

CENTER FOR



FOR



SHARED

ANNUAL REPORT 2021

PROSPERITY

Carnegie Mellon University

Preface

Welcome to the inaugural annual report of the Center for Shared Prosperity. With the completion of our first year's activities, we are pleased to describe successes and challenges alike, in the hope that we can demonstrate the values of transparency and inclusiveness that are at the heart of the Center's long-term vision. Looking back at this year of beginnings, there is one major pattern of achievement at the heart of every success we can describe, and that is about forging new social connections. Throughout this first year, nascent efforts at the Center have succeeded in growing and gaining traction because they have forged authentic relationships between people— between students, staff and faculty at Carnegie Mellon; and also between CMU individuals and persons throughout Southwestern Pennsylvania. These relationships are built on a foundation of mutual trust, patience and shared values. We hope that this is the undergirding that provides the right pathway for the Center to be truly valuable to our greater community for decades to come.

A second major attribute of our first year is the structural development of practice. We have engaged, in every project, with an effort to create organizational and procedural structures that can make our successes sustainable, and that help explicitly document our practices so that they may be shared with other anchor institutions in Pittsburgh and well beyond. To that end, this report contains charts and diagrams, because these visual aids systematize and capture our organizational innovations that are core to the ability to push on levers of change efficiently and effectively.

In this introduction we also wish to warmly acknowledge those who have helped to make the Center for Shared Prosperity a reality. Warner Hall's leadership at Carnegie Mellon took this idea from a pitch to a fully funded institution with purview across our University. Dietrich College of Humanities and Social Sciences hosts our administrative operations, providing a host of logistical support and home services essential to our functioning. Community partners around us have given us the room to engage with them, in some cases offering their time on a weekly basis for the Center Community Committee, for months at a time. Even with an historical context that creates pause, these community members and organizations have taken our joint efforts at face value, have made it their own, and have turned an idea into a series of platforms and projects that embody the ambition to truly reimagine and reengineer a prosocial relationship between the Academe and our community, to the end of dismantling structural barriers to equity and justice.

Finally, the Center for Shared Prosperity now boasts four full-time staff: Marlene Williams, Jay Manning, Jessica Kaminsky and Jordan Mroziak. These four individuals have bet their careers on this new effort and jumped in with their hearts and minds. CSP cannot exist without their work- indeed it is the staff that embody, represent and shape CSP at its core.

In closing we hope you find this annual report to be approachable, informative and a tangible realization of our efforts to have transparency be at the heart of all that we do.

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CENTER FOR SHARED PROSPERITY

WHO ARE WE?

The Center for Shared Prosperity is born from efforts to reduce barriers to equitable prosperity in the Pittsburgh region while working to build healthier relationships between institutions and the communities of which they are a part. Collectively, we will work to build long-lasting, community-engaged projects that aim to dismantle systemic barriers that prevent equity and true shared prosperity in the Pittsburgh region. The Center for Shared Prosperity is an embodiment of Carnegie Mellon University's commitment to adding a Fourth Pillar to the University's mission - Research, Education, Economic Development, and now, Shared Prosperity.

OUR MISSION: The Center for Shared Prosperity (CSP) aims to dedicate the talents, energies, and innovation of the university and community to dismantle economic, cultural, social, and structural barriers of entry to move towards greater justice and equity through our principles of compassion, collaboration, and curiosity so that our Greater Pittsburgh Region can achieve shared prosperity.

OUR THREE FOCUS AREAS

CENTER COMMUNITY COMMITTEE (C3)

An advisory committee of individuals comprised of members from the Pittsburgh community, Carnegie Mellon University, and the Heinz Endowments will be tasked with identifying and implementing issue-focused projects with the agency and resources to design and launch specific pilot interventions.



CULTURAL TRANSFORMATION

CSP will co-develop programming and partnerships, both internally to CMU and externally, that pursue the Center's belief that Carnegie Mellon should be a humble neighbor to the people of Pittsburgh, and use our unique talents and privileged resources in service of our shared humanity. This includes providing learning opportunities for CMU faculty, staff, and students to engage with community partnerships built on trust and embeddedness, surfacing a truthful history of CMU's relationship to the community in service of accountability and growth, and fostering cohorts to collectively advocate for university decision-making that prioritizes community needs and interests.

REALIGNMENT OF INSTITUTIONAL PRACTICES AND PROCESSES

CSP will build on the university's processes and policies to support faculty, staff, and students as they use their skills, their concerns, and their humanity to engage with the community. This includes expanding the definition of "impact" in faculty and staff review and promotion processes, expanding staff engagement and service, and seeding student research and service.

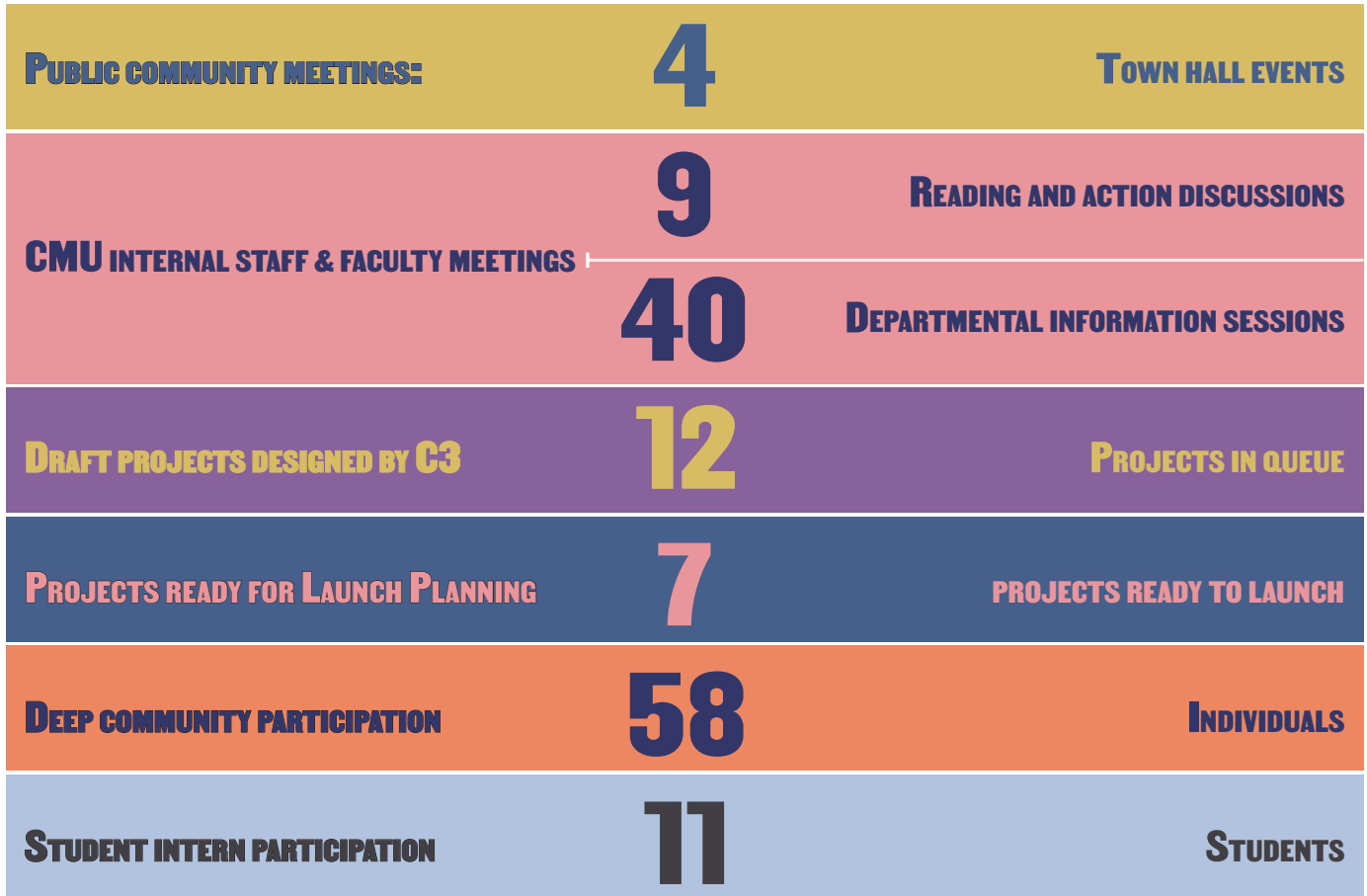


Visit us at www.centerforsharedprosperity.org

Executive Summary

This executive summary provides a quick overview of each major branch of Center activity, with greater detail in the following sections featuring specific efforts in order to provide context and depth.

These overview statistics can help to provide context on the scale of total effort in our inaugural year:



Governance

The Center reports quarterly to the Dean's Council, comprised of all Deans at Carnegie Mellon University. The Dean's Council provides direct strategic aid to CSP in developing a methodology around Reappointment and Promotion inclusion of equity and community work; establishing incentives for faculty to engage in the RFP process with Center projects; and creating space and authority for school staff to engage in Center activities and in community engagement more broadly.

While reporting to the Dean's Council in governance terms for whole-university efforts, the

Center sits within Dietrich College as its administrative home. The Dietrich Dean's Office provides all logistics, financial and staff support for payroll, contracting, procurement and space.

Full-time Center staff report to the Executive Director, who in turn has monthly meetings with Dietrich College Dean Richard Scheines.

Marlene Williams, our Operations Director, has enrolled in financial Oracle training, and is responsible for financial oversight of spending and budget for Center operations.

Staffing

Beginning within one month of the Center's inauguration, we conducted regional searches for full-time Center staff, including for an Operations Director; a Documentarian; and two Community Engagement Facilitators. All searches were completed within three months of launch, with four full-time staff hires who now comprise the full-time, fully loaded staffing of the Center. Formal staff reviews will be annually conducted, and staff are, each, leaders of significant bodies of work within the Center's purview, providing ongoing leadership and advancement opportunities for all. Internal professional development will be a continual, ritual part of our practice, and sections below describe professional development and leadership development activities for staff during CSP's first year.



Illah Nourbakhsh
Executive Director



Marlene Williams
Operations Director



Jessica Kaminski
Community Engagement Specialist



Jordan Mroziak
Community Engagement Specialist



Jarrion Manning
Multi-Media Documentarian

Roster of CSP Participants

Edith Abeta, Arts Excursion Unlimited
RaQueeb Bey, Black Urban Gardeners and Farmers of Pittsburgh Co-op
Rachel Burcin, CMU
Gina Casalegno, CMU
Laura Chu Wiens, Pittsburgh for Public Transit
Amil Cook, Propel Schools
Mark Dixon, Blue Lens
Helen Gerhardt, Pittsburgh Human Rights City Alliance
Daniella Greeman, CMU
Elaine Harris- Fulton, Wilkinsburg Family Support Center
Kristin Hughes, CMU
Alex Jackson, CMU
Rochelle Jackson, Black Women's Policy Agenda
Crystal Jennings, Penn Plaza Support and Action Coalition
Ayana Ledford, CMU
Mark Lewis, POISE Foundation
Sera Linardi, University of Pittsburgh
Melisa Martinez, CMU
Andrew McElwaine, The Heinz Endowments
Melanie Meade, Valley for Clean Air Now
Terri Minor Spencer, West End P.O.W.E.R
Wasi Mohamed, The Pittsburgh Foundation
Charlene Newkirk, CCAC
Lise Oguike, CMU
Monica Ruiz-Caraballo, Casa San Jose
Florence Rouzier, PACE
Terri Shields, JADA House International
Nico Slate, CMU
Guillermo Velazquez, Pittsburgh Hispanic Development Corporation
Taris Vrcek, McKees Rocks Community Development Corporation
Stan Waddell, CMU
NaTisha Washington, One Pennsylvania
Scott Wolovich, New Sun Rising
Jasiri X, 1Hood Media
Carol Hardeman, The Hill District Consensus Group
Jala Rucker, The Hill District Consensus Group
Brettney Duck, Catapult Greater Pittsburgh
Randall Taylor, East End resident/activist
Walter Harris, Resident
Patricia Johnson, Resident
Stephen Shandor, PIIN
Neoshe Jenkins, Resident
Dr. Floyd Jones, Y.E.S. Program
Carl Redwood, the Hill District Consensus Group
Pam Little-Poole
Anna Jensen, CMU
Denise Zellous, Director of Zellous Hope
Nicholas Murphy, CMU

Center Community

Committee

The Center Community Committee (C3) investiture process was a deliberate, community-sourced nomination activity throughout the greater southwestern Pennsylvania area beginning during January 2021. Nominations, garnered from community representatives, exceeded 80 individuals, and based on multiple-nominations of strong candidates, invitation letters and committee responsibility documents were sent to a first group of approximately 40 nominees. Illah met with 4 nominees at a time in one-hour meetings to set forward the goals of the Center and nominees' potential role in our work. Following these information sessions, which included details on responsibility and also on remuneration, 35 members agreed to serve in the first C3 cohort, committing to participation for 1.5 - 2 years. The C3 members are of diverse backgrounds, including residents, leaders of local nonprofits and members of dozens of neighborhoods. The Center Community Committee members are tasked with identifying and implementing issue-focused projects with the agency and resources to design and launch specific pilot interventions. C3 members are featured in subsequent portions of this annual report.

Community Engagement

Professional Development

The Center for Shared Prosperity has undertaken a cross-section of initiatives aimed at capacity-building with faculty, staff, and students. We had been intentional to engage in active listening sessions throughout the first months following launch to ensure that we avoid duplication of initiatives, create relationships with key audiences already engaged in community efforts, and foster a sense of genuine values-emulating approaches to working with external communities. The below list

summarizes internal community engagement professional development projects we have launched:

- **URO Community Based Research to Practice Grant** - We have designed and launched, in collaboration with the Undergraduate Research Office, a summer stipend-paying program in which students develop a research-to-practice project in partnership with local community-based organizations, with the goal that all projects must be for the prosocial benefit of our Greater Pittsburgh Region. Full funding enables selected students to stay in our region for the summer and work, full-time, on their research-to-practice project.

- **SLICE + CSP Module** - We have developed and released an online learning module for CMU student organizations co-designed with the Student Leadership, Involvement, and Civic Engagement Office to teach students about basic considerations of working with community partners. This work further develops capacity for numerous student organizations at CMU to engage productively together with communities.

- **Reading & Action (R&A)** - We developed a reading, discussion and action group process based on *In the Shadow of the Ivory Tower* (Davarian Baldwin). This project, in collaboration with University Libraries, interrogates archival materials from the CMU libraries in light of themes presented in the book (policing, land acquisition, taxes, etc.). Participants in this working group include students, staff, faculty and University administration (at the VP and other levels).

- **Real Estate (R&A Spin-Off Group)** - Based on the core R&A group conversations, a small subset has chosen to continue meeting regularly to learn more about CMU's master plan for real estate and development, to understand how existing practices may or may not align with R&A's goal of ensuring CMU is a "good neighbor" to the people of the Pittsburgh area.

- **Social Footprint Mapping** - In collaboration with Professor Davarian Baldwin, we have begun the process of using his prompts (the Social Footprint Map) to investigate internal university practices in hopes of creating data visualizations. Our hope is that this process and the accompanying data might then be replicated and translated to other university communities across the country as a form of public and institutional accountability.

- **Pittsburgh Summer Internship Program (PSIP) Placements** - PSIP is an extant, very successful student internship placement program funded and run by Dietrich College. We have funded a continuation of the program, and provided internship placements with local community organizations (WCDC, CAASI, etc.).

- **Equitable Procurement Practices** - In collaboration with the CMU Business Innovation Office (BIO), we are establishing protocols, communications, and evaluation metrics on how we might encourage internal purchasing agents to make use of local minoritized businesses so as to have a direct impact on the local economy in procurement of goods and services broadly across the University.

Though not exhaustive, these activities represent the breadth with which our efforts on community engagement learning have developed over the first year of operation. Again, we have been intentional in designing through a variety of lenses that adhere to core principles of external community engagement practices as supported by contemporary writings and research. These include, but are not limited to, emergent strategies, critical pedagogy, participatory action, design-justice, and inquiry-based learning.

Internal Professional Development

Leadership and learning pathways for full-time CSP staff is a core aspect of how we wish to create long-term growth in quality and capability for the Center. To this end, below are examples of internal professional development processes we have developed during this inaugural year:

- **Place-based Justice Networking Coaching Salons** - an on-line tool that provides strategies and practices to our capacity-building team.

- **INTERSECT @ CMU: Innovating a Sustainable Future for All** - CSP attended this learning and networking opportunity.

- **Campus Compact Supporting Engaged Faculty Development Communities of Practice** - CSP staff attend this ongoing workshop.

- **Community Engaged Scholarship** - CSP staff attend this University of Pittsburgh conference.

- **Program Management Professional: Boot Camp** - our Operations Director graduated from this course.

- **Financial Services Oracle Training** - our Operations Director graduated from this course.

- **Winter Agile workshop** - our Operations Director graduated from this course.

- **Staff Supervisory Awareness Training** - our Operations Director graduated from this course.

- **Leadership Mentorship program** - Our Operations Director engaged in a six month leadership mentorship program run by a Pittsburgh-based leadership coach.

Public Communication

Design

The process of telling the story of the Center for Shared prosperity takes many forms. We have been working hard in our first year to define the identity of CSP and how to share our journey. In our first few months

we explored alternative forms of a proposed web presence. To begin, we consulted our Center Community Committee to garner thoughts and feedback on what needs to be included on the site to properly express what CSP is and our goals. From this feedback, we managed to create a solid foundation for what has become www.centerforsharedprosperity.org.

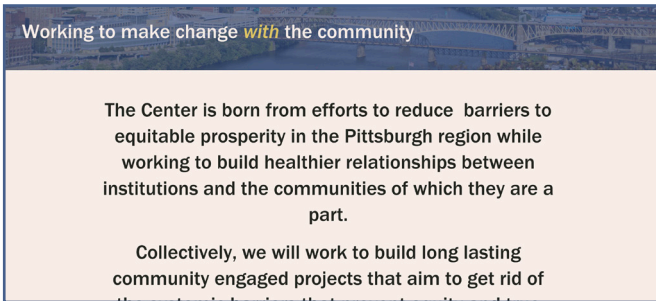


Image courtesy www.centerforsharedprosperity.org

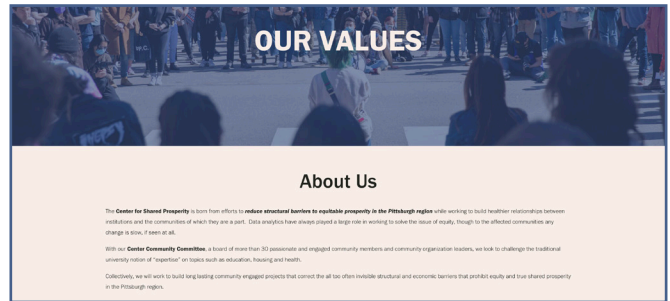


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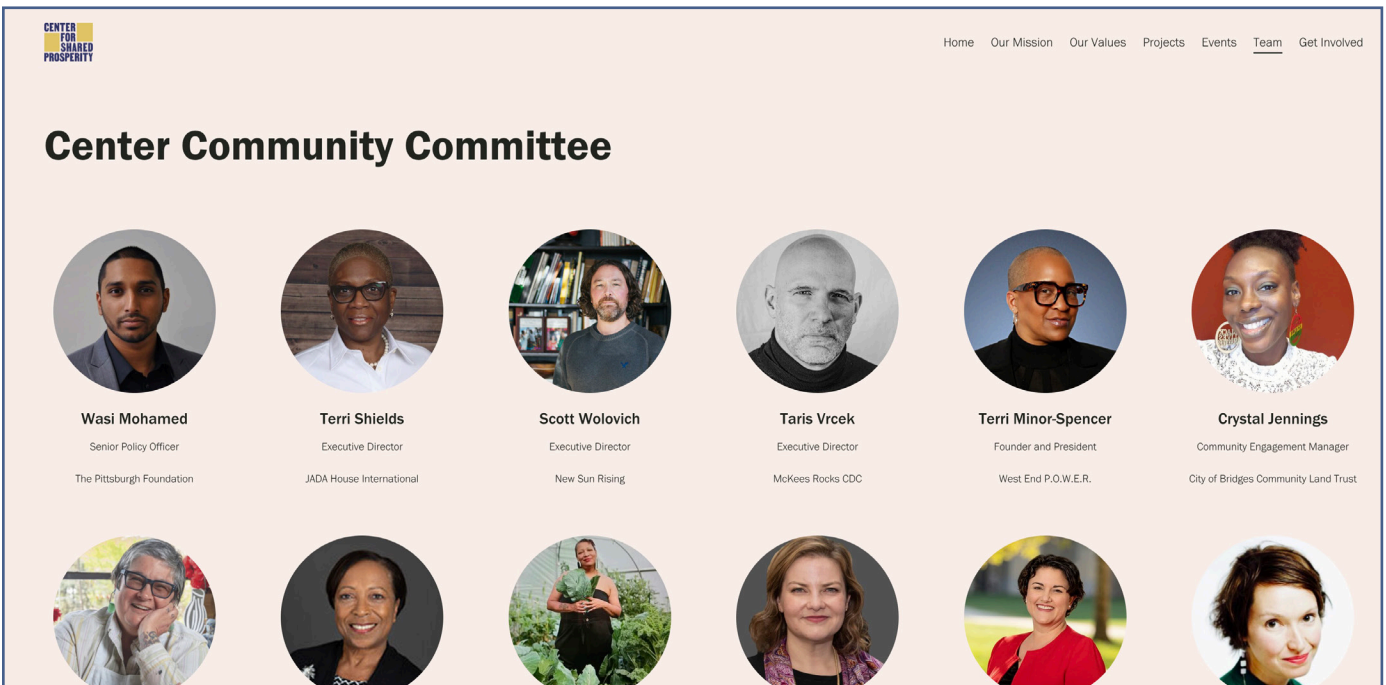


Image courtesy www.centerforsharedprosperity.org

The website is ever-evolving and continues to develop as needed to share participant information, project announcements and calls to action with the greater community.

Social Media

Our social media presence is still in its infancy, though it will see extensive development in 2022. C3 and launch committee member highlights, project launches and highlights from previous and upcoming events and media coverage will begin to populate our feeds. Social media will begin to become a driving force in providing information and updates about CSP and its journey. The Center already has active posts on Instagram, Twitter and Facebook.

Logo & Branding

We have an outstanding team of students interns, Yoshua Torralva and Langston Wells, who studied and created what has become one of the defining visual features of the Center for Shared Prosperity.

During the ideation phase, the committee wanted to make sure that this identity felt expressive, adaptable, and true to their roots as organizers in the community. We landed on striking a balance of a literal and abstract representation of activism through these discussions.

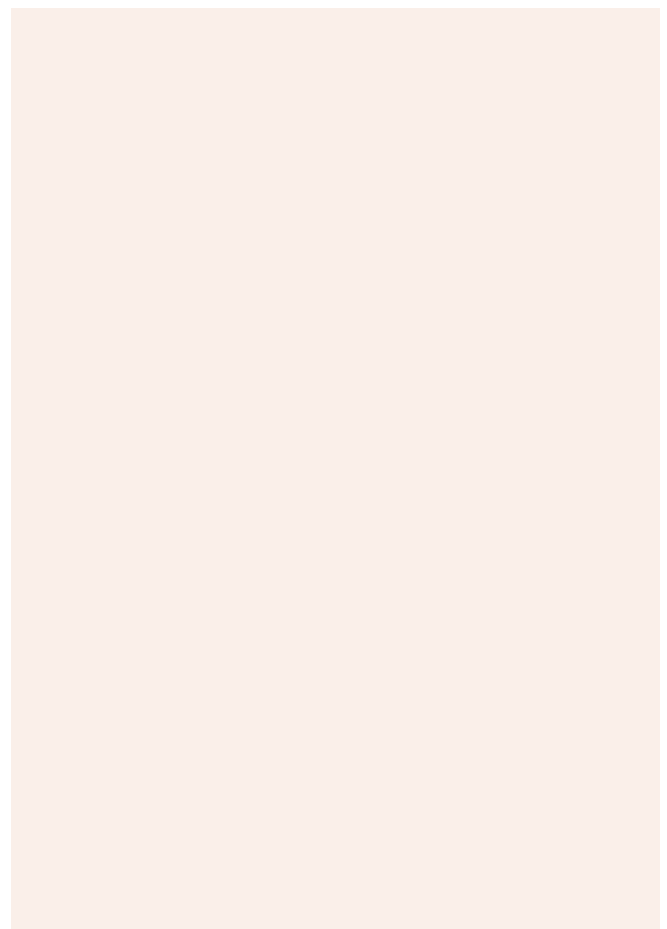
The typeface in the logo, called Martin, was inspired by protest posters used in the Memphis Sanitation Strike. The two rectangles contain a double meaning of being a poster and a redacted line—reclaiming it as a symbol for expression and making one’s own story. Aside from the primary colors, the secondary color palette is a set of vibrant colors that are inspired by construction paper used in making protest posters. Through these stylistic decisions, the entire identity can be physically replicated by using standard crafting stickers, glue, and paper. As a result, the identity is meant for everyone and can be made by everyone.

The CSP logo can be seen everywhere from our website to our presentations, and leaves room for flexible reconfiguration for titling and image presentation.

Documentation & Archiving

Our ambition is to tell the complete, structural story of CSP in a manner that empowers others to consider similar efforts nationally. To this end, multiple archival projects are led by our full-time Documentarian, Jay Manning:

- **C3 community background interviews:** these long-format interviews create full stories regarding context, motivations and aspirations.
- **CSP staff interviews:** long-format, ritual interviews create time to document reflections and evolutions in thought processes over time.
- **Visual organizational process design:** flowcharts of every aspect of project interrogation, launch planning and committee responsibilities create clearly elucidated process documentation that can be shared broadly.
- **Project documentation** enables the lifecycle of each project, from inception to execution and maturation, to be captured from the points of view of participants in the community and in the university.
- **Open archive architecture:** using Google Drive, enables all documentation and minutes to be stored in a fully sharable and searchable repository on-line that is backed up against failure.



Early Direct Engagement

The core three-part foundation of CSP remains: (1) realignment of motivations and incentive structures at CMU to create room for significant community engagement and equity work; (2) professional development at CMU to build capacity for equitable, peer-based community-oriented work; and (3) community-led interrogation, design and launch of projects that address structural barriers to equity in our region. Yet, the project side of the CSP side would take twelve months to move through community investiture to project start. In the meantime, COVID-19 presented absolutely critical needs for which the visualization and data analytics staff seconded to CSP were highly qualified to act. To that end, visualization and data analytics team members, in close collaboration with numerous city residents and community organizations, embarked on early, emergency direct engagements as described below throughout 2021.

Eviction Rapid Response engagement with the community

At the start of Covid-19, the Community Justice project immediately reached out to the Hill District Consensus Group (HDCG) and the Pittsburgh Hispanic Development Corporation (PHDC) to staff-up and coordinate with other community groups to provide equivalent eviction prevention and wrap-around services. The resource navigators were managed by HDCG and PHDC. And their services were both within the City of Pittsburgh and throughout Allegheny County. Moreover, their services included in-person housing court meditation and mutual aid services for adults and children. This is because we understood that helping people apply for rent/utilities relief funding would never be enough. As a result, the HDCG was able to build a safety net situation and create a force to be reckoned with in order to help low-income people avoid even more disparity despite the historical accomplishments of the sixties that still hasn't made a difference in their lives today.

The community organizations and vendors included:

- Take Action Mon Valley
- PURR
- Feed the Hood
- Rent Help PGH
- and many more..

Eviction Rapid Response engagement with the community

- Built system for tracking eviction cases in real time (CMU Create Lab)
- Supported stakeholder meeting groups in using that data to support tenants in preserv-

ing their housing in Allegheny, Bucks, Dauphin, and other PA counties (CMU Create Lab/Rent Help PGH)

- Provided direct outreach to tenants by texting, calling and in-person (HDCG, PHDC, and additional community resource navigator/stakeholders)
- Supported data and materials preparation for in-person court watching (CMU Create Lab) and support of tenants at hearings (HDCG and PURR)
- Data preparation and presentation for data understanding (CMU Create Lab) and advocacy at biweekly cohort meetings and other stakeholder meetings and events. However, the community resource stakeholders strategize the eviction prevention process on the ground with tenants/landlords as well as guided tenants to food, mutual aid, and paid their court fee when needed
- Work with press and promoted on social media to help communicate eviction stories, data, and policy (HDCG, PURR, Pittsburgh United and other community organizations as well)

Supporting Pittsburgh URA Legal Assistance Program and broader eviction ecosystem legal partners

- Neighborhood Legal Services, Community Justice Project, Just Mediation Pittsburgh, RentHelpPGH, Pittsburgh Hispanic Development Corp.
- Helped with data understanding, RFP, technical integration, training, ongoing support

Infrastructure and logistics support to Community Organizations

- Abolitionist Law Center, working towards understanding racial inequities in criminal justice
- SW EHP, who leveraged our software and servers to understand how air carries pollution around petrochemical sites in SWPA
- Zac Littleberry, who built a system to help in tracing property ownership through shell companies

Support the county's Emergency Rental Assistance Program

- Collaborated with ACTION Housing, Rent-HelpPGH, and Allegheny County Dept of Human Services
- Collaborated in building systems to inform courts of up-to-date data for eviction cases in which defendants were applicants to ERAP, helped support implementation of court policy supporting tenants by continuing such cases
- Created data system for partners to use in tracking applicant assistance assignments to partner organizations

Black Equity Coalition

The Center's funding enables Gabriel O'Donnell to co-create and maintain the BEC's COVID dashboard at <https://covid.createlab.org>. This tool we develop in collaboration with BEC on a weekly basis provides a central location for examining the impact of COVID in Allegheny County through a racial equity lens. We are participating in ongoing expansion of research to include demographic changes in the region and the ways in which health and safety are affected by equity issues.

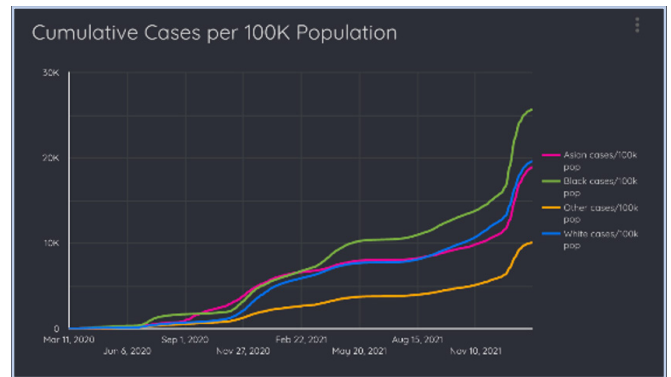


Chart excerpt courtesy Black Equity Coalition

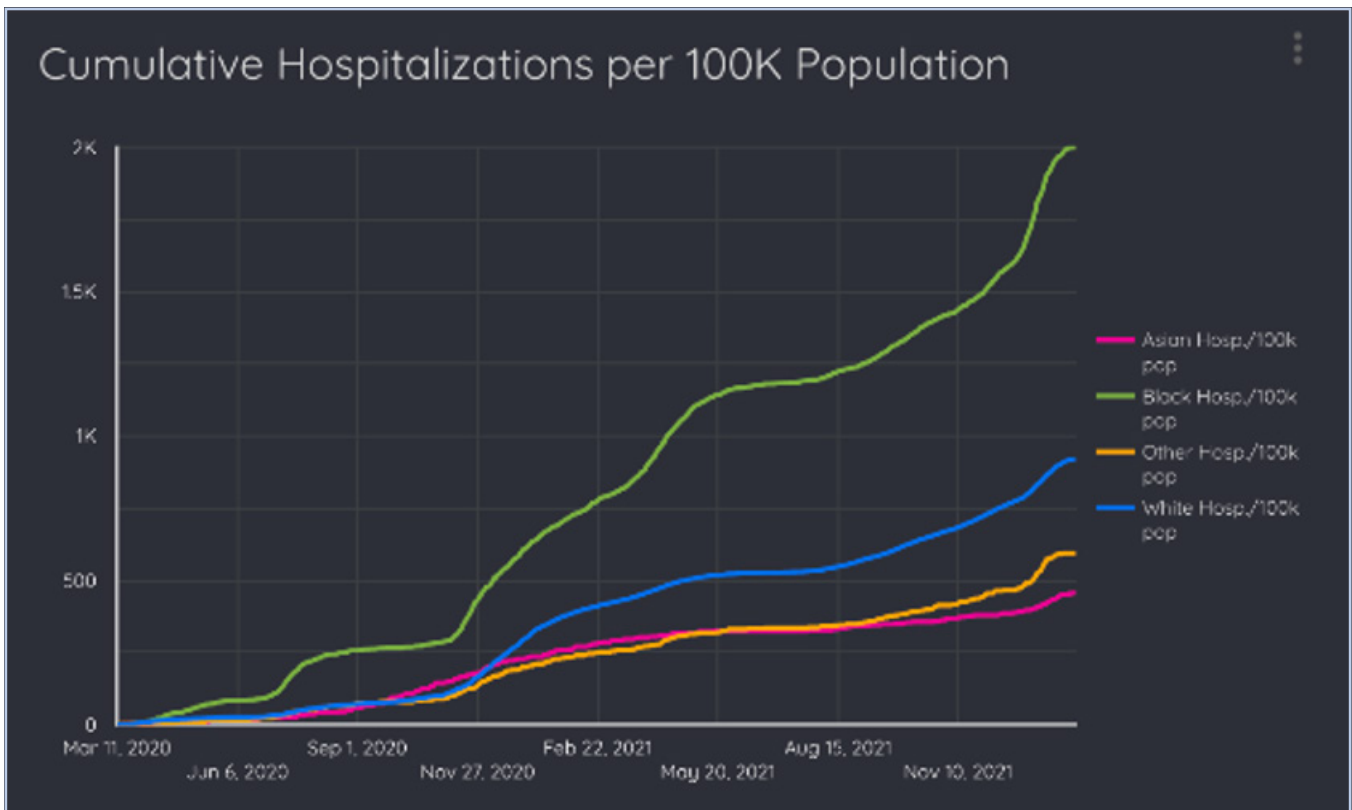


Chart excerpt courtesy Black Equity Coalition

Cumulative Cases by Age Group over Time

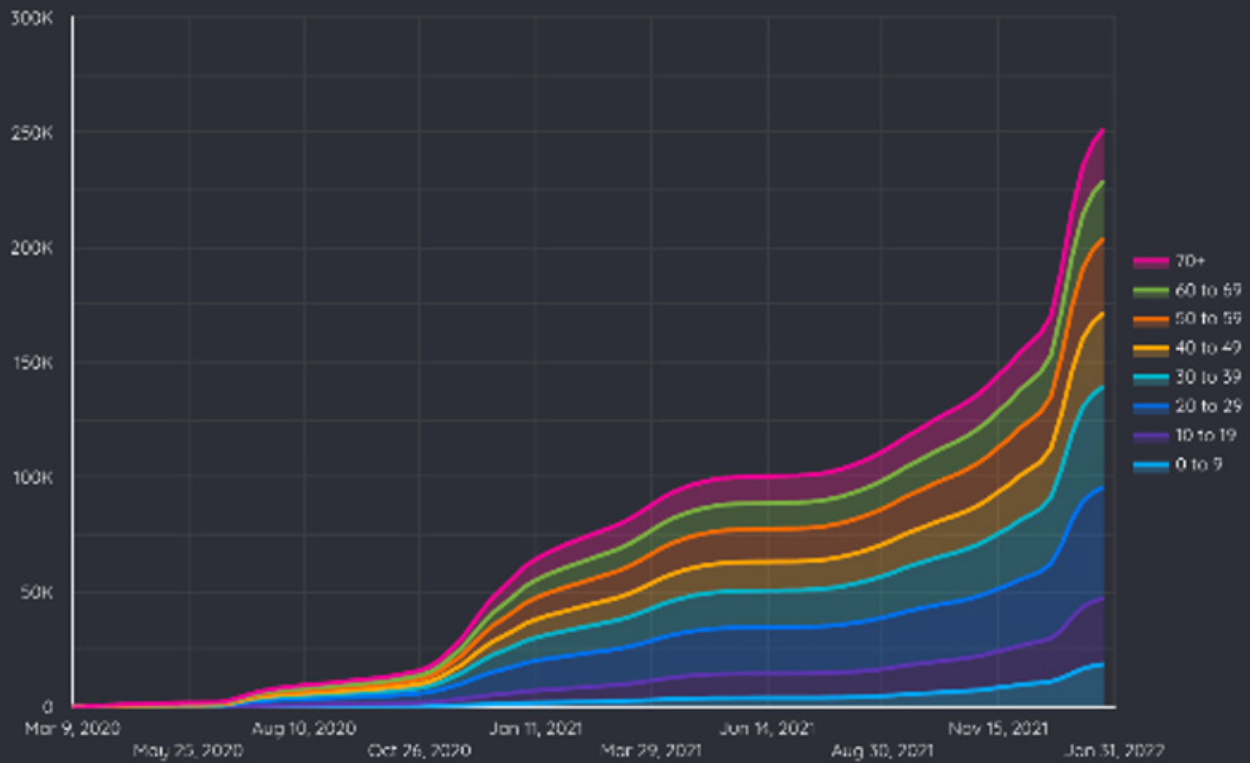


Chart excerpt courtesy Black Equity Coalition

Student Internship Achievements

A core aspect of forging more effective community-university partnership entails inviting an ever-greater number of local young students to come to campus and participate directly in research and project-based activities. These internship opportunities, partially funded by the Center, create common ground, and also orient students to university life and to potential career trajectories, as well as outstanding letters of recommendation and mentorship on Statements of Purpose. Here are a few achievements for and by such student interns during 2021:

CREATE Lab staff developed their own practices of mentoring, together with cross-mentoring of younger interns by older interns through the Youth CREATE the Future program.

College application counseling and scholarships wayfinding was provided to student mentors on a regular basis.

Three summer interns in our pilot program were accepted for college at CMU and Pitt.

One intern founded a company, helped with Eviction Rapid Response, won an award for his project around air quality visualization and understanding in the Mon Valley.

An intern won several scholarships, worked on data understanding and visualizations around equity of college applications and admissions outcomes for her senior class.

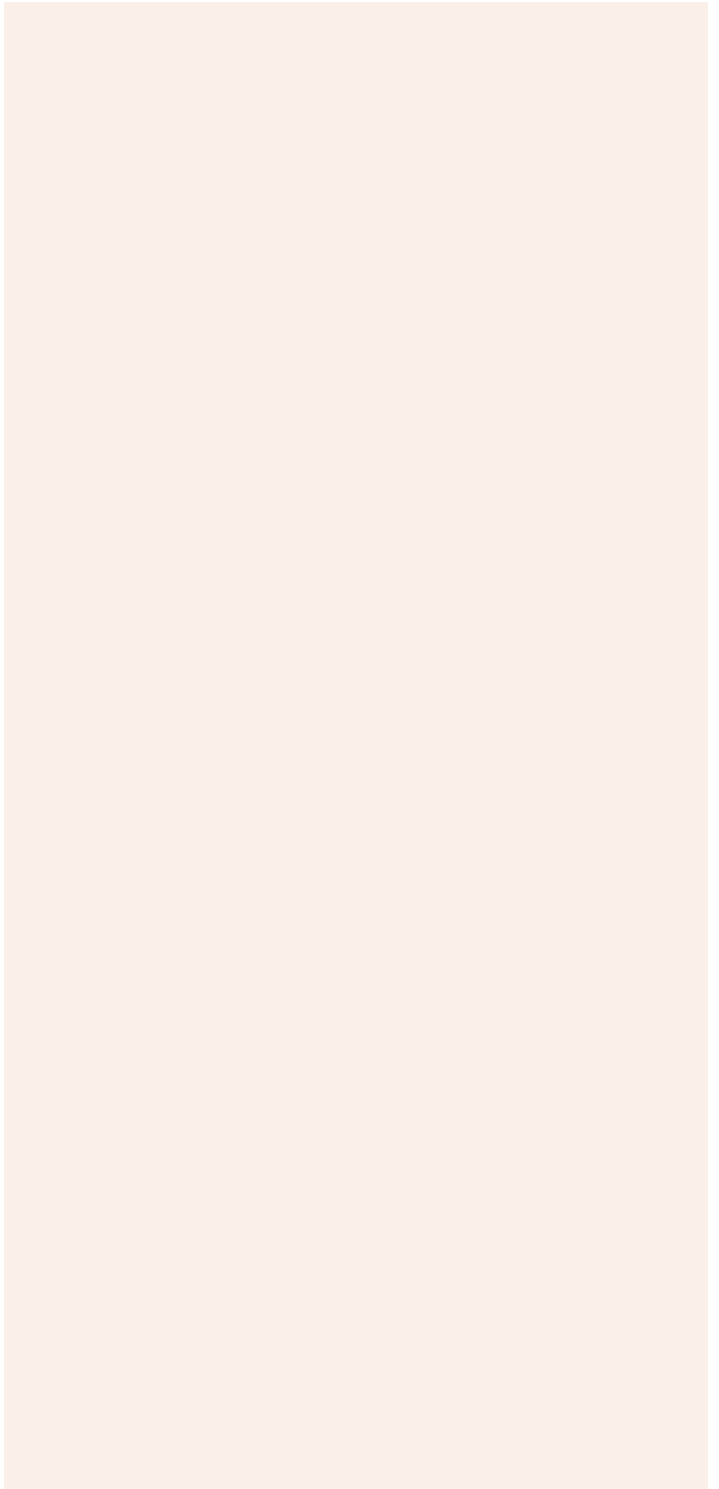
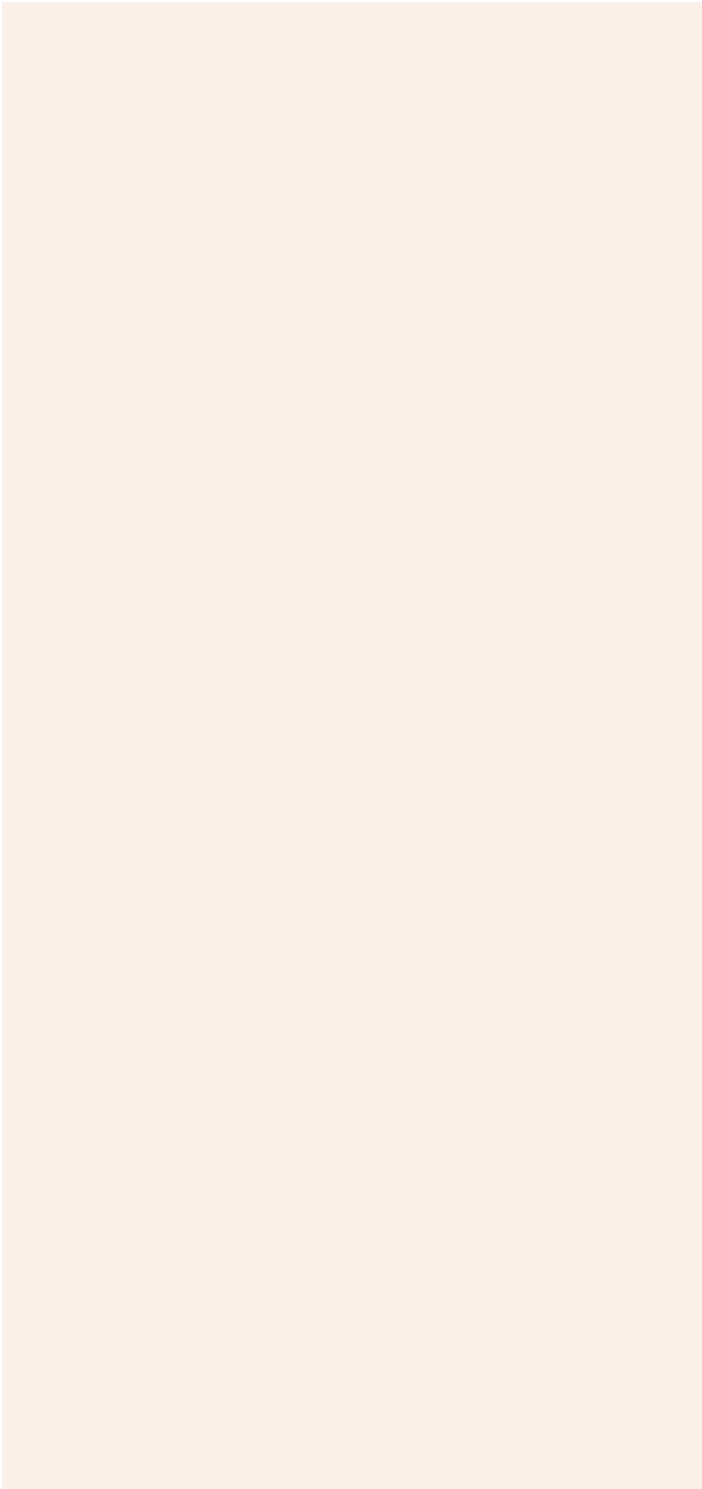
An intern helped study displacement and migration in Hazelwood.

An intern learned more coding in Java and Python, helped with Mindfulness, built a visualization around the pattern of Smell Pittsburgh reports over time.

An intern worked with a Philadelphia-based CREATE researcher on data around city and developer property dynamics to help advocacy efforts aimed to reduce displacement in gentrifying areas of Phil-

An intern learned coding and data analysis in Python, scraped and ran optical character recognition on City of Pittsburgh construction permits to support housing change understanding, worked on resume, and landed a full-time job in industry.

An intern learned coding in the Roblox online gaming platform, helped build an early prototype of a “learning to code” puzzle-solving game in Roblox.



The Center for Shared Prosperity C3 engaged with the Equitable and Just Great Pittsburgh Platform to seed initial topic-based discussions around structural barriers to equity and shared prosperity. As a result, C3 formed ten subgroups: Transportation, Housing, Health, Food, Environment, Education (formal and informal), Youth to livelihood, Disparities/inequalities for Black Women in Pittsburgh, and Criminal Justice Reform.

For 5-6 months, C3 members met together via Zoom to interrogate their topic, then fill out a standardized project template, then brainstorm these topics. Next, the Executive Director wrote an Executive Summary from the template and brainstorming session notes to share back with the subgroup for further discussion and ongoing dissemination. Then, C3 members participated in a whole-committee party line, discussing a specific project template in detail, then prompting each participant to fill out a reflection survey. The minutes and survey results, together, informed decisions made, through consensus-based decision making, of the project's categorization (parking lot, investigation, launch, and policy). Following further whole-C3 discussion, the project proceeds as desired to Launch Planning. C3 members nominate outside community representatives to search on a Launch planning committee, together with CMU representatives, specific student representatives and C3 members. Over the next two months, a launch planning committee develops a scope, budget, narrative, theory of change, outcomes visualization and metrics for measurement, and a governance plan for ongoing refinement and support.

Following socialization of a complete Launch Plan with C3 and outside community representatives, the C3 and CSP commit funding to the project and begin the RFP facilitation process to award service contracts and research funding for execution. The project ideation process is captured in the following graphic

C3 Project Selection Design

C3 Project Status Map

Projects queued for Launch Planning to Commence

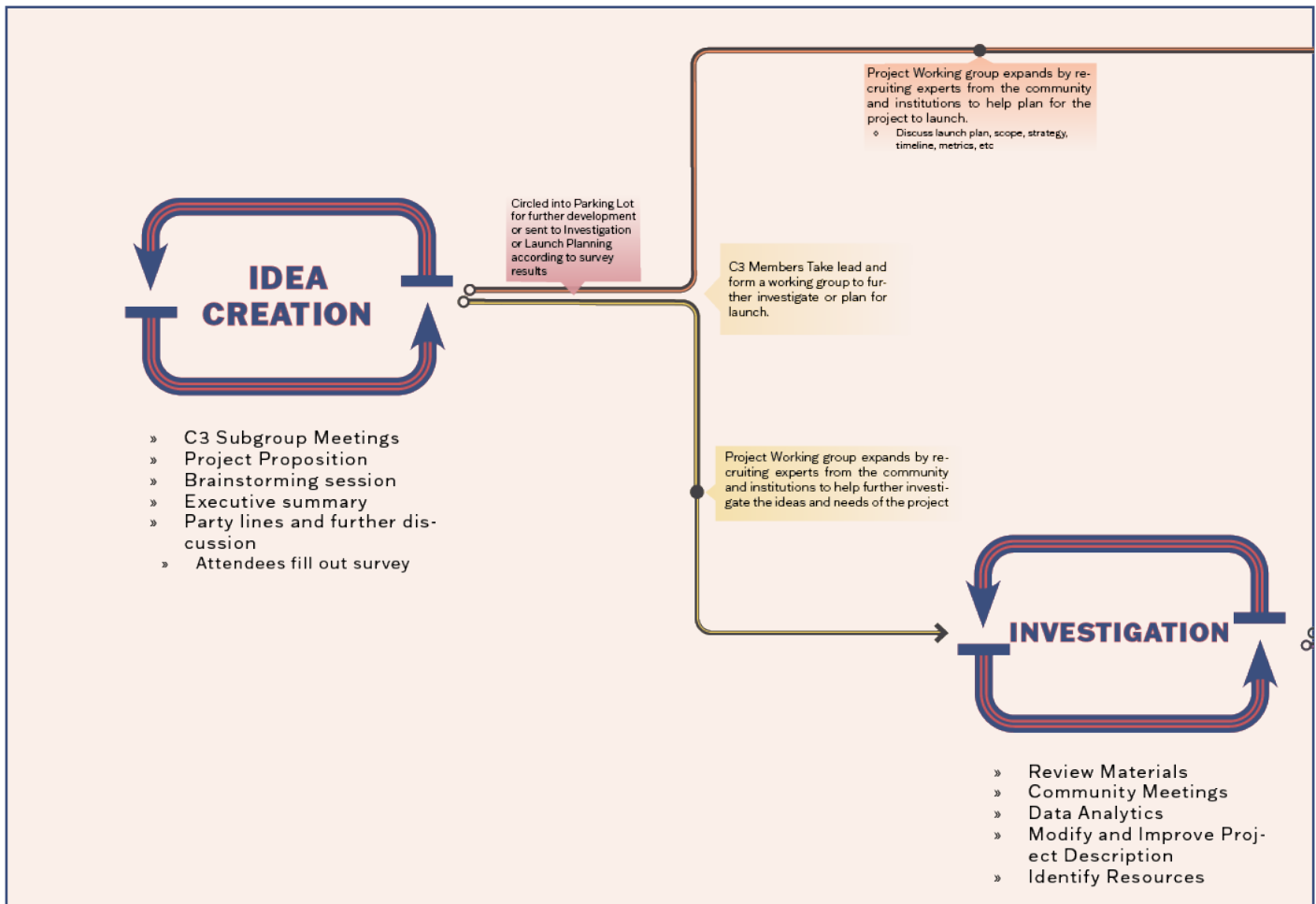
Waking Up to Air Pollution Educate communities about low cost air monitors to empower communities with real-time hyper-local air quality information, and train and execute direct action with sensor placement and filter placement in homes.

Place-Based Healing Circles Deploy trauma-addressing social-emotional programming, to prepare marginalized populations to be able to take advantage of opportunities; create a place-based opportunity zone that is geographically local and has the affordance to create pathways and wayfinding to family sustaining careers. Pilot in McKees Rocks.

Cradle to Livelihood Establish wayfinding to support services to break through barriers to equitable attainment of family sustaining livelihood, engagement and empowerment for parents and caregivers, and all the way through college pathways. This project will collaborate closely with Homewood Children’s Village, among other partners.

Criminal Justice Reform This research/investigation project addresses the tracking of funding provided for law enforcement and community investment across the neighborhoods of Pittsburgh, building a model of efficacy by the dollar based on analyses of prosocial similar community efforts and policing investment efforts in other cities in the nation.

Internet Equity Complement existing broadband service provisioning with a capacity-building focus: create high-bandwidth Internet connectivity at community centers in the region, and emplace long-term screen use mentorship using staff and students at CMU in those spaces, so that residents can not only access the Internet, but receive direct guidance regarding usage, privacy, confidentiality, spam, disinformation, etc.

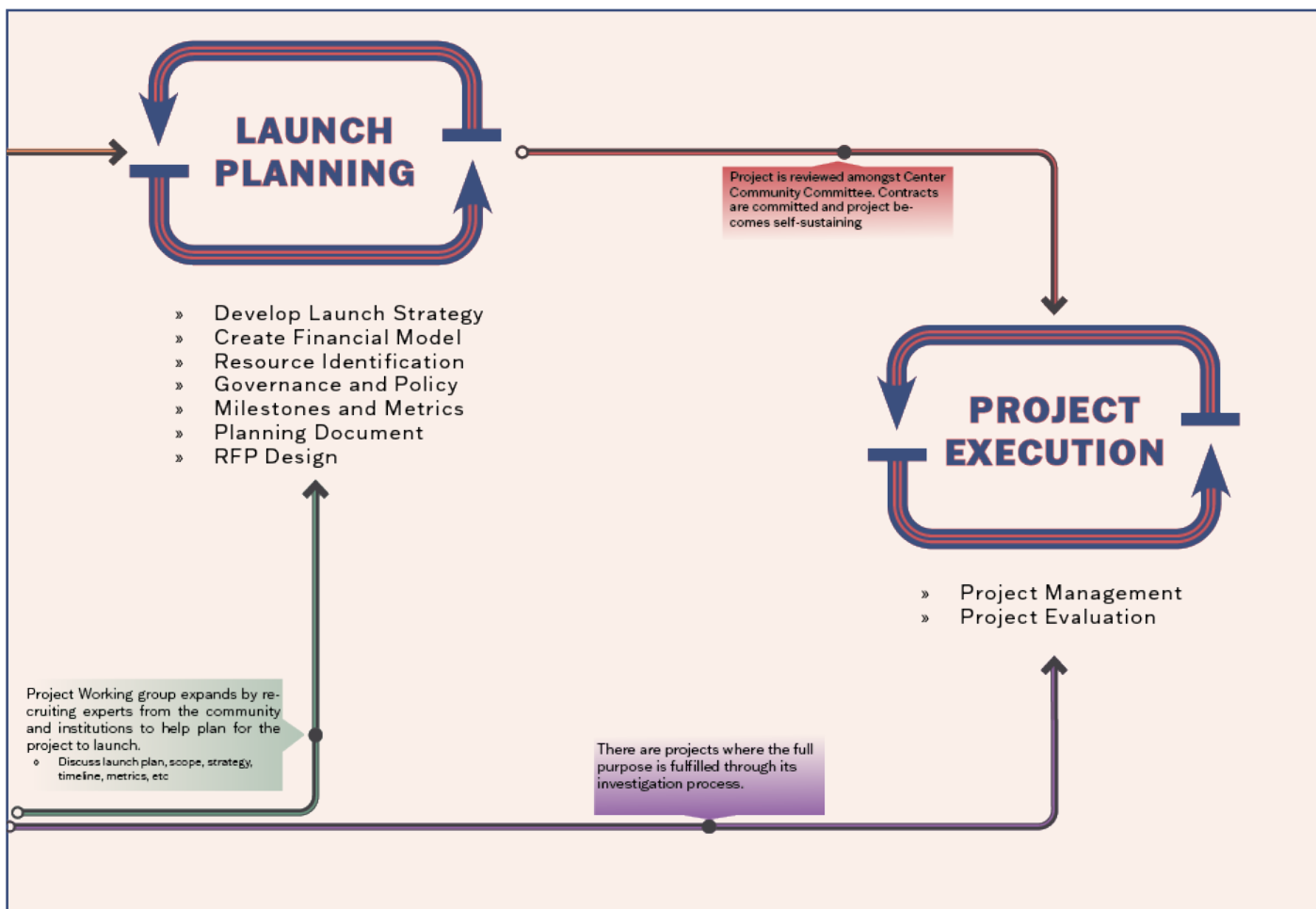


Projects with complete Launch Plans

Power Advocacy and Leadership To ensure that every C3 project has a social justice lens baked into its DNA and guides their every action, a curricular capacity-building process will design training materials for leadership and advocacy training for every project execution.

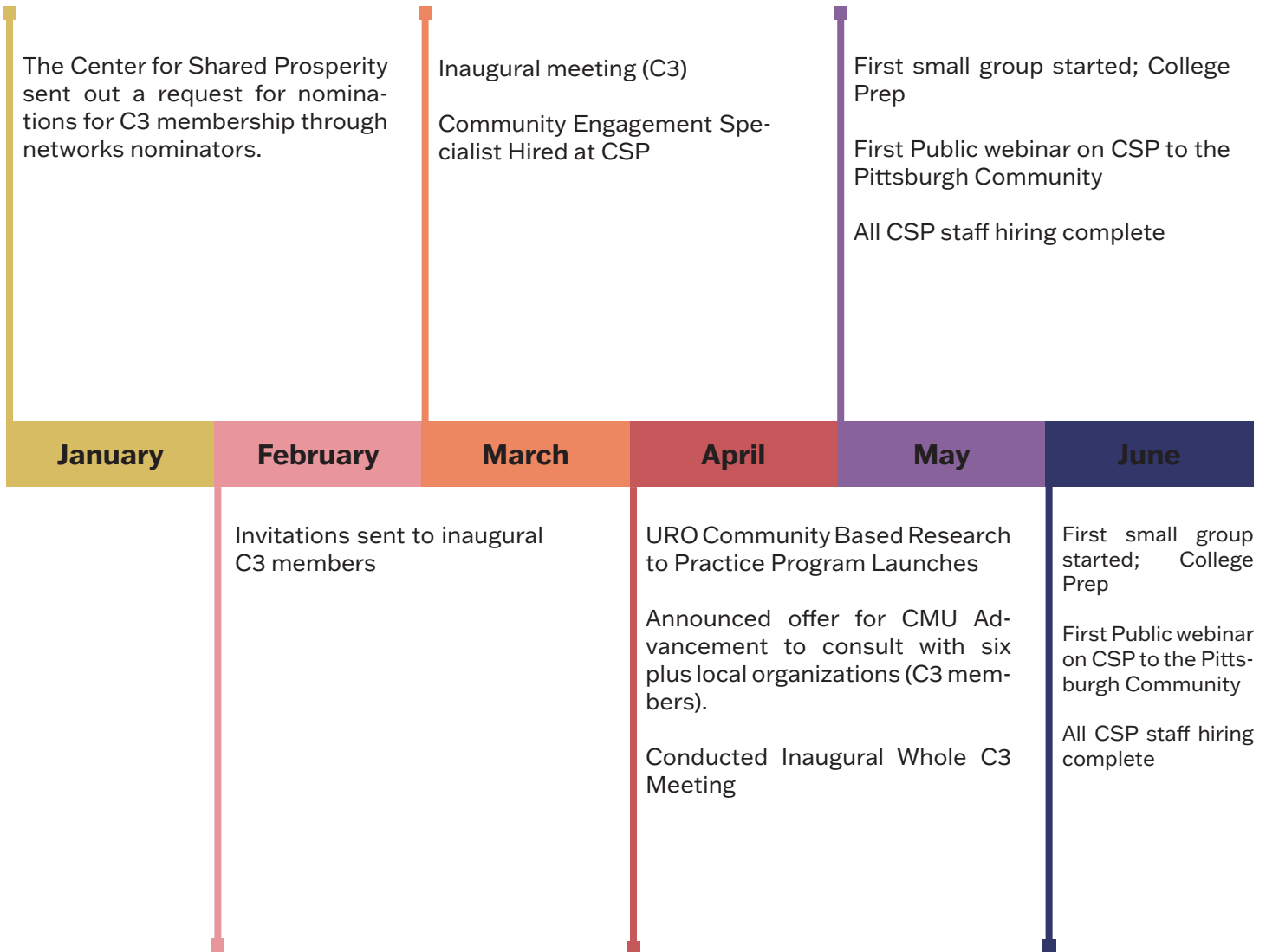
Colorful Backgrounds/ Expo: Halfway Homes (Contract fully executed) Train formerly incarcerated (colorful backgrounds) people to enhance their prospects and organize for change in the criminal justice system, including wraparound technology fluency. In collaboration with West End POWER and PIIN.

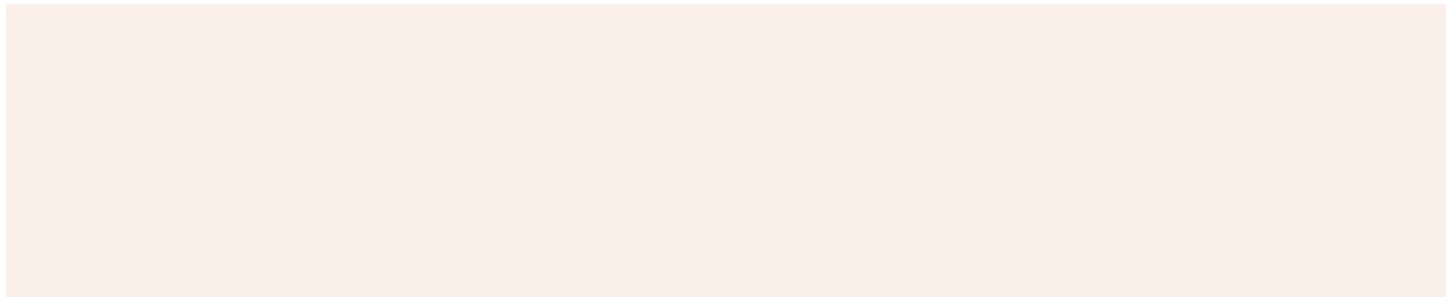
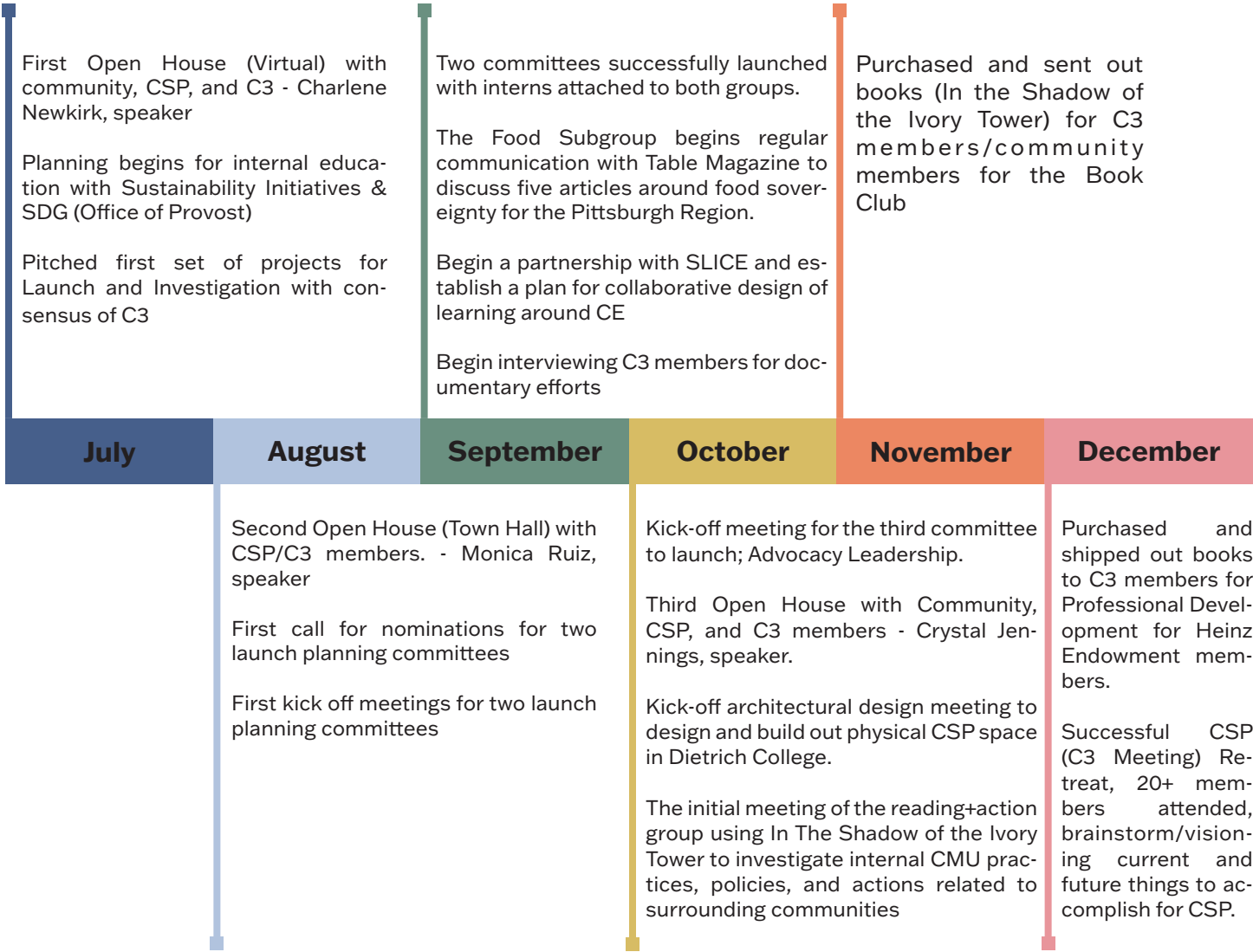
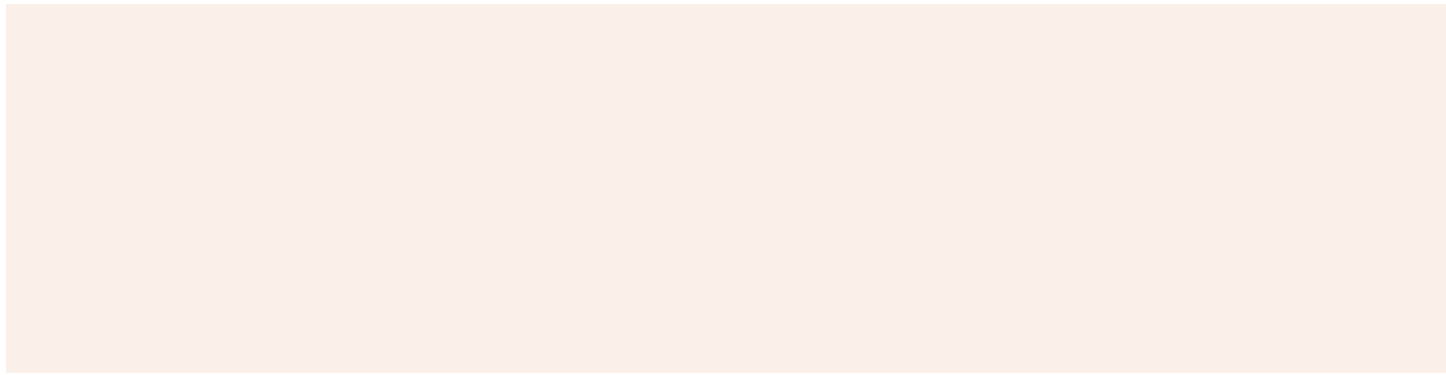
Coop Homeownership Educate residents and decision-makers regarding the processes, responsibilities, and options involved with community land trusts and limited equity co-ops. This project aims to significantly increase multi-generation equity ownership in marginalized populations. In collaboration with City of Bridges and other partners.



CSP Timeline for 2021

The timeline graphic below lists the key moments from the Center for Shared Prosperity in 2021.





The participants in the Center's activity, from C3 members to outside launch planning community representatives, to Carnegie Mellon staff and students in our reading groups, are the essence of CSP itself. In this section, and in ongoing years, we aim to focus on several participants to demonstrate the commitment and background of the people who make CSP an organic, value-rich institution.

Participant Featurettes

Elaine Harris- Fulton

Family Support Center Center Community Committee Member

Family advocate and former attorney, Elaine Harris Fulton, is a Westinghouse High School graduate who grew up in East Liberty.

“I started my family, I went into a Family Support Center, I saw what they were really trying to help the community out and do things,” Elaine said of her switching careers to something that she felt would impact the community more directly.

Elaine’s passion for being involved in the community began in her youth. She grew up in a large household of seven brothers and four sisters that was something of a community in itself. When she moved away from her family to begin one of her own, she’d quickly taken notice of the status of the community; both the positives and the needs.

“Now when we first went into the community, they were having like a block party, and [my husband] said, ‘wow, this is going to be a nice community.’ But I think the first night that we moved in, there was gunfire at night. I was like, this is not what we expected.”

It was around then that Elaine was approached by the Family Support Center to get involved. She took this opportunity and became an impactful part of the community.

“I said, Okay, I’m going to be involved in the community... I really liked what they were doing. So I never went back to law. I stayed with the Family Support Center, became a strong advocate for family support, a strong advocate in the community.”



As a part of the Center for Shared Prosperity and its Center Community Committee, Elaine looks to bring her wealth of knowledge and experience in engaging the community to build for better prosperity in the greater Pittsburgh area.

“I think everybody that’s sitting at the table... they’re not just speaking for themselves. They’re speaking for their past experiences. And they’re kind of like the representatives of the community... they’re coming and bringing all those voices to the table.”

Elaine looks to focus on community centers and their importance. They can serve to help in many of the different areas of focus that CSP looks to build within. She feels that C3 can focus on the issues that matter in a solutions oriented environment.

“Being in a group that you can mainly concentrate on what needs to be done. I don’t need to worry about the funding. I’m worrying about, okay, how do we come up with creative ideas that we can resolve these issues? How do we work together? How do we get everybody at the table? It’s something that most communities have been doing on a small scale, but I see this on a grander scale right now.”

Terri Minor-Spencer

West End P.O.W.E.R.

Founder

Center Community Committee Member

Terri Minor-Spencer, founder of West End P.O.W.E.R. and community activist created the program Colorful Backgrounds/ EXPO with inspiration from her own life experience having great success in a similar career development course.

“...After serving 16 years I was, you know, honest enough with myself, first of all, to let my counselor know that, you know, I never held a real job. So I don’t know how to fill out a resume. I don’t know what to say on the job interview, I need mental help. I don’t even know how to... I don’t even know what, where to start with any of it..”

It was then that her counselor guided her to a program that helped her approach life with a different mindset and become the leader in the community that she is today.

“So they asked you at the very beginning, what do you what do you want to be in the next five years? Where do you see yourself, and of course, all of us, you know, the ‘white picket fence,’ the ‘bla bla bla bla,’ and then they break it down to; Okay, how do we want to get there?”

This career development course went on to teach Terri much of what she’d missed in her last 16 years and much of what she would need to know to be successful.

From the basics of working a computer and Microsoft Office to proper etiquette in a business meeting, this program worked to prepare people for the world where they may have missed the opportunity due to life’s circumstances. Less than 90 days after Terri graduated from the program, the state cut its funding.



It has always stayed on my heart like... so what happens when when we come home? Like, who got us now?... Like three months ago, we had a young man, he was 15 years old when he went in. When he came home three months ago, he was 85 years old.

Terri hopes that Colorful Backgrounds/E.X.P.O (Ex-Incarcerated People Organizing) can be a tool to help place people where they need to be in life and point them in a better direction.

They’re just searching for answers... whereas we shouldn’t have nobody vulnerable and just out there like that, you know what I’m saying? When we have the means to help.

Stan Waddell

Carnegie Mellon University
Chief Information Officer / VP for Information Technology
Center Community Committee Member

Stan Waddell serves as the Chief Information Officer and Vice President for Information Technology at CMU. A resident of Pittsburgh for a little under three years, he was quick to notice the inequity in certain parts of the region.

“It really impacted me to see the kinds of economic, financial and opportunity disparities that exist in Pittsburgh, depending on, you know, what community you identify with, are stark,” Stan said of his realization of the many gaps in the sharing of prosperity in the city.

“When you look at some of the maps and the neighborhoods and the economic wherewithal in some of those neighborhoods, and how disparate, and how separate, and how uneven and equal those things are, you know, to have a chance to put real dollars on the table to try to close some of those gaps. That’s just real.”

Though partially inspired to join the Center Community Committee (C3) by his many conversations with Illah Nourbakhsh, Stan also finds inspiration in his own journey alongside a small peer group of African American CIO’s that he’d met in conferences before they had achieved higher leadership positions.

“We’d get together and we’d say there, there really isn’t any representation of African Americans in the leadership seats in higher ed. [They are] very, very few and far between to where you can count, you know, the two or three that we could see on one hand.”



The experience would leave them wondering how exactly to get to those positions. Though he’d managed to find mentors, the simple fact was that they didn’t look like him or share his experience as an African American in his industry. Though he is appreciative, it wasn’t always the most comfortable experience.

“And while, you know, we were able to navigate it, we wondered how many were kept out in the pipeline, because they didn’t have mentors that they could reach out to. It just, you know, for me, it just points out the disparity of opportunity from one other not having a network that’s effective to, help you propel yourself to where you want to be.”

This realization of a lack of representation motivates Stan to put his focus into “Youth to Livelihood” to continue to push for more representation to be shown to youth who may lose hope due to lack of it.

“Maybe they cast their sights just a little short of where they could actually obtain, because they don’t think the opportunities are there. And, no one’s caught them early enough to show them that those opportunities are there for you. There is representation, and you have an opportunity to increase that representation.”

We believe the voice of community members are critical to understanding the values, the challenges and limitations of the Center. To that end, we have asked C3 members and other affiliates of the Center to write honestly regarding their view of the values and challenges of this new effort. This section reproduces their messages.

Voices

Jess and Jordan are a tremendous resource for those of us working at CMU. I started participating in their Reading & Action group in Fall 2021, and the discussion there has informed how I work in my role and my thoughts on CMU's responsibility to our neighbors and to the world. I've since also joined a new group they've formed on our real estate holdings and practices. Jess and Jordan emphasize thoughtfulness and action, and they've given so many of us a vehicle for tangible change to make our university's impact even more positive and widespread.

- Jenny Belardi, Chief Advancement Officer in SCS Dean's Office

My involvement with the CSP and collaboration with colleagues who make up the inaugural c3 committee has been and continues to be a key activity that keeps me hopeful in an otherwise brutally challenging year. My hope began to spring up when I was first introduced to the other members of the committee. I was astounded by the breadth of voices represented at the table, folks who are deeply rooted in activism and advocacy from education, prison reform, environmental justice, transportation and housing equity, to voting rights and immigration support services, to name a few. Not the usual suspects, but men and women for whom I have the deepest respect because they are warriors in the fight for social justice and equity. My hope flourished when I participated in a committee that met to discuss, and subsequently launch, a project on Understanding Power & Advocacy Leadership. We met regularly for many months and our conversations were often frustrating and at times felt hopelessly broad and ambiguous. Slowly, after numerous iterations, a central theme emerged: What it will take to ensure that all CSP projects acquire the necessary know-how to work side by side with the community, including diversity of thought and representation, total transparency in all interactions while nurturing leadership in the

that this nexus brought total cohesion to our thoughts and the realization that we had something important to contribute. However, not before losing some colleagues who did not have the time and perhaps the appetite for the sustained level of ambiguity and dissent that can happen when trying to create something new. My hope continues to blossom as I begin to learn about and understand the dozens of other projects percolating under the nurturing umbrella of CSP. It's been my honor to serve.

- Florence Rouzier, C3 community member

I'm grateful for CSP because it helped me in many ways, I understand that I must become part of the solution. The issues of life in our city that black and brown people face daily can be discussed, as well as challenged to help create a better quality of life for people. It won't happen overnight I do know, but bit by bit we can make a change for equality, an impact for growth. CSP helped me to understand change can be made and created with great people that also want that change, it's a unified effort. I utilize one of the greatest gifts God has blessed me with, listening, not just hearing, but really listening. By listening you can learn a lot from people, and I have learned quite a bit from some influential people in rooms that I couldn't even imagine being in. I know that collaborations with positive minds can create better infrastructure, air quality, fresh and healthy food, education, half-way house opportunities, and the list can go on and on. I know that I can create, and birth constructive and positive attributes in my community by collaborating. I thank CSP for this experience and this amazing opportunity. I can honestly say that I have grown, as well as mature in many ways. I can speak my truth by building and creating change.

- Terri Shields, Founder/Executive Director of JADA House International.

Participating in the Center for Shared Prosperity has been an honor and an inspiration. The Center Community Committee (C3) is a model of democratic decision-making and participatory problem-solving. Bringing together community leaders and CMU students, faculty, and staff with a range of backgrounds and a wealth of expertise, C3 is a forum for interdisciplinary thinking. And it is itself a community—a caring, supportive community in which everyone can share their opinions and ideas openly and all options are considered and debated in a spirit of collegial self-criticism. In a dozen years at CMU, I have never participated in an initiative that so meaningfully connects CMU students, faculty, and staff to community leaders beyond campus.

- CMU Professor Nico Slate

Center for Shared Prosperity means for the Pittsburgh Hispanic Development Corporation (PHDC) an opportunity to work with a group of organizations and align with PHDC's mission focusing on racial equity in the Pittsburgh metropolitan area. The project is also allowing more collaboration and shared knowledge of what each organization is doing and how we can work better together. Understand more the challenges that each community is facing that sometimes may not relate the same way to other communities. The work that C3 can bring to the region is important for all because it would educate and propose changes that are needed, implement new ideas, track and adapt as necessary. Thank you.

- Guillermo Velazquez, Executive Director of Pittsburgh Hispanic Development Corporation

I hope you are well. Thanks for reaching out for this feedback. I apologize in advance if any of this comes off as critical but I am a firm believer that honest feedback around matters of people's lives and community is necessary for progress.

Admittedly, I'm a bit uncertain about the direction of CSP/C3. There are a number of critical, foundational elements to establishing the Center that have not been developed over the past year. Although we have identified our 'why' or vision/purpose, too little priority has been placed on the 'how' and 'what' we are doing. Lacking a

shared and publicly stated theory of change (or whatever format that discussion/planning should take) we exist as an intermediary that received significant funds to redistribute grants. It feels duplicative with other existing intermediaries - New Sun Rising, Neighborhood Allies, and others have similar capacity to do similar work over the past decade or so. For CSP to realize its potential it must lean into - not away from - the unique opportunity it presents. At its core, CSP endeavors to wrestle with institutional and community dynamics contributing to inequity and to resource (through financial, knowledge, human, and social capital) solutions that help to close those gaps. The resources and abilities of CMU feel widely unknown, underutilized, and undermobilized. The extremely limited amount of attention given to investigating the institutional side of this equation within CSP itself is a blinking red light that is only getting stronger. I also have serious concerns about the lack of transparency/control of CSP around the funding it has/will receive, what claim CSP and the community has to additional funds being leveraged around this effort by CMU, and generally the lack of 'skin in the game' that CMU has demonstrated to this point. In my personal and professional opinion, if unaddressed, the 1. lack of clarity around how we plan to fulfill the vision of CSP, 2. waning interest from C3 broadly, and 3. an inability to transparently investigate the institutional-community dynamic will do more harm than good in the coming years.

I have been collecting these thoughts for some time and this felt like the best time to share with you, and I hope the rest of the CSP team. I do believe in this Center's purpose and remain committed to help realize its potential. But I will note that my internal clock is ticking with respect to the best use of my time and whether CSP feels that the above feedback is valid and a priority.

- Scott Wolovich, New Sun Rising

Being an intern at the Center for Shared Prosperity has been a wonderful testament to creating connections within CMU's community that have never interacted before. I was able to assist with the Reading and Action group that hosted a bi-weekly book club zoom event where we were able to facilitate discussions about the university's impact on neighboring communities. This

particular topic affects everyone working at a university and it was amazing to hear the diverse perspectives that the many CMU colleagues and students had. Additionally, through CSP, we have made a strong connection with UPitt's CAASI team and have provided them with an internship stipend in order to employ a software engineering student to their team. Through these projects, I've learned how important it is to listen first and be involved only when needed. So many of these non-profit organizations have the knowledge to be successful. It's just a lack of resources that sometimes limits their scope and this is where the center comes in. CSP assists with eliminating some of the financial and relational barriers for these non profits and allows for a more sustained engagement to occur for them.

I am incredibly indebted to the center and to my research advisors, Jordan and Jessica. They have been nothing but supportive, believed in me, allowed me to take on unfamiliar work and show me many sides to a non profit. I am also thankful to Illah who introduced me to Jess and Jordan through taking his class, Ethics and Robotics. To the person reading this, I hope you takeaway at least this main message, the people who work at the center make all the difference in the output of the work. This team of Illah, Jess, Jordan, Marlene, and Jay are the ones continuously advocating for the non profit board members of the center and are deeply committed to improving the relationship between the Pittsburgh community and CMU. Without them, the center wouldn't have been this effective in its first year at all. These people truly care and are walking examples of the center's values and mission.

- Dylan Pollack, CMU Student

The work of the Center for Shared Prosperity has had a profound impact on the ways Carnegie Mellon University approaches its interactions with the community. The CSP has challenged us all to think critically about how we can be better stewards and partners within the Pittsburgh Area and have encouraged more thoughtful engagement. I have thoroughly valued each interaction I have had with members of the CSP team. In particular, Jess Kaminsky and Jordan Mroziak, the Community Engagement special-

ists, have supported multiple efforts in Dietrich College. In Summer 2021, they delivered an interactive and eye-opening workshop for students in the Pittsburgh Summer Internship Program helping them to gain a better understanding of the community. Additionally, they continue to lead a Community and Action group of people from throughout campus which spent the fall semester examining the university's impact on the community while reading *In the Shadow of The Ivory Tower*. Jess and Jordan did a fantastic job leading discussions that brought together people from a variety of perspectives to discuss the pitfalls of university involvement in communities. Jess and Jordan have empowered and energized this group to pursue positive change and as a result, the group continues to meet to determine tangible courses of action. Not only is the CSP committed to strengthening the Pittsburgh community through direct partnerships but it is also dedicated to fostering more positive interactions and humility on the part of the university.

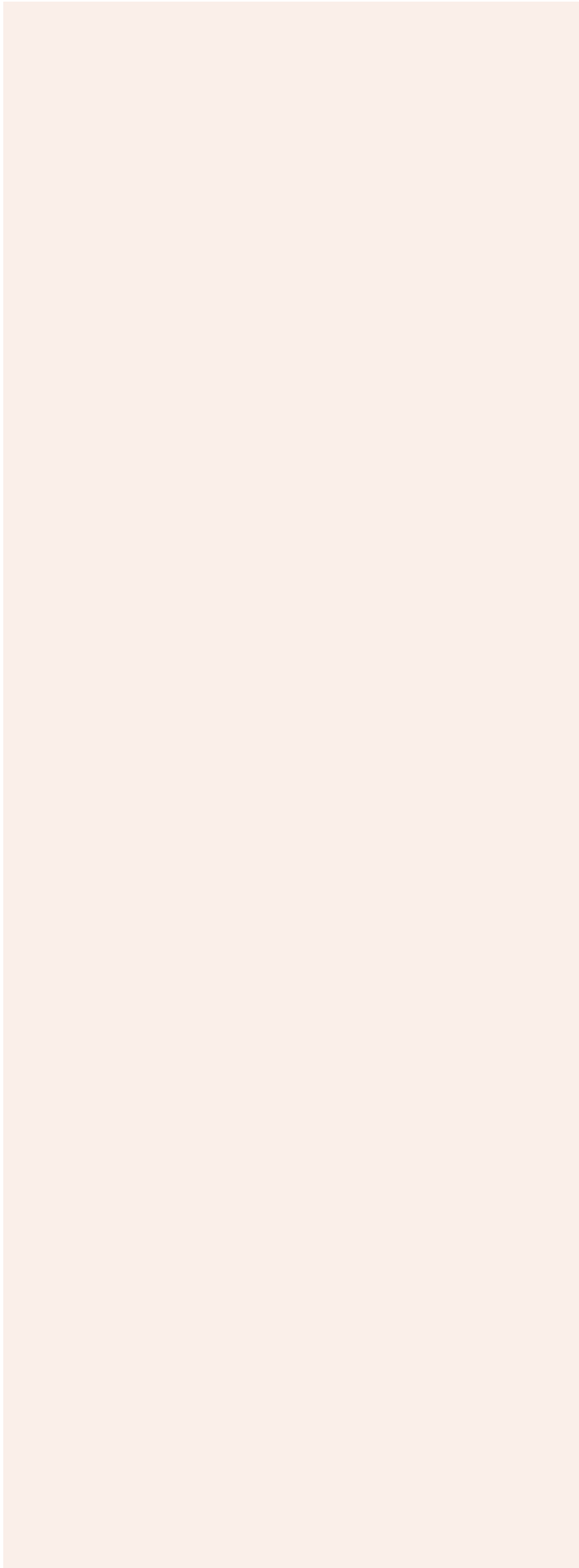
The work of the CSP is not confined only to shifting attitudes about community engagement. The various projects they are supporting seek to make a tangible impact by providing resources and financial backing to community-led initiatives. Additionally, the CSP is providing funding to support up to 10 students through the Pittsburgh Summer Internship Program as they complete internships at local non-profit organizations. This funding ensures that the organizations are able to receive high-caliber interns and that the interns are adequately compensated for their work. Members of the CSP are also active on the Campus Civic Engagement Network, which is seeking to consolidate campus efforts in the community to have greater impact. Overall, in its first year, the Center for Shared Prosperity has already begun to positively impact both Carnegie Mellon University and the larger Pittsburgh Community.

- Kimberly Piatt, Dietrich College, CMU

I joined the Reading & Action group soon after being hired at CMU. I saw it as an opportunity to connect with colleagues that I may not traditionally work with, especially in this mostly-remote work environment. The group has been a great way to learn about CMU and to be introduced to

new ideas about higher education. This introduction has resulted in a few opportunities to collaborate with Jess and Jordan on sustainability reporting, as we have identified areas of overlap, which has enhanced our knowledge and output as we coordinate efforts.

- Debbie Steinberg, CMU



Based on contractual obligations to goals and measures, this section summarizes progress and obstacles facing each metric.

Goals & Measures

Goals and Measures

Goal 1:

Community committee constitution

Measure: Appoint a Launch Committee within 30 days of signature of this letter by both parties. Convene Center Community Committee (“C3”) by May 15, 2021. Membership selection driven by commitment to diversity, equity, and inclusion.

This goal was achieved early, thanks to very strong community interest. The total C3 membership size, 35, is appropriate for the decision-making body’s responsibilities and scope, and will rotate in new members beginning in approximately 12 months.

Goal 2:

Standardize community inputs to C3

Measure: At least three outside representative inputs—public meetings, surveys, direct engagement with local organizations, etc.—engage with C3 as part of the regular process of establishing working groups and projects as described in Goal 7 below.

To meet this goal, CSP has developed and refined a Town Hall meeting style, virtual so far due to COVID, that has brought together more than 100 attendees in five town hall meetings that will continue into the future on a quarterly basis.

Goal 3:

Community representation

Measure: The Center’s news stories, blog stories, and other publicity vehicles will include the voice of non-CMU community members in telling the narrative story of the Center’s vision, activities, and aspiration.

The initial Carnegie Mellon press releases and articles announcing the Center have been crafted to directly include and honor the voice of community members and to recognize the full C3 membership. This trend will continue with all future press events and releases.

Goal 4:

CMU staff participation

Measure: The Center will develop a proposal for staff to participate in the work of the Center through specific roles in projects that it sponsors, using the resources of the Center to support such roles, as well as for how the University can support such staff involvement with flexible scheduling and staff release time. The Center anticipates that it will involve at least 6 CMU staff as part of the three projects described in Goal 7 below.

Beginning in March 2022, the first test case of paid, supervisor approved Center work by university staff is underway. Staff socialization across the university, in more than fifty meetings during 2021, have paved the way for such formalized engagements to begin. In addition, the Executive Director has begun directly engagement with Human Resources to design community engagement directly into the staff annual evaluation process, providing aligned incentives for such work to begin.

Goal 5:

CMU student participation

Measure: By Summer 2021, students will be engaged in research, direct service, and outreach on behalf of the Center, and funded by the Center, and by CMU Student Undergraduate Research Grants and Fellowships, as eligible.

As anticipated, the Center designed and announced the URO program, Community-based Research to Practice, for summer 2021, and sponsored four students through this program as well as two students through the Human Rights Center at the University of Pittsburgh. The URO program grows further this year, as done our support of the internship placement program run by Dietrich College, to ten students in 2022.

Goal 6:

CMU faculty participation

Measure: At least four faculty from outside the CREATE Lab are granted center faculty awards and embark on specific requested innovation, outreach, and deployment projects with community partners by December 2021.

Project launch has not occurred by December 2021, as planned, with two project launches beginning now (March 2022). However the work of Professors Joe Trotter and Kevin Jarbo, two faculty in Dietrich, were partially funded in the meantime by Center funds. We expect to achieve this milestone during the first six months of 2022, with significant interest in research projects already shown additionally by Professors Jay Aronson and Kristin Hughes.

Goal 7:

Steady-state Working Group scaling

Measure: By September 2021, C3 has launched and convened at least one Working Group on a specific Pittsburgh issue, with at least two more Working Groups launched by December 2021. Each Working Group is expected to launch at least three community-engaged intervention pilot projects within 9 months of its launch.

Ten working groups were launched, rather than one, by September 2021. Furthermore eleven projects are ready for Launch Planning, with three already in Launch Planning phases, and two of the three producing their first complete launch plan documents during February 2022.

Goal 8:

Intervention deployment

Measure: By December 2022, Working Groups comprise at least nine community-engaged intervention pilot projects.

Given the number of launch plans in queue, we believe this goal will be met this coming year.

Goal 9:

Narrative construction and syndication

Measure: After the Center launches its first Working Group, it will regularly publish in-depth long-format multimedia stories during the academic year. These stories are expected to feature voices of non-CMU community members relating their specific experience in this work.

The design and creation of our Center website, led by Jay Manning with intern support, is our repository for narratives concerning C3 members and stories. It already contains biographies and will be featuring project narratives on an ongoing basis.

Goal 10:

Commercial scale activation

Measure: By December 2023, select pilot intervention projects attract outside funding exceeding internal funding provided for the pilot Working Group activity.

The Executive Director has already begun meeting with the Pittsburgh Chamber of Commerce, co-developing the means by which local business can have a financial and engagement role in the Center's projects. These negotiations are underway.

Goal 11:

Moving the needle

Measure: Using EarthTime visual analytics, every Working Group and every pilot intervention must own a visually lucid demonstration of the geospatial metrics of the problem focus, and must demonstrate longitudinal change in the metrics over time as the work evolves and seasons.

Three visual analytics programmers from CREATE have been seconded to the Working Groups at the Center, providing visual research skills, in preparation for this visual evidence that will be an intimate part of each launched project.

Goal 12:

Steady-state metrics development

Measure: The Center staff will work with C3 to formalize a process in which working group members identify uniuemetrics of success for each topic and select pilot interventions. Reports on these metrics will be included in future annual reporting.

This work is underway in the form of templated Launch Plans conjoined to each working group, and each nascent project that will be stood up after financial commitments are made.

The Center for Shared Prosperity intends to be a permanent effort at Carnegie Mellon, and its endowment makes this structural effort and ambition possible. That core endowment grows over six years of investment from the Heinz Endowments, and spending will grow in concordance with what is financially possible in terms of spending. While the first year concentrated on building capacity, spending on projects will very significantly grow in 2022 and beyond as the project lifecycle enables C3 to financially commit to and launch the projects that have been designed during 2021. The below summary provides a transparent snapshot of spending, by category, for 2021.

Financial Report, 2021

Financial Report, 2021

Center Staff and Visualization Team:	\$536,000
CMU Student Internships:	\$33,970
CMU Professional Development	\$4,400
Community Labor Spending (all community honoraria)	\$61,800
Total Community/CMU Project Commitments:	\$178,000
Total Spending 2021:	\$815,170

At year's close, 2021, the Center endowment was approximately \$3MM. The endowment will grow annually for six years based on meeting proposal milestones, with incremental funding by The Heinz Endowments. The Center is interrogating all ways in which anchor institutions, including Carnegie Mellon can consider changes to practices that align with our values of shared prosperity. To that end, we note that, as of now, the Center's ability to use its financial resources deliberately for shared prosperity extends only as far as the 5% annual withdrawal available from the endowment. The principal funds in the endowment- which represents 95% of the fund's overall power- is presently managed as a single financial vehicle together with all the funds at CMU, outside of the Center's purview and vision. The Center will continue to interrogate ways in which ESG values can be privileged in the management of all our funds, if and when cultural and strategic forces enable such pioneering efforts at our anchor institutions.

