

**FOR POSTING DRAFT: COMMUNITY DEVELOPMENT AND ECONOMIC
TRANSFORMATION
(4/17/08)**

4.4 Our Communities and Their Economic Transformation

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Major Finding: UNC should be more actively engaged in enhancing the economic transformation and community development of North Carolina's regions and the state as a whole.

Examples of successful community and economic development outreach at Carolina abound. From helping communities improve their leadership capacities, to providing technical assistance and training to businesses and entrepreneurs, to providing value-chain analyses for regional industry clusters, there is no shortage of models of effective engagement. Nor is there any shortage of talented and dedicated members of the Carolina community wishing to pursue engaged community and economic development work. The reality, however, for a variety of reasons including how these engagement activities are funded (i.e., grants and contracts), is that these programs typically are not aligned or integrated to provide maximum impact to the communities or entities they support. How, then, to better harness the talents of thousands of Carolina faculty and students to help build globally competitive communities and businesses in our state? The missing pieces are robust coordinating mechanisms that would (1) provide a highly visible point of contact for community partners; (2) convene faculty, students, and staff across disciplines and schools; (3) align Carolina resources with community and economic development challenges; (4) guide engagement projects from identification, to implementation, to exit; and (5) distill and disseminate lessons learned. In response to this priority area, we propose three major initiatives to address the recommendations under Community Development and Economic Transformation.

4.4.1 UNC should increase its capacity and commitment to respond to and lead economic transformation and community development.

New Programs

Center for Community and Economic Transformation. Reflecting the belief that comprehensive means are required to address the complicated challenges of community and economic development, the Center would organize its activities around three project areas: (1) **Community-based** projects would address a broad range of community and economic development challenges facing towns, counties, cities, and regions; (2) **Business-based** projects would address firm-level challenges; and (3) **Industry/Sector/Cluster-based** projects would complement and enhance regional and statewide efforts to understand and strengthen targeted industry groups. The Center would serve as the "front door" for communities and businesses

seeking University expertise to address their needs as well as the coordinating unit to match University resources to those needs. Thus, it would add value to Carolina's existing community and economic development engagement efforts by (1) facilitating collaboration among the numerous Carolina community and economic development programs; (2) increasing the number of projects completed by Carolina faculty, students, and staff across campus, (3) increasing the likelihood that projects will yield positive outcomes for communities and businesses, (4) communicating lessons learned to broad constituencies, and (5) training Carolina and other UNC system students to be the next generation of community leaders. A current example of what could be accomplished through this Center is the feasibility study for a "green" industrial park in Camden County, funded by the Golden LEAF Foundation, that draws on expertise in the University's Institute for the Environment, the School of Government's Environmental Finance Center, and Kenan-Flagler Business School's Centers for Competitive Economies and Sustainable Enterprise. It also began with the kind of community dialogue recommended in 4.4.5 below.

UNC Classroom of Tomorrow. The Classroom of Tomorrow program provides another "front door" for the university to support community and economic development. UNC Classroom of Tomorrow initiatives would be designed to take advantage of new technology, new forms of knowledge and new teaching pedagogy to make UNC-Chapel Hill more accessible to the state's communities IN their communities. Similar to Disney's Imagineering program, the Classroom of Tomorrow program will seek to identify opportunities to shape and reshape the experiences, innovations, and knowledge created by UNC to make them available in a variety of forms to a wider array of businesses, schools and citizens. For example, the Classroom of Tomorrow could simulcast next fall's Chapel Hill performance of the Bolshoi Ballet to the other UNC campuses, K-12 schools, community colleges, and the general population. Beyond the simulcast, though, the Classroom of Tomorrow could add knowledge content that explains the origin of the Bolshoi, interpretation of the dance, the importance of the ballet to international policy, etc., using a variety of new media. In other words, the event can be viewed in both an entertainment and educational framework. In the future, the event may even become part of a virtual reality experience in a ballet class. Clearly, the evolution of digital broadcast and capture creates numerous opportunities beyond simply viewing the event. Two new-media applications for the UNC Classroom of Tomorrow could be iUNC and WikiUNC. iUNC would use the iPod and podcasting technologies to make knowledge accessible and modular so that those who need access to it can get exactly what they want and combine it with other knowledge resources. The overall objective is to capture the event and allow it to be configured and reconfigured based on the need of our various constituents. Another revolution of education and technology is Wikipedia. In essence, this is knowledge that is created, evaluated, and grown by an open community of those interested in the topic area. This idea has powerful implications for bringing the campuses together. Through a wiki model, research among the campuses could be evolved,

grown, and resourced (investment in time, money, effort) in a more comprehensive and focused manner

Expanding an Existing Program:

Launching the Venture. Leverage the successful “Launching the Venture” curriculum of UNC-Chapel Hill's Kenan-Flagler Business School to support and develop company formation in other regions of the state through syndication to UNC partner schools. Over six cycles, the UNC-Chapel Hill program has launched more than 60 successful ventures. UNC-Chapel Hill would offer three Launching the Venture programs geographically situated statewide to support the most promising North Carolina start-ups located at system universities. Depending on venture opportunities, the program would be offered at least once and maybe twice a year in each location. The Launching the Venture series will provide targeted training for highly-promising ventures forming in-state to offer specialized expertise in business development, marketing, operations and finance. This program will identify and support ventures that have the likely potential for rapid employment growth and operational scale-up through training and coaching provided by leading faculty, entrepreneurs and strategy consultants. The goal is to maximize the job creation potential of the venture and enhance its competitiveness globally, leading to a stronger employment base and a more diversified economy for North Carolina.

The program serves as a resource to inventors, social innovators, and nascent entrepreneurs to learn business concept evaluation, business planning, marketing, and implementation skills. Each team enters the program with a promising venture concept, and the program lays the groundwork for teams to test and develop their idea with help from faculty advisors and expert coaches. In its first year, there will be three Launching the Venture sites developed in partnership with other UNC System business schools – in the east, west and central North Carolina regions. Partner schools will be selected based on institutional and faculty interest and on their capacity to generate promising ventures. The program will offer:

Expert Business Planning: The course assists the venture in developing a comprehensive business plan for the launch, which includes researching and developing a sound business model, identifying an addressable market, extensive market research, product development, and financial projections.

Experiential Design: The course combines lecture, functional workshops, lab sessions, and hands-on expert coaching to assist teams of aspiring entrepreneurs. Sessions are almost entirely premised on a group lecture / break-out structure – and group learning is a fundamental emphasis. During breakout sessions, teams are grouped by domain and industry group to discuss a session topic in-depth with guidance and insight from expert coaches who are recognized experts in that industry.

Access to Investment: At the conclusion of the course, final pitches are presented to regional and statewide capital providers – venture capitalists, bankers, angels and private equity firms – to introduce the firms to the capitalization network and begin the process of getting the firm financed for growth.

4.4.2 UNC should focus specific effort in meeting the needs of rural and underserved areas of the state.

New Programs

Center for Community and Economic Transformation. See 4.4.1.

Carolina Classroom of Tomorrow. See 4.4.1.

Expansion of Existing Programs

Launching the Venture. See 4.4.1.

4.4.3 UNC should seek to align appropriate campus programs with the strategic economic plans (including sector and cluster plans) of their regions and the state, recognizing the unique differences and challenges of our state’s economic and geographic regions.

New Programs

Center for Community and Economic Transformation. See 4.4.1.

Implementation:

4.4.4 UNC should promote the arts and cultural enrichment in all regions of the state.

New Programs

Center for Community and Economic Transformation. See 4.4.1.

UNC Classroom of Tomorrow. See 4.4.1.

4.4.5. UNC should facilitate inclusive discussions on important community issues.

New Programs

Center for Community and Economic Transformation. See 4.4.1. We view this recommendation as the essential first step in successful engagement to effect community and economic transformation. Therefore, it is part and parcel of the work of the proposed Center for Community and Economic Transformation.

Implementation: See 4.4.1.

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