

Central Corridor Anchor
Partnership

Pathways & Progress in Securing Regional Prosperity

2017 Annual Report



Executive Summary

EXECUTIVE SUMMARY

2017 HIGHLIGHTS

WORKFORCE (P.4)

- SUPPORTED 200+ SCRUBS CAMP ATTENDEES
- SUPPORTED 160+ COLLEGE C3 FELLOWS IN PAID, CAREER-RELEVANT JOBS

PROCUREMENT (P.12)

- PARTNERED THROUGH SODEXO TO BUY NEARLY 8,000 LBS OF FOOD FROM HMONG-AMERICAN FARMERS ASSOC.

TRANSIT (P. 17)

- OFFERED STEEP COLLEGE PASS DISCOUNTS

The Central Corridor Anchor Partnership is a group of colleges, universities, hospitals, and health care organizations located near the Green Line in Minneapolis – St. Paul. We use the term “anchor” in the context of a growing national and international awareness of the tendency of nonprofit institutions in education and healthcare: once established, we tend not to move, and therefore may play an important role in our local economies.

Each of our organizations has invested greatly in our physical infrastructure to serve our patients, students, and employees. In that sense we are anchored to the health, vitality, and growth of the neighborhoods around us.

The opening of the Green Line LRT provided us an organizing occasion to collaborate to:

- spend more of our procurement dollars with Central Corridor businesses,
- hire more residents from Central Corridor neighborhoods, and
- increase transit use by our students and employees.

We believe that these strategies will not only make our organizations stronger, but also bring more prosperity to the Twin Cities region.

Our Partnership presently includes Augsburg University, Bethel University, Fairview Health Services, HealthEast Care System, Metropolitan State University, Minneapolis Community & Technical College, Regions Hospital/ HealthPartners, St. Catherine University, Saint Paul College, the University of Minnesota, and the University of St. Thomas.

In 2018 we will expand to include financial services sector partners U.S. Bank and Wells Fargo.

The Central Corridor Anchor Partnership has broadly advanced in 2017 as we gain greater traction in our collaborative initiatives to hire more residents from Central Corridor neighborhoods, spend more procurement dollars with Central Corridor businesses, and increase transit use by our students and employees.



Workforce: Creating Pathways in 2017

Our goal is to achieve a workforce among our anchor institutions that is more representative of local communities along the Central Corridor in order to contribute to better local health outcomes, improved educational achievement, and increased household incomes.

In 2015, the Partnership exceeded its initial goal to boost the percentage of local residents in anchor institutions' workforce by five points – from 13% to 18% – in five years when it reached 19%. 2017 marked a continuation of our commitment to growing the local workforce at our partner institutions.

We launched the Nursing Initiative with an initial cohort goal of 16 nurses, providing scholarships, training and support to enable 2 year degree RN nurses employed at anchor partners to advance in their careers by earning a BSN degree.

In 2017, we entered into expansion plans for the C3 Fellows program and will introduce in 2018 a financial services career pathway that builds on our successful health careers pathway.

Through Scrubs Camp, we are exposing more high school students to a vision of college and a career in health care, moving college students into part-time entry level health care jobs, and crafting a pathway to build a nursing workforce that looks more like our patients. Our plans for 2018 include exploring further an expanded camp that serves middle school students as well as provides multi-week, in-depth offerings for high school students.

Scrubs Camp: Expanded Vision of College & Health Care Careers

Scrubs Camps, held annually each summer at Augsburg University and Saint Paul College, introduces high school students to a vision of college and health care careers. The majority of participants are low-income students of color. In 2017, CCAP partners Fairview, HealthEast, and Regions were actively involved in supporting the camps.

“This camp showed me how something so little and in a week can make a change in your life.”

-Augsburg Camp participant

The immersive camp includes a week of hands-on sessions with professionals on a college campus.

“This camp has opened up a bigger interest in the medical field for me. I loved every second of it.”

-Saint Paul College Camp participant

After the Augsburg camp, 93% of participants said that the camp helped them focus their future career goals, 83% said that spending time on a college campus helped them to visualize themselves at college, and 92% said that Scrubs Camp made them think more seriously about going

At a Glance:

Augsburg Camp

- 71 participants
- 66% on scholarship
- 60% youth of color
- 19% first generation college students
- 46% low-income qualifying households

Saint Paul College Camp

- 93 participants
- 50% on scholarship
- 52% youth of color
- 17% first generation college students
- 31% low-income qualifying households

to college. 97% responded that after attending the camp they could see themselves in the health care industry.

After the Saint Paul College Camp, 99% of participants said that the camp helped them focus their future career



“It broadened my horizons about what I want to be in the future. It opened many new doors to me.”

- Augsburg Camp participant

goals, 87% said that spending time on a college campus helped them to visualize themselves at college, and 90% said that Scrubs Camp made them think more seriously about going to college. 99% responded that after attending the camp they could see themselves in the health care industry.

Scrubs Camp in 2018

The Partnership is considering a modest expansion of Scrubs Camp in 2018 to include a middle school camp aimed at generating early interest in health care careers among younger students. In discussion for 2019 is an expanded high school camp.

Expansion would include camp offerings, including more in-depth sessions and robust science coursework, and camp duration of two to four weeks.



The plan for an expanded Scrubs Camp is supported by research demonstrating that getting students involved and interested in STEM through early out-of-school exposure to math and science and developing a sense of capability in

science and math significantly influences student choices to major in a STEM field in college.¹ Partners are eager to bolster this first phase of the Partnership's regionally recognized health care career pathway.

Partners will convene in early 2019 as a design group to develop a fundable plan for an expanded Scrubs Camp. Partners will also discuss ways to grow existing camps at Augsburg and Saint Paul College to include more participants.



¹ Wong, Xueli, *Why students choose STEM majors: Motivation, high school learning, and postsecondary context of support*. American Educational Research Journal 50, no. 5 (2013): 1081-1121.

C3 Fellows: Making the Connection to Relevant Professional Experience

The Central Corridor College (C3) Fellows program connects college students to health care providers located along the light rail Green Line to gain entry-level employment and necessary experience.



As of October 2017, over 250 C3 Fellows were working in relevant part-time or full-time positions. Fellows have received interviews and placements at Regions Hospital, Fairview Health Services, HCMC, and HealthEast. Most of these Fellows attend MCTC and Saint Paul College. Outreach about and recruitment for the program continues to grow at the four year partner colleges, Augsburg University, Metropolitan State University, and St. Catherine University.



C3 Fellows underwent significant transition in 2017, welcoming Clyde Brotherson as Program Director in summer 2017. Mr. Brotherson works under the program leadership of MCTC Dean of Health & Human Services Yvette Trotman. Throughout fall 2017, Mr. Brotherson connected with representatives on all five partner campuses and with employer partners. He continued to build relationships with career center staff at partner colleges and develop creative methods for increasing the visibility of C3 Fellows, including a promotional video that will be available to all college partners.

Financial Services Career Pathway

The Partnership welcomed new partners U.S. Bank and Wells Fargo into the Partnership in fall 2017. Beginning in 2018, the C3 Fellows program will grow to include a financial services career pathway modeled after the Partnership's successful health care career pathway.

C3Fellows in 2018

2018 will include further fundraising efforts to support C3 Fellows and the expanded phase of the program. Partners will also work to build a stronger C3 Fellows infrastructure presence on five campuses. This infrastructure will rely on graduate assistants with work-study funding, expanding and deepening key contacts at each campus with whom Mr. Brotherson works, hosting and participating in campus activities, creatively bringing greater visibility to C3 Fellows, and setting target nurse for recruiting at each campus.

For more information: c3fellows.org



Nursing Initiative: Connecting 2-year RN Nurses to Academic Resources

The Nursing Initiative launched in 2017 with support from the Otto Bremer Trust for sixteen 2-year degree RN degree nurses to pursue their RN degrees. The program supports racially and ethnically diverse RN nurses from the Central Corridor to earn BSN degrees.

Fewer persons of color obtain four year BSN degrees than two year RN degrees, and CCAP knows that the majority of health care job openings within the Central Corridor over the next five years will be for four year degree educated BSN nurses. Our health care partners know that patients respond better to health care service providers with shared cultural competency, and support this initiative to diversify their four year degree BSN workforce.



“The first thing that hospitals ask when you apply is if you have your BSN degree. I’m young - I have time and motivation to pursue a BSN. My goal is to finish my BSN and see how it goes, then possibly go on to get a master’s degree and become a nurse practitioner.”

-Dawit Tekle, Nursing Initiative participant

Metropolitan State University is serving as lead academic partner responsible for primary RN to BSN degree program coordination, submitting grant applications on behalf of the partners, and management of the program funds for this collaborative effort. Active CCAP partners in the Nursing Initiative include MCTC, St. Kate’s, Saint Paul College, Augsburg, Regions, HealthEast, and Fairview.

In fall 2017, seven Nursing Initiative participants enrolled in RN to BSN programs at partner colleges. Two more participants have committed to

beginning their programs in January 2018. Partners will continue to recruit nurses for the initial 16–nurse pilot cohort through April 2018.

Nursing Initiative in 2018

Partners aim to take the Nursing Initiative to 32–50 nurses in 2018. Goals include securing additional funding through grants, engaging nurses in an analysis of recruiting and obstacles, linking MCTC and Saint Paul College program 2–year RN students and graduates to the Nursing Initiative, and working with long term care partnerships to recruit for the Nursing Initiative.



Procurement: Buying Local

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Our goal is to create wealth in communities adjacent to the Central Corridor by focusing and aggregating the demand from the anchor institutions to local suppliers that employ and invest in the community. We seek to create or attract jobs to the Central Corridor by increasing the amount of local purchasing made by the anchor institutions by 5% between 2016–2018 while also creating cost savings over time for Anchors through collective procurement.

A Model for Local Procurement Progress

Since its formation in 2012, the Partnership’s procurement efforts have included local produce purchasing, buying from local appliance vendors, and contracting locally for window washing and snow removal. The Partnership has built a procurement toolkit that partners are applying within their own institutions to prompt systems changes that support greater local purchasing. Metropolitan State University is one CCAP partner making substantial strides toward building The Partnership’s local purchasing strategy into multiple elements of its institutional structure for buying goods and services.



Metropolitan State has made notable progress toward CCAP's Procurement Initiative to buy more locally and serves as a role model for other Partners.

The Partnership commissioned the initiative for a Competitive Inner City to conduct a demand analysis of all CCAP partners. The report helped Metropolitan State identify \$1.5 million in addressable spend. Metropolitan State set an institutional procurement goal of increasing its spending in the Central Corridor by 5%, equivalent to \$750,000, or about one-half of its current addressable spend.

Although the university has a relatively small spending footprint compared to other partners, its commitment to local procurement demonstrates that significant contribution is possible not through dollars alone but also by showcasing new ways to operationalize a commitment to community. The university has focused on this goal through its contracting for catering services, campus food services, and janitorial services. Consideration of community benefits is now a part of Metropolitan State's contract proposal review, included as a section in the university's vendor application.

Some of Metropolitan State's procurement activities have been driven specifically by the ICIC report, the timing of which allowed the University to think about who provided its contracting services at the time of contract renewal. CCAP partner institutions have access to data specific to their institutions and can conduct the same procurement analysis to further the Partnership's collective impact and tilt the scales toward greater local spending.

HealthPartners has also focused on strategies to shift spend to local vendors. In 2017 it contracted with a Central Corridor-based woman owned business to provide food service at its new Neuroscience Center.

Successful Conclusion to Inclusionary Contracting Project

Augsburg University made significant progress in focusing its procurement on Central Corridor vendors through a new inclusionary contracting policy.



The Partnership adopted this policy in 2014 with a goal of having private institutions include goals to use local and/or minority, women, or veteran-owned firms for 10% of project costs in capital projects over \$250,000.

Augsburg's new Hagfors Center for Science, Business and Religion was the first to implement this policy and exceeded the 10% goal by spending 18% of total project cost with Central Corridor or minority- or women-business enterprise vendors.



One woman-owned vendor, Twin Cities Glass, received a \$3 million contract for this project, enabling it to hire more workers from the corridor. The experience of being hired for a significant portion of a capital project lead to additional contract opportunities for the woman-owned firm.

Local Food Purchasing with Sodexo

Earlier in 2017, HealthEast took advantage of a new contract with its food supplier Sodexo to connect the national food services corporation with The Good Acre, a local food hub adjacent to the Central Corridor.



This innovative connection helped set off a chain recreation among CCAP health care partners interested in securing regional prosperity through increasing spend with local businesses, and may promise longer term local spend opportunities for other CCAP partners. Health care partners have an opportunity to shift 5% of spend to local vendors and producers through this model of working with large food supply companies on strategic procurement.



Regions/HealthPartners and Fairview are working to purchase more local produce through Sodexo, enabled through Sodexo's partnership with The Good Acre. The local food hub sub-contracts with around 40 immigrant, low-income, and independent farmers each season, including the Hmong American Farmers Association.

The Good Acre, working as a broker of sorts, supplied Sodexo with two peak-season vegetables per month during the 2017 growing season. Sodexo purchased over 8,000 pounds—approximately \$20,000—of local produce.

Procurement in 2018

Over the past few years the Partnership has learned that it must go beyond adding transparency to the procurement process and establishing institutional goals in order to achieve sustainable, scalable economic impact through buying local. In 2018, partners will shift some of their focus to identifying opportunities with local and minority owned business enterprise suppliers, and then helping those suppliers anticipate and prepare for scaling up to meet the demand from CCAP partners. In addition, each institution will seek to establish a set of one-year action steps to drive institutional spend to the central Corridor. These efforts are aimed at achieving the three year goal of shifting 5% of institutional addressable spend to the Central Corridor.



Transit: Growing a Culture of Transit Use

Our goal is for our employees and students to fully utilize the Green Line and other transit to connect to economic opportunities. We seek to increase transit use among anchors by 5% in five years through improved transit pass options and increased transit marketing and outreach.

College Partners

In 2017, Metro Transit offered discounted College Passes for incoming students at partner colleges to increase transit ridership among their students. The 2017 College Pass Initiative advanced the Partnership's overall goal of increasing collective transit ridership among partner institution students and employees. College partners Augsburg, MCTC, St. Kate's, and St. Thomas all increased the number of College Passes sold in Fall 2017 compared to Fall 2016.



Employer Partners

In 2017, partners continued to work with Metro Transit to encourage employer partner employees to participate in MetroPass. Augsburg, Regions/HealthPartners, University of Minnesota Medical Center/Fairview, the University of Minnesota, and St. Thomas all increased MetroPass participation compared to 2016.

Transit in 2018

In early 2018, college partners will convene to discuss and plan their transit pass request to Metro Transit. Early promotion of the selected program during summer and fall 2018 will encourage greater Metro Transit use by college students. The Partnership will continue to work with Metro Transit to offer passes at community colleges.

2018 will bring renewed focus on last mile connections to the Metro Transit Green Line from partners located further away from transit options. Partners will continue to encourage Metro Transit to augment signage, maps, and kiosks showing connections from partner institutions to the Green Line.

