

**Campus Action Plan for Strengthening
American Democracy:
University of Pennsylvania
2020-2021 Academic Year**



PENN LEADS
★ THE VOTE ★



Netter Center
for Community Partnerships
UNIVERSITY of PENNSYLVANIA
www.nettercenter.upenn.edu



Penn OGCA
Office of Government & Community Affairs

TABLE OF CONTENTS

- I. Executive Summary
- II. Leadership
- III. Commitment
- IV. Landscape
- V. Goals
- VI. Strategy
- VII. Reporting
- VIII. Evaluation

EXECUTIVE SUMMARY

Designated as the only “[Voter Friendly Campus](#)” within the Ivy League by the National Association of Student Personnel Administrators (NASPA) in 2019, the University of Pennsylvania is institutionally committed to increasing civic learning and democratic engagement among its community members. Through collaborative efforts between the Office of Government & Community Affairs, the Netter Center for Community Partnerships, and Penn Leads The Vote, which is housed in the Netter Center, Penn has aimed to create beneficial partnerships with the local Philadelphia community and foster civic ideals among the Penn community. The approaches taken to increase access to civic engagement and education across Penn’s communities and community partners remains grounded by the belief that democratic civic engagement is a cornerstone of a healthy democracy, and that institutions of higher education have a responsibility to cultivate an environment of democratic learning and civic engagement for the entire community, including among students, faculty, staff, and with community partners. For students in particular, studies show that early exposure to democratic civic engagement makes habits like registering to vote and voting life-long practices. Thus, a great deal of focus rests on implementing comprehensive curricular, co-curricular, and community programming initiatives to advance a mission centered on local, active democratic civic engagement as a critical component of community-building and active engagement. A comprehensive set of current and future programming, events, activities, and engagement opportunities has been [summarized here](#) to facilitate an understanding of the planned approaches for the upcoming academic year, and beyond.

Since 2018, Penn Leads The Vote (PLTV) has worked tirelessly to engage and empower the university’s student body. These efforts have contributed to the two 400%+ increases in local voter turnout in the past year, as well as doubling university turnout in the May 2019 local primary. In addition, PLTV saw the overall student voter turnout increase from 19.8% in 2014 to 41.8% in 2018. These increases, however, still represent only a fraction of the eligible voters at the University. Just under 1,000 students voted in the November 2019 General Election and 200 voted in the May 2019 Primary Election. As the 2020 primary and general elections rapidly approach, PLTV looks forward to utilizing this plan to set goals, evaluate progress, and provide a foundational structure to collaborate with other institutions of higher education and community organizations. By developing relationships across the University, state, and country, the strengthening of institutional commitments to civic engagement and voter empowerment will be facilitated both at the university-level and across schools.

As with many other institutions, the coronavirus crisis has produced unforeseen challenges and requires innovative developments to meet the numerous obstacles that voters across

the nation, and world, face. Utilizing past experience with entirely mail-voting organizing during the Spring 2019 local primary election, as well as collaborating with leadership across students, faculty, staff, and partners, PLTV, the Netter Center, and OGCA are prepared to meet the needs of voters regardless of where they live and vote. For example, in addition to leveraging online resources and media, PLTV's deep connections with partners across Penn's community and the Philadelphia community provide the opportunity to enhance outreach efforts and continue pursuing the fundamental mission of democratic development while advocating for institutional improvements that will undoubtedly increase access to voting across the University.

The purpose of this campus action plan, co-authored by Penn Leads The Vote, the Netter Center for Community Partnerships, and the Office of Government and Community Affairs, is to understand the progress that has been accomplished in regards to civic engagement among members of the Penn community and to formalize strategies to accomplish its goals for the 2020-2021 academic year.

LEADERSHIP

Democratic civic engagement and development at Penn is pursued by a collaborative team of students, administrative staff, and faculty. Of this team, the Netter Center, the Office of Government and Community Affairs, and Penn Leads The Vote remain the most active organizers.

Penn Leads The Vote

Penn Leads the Vote (PLTV) is Penn's student-led, non-partisan civic engagement and education organization, primarily focused on increasing voter engagement and education while advancing Penn's role of supporting the democratic and civic engagement of Penn students. PLTV's mission is based around the following, adopted from a combination of experience, research, and academic literature:

1. Protecting students' Constitutional right to vote
2. Encouraging local, active democratic civic engagement, which results in mutual growth and local impact
3. Strengthening and protecting the health of our future democracy through supporting critical, formative habits regarding voting engagement and education, which have been proven to impact students far after their schooling years

PLTV is university-wide and its leadership comes from both the undergraduate and graduate student bodies of the University of Pennsylvania. Year-round, including during non-national elections, PLTV connects the Penn community and its community partners with the resources needed to register and check registration, to be informed voters, and to vote wherever and however they would like. Throughout the year, PLTV encourages students to learn about and engage with current issues and politics at the local, state, and national level, while advocating for long-term institutional change to further empower voters in the future.

The leadership team of Penn Leads the Vote includes

- Harrison Feinman (C22) - Director
- Eva Gonzalez (C22) - Director
- Rania Zakaria (W22) - Field Organizer
- Tvisha Malik (W23) - Internal Partnerships Coordinator
- Faith Mamaraldo (C21) - Communications and Social Media Coordinator
- Siddharth Jaiswal (E21) - Research and Policy Fellow
- Will Daniels (C22) - Events Coordinator
- Alisa Ghura (C23) - Programs Coordinator

PLTV leadership positions are paid, and often supported by our national partners, listed below. The strong support and engagement system within the team ensures that experienced leaders gain the knowledge and ability to lead as others graduate.

Netter Center for Community Partnerships

Founded in 1992, the Barbara and Edward Netter Center for Community Partnerships is the University's primary vehicle for advancing civic and community engagement at Penn. It brings together the resources and assets of both the University and greater-Philadelphia to help solve universal problems manifested in the local community.

The leadership team of the Netter Center, as it related to democratic civic engagement, includes:

- Ira Harkavy, PhD - Associate Vice President and Founding Director
- Cory Bowman - Associate Director
- Faustine Sun - Academically-Based Community Service Coordinator
- Benjamin Oh - Emerson Fellow, Democratic Civic Engagement

In addition to the leadership teams listed above, a host of university and community partners remain pivotal to the long-term success of the institutionalization of civic engagement and education at the University of Pennsylvania. University partners and leaders include the Weekly Paid Professional Staff Assembly (WPPSA), the Paid Professional Staff Assembly (PPSA), the Athletics Department, and the Faculty Senate Executive Committee (FSEC). In addition, PLTV has actively convened the Voter Engagement Council (VEC), a coalition of student leaders across organizations like the Undergraduate Assembly (UA), Graduate and Professional Students Association (GAPSA), Greek Life, and organizations representing students of color and LGBTQ+ students. Further, local and national partners include the ALL-IN Democracy Challenge, Andrew Goodman Foundation (AGF), Campus Election Engagement Project (CEEP), Campus Vote Project (CVP), Students Lead Students Vote Coalition (SLSV), the Philadelphia Mayor's Office, the South East Asian Mutual Assistance Association Coalition (SEAMAAC), Vote That Jawn (VTJ), the Philadelphia Higher Education Network for Neighborhood Development (PHENND), La Colombe, and the Philly Youth Vote Project. We also communicate with both the Pennsylvania Department of State and the Philadelphia Office of City Commissioners, and look forward to fulfilling our role as Codesigner Campus with Ask Every Student.

COMMITMENT

Inspired by what Benjamin Franklin called "an inclination...to serve mankind," Penn weaves civic awareness and action into campus life. High-level administrators acknowledge the importance of curricular and co-curricular democratic civic engagement, demonstrated through active support for the Netter Center and Penn Leads The Vote.

Penn Leads the Vote (PLTV) was established in 2004 and operated by Fox Leadership until 2014. PLTV was re-established in 2018 in the Netter Center for Community Partnerships. PLTV also works in collaboration with the Office of Government and Community Affairs, which oversees Penn's institutional compliance with voter engagement requirements and on-campus polling location engagement. PLTV also receives support, like funding and advising, from Fox Leadership and the Sachs Program for Arts Innovation to further its work.

Penn Leads The Vote is based on the following propositions:

- Civic engagement is vital to fully realizing the potential of democratic society.
- Students, regardless of where they are, have a Constitutional right to vote that ought to be protected and advanced.
- Colleges and universities have both an opportunity and a responsibility to support students' democratic development civic participation, including but not limited to voting.
- PLTV can advance student learning and civic engagement not only by working with Penn students but also by supporting voter engagement across Penn (including staff and faculty) and with Penn's local community, including K-12 civic education. PLTV will encourage students, faculty, and staff to engage with, learn from, and support the Philadelphia community on issues related to voter and civic engagement.
- PLTV will catalyze and work with academic research partnerships, such as ABCS courses, that can help develop, implement, and evaluate PLTV strategies and programs.
- Forming voting habits as a student remains critical to the future health and strength of our democracy, as such habits have been shown to continue and positively impact students after their educational careers.
- The achievement of full participation in democratic elections requires long-term, institutional change at the local, state, and national levels. Thus, policy and legislative advocacy remains a critical component of PLTV's overall strategy, and one made more critical by the COVID-19 crisis.

The Netter Center for Community Partnerships, which houses Penn Leads The Vote, works to achieve the following objectives:

- Improve the internal coordination and collaboration of all university-wide community service programs
- Develop democratic, mutually beneficial, mutually respectful partnerships between the University and the community

- Create and strengthen local, national and international networks of institutions of higher education committed to engagement with their local communities

The Netter Center employs three key strategies to achieve their objectives. The first are Academically Based Community Service (ABCS) courses, service rooted in and intrinsically connected to research, teaching, and learning. Approximately 200 courses from a wide range of disciplines and Penn schools have been developed to link Penn students to work in the community, with 60-65 offered each year. This will continue to include courses focused on developing voting engagement and education as their primary focus. The second is University-Assisted Community Schools (UACS), which educate, engage, empower, and serve not only students, but also all other members of the community, providing an organizing framework for bringing their programs, including ABCS courses, to West Philadelphia schools. Through UACS and K-12 partners across the city, PLTV and the Netter Center are able to work within and advocate for frameworks of civic engagement that meet the needs of students across K-12 schooling, preparing young community members for engagement with the democratic process. Third, ABCS and UACS are seen as core to a comprehensive anchor institution strategy in which universities engage in sustained, mutually beneficial partnerships with their communities. These strategies are shared with others across the country and around the world, serving as a model for democratic university-community engagement.

The Office of Government and Community Affairs (OGCA) advances Penn's mission by managing relationships with government and community leaders, advocating for policies and legislation consistent with the University's goals, and shaping local engagement initiatives. During elections, Penn OGCA works with the city of Philadelphia to establish polling places in campus locations that better serve students and ensure that voting is easy, fair, and accessible for the University community.

LANDSCAPE

The National Study of Learning, Voting and Engagement (NSLVE) data from 2014 made it clear that the Penn community was not living up to its civic ideals. In 2014, only 75% of eligible students at Penn registered to vote, only 19.8% voted, and the turnout rate was significantly different across the various disciplines. Since 2018, Penn Leads the Vote has taken the charge to lead the efforts to increase civic engagement among the Penn community and the local Philadelphia community.

For example, Penn Leads The Vote's 2019 National Voter Registration Day event registered 255 students, contributing to the overall increase in on-campus voter turnout from 2014 to 2018 of 464.5%. PLTV successfully hosted a subsequent event to encourage students to vote with the Stand-Up & Vote comedy troupe that featured alumnus John Legend and comedians Mike Birbiglia, Aparna Nancherla, Josh Johnson, and Michelle Wolf, co-hosted by President Amy Gutmann. Additionally, PLTV has partnered with a number of student groups to host Census-education events throughout the 2019-2020 academic year for students to be aware of the logistics and importance of completing the 2020 Census.

In addition to the increase in overall student voter turnout on campus, Penn student turnout for registered students rose to 53.5% in 2018 from a rate of 24.8% in 2014 — a 28.7 point increase — that outpaces the national average of 25.7 by 3 points. In addition to the numbers reported by NSLVE, a Penn Leads The Vote analysis of Pennsylvania voting data shows that in 2018 on-campus votes increased by 464.5% compared to 2014. The 2018 increase in voter turnout continued during the Pennsylvania 2019 local primary and general elections, with turnout doubling in May 2019, including an absentee voting increase times at least 50, and local turnout in November 2019 just below a 400% increase. This momentous gain demonstrates Penn's leadership in civic engagement and validates our designation as the only Voter-Friendly Campus in the Ivy League.

Moreover, a national turnout of registered students saw 87% increase from 2014 to 2018 while Penn student turnout of registered students increased 116%. This registered student turnout rate closed the gap between Penn's average and the national average, a significant gain heading into the 2019 and 2020 elections.

Unfortunately, barriers to student civic engagement remain, and despite multiple elections with record-breaking increases, the gains still represent only a fraction of the eligible voters at the University. Just under 1,000 students voted in the November 2019 General Election and 200 voted in the May 2019 Primary Election. At the state-level, PLTV has experienced the challenges of voter engagement during non-presidential primaries, when the elections are scheduled to take place after a majority of students across the state return home for summer as well as challenges with voter registration access and mail-in ballot request access, which is limited online to those with PennDOT IDs (state IDs for in-state residents). PLTV has continued to push for reforms through the Philadelphia Office of City Commissioners and the Department of State in order to facilitate improved turnout amongst student voters both at Penn and across Pennsylvania. In addition, as with many

other institutions of higher education, Penn students face personal barriers to voting, from less than ideal access to the necessary knowledge and resources to apathy and a lack of quality ballot awareness. PLTV, the Netter Center, and OGCA are all working hard to reverse these individual challenges through events, consistent information distribution, and strategies designed to meet students where they feel most comfortable, both mentally and physically. This includes collaborative speaker events with other nonpartisan organizations across campus and school-specific supports to help address disparities in voting between educational concentrations.

Adding to the numerous barriers and challenges that PLTV has identified through its election cycle experiences, the COVID-19 crisis has necessitated a redesign of engagement and education strategies for the upcoming academic year and foreseeable future. As students were sent home and digital learning became the norm, typical face-to-face engagement and education were no longer viable; we fully expect this to remain true for the November election, if not the May 2021 primary as well. Given such developments, the landscape and challenges that young voters face has dramatically shifted. Online engagement and digital learning have both opened new opportunities and revealed the extremities of challenges inherent in local and state-wide practices that PLTV has advocated for changing. These challenges include barriers to registration and mail-in voting for non-PA resident students, both of which could impact voter turnout in June and November.

Despite the new barriers and challenges, PLTV looks forward to developing innovative and novel digital engagement strategies that account for the current landscape while transforming digital engagement into action. Between quadrupling registrations on National Voter Registration between 2018 and 2019, improving voter knowledge and readiness for Election Days, engaging disparate communities across campus, and integrating knowledge with curricular work, PLTV has consistently worked to improve its practices and implement innovative strategies to improve engagement, education, and habit-formation. Through implementing these new strategies, as well as expanding operations and partnerships throughout the university and surrounding community, representation gaps can continue to be closed and the success experienced since the Fall of 2018 will continue forward.

GOALS

Building on the progress of the past year, the University of Pennsylvania aims to accomplish the following goals for the 2020-2021 academic year. Note that these goals are data driven, pre-pandemic projections based on previous on-campus voter trends. They will undoubtedly change due to the pandemic.

Long-term goals

- Achieve 100% registration for eligible voters at Penn by 2028
- Student Voter Turnout: Increase voter turnout among students by 84% percentage points from 2012 to 2020 in the general election.
- Student Voter Registration Rate: Increase voter registration rate by 488% percentage points from 2012 to 2020 in the primary election.
- Student Voter Turnout: Increase voter turnout rate to 75% by the 2028 general election.
- Community Engagement: Identify and strengthen Penn civic-engagement with the local and national community through increasing partnership development, collaborative events, and coalition-building.
- Institutional Change: Integrate voter engagement and education into institutional programming, like New and Transfer Student Orientation, Course Registration, Study Abroad Orientation, New Faculty and Staff Orientation, and Resident Assistant/Graduate Assistant (RA/GA) Training.
- K-12 Partnerships: Develop integrated K-12 civic education and learning through working with university-community partners, including new Academically-Based Community Service Courses focused on K-12 civic education, student-led, volunteer civic engagement organizations, and summer civic education and engagement programming.

Short-term goals:

- Continue to build out PLTV's student volunteer network to foster civic engagement on Penn's campus.
- Expand the PLTV-led Voter Engagement Council to establish campus buy-in and create a broad coalition on Penn's campus composed of student leaders and critical partners.
- Establish academic partnerships that help develop and implement PLTV programming (e.g., academically based community service (ABCS) (full credit) courses, independent study projects, senior thesis, etc.).

- Maintain Penn Leads the Vote as a constant presence after national elections (e.g. continue the conversation, host events, engage the Penn community in an ongoing political discussion, leverage resources to aid in community engagement outside of Penn's Campus)
- Continue Penn Leads the Vote's work as a legislative and policy advocate for the voting rights of students and other minority groups.
- Onboard a Communications and Press Coordinator and a Diversity and Inclusion Coordinator to advance PLTV's broad goals of policy and communications development and improving turnout specifically amongst historically underrepresented or underserved communities.

STRATEGY

The University of Pennsylvania approaches civic engagement using a multifaceted strategy that involves and engages the University community across faculty, students, and staff, as well as with university-community partners.

A template calendar detailing all potential and target events, activities, programming, and additional methods of outreach has been developed in order to comprehensively address the numerous and diverse methods of outreach, and has been updated to reflect which opportunities are digitally viable to account for the COVID-19 crisis and whatever course of action the University decides to pursue in relation to the upcoming academic year.

[The calendar can be found here, and summarizes a number of the points made below regarding engagement, education, and turnout strategies currently employed, as well as those we hope to implement in the near future.](#)

Penn Leads the Vote, Penn’s student-led, nonpartisan civic engagement and education organization housed in the Netter Center, plans to build on successful strategies of the 2019-2020 year. Given the momentous changes that have occurred in the past months, PLTV has reevaluated its strategy and intends to combine past practices with innovative new strategies that focus on the following:

- **Capacity-Building, Voter Captains, and Reverse Doorknocking:** In the past academic year, PLTV dedicated resources to maintaining and supporting an active student volunteer network to accomplish its ambitious goals. By investing time into building relationships with student volunteers, PLTV has created a reliable and engaged base that allows for its civic engagement events to be successful. PLTV has also focused on specific demographics for volunteers through a “reverse door knocking” strategy in which student leaders are empowered and encouraged to disseminate resources and information to their networks and act as leaders, or “voter captains”, who actively champion voting and civic engagement. By leveraging the current social networks and leadership across a diverse array of organizations and supporting “voter captains” with the necessary resources, materials, template communications, and additional assistance, PLTV ensures that its information reaches the maximum number of students in any academic semester.
- **Intra-University Coalitions and the Voter Engagement Council (VEC):** Over the past year PLTV has revamped the previously established Voter Engagement Council (VEC). The VEC was originally formed during the Fall 2018 academic semester to facilitate collaborative efforts between politically-engaged student organizations from across campus by bringing together student leaders. Since its inception, the VEC has developed into a broader coalition of student leaders from across campus. The VEC now brings together leaders from Greek life organizations, underrepresented and minority umbrella groups, academic advisory boards, student government groups, athletic groups, and other influential student groups to

increase outreach of civic engagement efforts. The leaders and presidents of these organizations are supported with PLTV resources that empower them as community leaders to urge their own members to be educated, register to vote, and turnout to vote throughout the year. Ultimately, this work aims to create a social norm of engagement and participation across campus and builds upon PLTV's theory of "reverse doorknocking" and "voting captains" as a critical method of outreach.

- **Digital Engagement:** PLTV recognizes the importance of leveraging the online information age to disseminate information and resources that increase access to voting and civic empowerment. In the time of coronavirus, this importance has increased in salience and necessity. Penn Leads The Vote has developed and will continue to host critical information, resources, and guidance on the voting process through its website, pennvotes.org. In addition, resources and materials are distributed through PLTV's social media channels, email listservs, and upcoming online tools designed to be accessible for all. PLTV is prepared, if necessary, to continue leveraging these channels, as well as developing new methods of outreach, in the Fall 2020 semester and beyond. As students, PLTV is acutely aware of the potential challenges that the Fall 2020 semester will bring and are planning accordingly.
- **Education Events:** PLTV has increased outreach surrounding civic engagement outside of voter registration including training on the 2020 Census. In the Fall, PLTV partnered with Philly Counts 2020, the City of Philadelphia's effort to support the next United States Census, and minority affinity student groups on campus to host a census training on campus. Through these partnerships, PLTV has worked in coalition with Philly Counts 2020 to keep students informed about the Census and guide them on completing the forms from home. In addition, PLTV has worked to promote voter education across all channels to ensure that voters, regardless of where they are voting, have the knowledge necessary to know what to expect and make informed choices on their ballots this Spring.
- **Inter-University Coalitions:** PLTV seeks to promote and improve democratic engagement and student voting through collaboration with student, faculty, or staff leadership of other institutions of higher education. In Spring of 2020, PLTV hosted the inaugural Eastern Pennsylvania Student Voting Summit in partnership with the Philadelphia Higher Education Network for Neighborhood Development (PHENND) and other national partner organizations, successfully drawing over 150 students, administrators, and staff from local institutions and community organizations. PLTV hopes to continue this conference and create new outlets for partnerships across the state and country. In the upcoming year, PLTV hopes to utilize partnerships and coalition-building to drive meaningful policy change at both the state and local level that will further empower primarily young voters by increasing access to voting.
- **Community Partnerships:** PLTV aims to create more mutually beneficial partnerships with local community organizations dedicated to civic engagement and

vote registration. In addition to partnerships with organizations like Philly Counts 2020, based in the Philadelphia Mayor's Office, PLTV works closely with community organizations like the South East Asian Mutual Assistance Association Coalition (SEAMAAC), Vote That Jawn (VTJ), the Philadelphia Higher Education Network for Neighborhood Development (PHENND), La Colombe, and the Philly Youth Vote Project. In the upcoming year, PLTV hopes to expand its partnership development within the community to create an environment of mutual growth and resource sharing, particularly with community organizations supporting historically underrepresented communities.

- **National Partnerships:** PLTV has been fortunate to work collaboratively with a host of national partner organizations on resource and material development, organizing strategies, policy communications, and university coalition communications. These organizations include the ALL-IN Democracy Challenge, Andrew Goodman Foundation, the Campus Election Engagement Project, Campus Vote Project, and the Students Lead Students Vote Coalition. In addition to partnering with these organizations to improve the efficacy and development of PLTV's work, PLTV recently was accepted as a Codesigner Campus with Ask Every Student. With these networks and collaborative relationships, PLTV looks forward to continuing to implement innovative and collaborative strategies that will help improve voter engagement and education both at Penn and across the country.
- **Data-driven research:** PLTV plans to continue to analyze NSLVE data and its own internal data to drive insights on the best strategies for its goals. By focusing on historically underrepresented demographics among students, including educational concentration or location of residence, PLTV is well-positioned for continued growth of impact across the entire student body, including graduate students, faculty, and staff.
- **State and local advocacy:** PLTV has worked in coordination with OGCA to develop relationships with the Pennsylvania Department of State and the Philadelphia Office of City Commissioners. Although a planned meeting with the Department of state this Spring to discuss barriers to accessible voting among University students was canceled due to COVID-19, was canceled, PLTV intends to continue advocating around issues that suppress student voters, like the date of elections falling outside of the common academic year. In addition, PLTV intends to work with the Philadelphia Office of City Commissioners to expand access to the voting process, including exploration of utilizing Temporary Voting Locations.
- **Institutional Collaboration:** PLTV continues to work with Netter Center staff and OGCA to develop proposals around institutional changes to support democratic engagement for the University community. PLTV hopes that by collaborating on these proposals with administrative officials, sustainable changes that comprehensively improve access to voting will be advanced and implemented.

The Netter Center for Community Partnerships employs numerous key strategies that underpin community engagement and partnership work:

- **Development of academically based community service (ABCS):** ABCS students and faculty work with West Philadelphia public schools, communities of faith, and community organizations to help solve critical campus and community problems in a variety of areas such as the environment, health, arts, and education. In 2019, the Netter Center announced course development grants for up to \$10,000 for Fall 2020 and Spring 2021 to promote Academically Based Community Service (ABCS) courses that integrate research, teaching, learning and service to add to the existing 200 courses. The first ABCS course oriented towards voter engagement and education is currently taking place in the Graduate School of Education, with additional courses planned for the upcoming academic year.
- **Development of university-assisted community schools (UACS):** A major component of the Netter Center's work is mobilizing the vast resources of the University to help traditional public schools become innovative UACS that educate, engage, empower, and serve students, families, and community members. UACS focus on schools as core institutions for community engagement and democratic development, as well as link school day and after school curricula to solve locally identified, real-world, community problems.
- **Strengthening Anchor Institution Strategy:** Partnerships between anchor institutions and communities has gained increased impetus over the last decade, particularly through the work of the Anchor Institutions Task Force (AITF). The Netter Center works in close partnership with the Office of Executive Vice President on issues of community economic development that help advance Penn's role as an anchor institution.
- **Institutional Support:** The Netter Center for Community Partnerships currently hosts a full-time Emerson Fellow dedicated to helping advance democratic civic engagement of Penn students, faculty and staff, including university-school and community partnerships. In addition, Penn Leads The Vote is housed in and supported by the Netter Center.

REPORTING

The 2020-2021 Campus Action Plan for the University of Pennsylvania will be publicly available online at pennvotes.org. In addition, PLTV intends on authoring post-election reports to evaluate success and growth metrics, which help guide the development of new strategies and build upon previously successful work. These reports will be published on the PLTV website and remain available to the public. Using the Campus Action Plan as a guide and post-election reports as an additional evaluation tool, PLTV, the Netter Center, and OGCA can effectively determine whether the approaches taken and proposals made have resulted in the desired impacts across strategies related to students, faculty, staff, and partners. We look forward to receiving the University's NSLVE data and obtaining the voting records of Philadelphia County, both of which will allow the team to evaluate whether efforts to increase turnout amongst underrepresented concentrations and demographics, as well as on-campus turnout, have been successful. Combining these reports will help guide future strategic planning, which will be reported as well.

In addition, PLTV leaders will continue to publish opinion pieces and receive local or student and University news coverage throughout the year, at which points the past successes and future goals of the organization will be laid out as necessary. Through local media, PLTV believes it has the opportunity to communicate with a broad base of public readers, provide informative materials, and signal its future goals while utilizing its previous success to encourage engagement.

EVALUATION

Penn Leads the Vote will continue to dedicate time and resources towards the thorough evaluation of its efforts in increasing student civic engagement on campus. As part of PLTV's evaluation process, University-specific measurements, like the turnout in 2019 amongst the seven college house Wards of Division 27, will be examined in an annual comprehensive analysis, separate from the already thorough campus-wide and NSLVE data. Alongside a dramatic increase in local election primary absentee voting in the Spring of 2019, at least 50 times higher than the previous record, the steep gains made in student voter turnout at the University of Pennsylvania should be re-emphasized in the current campus-wide and national data news as well. These analyses will form the foundation for developing new metrics of evaluation and provide guidance on the strategies and methods that PLTV will employ in order to achieve those metrics in the future. By setting specific, realistic, data-driven metrics by which we can evaluate impact, PLTV, assisted by the Netter Center and OGCA, will be able to determine how outcomes like the increase in absentee voting in Spring 2019 can be repeated in the next election cycle.

Additionally, the Penn Leads the Vote team participates in weekly meetings to discuss each fellow's current progress and long term goals of PLTV. Members are in constant communication with partners on-campus including both Penn administrators and student organization leaders. The PLTV Voter Engagement Council will also meet monthly, and more regularly when appropriate, to regularly monitor civic engagement on Penn's campus. Through communication of evaluation metrics and reports across faculty, student, staff, and community partners, PLTV will ensure that each coalition has the information and resources necessary to address voting disparities and variance in engagement across different communities throughout the year, aiding PLTV's foundational mission and advancing democratic civic engagement across University and university-partnered communities.