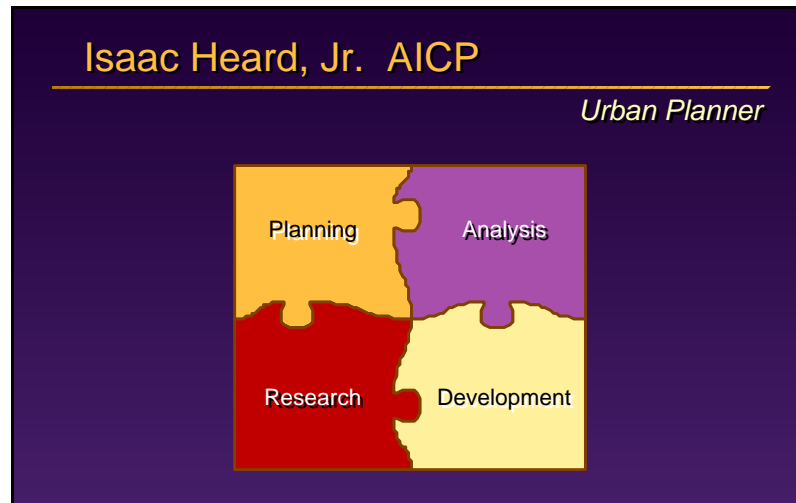


# The Role of HBCUs in Community Development



Prepared for the HUD HBCU Conference  
October 17-19, 2007

# The Proud History of HBCUs in Community Economic Development



- The heart of the HBCUs' mission has always been to provide leadership for and to improve the condition of African Americans.
- Even within the restrictions of racism and segregation, they have produced W.E.B. DuBois' "talented tenth."

# A Rationale for HBCU Involvement in Community Development

- The HBCUs' self interest is served by the revitalization of their host communities.
- In this age of competition with majority white institutions, many African Americans with a choice don't want to work at or send their children to school in areas dominated by dilapidated housing, poor services, street crime and general economic malaise.
- Put most bluntly, if the host communities of the HBCUs die, the HBCUs will suffer and perhaps die with them.

# The Evolution of University-Community Partnerships

- Universities, in general, have not always be involved in urban community development and affairs.
- Many were started in rural locations that eventually become urban.
- Finally, these physical decay and crime began to directly affect the universities' ability to recruit and retain students, faculty and staff.
- After trying to hide from the problems behind walls, many have augmented their mission to provide services to their host communities.

# Best Management Practices for Forming & Managing Partnerships

- Important factors for successful, long-term partnerships
  - a shared underlying philosophy of CED and a patient process for implementing that philosophy
  - a working relationship among partners that overcomes differences
  - a recognition and satisfaction of the mutual interest of partners
  - a balancing of advocacy, organizing and political roles
  - an institutional commitment and leadership involvement
  - an organizational structure appropriate to the partnership
  - a long-term and patient relationship for institutional continuity

# Barriers & Challenges to Partnerships

- **Institutional** - little recognition for public service in promotion & tenure guidelines; calendar differences
- **Environmental** - logistics of off-campus work; fear of neighborhood conditions
- **Political** - fear of conflict with local governments; difficulty with changing political parties; State funding
- **Racial** - differences in attitudes & communication styles between faculty/students & residents; fear of being critical and honest
- **Class** - community fear of “elites”, differences in economic status of faculty, students and residents

# Types of Partnership Arrangements

- **Paternalistic/theory testing model** - University poses both questions & answers, then uses the community as a laboratory to test its theories.
- **Professional/expertise model** - Community & university pose questions, but the university is the primary source of knowledge needed to answer questions.
- **“University as your resource” model** - University still has the answers but sees itself as subservient to the community’s needs, and is available to help but not set the agenda.
- **Empowerment for capacity building model** - building power and capacity of local organizations and residents is emphasized with University personnel working with them and gaining from the collaboration

# Models for Individual Researchers to Work with Communities

- **The initiator** - enters and tries to start an activist research project, but may cause community disarray unless possessing a community organizing background
- **The consultant** - works on a community-commissioned research project, with accountability to the community, that may serve as an organizing tool as it helps the people to investigate themselves
- **The collaborator** - works hand-in-hand with community members, recognizing that each brings unique talents to the table. The researcher brings important general and theoretical knowledge, while the community members bring crucial experiential knowledge.



# Rules of Thumb for Successful Collaborations

- **Collaboration is established before projects begin**
- **Communities identify the research topics**
- **Communities are involved in the research from the beginning**
- **Formal processes and structures link community and researchers**
- **Researchers and funders include the community's view and concerns.**
- **Community assets are recognized, not just as risks and deficits.**
- **Researchers and community organizations share funding appropriately.**
- **Resources are dedicated to sustaining the collaboration itself.**
- **Researchers and community groups are honest about goals and agendas, limitations and constraints.**
- **Research findings are shared with the community before and after publication.**
- **There is follow-through to disseminate results and sustain the project after the research grant ends.**
- **Mutual trust and respect is built and maintained.**

# Opportunities for Community Dimensions-Based Research & Actions

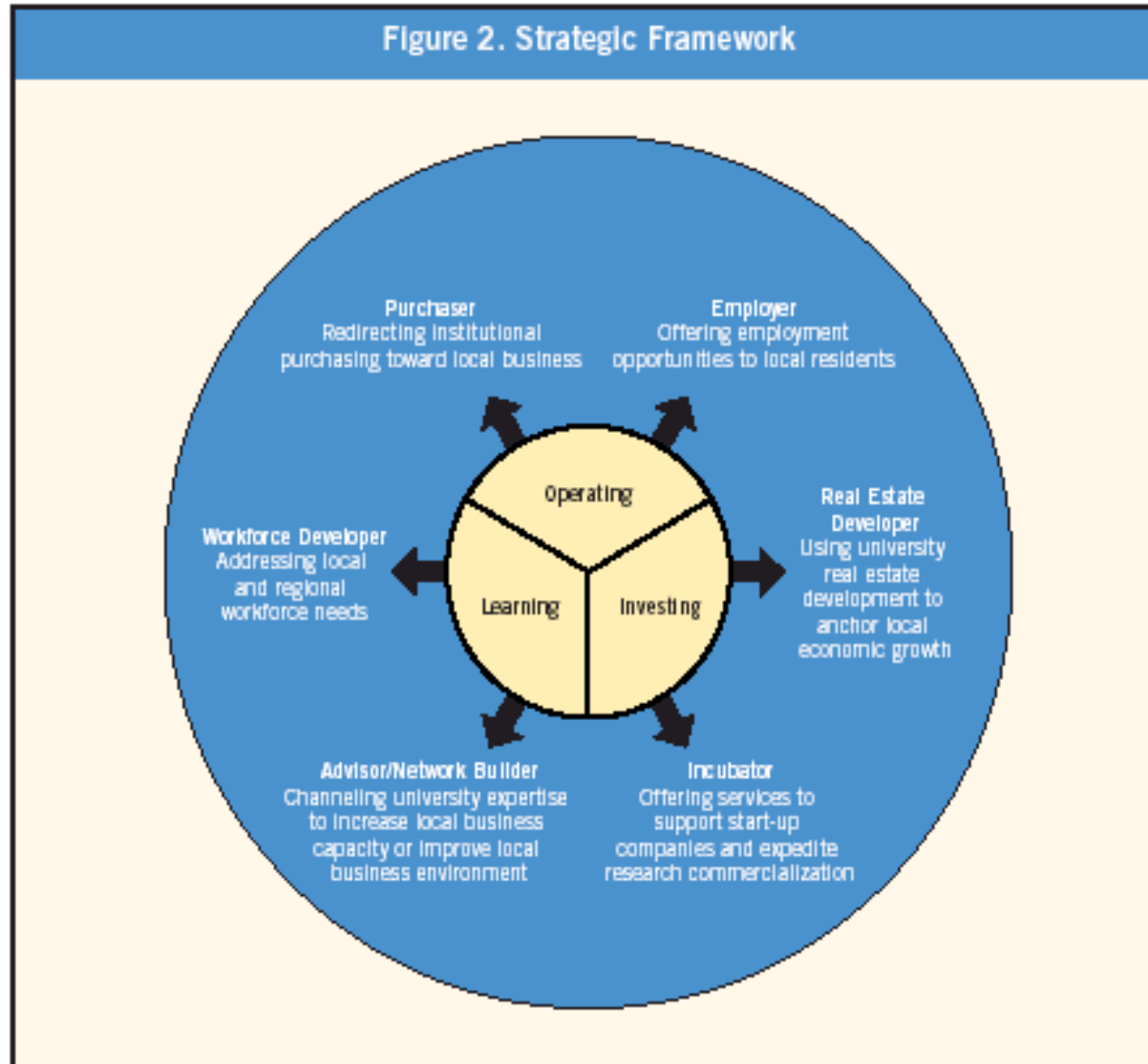
- **Human capital** - improving individuals' assets (skills or knowledge) through social services, education, training and leadership development
- **Social capital** - through improved interpersonal networks, trust, coordination and cooperation
- **Physical infrastructure** - through improved housing, transportation and recreation/open space
- **Economic infrastructure** - in the form of how goods & services are distributed and how capital flows within the community and between the community and the larger environment
- **Institutional infrastructure** - by improving the scope, depth, leadership and interrelationships of the community's institutions
- **Political strength** - by increasing the ability to exert a legitimate & effective voice within and outside the community

# A Strategic Framework for Universities to Leverage Their Assets

- Purchasing goods & services from community businesses & residents
- Employing community residents
- Developing real estate and incubating businesses in the community
- Advising local businesses on best management practices
- Building communication and interdependence networks with community residents and businesses
- Developing and training segments of the community workforce

# A Strategic Framework For Leveraging University Assets

from “Leveraging Colleges & Universities for Urban Revitalization”  
by Initiative for a Competitive Inner City and CEOs for Cities



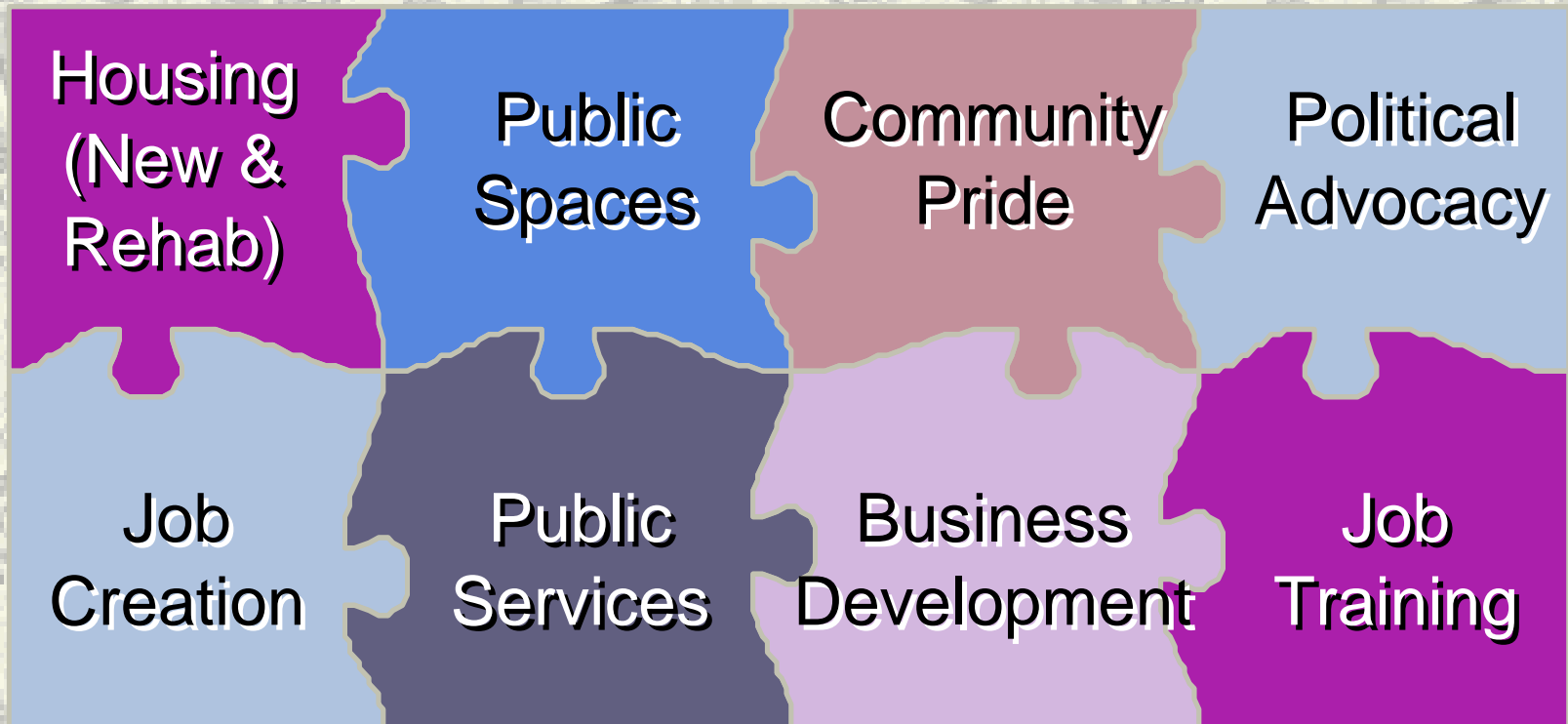
# A Rationale for Community Development Intervention in the Private Market

- Neighborhoods need revitalization, at least in part, because of market failures
  - monopolies
  - transaction costs
  - public goods
- These failures are caused by and lead to
  - social isolation
  - cultural isolation
  - economic isolation
  - racial isolation
- Community development works to eliminate the impacts of these forms of isolation.

# Components of C.E.D.

---

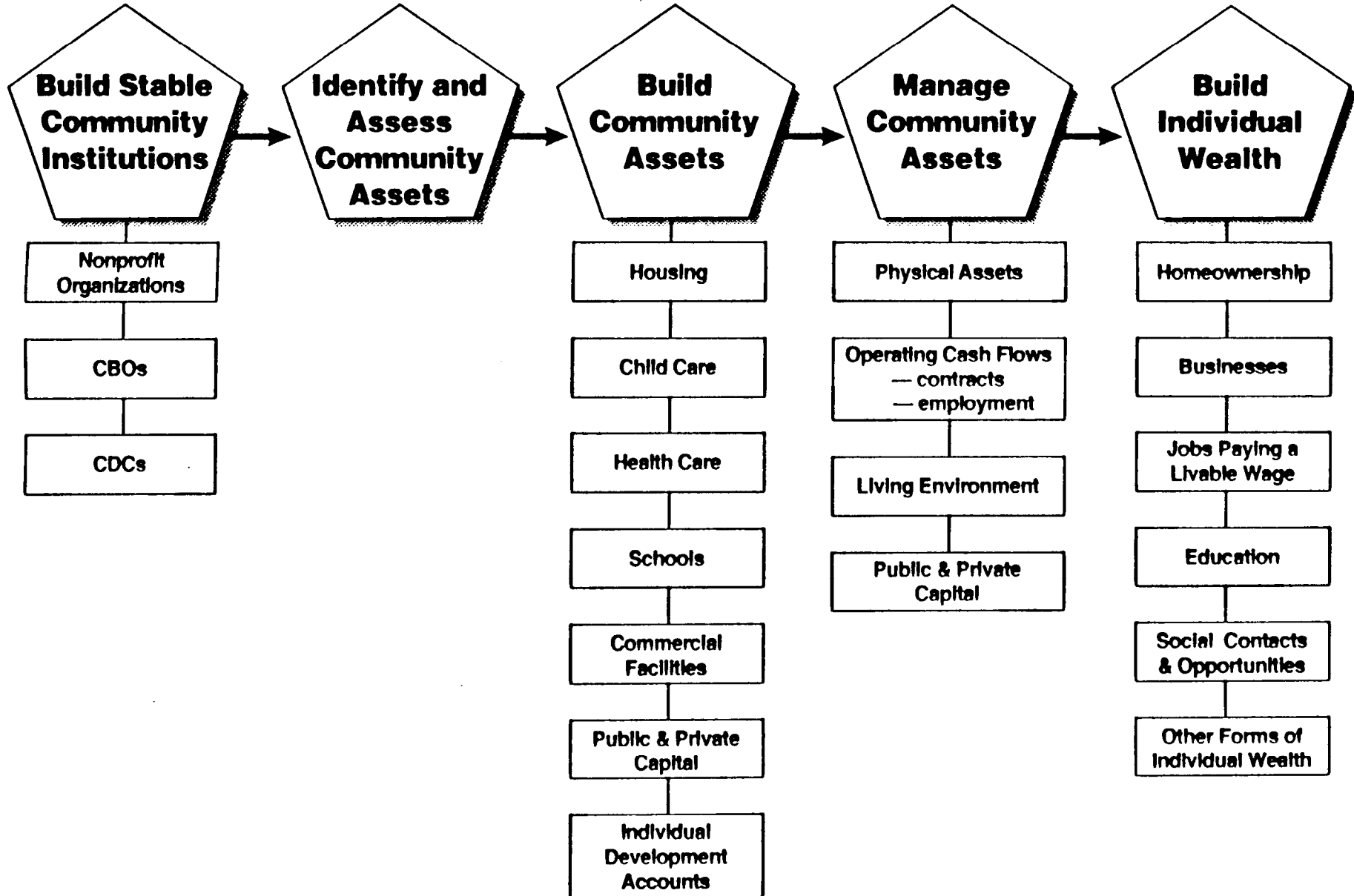
*Purpose : To eliminate the impacts of cultural, social, economic & racial isolation*



# The Final Product of the Asset-Building Process

- A healthy local economy characterized by
  - the recirculation of money
  - high rate of employment among residents
  - ownership of local businesses by residents
  - patronization of local businesses by neighborhood households
  - an active connected community

# COMPREHENSIVE ASSET-BUILDING MODEL





# Components of Community Assets

Local Institutions	Neighborhood Associations	Individual Capacities
Universities Community Colleges Police & Fire Depts. Hospitals Libraries Social Services	Neighborhood Councils Business Associations Religious Institutions Communications Outlets	Skills Experience Educational Attainment Income Expenditure Patterns Neighborhood Businesses Home-Based Enterprises

# Causes and Solutions to Market Failures - Goods & Services

- Many African American communities are not socio-economically or psychographically homogeneous like traditional suburban communities.
- Therefore, researchers and market analysts have great difficulty in quantifying the demand for goods and services.
- Recent research has identified “density of demand” as a significant factor in defining the multi-billion dollar economic impact of African American communities.
- HBCUs can help to absorb the transaction costs for measuring and quantifying the “density of demand” in order to help attract and/or develop needed providers of goods and services.

# Internal Community Problems and Market Failures - Chronic Nuisances

- Even with well quantified understanding of the demand for goods and services, investors will find some communities too risky.
- In some instances the dysfunctional behavior of a few and the enabling behavior of many combine to make communities extremely unattractive for any but those who have no other choices.
- The most difficult part of addressing these chronic nuisance problems is in defining how community leaders should approach such problems.
- HBCUs are in a unique position to help document the problems and assist community residents in crafting solutions.

# Types of Property-Based Nuisances

- Physical Nuisances
- Behavioral Nuisances

# Physical Nuisances

- Including violations of building, housing, health or sanitation codes
- Often described as eyesores, health hazards or blighted property
- Often the result of the owner's lack of maintenance combined with property users' irresponsible behavior

# Behavioral Nuisances

- Including violations of criminal law
- Ranging from merely bad neighbors to drug house, gang house or shooting gallery
- Often the result of the criminal behavior of a few and the enabling behavior of many who permit the problem to continue

# Violations that cross agency boundaries become nuisances

- Littering
- Vandalism
- Broken windows
- Trespassing
- Reckless driving
- Blocked parking spaces
- Foul odors
- Drug abuse
- Late-night shouting matches
- Fire hazards
- Barking dogs
- Animal abuse
- Curfew violations
- Petty theft
- Truancy
- Intimidating behavior

# Creating a New Kind of Citizen

- We need to move away from a limited-responsibility view of citizenship.
- A limited-responsibility view of citizenship holds that a responsible citizen is one who obeys the law and votes, but who is otherwise a relatively passive consumer of government services.
- We need to shift to a model of vigorously involved individuals willing to lead when necessary to keep a neighborhood livable.
- HBCUs as institutional stakeholders and their faculty/staff can help produce this new kind of citizen, who is really nothing more than one of DuBois' “talented tenth,” though perhaps not always an HBCU alumnus.



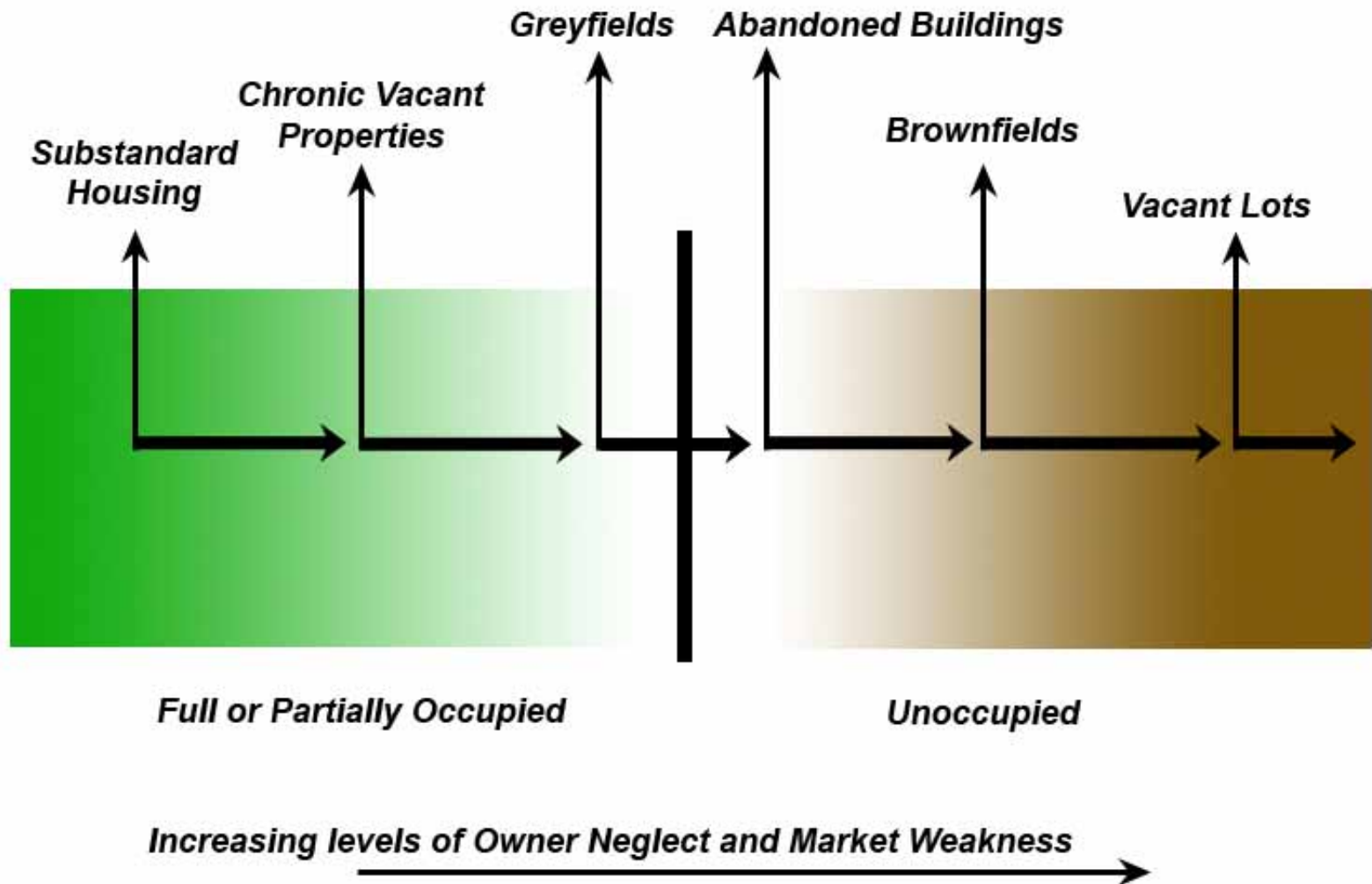
# Ways In Which Universities Have Partnered With Communities In The Housing Arena

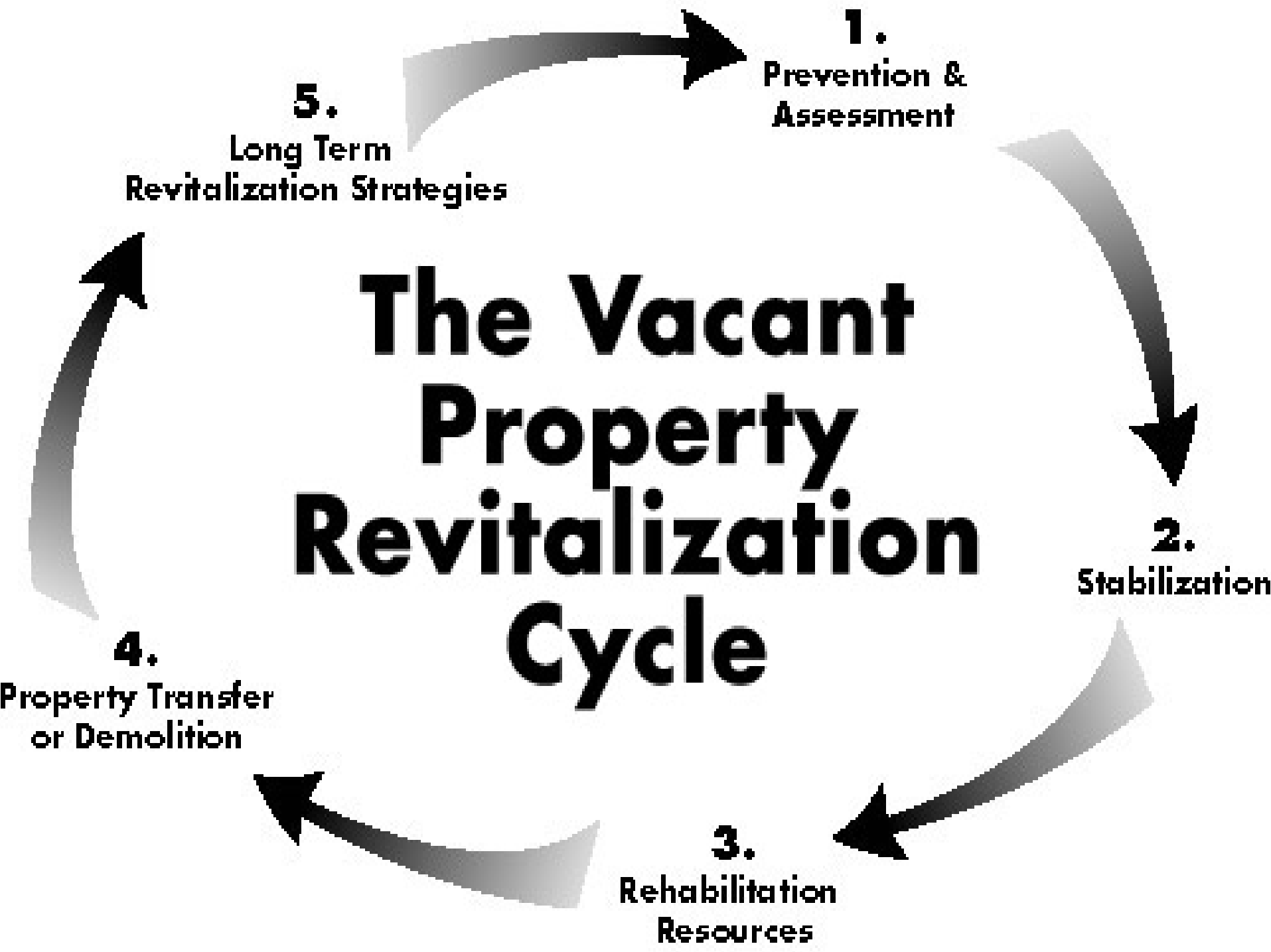
1. Financial contributions to the community to assist in the production or preservation of housing
2. Employer-Assisted Housing for university faculty and staff
3. Direct production of affordable housing for community residents
4. Housing development and planning assistance using university resources targeted at specific communities or neighborhoods

# Common Traits of Successful University CED Efforts in Housing

1. Universities engage in community-based housing development out of enlightened self-interest
2. Through collaborations the university can have a positive impact on the quality of life of the surrounding neighborhoods
3. An effective collaboration cannot be created overnight but requires persistence and patience to create an environment of trust and respect
4. The university can lead both by example and by using its position of authority and prestige within the community to focus attention on its urban partners and specific issues such as affordable housing

## ***Continuum of Vacant Properties***





# Essential Strategies & Tools

- Define/document the impacts and obstacles
- Inventory existing assets and initiatives
- Develop a property information systems & network of neighborhood revitalization plans
- Prevent/stabilize substandard housing and vacant properties within core communities by coordinating:
  - Rehabilitation and housing assistance resources
  - Comprehensive code enforcement strategies
- Establish a land bank/urban land trust and work with local government to streamline tax foreclosure processes to reclaim abandoned properties
- Create a comprehensive vision and action agenda to guide development

# A Potential Entrepreneurial Future

- The Penn Bookstore in west Philadelphia anchors a shopping center below rental apartments. →



- ← • Dartmouth College is redeveloping an area of downtown Hanover, NH with a mixed use project of retail space, entertainment uses and housing.

# Future Directions in the Community Economic Development Movement

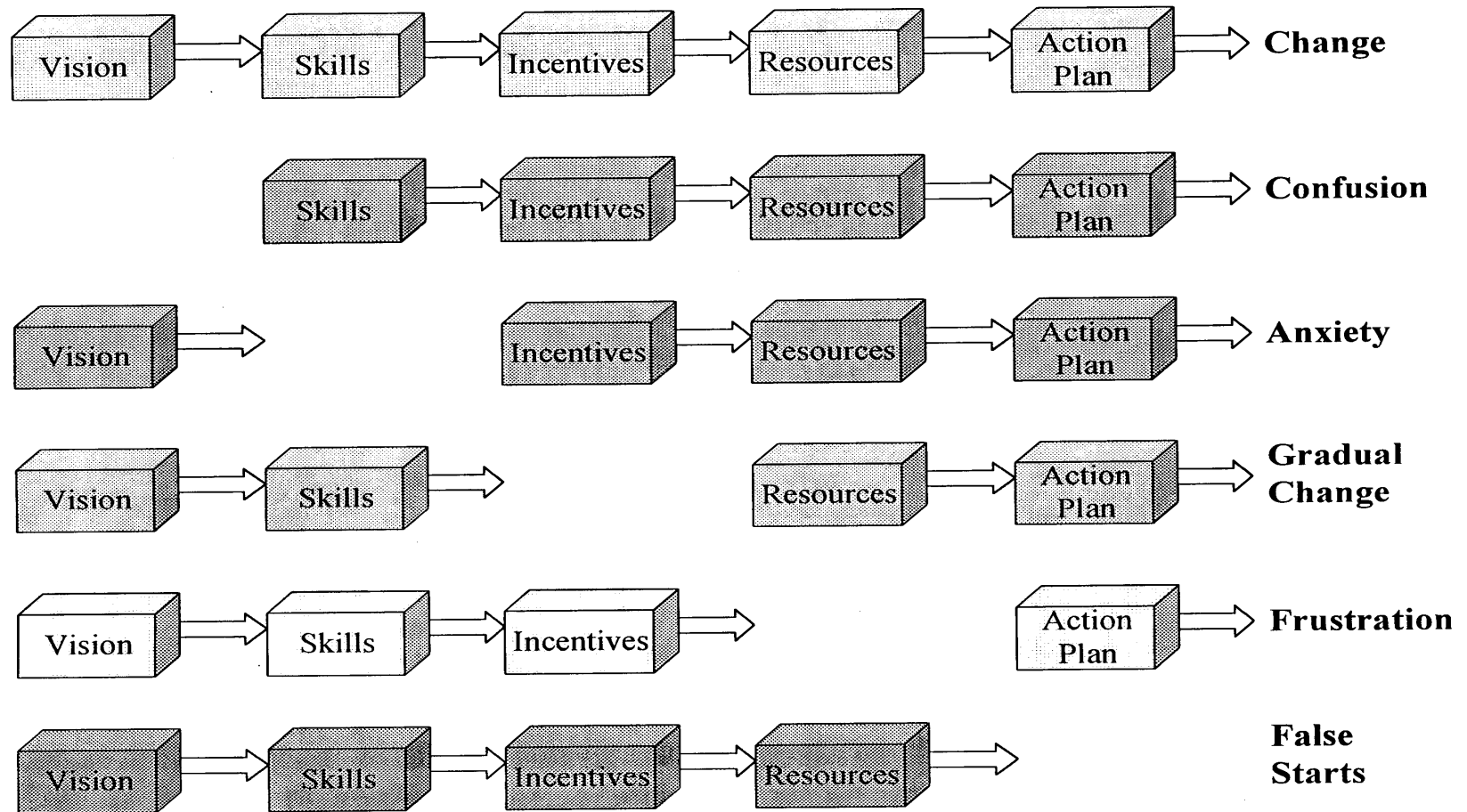
- Community economic development is increasingly about dealing with the failures of the private market, and the need for communities to address issues of environmental awareness, social integration, a sustained economy and citizen participation
- HBCUs have the opportunity to improve the ability of their host communities to deal with the complexity of these issues as well as the forces at work in the urban development process
- In addition to working with those seeking advanced degrees, HBCUs should become a value-added resource that create and manage the public value that can be leveraged into individual wealth and assets for the residents of their host communities

# Conclusions

- HBCUs must model good leadership and “followership” and learn from experience
  - to develop a shared philosophy and patient process with their host communities regarding CED
  - to develop trust and networks within their host communities
  - to overcome barriers to forming effective partnerships
  - to develop and use a strategic framework for leveraging University assets
  - to allow and encourage academic researchers to work in a collaborator role with the host communities
  - to nurture and enlarge the pool of resources available for CED



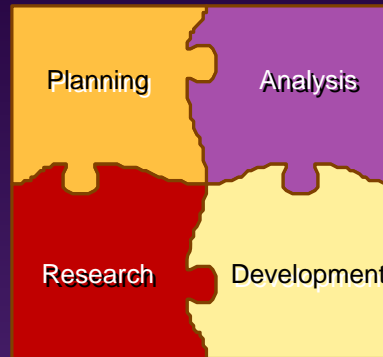
# Managing Complex Change



Isaac Heard, Jr. AICP

---

*Urban Planner*



*Thank you for your attention*