



The University of North Carolina at Pembroke: *A Catalyst for Economic Development*

August 2016

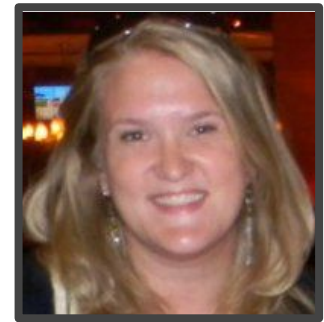
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NCGrowth, an EDA University Center at the University of North Carolina at Chapel Hill, was founded in 2012 to help businesses create good jobs and to help communities create sustainable and equitable opportunities for their citizens. With a passionate staff and a dynamic pool of graduate student analysts, we partner with businesses, communities, governments, and other organizations to tackle outcome-based economic development and entrepreneurship projects. NCGrowth is funded by the Frank Hawkins Kenan Institute of Private Enterprise, US Economic Development Administration, GoldenLEAF Foundation, and Z Smith Reynolds Foundation.

“The concept of higher education has certainly morphed from the old and rather “unengaged” ivory tower notion to a new, highly engaged, place-based or community-based concept.”

-Eugenie Birch, David C. Perry,
and Henry Louis Taylor, Jr.
Universities as Anchor Institutions (2013)

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Project Intent



Why this Project? Why Now?

Throughout 2016, UNCP developed this project with NCGrowth, an EDA University Center housed at the Kenan Institute of Private Enterprise at UNC Chapel Hill. Dr. W. Stewart Thomas, Interim Dean of the UNCP Business School, spearheaded this effort under the direct instruction of UNCP Chancellor Robin G. Cummings.

“UNC Pembroke is committed to serving as a driver for job creation in southeastern North Carolina. We do this by tapping the immense opportunities in our region and leading the way in overcoming challenges to economic development.” -UNCP Chancellor Cummings, July 13, 2016

Anchor institution-based economic development is premised on the idea that an institution like a university—with enormous purchasing power and deep roots in a particular location—has the ability to serve as a catalyst for economic growth within its community. By focusing more of its dollars and resources locally, UNCP has the power to serve as an economic engine in Pembroke, Robeson County, and Southeast North Carolina. When deciding among project ideas, the Chancellor’s office and other critical UNCP stakeholders agreed that the primary focus of this initial project should be increasing local purchasing of goods and services.

UNCP is currently creating its Sustainability Strategic Plan, an effort being led by Jay Blausler, UNCP’s Director of Sustainability, and is also working to revamp its purchasing policies with the goal of exceeding state-mandated minimum levels for local purchasing. Kim Locklear, UNCP’s Director of Purchasing, is instrumental to that process, and also provided vendor-use data and expertise to NCGrowth’s analysts to allow them to investigate that facet of UNCP’s current local engagement. UNCP hopes to leverage the energy and resources directed towards its sustainability and purchasing programs to increase the number of local goods and services purchased university-wide.

NCGrowth analysts have spent the summer working with UNCP and the Entrepreneurship Incubator to develop recommendations for anchor institution-based economic development planning. By researching successful initiatives in other communities and examining UNCP’s current economic relationship with the community, they have developed a recommended list of immediate and future project opportunities—projects that could increase not only local purchasing, but also access to local food, capacity building and technical assistance for local business, and community partnerships meant to grow the local economy and foster a sense of community between UNCP and its hometown.

NCGrowth thanks Chancellor Cummings, Dr. W. Stewart Thomas, Carlton Spellman, Jay Blausler, Kim Locklear and James Freeman for their collaborative efforts and commitment to making this ongoing initiative a success.



Executive Summary

Anchor institution-based economic development (AIED) is an emerging field of interest that rests on the idea that anchor institutions--permanently located, non-profit institutions like universities and hospitals--are stable economic engines with a great deal of purchasing power. They have the potential to boost employment and wages in their localities through targeted purchasing and investment. UNCP's administration, via the Chancellor's Office and the School of Business, reached out to NCGrowth for research on AIED best practices, model projects, and recommendations for how UNCP can increase its local economic engagement. UNCP's initial goal for AIED project planning is to increase local purchasing.

UNCP is capable of serving as an anchor institution in Pembroke, Robeson County, and Southeast, NC. The Town of Pembroke is the cultural, political, and economic seat of the Lumbee Tribe, the largest state-recognized tribe east of the Mississippi River. The tribe comprises 57% of the town's population; the remaining population is fairly evenly split between African-American/Black and White residents. Only 20.3% of Pembroke's population is under the age of 18.

UNCP is the 5th largest employer in the county with more than 1,000 employees, and all five of the top five employers are public entities. The overwhelming majority of Pembroke's private businesses are small (<10 employees), and three of the top five private employers are home healthcare businesses. Median household income (\$16,444) in Pembroke is less than one-third that of the national median (\$53,482), and just over one-third of North Carolina's median figure (\$46,693).

AIED projects tend to fall into one of six categories: Targeted Purchasing, Community Investment, Technical Assistance, Building Capacity and Developing Leadership, School Partnerships, and Targeted Local Hiring. There are examples of successful projects in each category, but three of the most well-known and well-documented models are: 1) the West Philadelphia Initiatives undertaken by the University of Pennsylvania in concert with Penn Health System to increase local purchasing, incubate local small businesses, and promote community safety and welfare; 2) the Fifth Season Cooperative food hub in Wisconsin supported by multiple anchor institutions including local universities, school districts, and hospital systems; and 3) The Evergreen Initiatives in Cleveland, Ohio, which have created multiple employee-owned businesses that now contract with local universities and hospitals for laundry, energy, and food production services.

UNCP has a number of community focused initiatives in place. In order to increase local purchasing and engage in AIED more generally, additional action is required. A team of key staff at UNCP has worked with NCGrowth to develop the first steps of a long-term AIED plan: 1) The development of a Steering Committee and 2) a Vendor-Ready Initiative. A committee is critical to AIED planning because by its very nature, AIED is a team effort. Stakeholder and community involvement is required at every stage--goal setting, planning, implementation, and on-going evaluation--to ensure a program's feasibility and efficacy. The Committee should be comprised of key stakeholders and/or their designated representatives; each member must be empowered to make decisions on their organization's behalf and committed to the long-term goals of creating jobs and building community wealth.

If successful, the Vendor Ready Initiative will serve as an important first step in increasing the number of local goods and services purchased by the university. At the initial working meeting between UNCP and NCGrowth, the team members identified a solvable problem: few qualified local businesses were competing for UNCP contracts due to 1) a communication gap between UNCP's designated purchasers and potential local vendors and 2) some eligible local businesses are not registered as vendor. The Vendor Ready Initiative is intended to bridge both of those gaps through Vendor-Ready Workshops, information sharing, technical assistance, and increased advertising efforts of available university contracts to local businesses. Looking ahead, UNCP also has opportunities to build on its Sustainability Strategic Plan, UNCP Serve program, resources available at the Entrepreneurship Incubator, and other existing programming and activities to increase its economic impact at home.



Community Profile: Pembroke, NC

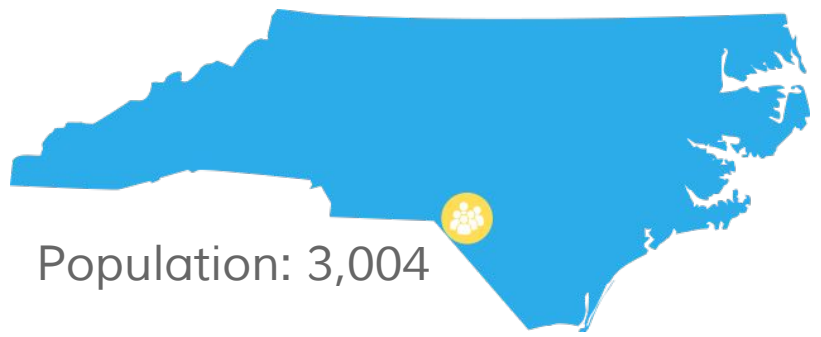
Pembroke is the economic, cultural, and political seat of the Lumbee Indian Tribe of North Carolina, the largest state-recognized Native American tribe east of the Mississippi River. The Lumbee Tribal Complex is located less than 2 miles from downtown Pembroke.

Of the town's 3,004 inhabitants, 1,717 (57%) identify in part or fully as being of American Indian descent; the additional 43% identify as either Black/African American (28.1%), White (19.3%), and only .2% Asian. This predominantly triracial blend creates a unique atmosphere in this community that welcomes diversity and embraces Lumbee heritage.

Pembroke is also home to the University of North Carolina at Pembroke. Originally founded as an American Indian institution, the school has since been incorporated into the UNC state system.

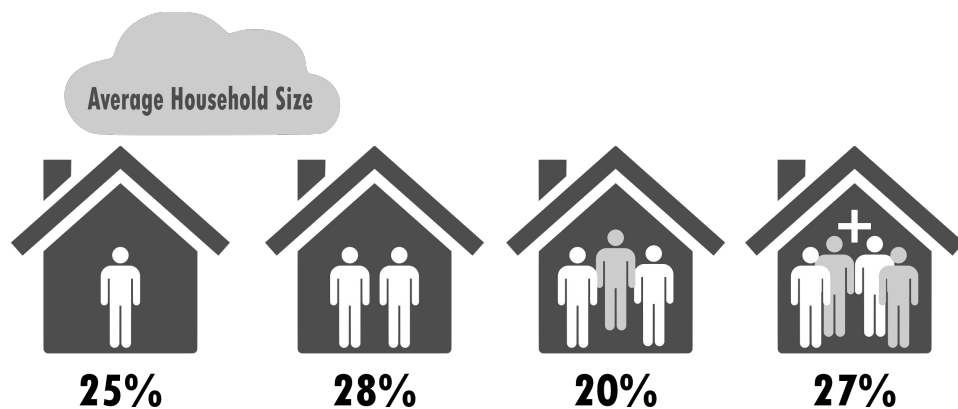
The town's population skews slightly female (58% female, 42% male). Only 20.3% of the population is under age 18.

77% of the over 25 population has a high school diploma, but only 19.3% of those over 25 have a bachelor's degree.

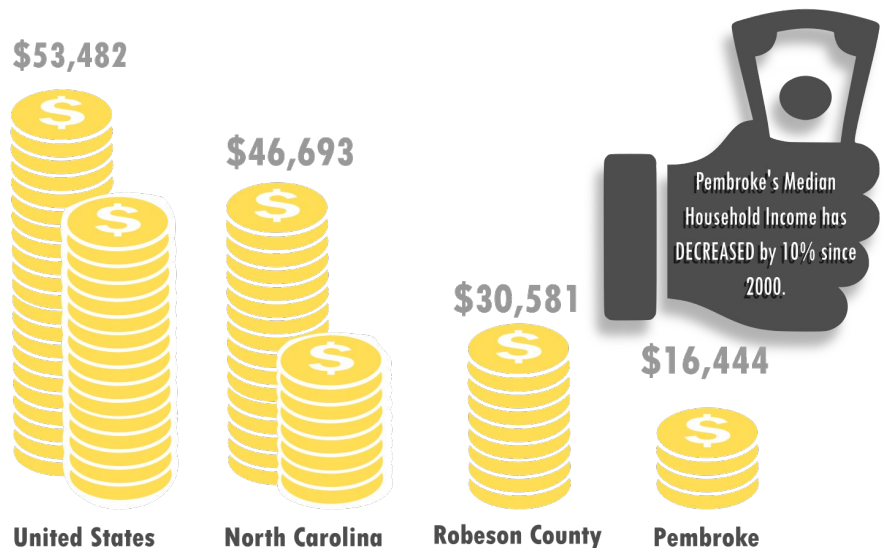


Pembroke's population is relatively steady. From 2000-2015, population is estimated to have increased:

- 1% in Pembroke
- .02% in Robeson County
- 5% in North Carolina



Median Household Income



*All data retrieved from US Census Bureau (www.census.gov), interpreted by authors.

Pembroke Business Landscape

Top 5 Employers in Robeson County:	Employee Count
Robeson County Public Schools	3000+
Mountaire Farms of NC Inc.	1300+
Southeastern Regional Med Ctr.	1000+
Robeson County	1000+
UNC Pembroke	1000+

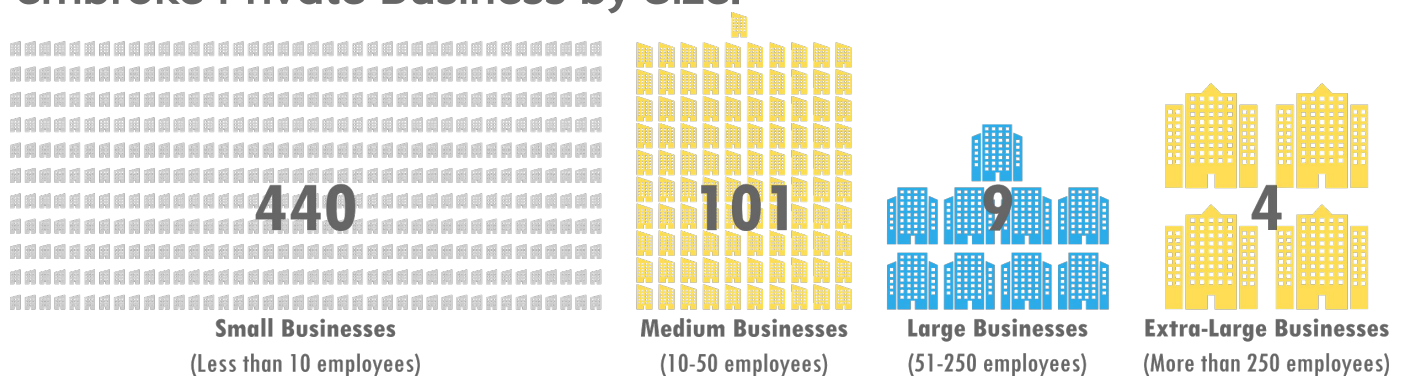
Four of the top five employers in Robeson county are public services. Medical practices, churches, restaurants, insurance companies, and beauty salons make up the majority of the approximately 554 private employers in Pembroke, NC.

Top 4 Private Employers in Pembroke:	Employee Count
Caring Touch Home Health Care	499
Healthkeeperz	400
Native Angels Home Care	301
WalMart Supercenter	275

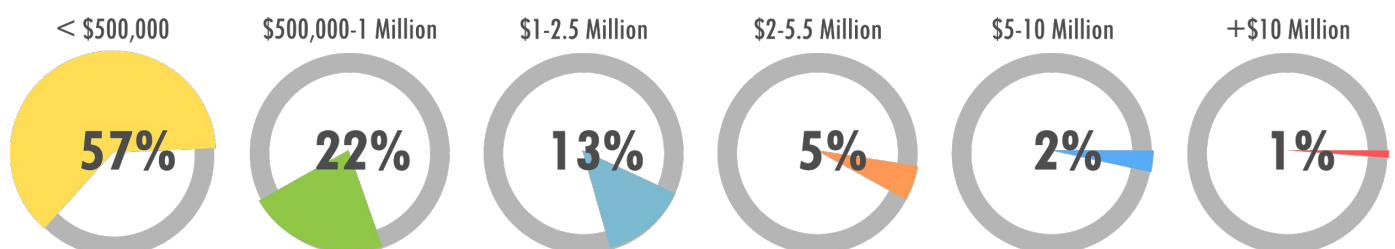
Most of the area's private companies are small businesses (less than 10 employees) and generate less than \$500,000 each year. This provides a great opportunity for the university to form mutually beneficial relationships within the local economy.

UNCP, the 5th largest employer in the county, facilitates technical assistance through the Entrepreneurship Incubator, intern placement and other professional development programs which can help these small businesses grow. In turn, Pembroke's economy can benefit from job growth and wealth creation.

Pembroke Private Business by Size:



Average Gross Revenue of Pembroke Private Businesses:



*All figures are estimates based on data retrieved from ReferenceUSA (www.referenceusa.com), interpreted by authors.

University Profile: Overview & History

The University of North Carolina at Pembroke is an undergraduate and graduate degree-awarding university located in the town of Pembroke in Robeson County, North Carolina.

Currently the 11th largest school of the 17 in the UNC system, UNCP has an average enrollment of 6,400 students and is expected to enroll more than 7,000 students by the year 2020.

UNC Pembroke offers 41 undergraduate programs and 17 graduate programs. The university offers a small campus feel with class sizes of approximately 20 students and an overall student-faculty ratio of 16:1.

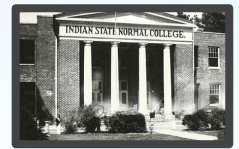
According to U.S. News and World Report, UNCP is among the nation's most diverse institutions, with over 62% minority enrollment and students from 24 states and 20 countries.

*"Changing Lives
Through Education."*



1887: Croatan Normal School is founded, comprised of 15 students 1 teacher; Elementary and Secondary education only

1887



1900

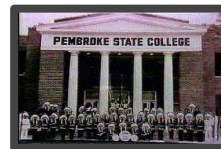
1909: Croatan Normal School moves to Pembroke site, is the center of the Indian community
1940: First four-year teaching degrees awarded

1941: Renamed Pembroke State College for Indians

1954: The college is desegregated, opened to all qualified applicants
1969: Renamed Pembroke State University

1972: Incorporated into the UNC system

1950



1978: First master's degree awarded: Master of Arts in Education

1996: Renamed The University of North Carolina at Pembroke

2000

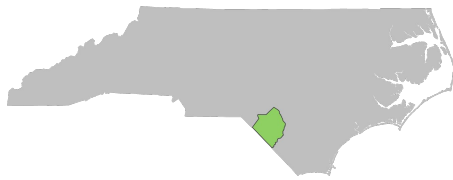
2005: Recognized by NC Governor Mike Easley as "North Carolina's Historically American Indian University."
2016: Access to Affordable College Education Act passed in NC General Assembly reducing tuition to \$500 per semester beginning Fall 2018

2016

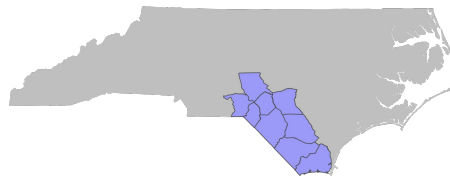


Economic Impact of UNCP Spending

The following data illustrates UNCP's value created through operations, research, construction, and student spending. An all-inclusive report commissioned by the UNC General Administration entitled, "Demonstrating the Collective Economic Value of the University of North Carolina System" highlights the statewide economic impact of all 16 universities and two hospitals.

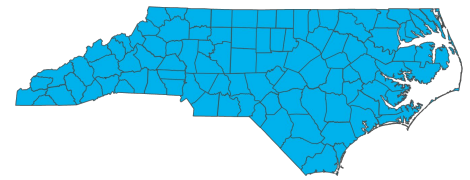


Robeson County



Service Region

Includes: Robeson, Bladen, Columbus, Scotland, Hoke, Cumberland, Richmond, Moore, and Brunswick counties.



North Carolina

Operations Spending Impact

Robeson County: \$73.5 million (1,237 jobs)
 Service Region: \$86.1 million (1,377 jobs)
 NC: \$85.9 million (1,275 jobs)

Research Spending Impact

Robeson County: \$670.8 thousand (11 jobs)
 Service Region: \$770.8 thousand (12 jobs)
 NC: \$1.1 million (16 jobs)

Construction Spending Impact

Robeson County: \$473 thousand (22 jobs)
 Service Region: \$681.8 thousand (21 jobs)
 NC: \$833.5 thousand (35 jobs)

Student Spending Impact

Robeson County: \$5.9 million (260 jobs)
 Service Region: \$9 million (217 jobs)
 NC: \$1.8 million (33 jobs)

Economic Impact by other Universities in North Carolina:



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

Operations: \$3.9 billion (54,832 jobs)
 Construction: \$173.1 million (6,349 jobs)
 Research: \$1.5 billion (22,094 jobs)
 Student Spending: \$293.6 million (5,377 jobs)



Operations: \$166.7 million (2,945 jobs)
 Construction: \$2.3 million (79 jobs)
 Research: \$849.7 thousand (15 jobs)
 Student Spending: \$39.9 million (895 jobs)



NORTH
CAROLINA
CENTRAL
UNIVERSITY
FOUNDED 1910

Operations: \$9.5 million (144 jobs)
 Construction: \$511.8 thousand (4 jobs)
 Research: \$411.8 thousand (9 jobs)
 Student Spending: \$9.6 million (238 jobs)

Note: The NCHE study conservatively lists the estimated economic impact as the net impact of the university that is above and beyond the impact that would have occurred had the funds been returned to the taxpayer. In addition, this study accounts for directly created jobs (on campus) and jobs created through a multiplier effect.

Additional information about this study can be found at <http://www.uncp.edu/about-uncp/economic-impact>.

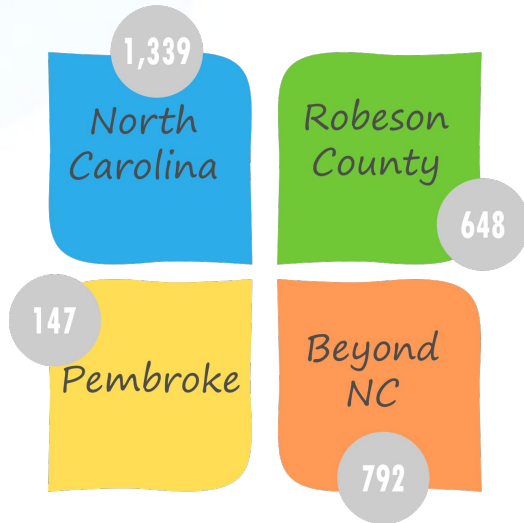
Current Local Economic Engagement

UNCP Vendor Use by Region (2011-2016):

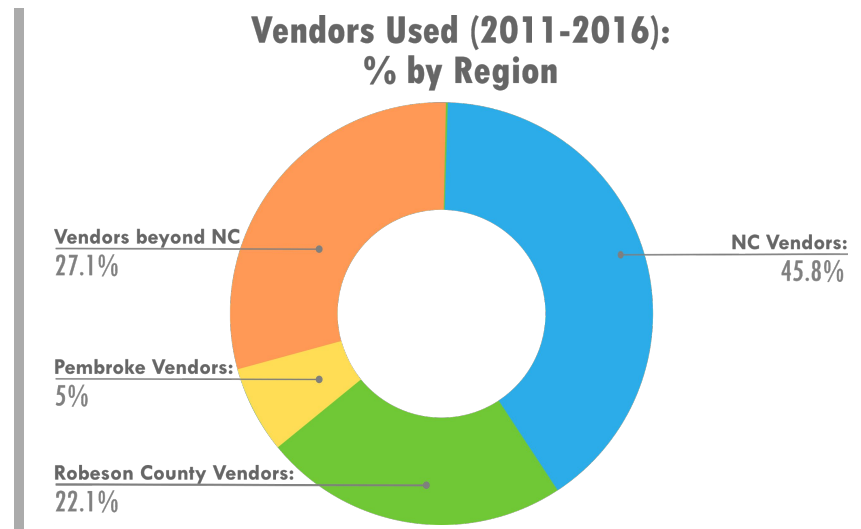
(Note: does not reflect a breakdown of dollars spent per region, only the number of vendors used)

2,926

Vendors used since 2011

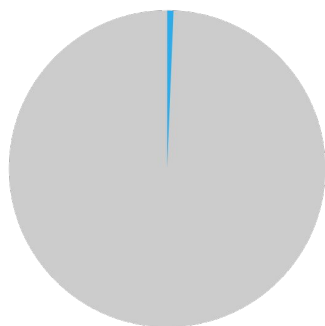


Vendors Used (2011-2016): % by Region



% of Private Businesses Engaged:

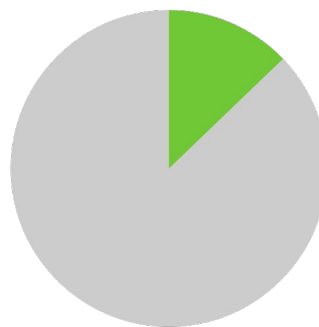
North Carolina



0.29%

Used **1339** of approximately **465,202** businesses in North Carolina.

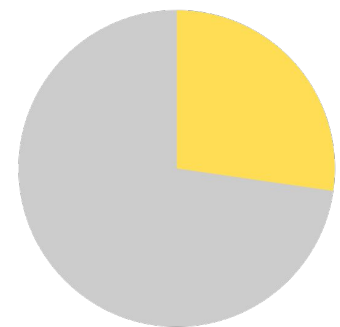
Robeson County



14.31%

Used **648** of approximately **4528** businesses in Robeson County, NC

Pembroke



26.53%

Used **147** of approximately **554** businesses in Pembroke, NC

*2011-2015 Vendor Data provided by UNCP's Purchasing Office, interpreted by authors.

Successful anchor
institution-based
economic
development is by its
very nature a team
effort.

Anchor Institutions: Overview

Anchor institutions are aptly named. They are large, non-profit institutions with buying power that are firmly planted in their communities. An anchor institution can be a hospital, health system, university, museum, research center, or combination of institutions.

Anchor institution-based economic development (AIED) is an emerging field of interest. It rests on the idea that anchor institutions are stable economic engines with a great deal of purchasing power that have the potential to boost employment and wages in their region through local purchasing and investment. According to Ted Howard of The Democracy Collaborative, US colleges and universities purchased over \$373 billion in goods and services in 2006. Nationwide, hospitals' annual purchasing is greater than \$750 billion. Development is possible when an institution uses its resources to not only support but also grow the local economy and help create a sense of community.

A "college town" is a perfect example--much of the community's infrastructure, employment, and economic opportunity may depend on the economic health of the university and the buying power of the organization and students. If a university strategically directs its buying power or resources towards the local economy and surrounding community, it is engaging in AIED.

AIED projects tend to fall into one or more of the following four strategic categories:

- 1. Investing in local neighborhood development for regional sustainability**
- 2. Building an equitable economy while fostering innovation**
- 3. Contracting with targeted businesses for procurement**
- 4. Providing workforce training, hiring, incentives, career development**

UNCP is uniquely positioned as an anchor institution for the Town of Pembroke, Robeson County, and Southeast NC. The school can act as an engine for lasting local development, even when using an expanded definition of local.



AIED Project Types & Examples

Anchor institutions have worked to impact their communities in all types of economic environments. How they use their resources within a local economy can vary, and many institutions utilize multiple points of engagement.



Purchasing:

Targeted purchasing of local goods and services to meet existing institutional needs.

Example: The University of Minnesota provides incentives to departments that purchase locally and established the Office for Business and Economic Development to encourage local economic inclusion.



Community Investment:

Using the institutions dollars to directly or indirectly invest in the community or local businesses.

Example: California State University- Fresno commits nearly 50% (\$254,000 in FY 2011) of all work-study dollars to placing students in local positions.



Technical Assistance:

Leveraging the institution's resources to help local businesses by providing consulting, training, research, or analytical support.

Example: University of Pennsylvania refers local small, minority, and women-owned businesses to the Wharton School of Business for consulting and other technical assistance projects.



School Partnerships:

Institutions focus on creating a healthy and informed community to support the local economy.

Example: Indiana University-Purdue University Indianapolis (IUPUI) reopened a shuttered high school and integrated academic, health and social services, youth and community development, and civic engagement activities. They also offer continuing education classes like financial literacy workshops for adults taught by economics professors.



Building Capacity & Developing Leadership:

Sharing institutional expertise to promote self-sufficiency and leadership in the local economy.

Example: The Biotechnical Institute of Maryland, working with Johns Hopkins Medical School, created a program to train primarily minority residents for career track opportunities as lab technicians.



Targeted Local Hiring:

Targeted hiring of local residents, particularly of historically underrepresented or marginalized groups to promote equity.

Example: Temple University created an Office of Community Outreach and Hiring within their Human Resources department to make local residents aware of available university positions, offer readiness training, and host a local job fair.

Success Story: West Philadelphia Initiatives (Penn)



The University of Pennsylvania (Penn) and Penn Health System in Philadelphia have been focusing resources locally and **acting as an anchor institution since the 1990s**. Penn identified local neighborhoods and businesses in need of revitalization, and initiated efforts to promote sustainability and safety, both on campus and in the surrounding West Philadelphia community.

Penn promotes local economic development using **multiple methods of engagement with the community**. Highlights include direct impact via targeted purchasing and real estate investment, indirect impact through home ownership incentives for employees, and technical assistance for local, small, and minority-owned businesses. Their efforts are often referred to collectively as the **West Philadelphia Initiatives**.

According to an independent report, in FY 2015, Penn & Penn Health System contributed **\$10.8 billion** to the City of Philadelphia. That's **\$29.6 million per day**.

In Philadelphia alone, they generated:

\$10.8 billion overall economic impact

\$197 million annual tax revenue

68,500 direct, indirect and induced jobs

<p>Buy West Philadelphia</p>	<ul style="list-style-type: none"> → Increases purchasing from the inner-city neighborhoods immediately surrounding Penn. → Requires large and/or national vendors to contract with local firms to fulfill Penn's contracts. → Increased local purchasing from \$1 million in 1986 to \$57 million in 2000 and even higher today.
<p>Home Buy Now</p>	<ul style="list-style-type: none"> → In partnership with local lenders, offers guaranteed mortgages and forgivable loans to affiliated staff/faculty for purchase/rehabilitation of homes in targeted local neighborhoods. → Through 2015, incentives provided to >1000 employees & over \$10 million in loans invested.
<p>Technical Assistance</p>	<ul style="list-style-type: none"> → Local small businesses are referred to the Wharton School's Minority Business Enterprise Center for assistance in becoming Penn vendors. → Philadelphia Skills Initiative aligns unemployed local residents with job opportunities within the anchor institutions.
<p>Community Initiatives</p>	<ul style="list-style-type: none"> → Number of safety personnel employed by/affiliated with Penn more than doubled from 1996-2009. → Penn assumed responsibility for patrols in surrounding neighborhoods. → UC Bright program installed >850 pedestrian lights → Crimes against people/property decreased by 50%

“...Penn powers key sectors of our regional economy while contributing in manifold ways to making Philadelphia a thriving and exciting place to live, work, study and visit.”

-Amy Gutmann
President, University of Pennsylvania



Success Story: The Evergreen Initiative (Cleveland, OH)



Hire Local, Live Local, Buy Local

Involved anchor institutions:

Case Western University
Cleveland Clinic
University Hospital
Cleveland State University

Strategic Partners:

City of Cleveland
Neighborhood councils
Business accelerators

Goals:

1. Build "indigenous" capacity
2. Anchor jobs and capital locally
3. Build sustainable communities
4. Create wealth
5. Develop replicable model

Challenges:

- Local anchors spend more than \$3 billion annually but have existing contracts with large providers
- Residents feel no connection to anchor institutions
- Gentrification a common and undesirable outcome; need to create blue and "green" collar jobs

The Evergreen Initiative launched in 2009 and sought to improve the "prospects and income" of the 60,000 residents living in the University Circle neighborhoods of Cleveland, OH. As a critical first step, the AIs and strategic partners formed the **Economic Inclusion Management Committee**.

EIMC: directors and managers from each organization, each charged with implementing goals established by the leadership.

The EIMC identified a central question for planning purposes: **What can we do better together that we couldn't do apart?**

They built on the committee's work with over 200 community interviews and focused on the idea of "fit": **What type of businesses could employ local residents and provide needed services to the anchor institutions?**

The initiatives have had myriad successes, but chief among them is the creation of three employee owned cooperatives:



These businesses break down employment barriers (ex: by employing residents with criminal records), generate wealth for the local employee-owners, and have successfully competed for major contracts with the local anchor institutions.

Success Story: Fifth Season Cooperative (Wisc.)

Fifth Season Cooperative (FSC) is "Wisconsin's full-service, local food broker serving Madison, Milwaukee, Chicago, Minneapolis, and everywhere in between--providing convenient, year-round access to local food."

Food hubs **aggregate the market power of small farmers** and allow their products to reach more consumers. FSC has moved past functioning as merely a middleman since the project began in 2009. In addition to consolidating the distribution of local produce and providing a location for storage and processing, FSC also has its own line of over 130 frozen vegetable products.

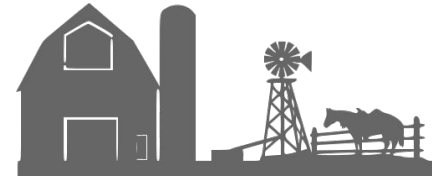
Unlike some AIED projects, FSC was not the brainchild of an anchor institution. Instead, **local community leaders sought the support of regional anchors** during the planning stages. **Multiple anchors are engaged** with FSC, including public school districts, universities, hospitals, and regional health systems.



How an Idea became a Food Hub:

2009

- An 18 month regional food assessment by the Valley Stewardship Network notes gaps in the distribution of local food.
- Potential anchor institution partners (UW La Crosse, Western Technical College, Gunderson Health system, and others) meet with Exec. Dir. Sue Noble of the Vernon Economic Development Association. All want to buy local food, but don't know how.



2010

- Winter: Vernon EDA applies for and wins \$40,000 grant through Buy Local Buy Wisconsin to hire a coordinator and establish a cooperative (the future FSC) to provide "the missing link" between local producers and consumers.
- Spring/Summer: Board of directors established representing each classification of co-op members. FSC officially incorporates on Aug. 10, 2010.

2010 - 2011

- Board meets every two weeks to oversee the business, develop business plans, increase membership, determine procedures and pricing, etc.
- Operations manager hired as the first official staff member.
- Reinhart Foodservice joins as a distributor, increases capacity to service institutional buyers.



2012

- Capital campaign launches to build equity through Class B stock purchases by businesses and community members.

2013

- FSC Partners with Sno-Pac Foods, a family-owned frozen food processor, and begins selling FSC branded frozen vegetable medleys.



2014

- FSC is selected among 200 applicants to receive \$75,000 Wallace Center Food Hub Development Grant. FSC also receives \$197,696 grant from USDA to expand frozen vegetable blend business.

As of 2015: FSC membership includes 34 family farms, 3 farmer/producer groups, 15 processors, 2 distributors, and over 2500 buyers.



What is a Food Hub?

Per the USDA, a food hub is "a centrally located facility with a business management structure facilitating the aggregation, storage, processing, distribution, and/or marketing of locally/regionally produced food products."

Practically, a food hub brings small-scale farmers and producers together to aggregate their market power and reach more and larger consumers.

Generally, a food hub will own a facility and/or truck for storage, processing, distribution or a combination of activities, and a parent corporation or cooperative manages all operations and conducts business directly with consumers.

Best Practices for Successful Anchor Institution-Based Economic Development Projects

1. Early engagement and input from stakeholders

- Must identify necessary and interested stakeholders as an initial step, and engage them in the goal setting process
- Identify any other institutions/organizations that could serve as co-anchors or strategic partners
- Avoid a top-down implementation strategy (may require incremental changes over longer periods of time)

1

2. Use of data in both planning and evaluation

- Provide both data and projections to stakeholders in the initial stages if possible
- Collect data throughout implementation and the life of the project
- Leverage the anchor's resources to conduct analysis routinely; remain flexible if analysis reflects negative or project shows no impact

2

3. Acknowledgement of institutional and structural barriers to equity

- Beware of implicit biases and historical inequalities within the community
- Address problems openly during planning stages, avoiding judgment and defensive responses
- Include historically marginalized voices or communities at every stage of the project.

3

4. Creation of a regional "table" or steering committee

- Need to have representatives from major stakeholders, strategic partners, co-anchors (if any) and the community
- Involve the committee at every stage, creating layers of engagement and increasing buy-in from your stakeholders
- Ensure that the representative has authority to speak/make decisions for the represented organization

4

5. Realistic expectations and incremental, measurable goals

- As the saying goes, what gets measured gets done. Set regular benchmarks to demonstrate and measure success throughout the project.
- Be flexible. If the project fails to achieve the goals previously set, assess the process and adjust as needed.

5

6. Make project goals and plans public

- Increase accountability and enhance community support by publicizing projects.
- Allow for community feedback to best serve those the initiative is meant to reach.

6

What's Next?

How can UNCP and the community work together to promote anchor institute led economic development in Pembroke, NC?

Steering Committee

- **Why is the Committee important?**

A successful anchor institution-based economic development (AIED) project needs the strong support of the university's Chancellor and broad-based support from stakeholders in the larger community. Successful projects don't implement change, they create it.

In order for the anchor to know how to best meet the needs of the community, the community and all key stakeholders must be involved in both **GOAL SETTING** and **PLANNING**.

- **Who should be on the Committee?**

A representative for each key stakeholder. They must be informed and empowered decision-makers. If a member represents an organization or office, they should be able to make commitments on its behalf.

- **Do we need a chair?**

You do! The Committee needs a "convenor": someone who is well connected, aware of institutional and community history, excited about the project, and willing to work on bringing the right people to the table.



Anchor institutions can function as actors, leaders, and collaborators. The committee should consider goals and projects that will give the university opportunities to serve in each of those roles. Sharing leadership roles will help the committee to avoid implementing top-down strategies and

- **ACTOR:** Anchor's own business activities
- **LEADER:** Lead a joint effort with other organizations
- **COLLABORATOR:** Use resources and influence in collaboration with a broad range of stakeholders to identify and serve anchor and community needs

instead allows for a more collaborative effort. Shared responsibility will also increase buy-in from stakeholders and community members. Remember, successful AIED is a team effort.

Capacity Building

- **Why are current purchasing practices important?**

Additional data analysis of past and present purchasing trends (including dollar amounts) will allow the committee to better understand any sourcing gaps in local businesses or industries that could potentially be recommended for incubation at the Entrepreneurship Incubator.

- **What is the Vendor Ready Campaign already in the works?**

147 of 554 Pembroke's private businesses have fulfilled a vendor contract with UNCP in the last 5 years. The Vendor Ready Campaign will give UNCP the opportunity to connect with additional regional businesses to get them through the "paper" process to become an approved vendor. The hope is that if more local businesses compete for university contracts, more university dollars will be spent in the community. Plus, staff from Incubator can network with potential new clients and offer technical assistance to targeted vendors to increase their capacity to meet university needs.

- **How else can the university help local businesses?**

The UNCP School of Business and other graduate departments can assist local businesses through consulting projects (think free labor for the business and class credit for the students), student internships, and other professional development opportunities.

Sustainability

- **What needs to be in place as we search for options to source locally grown food for the university?**

Before the committee can move forward with goals that are aligned with UNCP sustainability goals, the Sustainability Strategic Plan should be finalized and publicized to establish university-wide goals and benchmarks.

- **Is a food hub the way to go?**

Maybe! An in-depth analysis of the regional food landscape will be needed first→ How many anchor institutions in the region (universities, school districts, hospitals, etc.) want to buy local? How many grower/producers want additional distribution channels? Is there capital available or will funding be needed through grants or investors? What value-added processes would best meet the needs of producers and consumers?

- **Are there other ways for the university to source more of its food locally without buying directly from producers?**

Yes. Some anchor institutions have instituted policies that require major national vendors to source a certain percentage of the provided goods or service locally.

Next Steps: Vendor Ready Initiative

UNCP's administration has identified its primary goal for its first round of AIED projects:

Increase Local Purchasing

At an initial working meeting, representatives of UNCP's School of Business and the Offices of Purchasing, Sustainability, and Finance & Administration collaborated with the Director of UNCP's Entrepreneurship Incubator. They recognized that an important first step in increasing the number of contracts that go to local business is getting more local businesses to compete for them. The team agreed that this problem is two-pronged:

1. More local businesses need to be aware of available UNCP contracts and requests for proposals (RFPs).
2. More local businesses need to be registered as vendors with the university in order to compete for its business.

Leveraging resources, events, and staff already in place, the team developed a plan for a **Vendor Ready Initiative: a campaign designed to increase the number of Pembroke and Robeson County businesses registered as vendors with UNCP:**

1. A Vendor-Ready station at the Incubator, with information, forms, announcements, and staff available to answer questions
2. Vendor-Ready workshop(s) held at the Incubator
3. Targets and possible incentives set for new vendor registrations completed by Pembroke Day (September 28th, 2016)
4. Reciprocal links on the Incubator and UNCP's websites so that local small businesses can easily access information about existing RFPs and/or vendor registration help
5. Increased advertising of RFPs to local businesses

For the Committee's Consideration:

1. Should any components of the initiative be amended or deleted? Should new components be added? Consider a survey of local businesses to determine what services/assistance would be most useful.
2. Identify who or what organization is the best fit for implementing each component.
3. Should additional individuals or organizations be invited to participate either long-term on the Steering Committee or short-term as part of the Vendor-Ready project team?
4. How can you best assign next steps to individuals or organizations with target deadlines for completion and guidelines for communication?

*“Don’t try to become
the next big thing.
Build on what you
have.”*

-Ted Howard
The Democracy Collaborative

Looking Ahead: AIED Project Opportunities

The most successful AIED projects avoid trying to reinvent the wheel. Instead, they build on existing activities--leveraging current programming, staff, and resources to expand their local reach. UNCP is engaged in a variety of activities that can be expanded upon, particularly as the university looks beyond its initial local purchasing goal.

Current Activity/Program/Resource

Future Project Opportunities

UNCP Incubator, Small Business and Technology Development Center (SBTDC) & Thomas Family Center:

-Affordable space and services available to residents, students, and local businesses

-Provide workshops, technical assistance, and training programs for local businesses, both as possible university vendors and for overall local economic well-being.

-Study UNCP purchasing trends and regional economic data to identify gaps in local industries that could potentially be recommended for incubation.

-Partner with local nonprofit and community based organizations to build on-the-ground capacity within the community

UNCP School of Business

-Local pool of talented faculty, staff and students with business expertise and creative problem-solving skills

-Develop consulting projects for graduate level students to serve individually or in teams as consultants for local businesses in need of technical assistance, data analysis, or market research.

Current Purchasing/Service Contracts with Local Vendors (ex: janitorial supplies)

-Establish institution-wide local purchasing goals, and publicize across the campus and community

-Create incentives that encourage decision-makers to purchase locally

-Promote local purchasing through publication of approved vendor contact information and vendor purchasing procedures

Current Activity/Program/Resource

UNCP School of Education

-Local school placements for student practicum hours; campus tours for local schools.

UNCP Serve

-Civic and community engagement group for students

UNCP Sustainability Office

-Existing partnerships between UNCP, the Center for Community Action, and other local food organizations working towards the development of a local food hub that could potentially contract with the university

Clean Energy Initiatives

-US Dept. of Energy Workplace Charging Challenge, solar-powered smart tables, LED lighting replacement program

Future Project Opportunities

-Commission a study to assess the impact of the relationship between UNCP and local schools. How many graduates remain/teach in Pembroke? Robeson County? NC? How many local students who tour the campus ultimately attend UNCP?

-Consider additional outreach and engagement for graduate students to provide consulting and technical assistance to small local businesses in partnership with the Incubator.

-Place students and/or staff as interns or volunteers in local nonprofit organizations focused on community engagement; offer research or technical/subject area expertise through faculty and institution staff.

-Finalize and make public the UNCP Sustainability Strategic Plan; develop and publicize university-wide goals and integrate into planning at all levels.

-Commission necessary background research and/or a needs assessment among local buyers and producers to conduct a feasibility study re: expanding local food hub efforts

-Offer green job training programs, education opportunities, and workshops in partnership with local community groups.

-Provide "green development" expertise to residential and commercial development projects.

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Steve Dubb (2014). *Community Wealth Building through Anchor Institutions*. Millersville University. Retrieved from: <https://www.youtube.com/watch?v=ujljQcqqHhE>.

Additional Resources

Coalition of Urban Serving Universities: www.usucoalition.org

Community Wealth.org: www.community-wealth.org

The Evergreen Initiative: www.evgo.com

Fifth Season Cooperative: www.fifthseasoncoop.com

Rutgers University: www.newark.rutgers.edu/anchor-institution

Syracuse University: www.syr.edu/suanchorinstitution

United States Census Bureau: www.census.gov

UNCP Entrepreneurship Incubator: www.uncp.edu/academics/outreach/engaged-outreach/entrepreneurship-incubator

UNCP History: www.uncp.edu/about-uncp/history

UNCP Statistics: www.collegeportraits.org/NC/UNCP

References (cont.)

Additional Image Credits

Evergreen Initiatives Images: <http://www.evgo.com/>

Fifth Season Cooperative Image: <http://www.fifthseasoncoop.com/>

Lumbee Tribe Images: www.lumbee.com

UNCP Images: https://old.northcarolina.edu/campus_profiles/INST_UNCP.php

University of Pennsylvania/Penn Health Systems Images:
<http://www.sas.upenn.edu/lps/campus-life>

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