

enlight

Syracuse University

Community Investment Current State Report

October 2017

Community Investment Is Authentic To Syracuse University And Central To The Academic Mission

Contributing intellectual capital and resources to mutually benefit the University and the community is a longstanding practice at the University. Syracuse University's current community investment efforts embody that legacy, dating back to 1970 when the Bernice Wright Nursery School was launched.ⁱ A wide range of investments have emerged in the years since.

Community investment is central to the University's academic mission because it supports experiential learning, broadens student horizons and engages students in addressing societal needs in an impactful way. Experiential learning is embedded in the University's curriculum across every school and college because it enriches the learning experience and better prepares students for post-graduate success. Strong ties to the community create experiential learning opportunities that also benefit community organizations that are involved. Michele Wheatly, the University's Vice Chancellor and Provost, notes that community investment helps the University educate students so they understand what "community" really is.^{ii,iii}

Figure 1: Syracuse University Vision, Mission and Academic Strategic Plan Themes^v

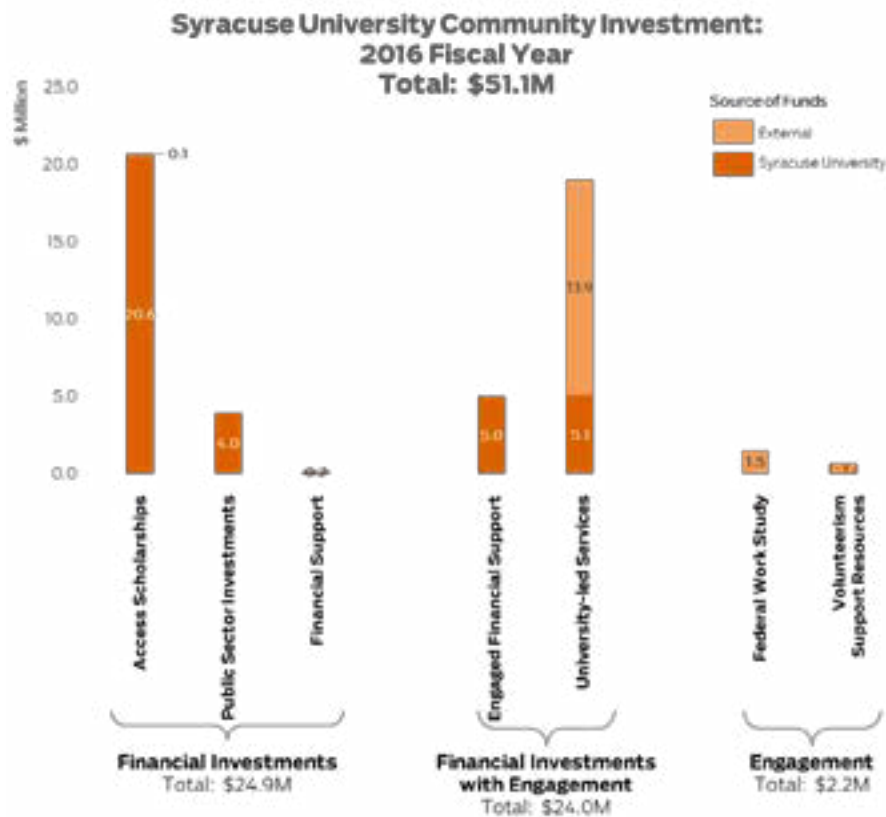


Annually, The University's Community Investment Is Significant

Syracuse University's community investment includes financial investments, the engagement of students, faculty and staff and investments that combine both of both the financial and engagement components. In 2016, the University's community investment totaled more than \$50M in financial investments plus countless hours of engagement of students, faculty and staff. The investments are summarized in the figure below.

Figure 2: Syracuse University's Community Engagement Efforts with Fiscal 2016 Financial Investments v, vi, vii, viii, ix, x, xi, xii

Syracuse University's Community Engagement Efforts					
Financial: \$51.1M					
Engagement: >260K hours					
Financial Investments	\$24.9M	Financial Investments with Engagement	\$24.0M	Engagement	\$2.2M
Regional Access Scholarships	\$20.7M	Engaged Financial Support	\$5.0M >10K hrs	Intellectual Contributions	>50K hrs
Public Sector Investments	\$4.0M	University-led Services	\$19.0M >50K hrs	Federal Work Study	\$1.5M >100K hrs
Financial Support	\$0.2M			Volunteerism	\$0.7M >50K hrs



Regional Access Scholarships
 NY State HOEP
 Say Yes – Syracuse & Buffalo
 Haudenosaunee Promise
 Tuition Credits for Local Agencies
 Syracuse University ESF Grant
 Syracuse University Yellow Ribbon Match
 Misc Syracuse University Scholarships (5)
 Misc University College Scholarships (14)

The *purely financial* components of the University's community investment efforts serve multiple purposes. The scholarships provide inclusive access to underrepresented populations. The public sector investments include payments in lieu of taxes and the operation of shuttle buses for use by both University stakeholders and residents. Financial support includes sponsorships of and event attendance for local non-profits.

The efforts that combine *financial investments with engagement* include both financial investments and the structured contribution of the intellectual capital of students, faculty and staff. Examples of structured engagement include experiential learning, field experience, internships and the operation of University programs. Engaged financial support represents investments in local non-profits and third-party community organizations as well as the operation of university-led services. University-led services are managed by the University and provide benefits to both the University and the community.

Engaged Financial Support
 to local non-profits and
 community organizations
 Syracuse Stage
 Near West Side Initiative
 Community Folk Art Center
 On Point for College
 Light Work Community Darkroom
 Say Yes to Education
 The Stand
 Talent Agency
 Point of Contact

University-led Services

IVMF and OVMA Bernice M. Wright Child Development Lab School LaCasita Burton Blatt Institute Syracuse University Arts Engage	Getbie Clinic Imagining America South Side Innovation Center Urban Video Project Democratizing Knowledge	South Side Initiative Intergroup Dialogue WISE Community Initiatives in Visual Arts Photography and Literacy Project
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The *pure engagement* investments include intellectual contributions such as structured experiential learning, field experience and internships; Federal Work Study and volunteerism of both individuals and groups of students, faculty and/or staff. It is currently difficult to measure the magnitude of intellectual contributions because much of the activity is organized and managed by individual faculty, departments or schools. However, experiential learning, field experience and internships are utilized extensively throughout the University. The Federal Work Study investment represents the portion of student workers who are placed in community organizations. In 2016, the University devoted more than 35% of its Federal Work Study allocation to community organization, which far exceeds the federal requirement of 7%. The University's volunteerism includes both structured programs organized by University staff and organic efforts driven by individuals or groups of students, faculty and staff.

Volunteerism
 Coordinators
 The Mary Ann Shaw Center
 Office of Cultural Engagement
 Hendrick's Chapel

Syracuse University's Community Investment Is Mutually Beneficial To The University And The Community

The University benefits from its approach to community investment by attracting a more diverse student body, enhancing the student experience, increasing faculty engagement and building stronger community ties. The direct financial contributions, in some cases, likely enable these benefits.

The Syracuse community reaps benefits as well, through access to an affordable education; infrastructure support; access to high quality services; economic and community development; arts and culture assets and support for community organizations. Access to education is improved through scholarships for underserved populations and through the investment in the community's PK-12 schools. The University's public sector investments support infrastructure improvements, such as enhanced public transportation, which all residents can enjoy. University-led services provide high quality services for community members. Many of Syracuse University's community investments target economic and community development in specific neighborhoods and/or arts and cultural experiences throughout the community. Other investments strengthen community organizations based on their individual needs and requests.

Figure 3: Financial Investment With Engagement Examples



The University's Current Approach To Community Investment Differs From Peers In Important Ways

Benchmarking of targeted regional and national universities revealed no 'playbook' for community investment. However, much can be learned from the approaches and experiences of others.

The University's approach differs from the national benchmarks in four important ways:

1. **Financial Investments:** unlike the University, the benchmark universities do not make significant financial investments in multiple community organizations
2. **Coordination:** while many benchmarks have decentralized community investment efforts, designated individuals are responsible for connecting the dots across the university
3. **Support resources:** the benchmark universities use teaching assistants, student fellows, faculty fellows and other approaches to support community investment efforts
4. **Scholarships:** unlike the University, the benchmark universities do not consider access scholarships to be part of their community investment efforts



A One University Approach Will Increase Impact For Both The University And The Community

Establishing a One University approach to community investment to improve alignment, effectiveness, accountability and sustainability would benefit both the University and the community. Alignment with the Academic Strategic Plan can be improved in two ways: 1) establishing a longer-term plan for community investment based on the themes and goals in the Academic Strategic Plan and 2) evaluating the fit of existing community investments to understand how they currently align with (or could align with) the Academic Strategic Plan themes and goals.

Effectiveness can be improved by collecting and analyzing impact and involvement data for each initiative and coordinating support resources to ensure consistency and to apply best practices across the full-range of University efforts. This approach will ensure that the total value of SU's community investment is much greater than the sum of its decentralized parts, magnifying impact for the University stakeholders and the community.

Improving accountability ensures that community organizations have a clear understanding of the terms and expectations of the University investment and allows the University to provide oversight and to evaluate the success of the investment. Improved accountability will strengthen the partnerships between the University and the community organizations and enable both parties to be proactive in supporting each other's goals and success.

The University and its partners must consider the sustainability of financial investments and engagement, especially when the recipient organization is heavily reliant on the University for operating support. Community organizations are more sustainable – and benefit from a broader base of community support – if they diversify their funding base. Expanding the funding sources for community organizations will strengthen the community organization's independence while leveraging the University's resources that generate reciprocal benefit for the University. Increased engagement of students, faculty and staff strengthens the sustainability of the University's investment in community organizations.

Methodology and Next Steps

This report was developed to document the current state of Syracuse University's community investment efforts. It is the first step in developing a new community investment strategy for the University. The objectives of the University's community investment strategy are to:

- **Refine and communicate the University's Community Investment Strategy:** Review the current strategy in the context of the new Academic Strategic Plan and Campus Framework; make the appropriate enhancements and proactively communicate it (internally and externally)
- **Encourage robust investments that pair financial contributions with action to increase impact:** Identify and share ways to improve both the University and community impact through multi-faceted investments that supplement any financial investments with the University's intellectual capital; these investments help the University advance the student experience, discovery and innovation
- **Seek opportunities to leverage investment:** Identify and partner with likeminded community resources that can mutually invest to maximize the overall impact
- **Document and report on the entire portfolio:** Aggregate information about the portfolio of community investments and periodically report (internally and externally) on the impact to both the University and the community

The current state documentation was compiled in two phases with oversight from four Syracuse University administrators. Phase 1 (August 2016-January 2017) included gathering initial financial data and conducting secondary research of benchmark peers. Phase 2 (February 2017-October 2017) included interviews with Syracuse University Deans and benchmark peers, data refinements, detailed analysis and report compilation.



About enlight

enlight is not a traditional consulting firm. We offer customized solutions to complex challenges. We help clients seize opportunities that bring immediate and sustainable value. We are a boutique firm with broad experience. We deliver measurable results with by employing a unique combination of analytical rigor, business acumen and close collaboration with the client to develop and execute a successful strategy.

We are uniquely positioned to help the University develop an authentic, robust and effective community investment strategy. Our higher education approach collaborates across key stakeholder groups and ensures a focus on student success as the central theme for aligning the interests and priorities of all stakeholders. In addition to our work with colleges and universities, we have designed and activated community investment strategies for foundations and companies. We also have a deep understanding of the types of community organizations that benefit from much of the University's community investment efforts. We have completed more than 70 engagements to help non-profits develop and implement strategies that increase impact and effectiveness.

Endnotes

- ⁱ “SU Archives: Chancellors of Syracuse University.” *Syracuse University*. N.p., n.d. Web. 26 Apr. 2017.
- ⁱⁱ “Michele Wheatly.” Personal interview. 23 Aug. 2017.
- ⁱⁱⁱ “Dan Lewis.” Personal interview. 23 Feb. 2017.
- ^{iv} Syracuse University Fast Forward Syracuse.” *Syracuse University*. N.p., n.d. Web. 07 Apr. 2017.
- ^v Carnahan, Cynthia Lynn. Community Data Request. N.p.: n.p., 13 July 2017. XLS.
- ^{vi} Carnahan, Cynthia Lynn. "RE: Quick Questions Re: Community Data." Message to the author. 11 Oct. 2017. E-mail.
- ^{vii} Tonniessen, Raymond M. Economic Impact Information. N.p.: n.p., 04 Aug. 2017. XLS.
- ^{viii} Lockwood, Pamela. *082516_FINAL Revised (Candace)2016 Payments to Sponsors.all University*. N.p.: n.p., 25 Aug. 2016. Xlsx.
- ^{ix} Tonniessen, Raymond M. "RE: Re:." Message to the author. 31 Aug. 2017. E-mail.
- ^x Tonniessen, Raymond M. "RE: Data Request Followup." Message to the author. 25 Sept. 2017. E-mail.
- ^{xi} Enlight. SU Community Investment Inventory 171020. N.p.: n.p., 20 Oct. 2017. XLS.
- ^{xii} Frasciello, Michael. “University College supported Community Programs.” Message to the author. 3 Mar. 2017.