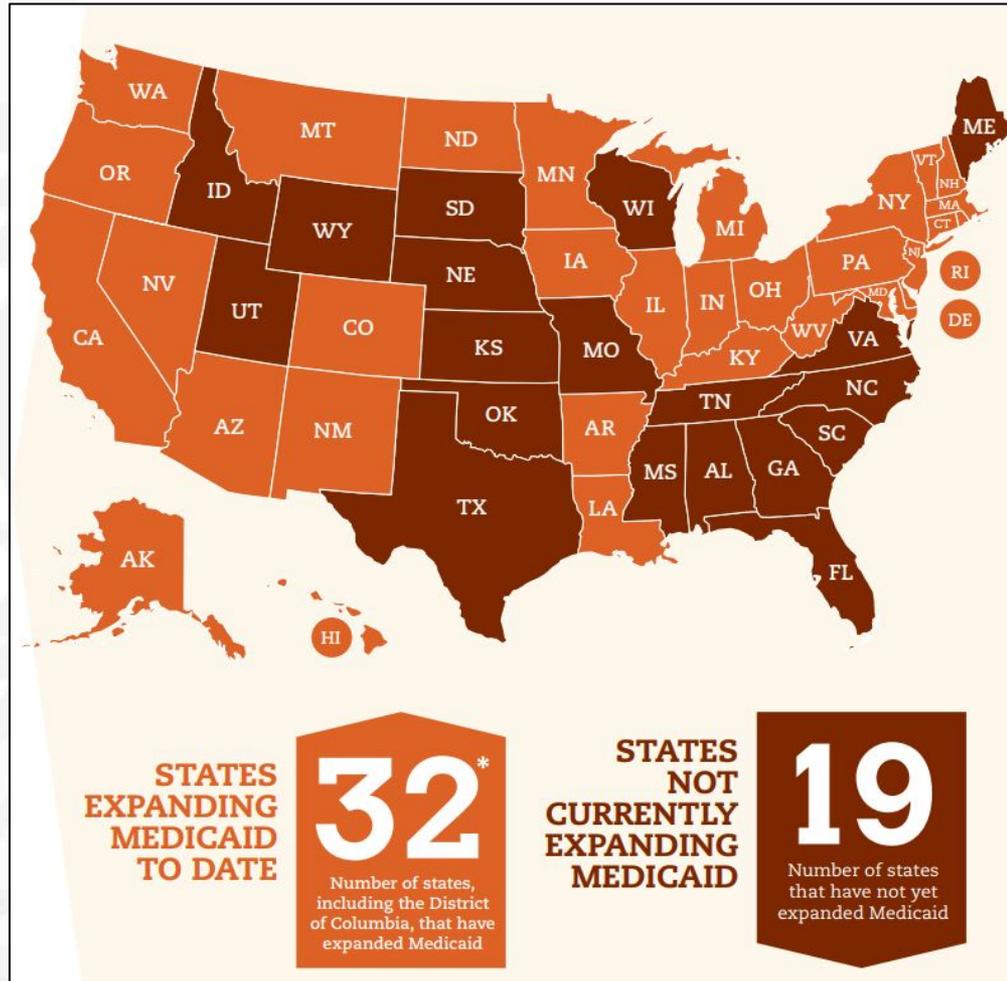
By census region



In the Southeast



Affordable Care Act Expansion



Source: FamiliesUSA

Colleges Per Capita

4-Year Colleges per 10,000 Residents (2015)			
Rank	State	Total Colleges	Colleges per 10,000 Residents
1	Vermont	23	0.37
2	District of Columbia	18	0.27
3	South Dakota	19	0.22
4	North Dakota	15	0.2
5	Nebraska	30	0.16
6	Maine	21	0.16
7	Massachusetts	103	0.15
8	New Hampshire	20	0.15
9	Iowa	46	0.15
10	Minnesota	80	0.15
11	Kansas	42	0.14
12	Missouri	85	0.14
13	West Virginia	25	0.14
14	Pennsylvania	162	0.13
15	New York	237	0.12
16	Wisconsin	67	0.12
17	Ohio	134	0.12
18	Kentucky	51	0.12
19	Tennessee	73	0.11
20	Indiana	72	0.11
21	Oklahoma	42	0.11
22	Montana	11	0.11
23	New Mexico	22	0.11
24	Rhode Island	11	0.1
25	Utah	31	0.1

4-Year Colleges per 10,000 Residents (2015)			
Rank	State	Total Colleges	Colleges per 10,000 Residents
26	South Carolina	50	0.1
27	Oregon	41	0.1
28	Virginia	85	0.1
29	Illinois	122	0.1
30	Colorado	50	0.09
31	Hawaii	13	0.09
32	Idaho	15	0.09
33	Connecticut	32	0.09
34	Alabama	43	0.09
35	Arkansas	26	0.09
36	Washington	61	0.09
37	North Carolina	82	0.08
38	Georgia	83	0.08
39	Alaska	6	0.08
40	Florida	160	0.08
41	Michigan	74	0.07
42	Delaware	7	0.07
43	Louisiana	34	0.07
44	Arizona	48	0.07
45	California	270	0.07
46	Mississippi	19	0.06
47	Maryland	38	0.06
48	Nevada	17	0.06
49	Texas	155	0.06
50	New Jersey	50	0.06
51	Wyoming	2	0.03

Source: U.S. Dept. of Education, Integrated Postsecondary Education Data System (IPEDS)

Takeaway: Fewer colleges, per capita

Share of Public Colleges

4-Year Public and Private Colleges (2015)				
Rank	State	Private Colleges	Public Colleges	Share of Public Colleges
1	North Dakota	6	9	60%
2	Montana	5	6	55%
3	West Virginia	12	13	52%
4	Alaska	3	3	50%
4	Louisiana	17	17	50%
4	Wyoming	1	1	50%
7	Washington	35	26	43%
8	Arkansas	15	11	42%
9	Mississippi	11	8	42%
10	New Mexico	13	9	41%
11	Oklahoma	25	17	40%
12	Maine	13	8	38%
13	Maryland	24	14	37%
13	South Dakota	12	7	37%
15	Nevada	11	6	35%
16	Georgia	54	29	35%
17	Alabama	29	14	33%
18	Hawaii	9	4	31%
19	Texas	108	47	30%
20	New Hampshire	14	6	30%
21	Delaware	5	2	29%
22	Connecticut	23	9	28%
23	Colorado	36	14	28%
24	Pennsylvania	118	44	27%
25	Ohio	98	36	27%

4-Year Public and Private Colleges (2015)				
Rank	State	Private Colleges	Public Colleges	Share of Public Colleges
26	Idaho	11	4	27%
27	New Jersey	37	13	26%
27	South Carolina	37	13	26%
29	Michigan	55	19	26%
30	Florida	122	38	24%
31	Nebraska	23	7	23%
32	Utah	24	7	23%
33	Oregon	32	9	22%
34	Vermont	18	5	22%
35	Wisconsin	53	14	21%
36	Arizona	38	10	21%
36	Indiana	57	15	21%
38	North Carolina	66	16	20%
39	Kansas	34	8	19%
40	New York	192	45	19%
41	Virginia	69	16	19%
42	Rhode Island	9	2	18%
43	Kentucky	43	8	16%
44	Missouri	72	13	15%
45	Minnesota	68	12	15%
46	Tennessee	63	10	14%
47	Massachusetts	89	14	14%
48	California	235	35	13%
49	District of Columbia	16	2	11%
50	Illinois	110	12	10%
51	Iowa	43	3	7%

Source: U.S. Dept. of Education, Integrated Postsecondary Education Data System (IPEDS)

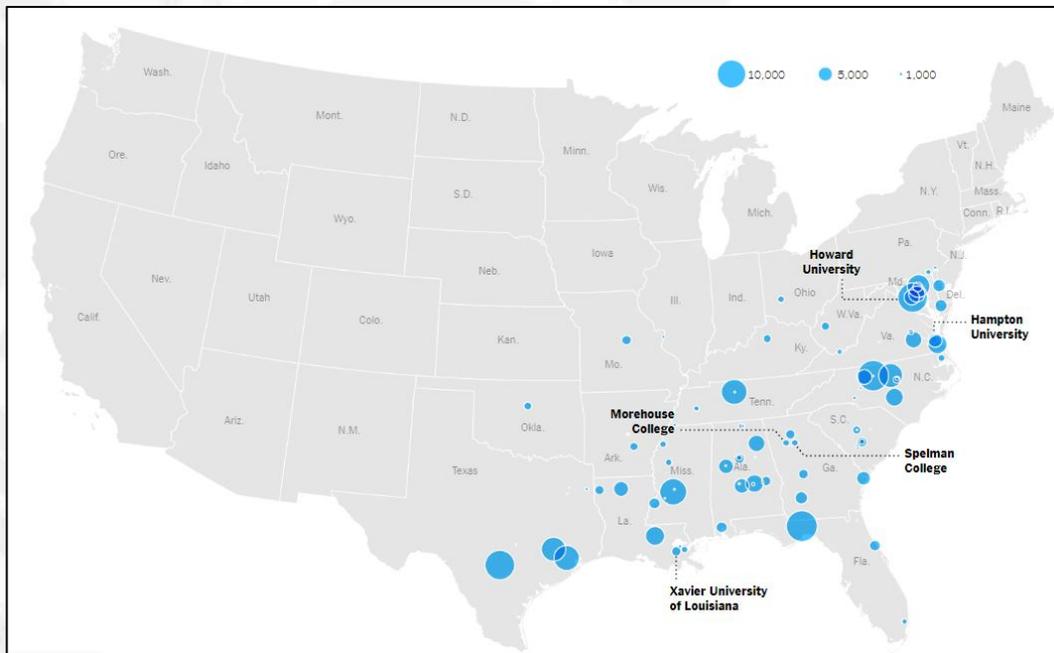
Takeaway: Fewer private colleges and more public colleges

Median Endowment

Region	Median Endowment (in \$000)	Number of Schools
Northeast	\$1,746,962	33
Southeast	\$1,383,981	29
Midwest	\$2,239,646	20
West	\$1,894,301	10
National Median	\$1,658,635	92

Source: National Association of College and University Business Officers and Commonfund Institute

Historically Black Colleges & Universities



Source: The New York Times



Spelman College – Atlanta, GA
Source: Spelman College Twitter



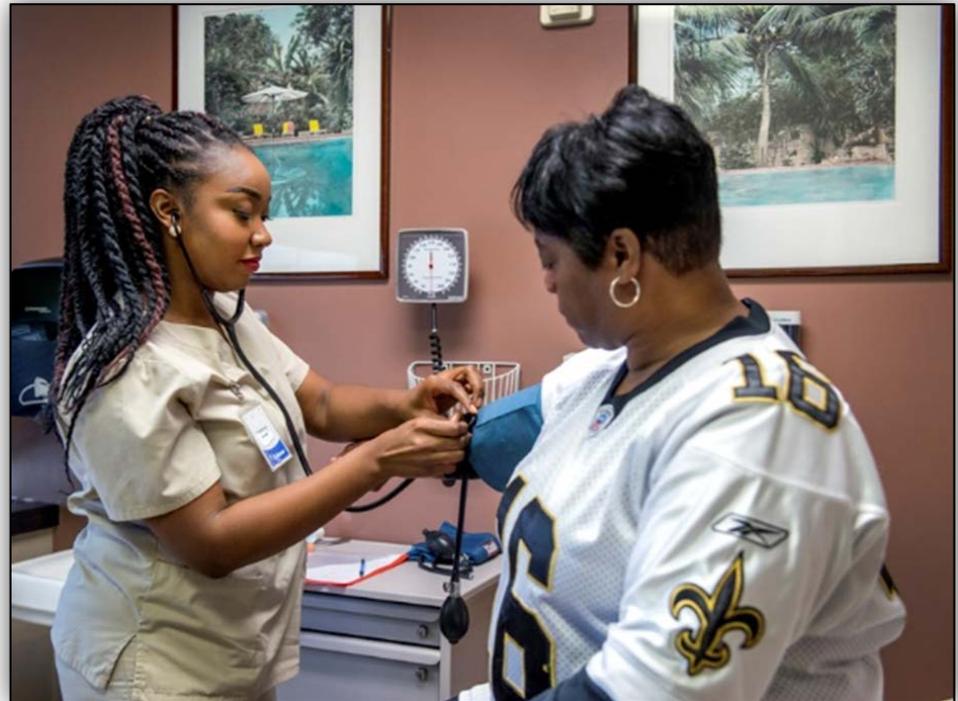
Xavier University – New Orleans, LA
Source: Xavier University: The Full Story

Case Studies

- ❑ Largest employer in New Orleans (>14,000)
- ❑ Entry Level
 - MA Program (+100 people, 94% retention)
- ❑ Career Pathways
 - MA Program (+400 people)
 - Registered Apprenticeship



- ❑ Place-based vs. People-based
- ❑ The potential for bottom up leadership
- ❑ Partners
- ❑ HR as a cost center



❑ New Orleans Anchor Table

- Mayoral leadership
- Supports for small businesses
- Bridging social capital

❑ Atlanta's Better Life Growers

- Community Foundation leadership
- Pre-Commitment Letters
- Funding Delays



Hollygrove Market and Farm – A New Orleans Small Business
Source: Business Insider

- ❑ Can be very slow.
- ❑ Leadership buy-in does not necessarily lead to results.
- ❑ Importance of ecosystem and supports.



Source: University of Wisconsin System

- ❑ Leveraged \$6mil in community benefit spending.
- ❑ Move to a “housing first” model.
- ❑ Housed 100 families/individuals.
- ❑ Created a new supportive housing facility.



Florida Hospital – Orlando, FL
Source: HuntonBrady Architects



Wayne Densch Center – Orlando, FL
Source: Orlando Sentinel

- ❑ Capacity Builder
- ❑ Community Infrastructure



Florida International University (FIU) School of Hospitality – Commercial Kitchen
Source: Nibletz

Questions? Comments?

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