

Report

**THE CAROLINA SUMMIT ON COMMUNITY ECONOMIC
DEVELOPMENT**

**The Kenan Center
University of North Carolina at Chapel Hill
February 3, 2006**

**Office of Economic and Business Development
Carolina Center for Public Service
University of North Carolina at Chapel Hill**

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At the Summit, Carolina faculty and staff willingly stepped up to participate as facilitators and resource people in the break out groups. They are listed in alphabetical order: **Trude Amick** (Office of Technology Development—OTD), **Alan Blatecky** (Renaissance Computing Institute), **Bob Blouin** (Dean, School of Pharmacy), **Jennifer Bremer** (Kenan Institute), **Anita Brown-Graham** (School of Government—SOG), Mark Crowell, Margaret Dardess, **Scott Forrest** (OTD), **Buck Goldstein** (Kenan Institute), Harvey Goldstein, **Ferrel Guillory** (Program on Southern Politics, Media, and Public Life), **Jack Kasarda** (Director, Kenan Institute), **Nichola Lowe** (DCRP), Mike Luger, **Jules Heisler** (School of Public Health), **Jackie Quay** (OTD), **Tim Quigg** (Computer Science), **Mike Smith** (Dean, School of Government), **Ron Strauss** (School of Dentistry), **Meenu Tewari** (DCRP), and Ted Zoller. Special thanks go to two outside facilitators: **Billy Ray Hall**, President of the North Carolina Rural Economic Development Center and **Stuart Rosenfeld**, President of Regional Technology Strategies, Inc.

Special thanks go also to four outstanding graduate students who served as scribes of the break out groups and, then, writers of reports on their proceedings: **Rebecca Brown** (DCRP), **Josh Drucker** (DCRP), **Aaron McKethan** (Public Policy), and **Leah Totten** (Communications Studies).

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Jesse L. White, Jr.
Director
Office of Economic and
Business Development

Lynn White Blanchard
Director
Carolina Center for Public Service

INTRODUCTION

The first Carolina Summit on Community Economic Development drew together nearly 80 participants from around the state and across UNC-Chapel Hill for a structured dialogue on how the university can better serve the economic development needs of North Carolina. About half the attendees were partners from outside UNC-Chapel Hill and included, among others, the President of the NC Rural Economic Development Center, presidents of two of the regional partnerships, representatives from two sister UNC campuses, a senior policy advisor to the governor, a senior official from the NC Department of Commerce, and senior officials from the Community College System. From Carolina came a Vice Chancellor, an Associate Vice Chancellor, three Deans, an Associate Provost, full and junior professors, and graduate students. (The full list of participants is appended.)

The day began with a welcome from Tony Waldrop, Vice Chancellor for Research and Economic Development, and Lynn Blanchard, Director of the Carolina Center for Public Service. Following was a presentation by Jesse L. White, Jr., Director of the Office of Economic and Business Development. He first defined economic development to include both business and community development. He then presented his Innovations Matrix, which integrates the three traditional approaches to economic development (recruitment, strengthening existing industry, and business creation) with innovative approaches, including the utilization of the resources of post-secondary education. The matrix is presented here:

Innovations Matrix

		Traditional Approaches		
		Industrial Recruitment	Strengthen Existing Businesses	Business Creation
Innovative Strategies	Strategic Visioning			
	Regional Approaches			
	Cluster Development			
	Entrepreneurship Programs			
	Global Strategies			
POST-SECONDARY EDUCATION				

Dr. White, then, proposed that there were six building blocks of sustainable economic development: (1) strengthening the 21st century workforce, (2) creating globally competitive businesses, (3) building leadership and civic capacity, (4) building public policy and planning capacity, (5) producing knowledge and deploying technology, and (6) creating world class infrastructure. White, then, outlined the major areas of strengths at Carolina (social sciences, health sciences, professional education in business and law and education, physical and life sciences, information

sciences, and administrative structures). White presented these building blocks and university strengths in a matrix form that began to map Carolina’s assets in community economic development.

Mapping Carolina’s Community Economic Development Assets

	Strengthening the 21 st Century Workforce	Creating Globally Competitive Businesses	Building Leadership and Civic Capacity	Building Public Policy and Planning Capacity	Producing Knowledge and Deploying Technology	Creating World-Class Infrastructure
Carolina Administration	Office of Post-Doctoral Research	Office of Technology Development	Carolina Center for Public Service	Office of Economic and Business Development	iBridge Program Office of Research Development	Carolina North Science Complex
Social Sciences	CEI-- Entrepreneurship Minor	Department of City and Regional Planning	Program on Southern Media, Politics, and Public Life	Department of Public Policy Department of City and Regional Planning	Odum Institute for Research in Social Science	Center for Urban and Regional Studies
Health Sciences and Public Health	Area Health Education Centers	Center for Health Promotion and Disease Prevention	School of Public Health Institute for Public Health	Cecil G. Sheps Center for Health Services Research	Carolina Institute for Public Health	UNC Hospitals Area Health Education Centers
Professional Education	Friday Center for Continuing Education	Kenan-Flagler Business School Kenan Institute	School of Government Center for Sustainable Enterprises	School of Law- Center for Banking and Finance	School of Government Center for Public Technology	Kenan Institute Center for Air Commerce and Logistics
Physical and Life Sciences	DESTINY Partnership Carolina Center for Genome Sciences	Institute for Advanced Materials, Nanoscience, and Technology	Institute of Marine Science-Marine Science Education Partnership	Curriculum in Ecology	NSF Science and Technology Center	Carolina Environmental Program
Information Sciences	School of Information and Library Science	Computer Science Industry Program	Institute for Science Learning-Education Ecosystem	Renaissance Computing Initiative	Institute for Science Learning-School of Pharmacy Partnership	Renaissance Computing Initiative

The conferees then broke into three discussion groups and rotated through three discussion venues: workforce/competitive businesses, leadership/public policy, and knowledge/infrastructure. Each venue had experts from Carolina in each “strength area” with the charge to brainstorm areas of opportunity. A fourth group dealt with all issues together. Out of this rich discussion emerged “big ideas” for engaged scholarship and action from Carolina in each building block area. Findings of the discussion groups follow.

At the conclusion of the Summit, Jesse White announced two new programs to encourage community economic development engagement and research at Carolina. The first was the *UNC-Chapel Hill Working Group on Economic Development* which will build a network of Carolina faculty and administrators interested in engaged scholarship and public service in economic development. The second was the *Community Economic Development Competitive Grant Program*, a \$90,000 program that will provide Carolina faculty and graduate students seed funding and faculty buy-out grants to undertake research that will help build a more globally competitive North Carolina.

STRENGTHENING THE 21ST CENTURY WORKFORCE

North Carolina faces a formidable challenge of re-tooling its workforce in order to compete in the knowledge-intensive global economy. As a result of declines in traditional agriculture and labor-intensive manufacturing, communities across the state struggle with worker displacement, poorly educated workers, and steady out migration of its local talent, especially younger people. UNC-Chapel Hill has a broad array of intellectual capital to help the state and communities adjust to the new global realities; but, like the economy itself, the solutions must be interdisciplinary and based on partnerships between Carolina and other universities, colleges, the private sector, and non-profit organizations. So, as North Carolina is called upon to challenge the old models of economic development, so must the academy challenge the way it does business. The conferees identified at least two “big ideas” for work in the area of workforce development.

Providing Interdisciplinary Technical Assistance

- Update and provide information and education about workforce development issues to elected, business, non-profit and community leaders.
- Develop and implement future thinking and strategic visioning programs for North Carolina communities.
- Provide basic business management skills education programs for entrepreneurs, the self-employed, and small and mid-sized business people.
- Offer two to three day globalization workshops to train community people in current and emerging community economic development challenges.
- Increase funding for doctoral and graduate school funding for engaged workforce development research in North Carolina communities.

Preparing the Workforce of the Future

- Train public school administrators, counselors, and teachers in the workforce needs of the future.
- Partner with K-12 education to help students transition from primary to secondary to post-secondary education.
- Identify disconnects between North Carolina’s workforce development needs and education and training capacities
- Map workforce development needs into the curricula of preschool through graduate education and lifelong learning.
- Create engagement models that encourage undergraduate and graduate students to work with and return to their home communities after graduation.
- Provide monetary and other incentives for undergraduate and graduate students to live and work in their home communities after graduation.
- Form a partnership between the School of Government, the School of Education and the Frank Porter Graham Child Development Institute to further develop the Frank Porter Graham pre-K program.

CREATING GLOBALLY COMPETITIVE BUSINESSES

Like most of the South, North Carolina's traditional competitive advantage has been built on an abundance of low-wage labor. From the creation of mill towns to build the state's textile industry to the more recent use of incentive-based recruitment to attract branch plants and other large employers, North Carolina's business development strategies have leveraged this advantage to varying degrees of success. With the rise of the global economy, however, the state can no longer afford to compete solely in terms of low skills and low wages. Success in the 21st century will require that North Carolina build a new competitive advantage based on skilled workers providing technology-intensive products and services. Interdisciplinary partnerships between UNC-Chapel Hill and North Carolina communities and businesses will play a critical role in this transformation from a "brawn" to a "brain" economy. CSCED conferees identified at least two "big ideas" for work in the area of business development.

Providing Business Development Technical Assistance and Research

- Identify industries and sectors expected to experience significant growth in North Carolina.
- Work with the Department of Commerce to look creatively at how current and future financial investments could be translated into business development opportunities.
- Identify and map the "new economy" assets of underperforming communities.
- Leverage Carolina's position of leadership and neutrality to offer facilitation and visioning services to help solve community-business challenges.
- Increase number of student internships with private businesses, especially in communities experiencing brain drain

Catalyzing Statewide Entrepreneurial Development

- Partner with NCCCS and the NC Rural Center to create a seamless statewide system of technical assistance to entrepreneurs
- Reproduce successful models of university engagement, such as the Area Health Education Centers and agricultural/industrial extension programs, to encourage small business and entrepreneurship development.
- Develop a model to recruit entrepreneurs and startup companies to North Carolina.
- Offer statewide non-degree short courses focused on business and entrepreneurial skills.
- Facilitate the creation of an integrated system of business incubators and accelerators across the state.
- Provide information and assistance to encourage new business ventures (including university startups) to locate in underperforming communities.
- Broaden and deepen efforts to produce and spin off intellectual property.

BUILDING LEADERSHIP AND CIVIC CAPACITY

Globally competitive businesses and communities must increasingly cultivate new leaders and new civic capacities. University-community partnerships can help by working with existing and emerging leaders to promote new public service activities and provide opportunities for individual growth. Campus-community collaborations can also identify and invest in innovators with leadership potential and help create a more inclusive leadership pool that accurately represents the economic, geographic, and racial diversity of North Carolina. Finally, university-community partnerships can help create civic and leadership structures that transcend arbitrary political boundaries to harness opportunities for regional economic development. CSCED conferees identified at least three “big ideas” for work in the area of building leadership and civic capacity.

Supporting New and Emerging Leaders at the Community Level

- Utilize the Area Health Educations Centers model to encourage leadership development in by deploying teams of Carolina faculty and students to underserved areas.
- Encourage faculty and student engagement to help communities pursue leadership development as a means of building competitive advantage.

Establishing an “Applied Leadership Laboratory”

- Build on existing leadership programs at Carolina to create a “learning lab” that rewards students and faculty who pursue public leadership innovation research and projects throughout the state
- Build a network to link emerging leaders at UNC-Chapel Hill with those in North Carolina communities.
- Develop an accessible portal to Carolina’s leadership resources.
- Create capstone leadership courses in which Juniors and Seniors work on development projects in underserved areas.
- Create a central clearinghouse for student internships to match students with communities in need.

Partnering With K-12 Leaders to Promote Leadership, Entrepreneurship and Value Creation

- Leverage programs such as the Principals and Assistant Principals Executive Programs and Rural School and Community Trust Education Renewal Zones, to educate community and public school leaders and counselors about the dynamics and implications of economic restructuring.
- Create new K-12 programs to instill in students the long-term function and value of education, leadership and entrepreneurship.
- Encourage and train educators to participate in crafting and implementing community economic development plans.

BUILDING PUBLIC POLICY AND PLANNING CAPACITY

Public policy and planning capacities in many ways “set the rules” for community economic development, affecting what balance a region strikes between pursuing short-term economic gains and building long-term development capacities. Finding the right mixture of short- and long-term goals is vital to regional economic success. North Carolina’s recent emergence as a global destination for high technology and biotechnology enterprises illustrates this point. Moreover, the RTP example shows the power of building university, business and community partnerships to define and address long-term policy and planning challenges. To ensure and expand North Carolina’s success in the knowledge industries of the new global economy, such collaborative public policy and planning activity must be expanded across the state. CSCED conferees identified at least three “big ideas” for work in the area of building public policy and planning capacity.

Establishing a Multi-Jurisdictional Convening Group

- Partner with North Carolina’s seven economic development partnerships to convene a group of multi-jurisdictional leaders and stakeholders to encourage regional community economic development
- Cultivate new relationships and identify common assets and challenges
- Establish regional “brands” around new collaborations and competitive strengths

Convening a Summit Across All Levels of Education

- Host a UNC-Chapel Hill Summit on Public Education and Economic Development
- Build sustained interaction and cooperation among representatives of the K-12, university, and community college systems
- Align K-20 goals and curricula to create education programs supportive of long-term economic development across the state

Providing Entrepreneurship Training for Local Economic Developers

- Offer a certificate program in entrepreneurship for local economic developers
- Bridge disconnects between entrepreneurial economic development in the academy and in the field

PRODUCING KNOWLEDGE AND DEPLOYING TECHNOLOGY

In the global economy, the ability to generate and effectively utilize new knowledge and technologies is critical to maintaining competitive advantage. Fortunately, North Carolina is blessed with an impressive array of public and private research institutions that have taken important steps to encourage innovation and transfer new products, technologies and services to the marketplace. Carolina's leadership in this area could be harnessed to update university incentive and promotion systems to encourage faculty to partner with communities and businesses to put other types of knowledge to work. Opportunities also exist to reach across organizational, cultural and geographic barriers to put university innovations to work across the state. CSCED conferees identified at least three "big ideas" for work in the area of producing knowledge and deploying technology.

Taking the Lead in Benchmarking and Information Dissemination

- Assess the growth industries and jobs of the future and educate communities on emerging challenges and opportunities.
- Develop a series of community economic development success stories and lessons learned with application to North Carolina.
- Identify and document the "new economy" assets of rural and poor communities
- Create a vision to build sustainable collaborations with economic development agencies, community organizations, and other levels of education.
- Benchmark, systematize and communicate strategies and best practices in community economic development.

Expand Knowledge Transfer Beyond Technology Transfer

- Leverage Carolina leadership in technology transfer to more broadly encourage knowledge transfer for the social good.
- Target knowledge transfer to public and non-profit sectors as well as private sector.
- Continue to promote technology transfer and intellectual property development within the university system.

Improve Carolina Partnerships with NCCCS and UNC Campuses

- Partner with community colleges and regional universities to translate data and research results into community action.
- Encourage multi-institutional collaborative research that impacts regional North Carolina development challenges and opportunities.
- Build partnerships among Carolina Schools of Education and Nursing and community colleges to train and locate new teachers and nurses in underserved areas.
- Partner with community colleges to offer higher level continuing education and professional training courses in underserved areas.
- Encourage community colleges to take the lead in identifying and proposing new college-university partnerships.

Creating Integrated Campus-Community Networks of Research and Practice

- Create a university network of administration, faculty, and students to identify and pursue research opportunities related to community economic development in North Carolina
- Create a network of North Carolina communities interested in accessing Carolina resources
- Create a network of practice to link the above by marketing Carolina's development capacities and reaching out to North Carolina communities

Solving the Health Care Crisis

- Develop innovative, efficient, value-added approaches to the development, delivery, structuring, and financing of health care.
- Position North Carolina communities to capitalize on emerging community economic development opportunities in the health care industry.

CREATING WORLD-CLASS INFRASTRUCTURE

The infrastructure requirements of competitive communities and businesses transcend traditional issues of roads, water, sewer, and utilities. The mobile, technology-intensive industries and workforces of the global economy also demand more modern infrastructure amenities, including broadband and information technology capacities, ready access to air transportation, and quality health care and education systems. By partnering with communities and businesses, Carolina can augment existing infrastructure, advocate for statewide strategic investments, and help businesses and communities make the most effective use of current and future infrastructure capacities. CSCED conferees identified at least two “big ideas” for work in the area of creating world-class infrastructure.

Advocating for statewide public broadband connectivity

- Advocate for and support mandatory public funding of information technology and broadband connectivity for public schools and community colleges.
- Support creation of information technology centers around the state to work with communities, businesses and schools on community economic development challenges related to access to and proper use of broadband infrastructure

Expanding public health infrastructure

- Create and expand rural public health incubators to pool regional resources.
- Reproduce Area Health Education Centers and Kenan-Flagler Business School models of partnering with communities to improve health care access and training.

INTERNAL OPPORTUNITIES

Maintaining each of the six building blocks of globally competitive communities and businesses will be critical to North Carolina's success in the 21st century economy. As the first public university in the U.S., UNC-Chapel Hill has a deep tradition of engaging community economic development challenges. However, like the businesses and communities of the state it serves, UNC-Chapel Hill must find new ways to build North Carolina's global competitive advantage. Active collaboration with public, private, and non-profit partners will play an important role in these efforts. University systems and policies, therefore, must be updated to encourage faculty and students to engage community economic development throughout the state. CSCEd conferees identified at least two "big ideas" to change UNC-Chapel Hill policies, systems, and culture to increase community economic development research and engagement at Carolina.

Institutionalize Community Economic Development Engagement at Carolina

- Update hiring, incentive and promotion practices to encourage community economic development engagement and research.
- Engage members of the university community in ongoing interdisciplinary dialogue—within the university and between the university and the people of the state—regarding community economic development and outreach to the state.
- Offer small funds targeted to emerging community economic development issues that could result in publication.
- Create a central clearinghouse to match faculty interested in pursuing development projects with North Carolina communities in need.

Developing a Student Engagement Model for Community Economic Development

- Incorporate engagement into Carolina's undergraduate curriculum.
- Encourage students to participate actively in local communities as part of their coursework.
- Incentivize students from underperforming/underserved communities, through scholarships, loans, debt forgiveness, etc. to return to their home communities after graduation.

SUMMIT ATTENDEES

Amick	Trude	Office of Technology Development UNC-Chapel Hill
Ammerman	Alice	School of Public Health UNC-Chapel Hill
Avila	Creighton	Office of Economic and Business Development UNC-Chapel Hill
Beacham	Chris	NC Dept of Commerce
Bencini	Rob	Guilford Co. Community & Economic Development
Benedict	Salli	Center for Health Promotion & Disease Prevention- UNC- Chapel Hill
Blanchard	Lynn	Carolina Center for Public Service UNC-Chapel Hill
Blatecky	Alan	Renaissance Computing Institute
Blouin	Bob	School of Pharmacy UNC-Chapel Hill
Blue	Wendy	Troy University
Boney	Leslie	Program for the Rural Carolinas
Bremer	Jennifer	Kenan Institute UNC-Chapel Hill
Brown	Rebecca	Dept. of City & Regional Planning UNC-Chapel Hill
Brown- Graham	Anita	School of Government UNC-Chapel Hill
Carroll	Dale	Advantage West Regional Partnership
Carson	Virginia	Campus Y UNC-Chapel Hill
Crowell	Mark	Economic Development & Technology Transfer UNC-Chapel Hill
Dardess	Margaret	Office of the Provost UNC-Chapel Hill
Dickens	Willa	NC Community College System
Drucker	Joshua	Dept of City & Regional Planning UNC-Chapel Hill
Fitzgerald	Kevin	School of Government UNC-Chapel Hill
Forrest	Scott	Office of Technology Development UNC-Chapel Hill
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Goldstein	Harvey	Dept of City & Regional Planning UNC-Chapel Hill
Gorely	Amy	Carolina Center for Public Service UNC-Chapel Hill
Graham	John	NC Institute for Public Health
Gregory	Bo	NC Dept of Commerce

Guillory	Ferrel	Program on Southern Politics, Media and Public Life UNC-Chapel Hill
Hall	Billy Ray	NC Rural Center
Heisler	Jules	School of Public Health UNC-Chapel Hill
Henderson	Margaret	School of Government UNC-Chapel Hill
Holland	Dorothy	Center for Integrating Research & Action UNC-Chapel Hill
Holmes	Mark	NC Institute of Medicine UNC-Chapel Hill
Howes	Jonathan	Chancellor's Office UNC-Chapel Hill
Hoyman	Michele	Political Science UNC-Chapel Hill
Hudson	Coy	Catawba Valley Community College
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Kasarda	John	Kenan Institute UNC-Chapel Hill
Keen	J. Larry	N.C. Community College System
Kirkman	Don	Piedmont Triad Partnership
Lanier	Mark	UNC-Wilmington
Legerton	Mac	Center for Community Action
Linnan	Laura	Dept of Health Behavior & Health Education UNC-Chapel Hill
Loewenthal	Norm	Friday Center for Cont Education UNC-Chapel Hill
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McKethan	Aaron	Public Policy UNC-Chapel Hill
Mearns	Mark	Corporate Relations UNC-Chapel Hill
Moga-Bryant	Catherine	NC Rural Economic Development Center
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Patterson	Jane	e-NC Authority
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Reid	Dianne	Orange Co. Economic Development Commission

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Willis	Rachel	American Studies UNC-Chapel Hill
Woodward	Abigail	Lillian's List of NC Center for Entrepreneurial Studies
Zoller	Ted	UNC-Chapel Hill