

HBCU - CDAC Strategic Framework

February 20

2015

The accompanying tables and charts reflect the results of comprehensive strategic planning exercises conducted by the Board of Directors of the HBCU Community Development Action Coalition.

STRATEGIC
PERSPECTIVES,
THEMES, AND
INITIATIVES



STRATEGIC FRAMEWORK 2015 - 2020	
VISION	CDAC is in constant pursuit to become a nationally recognized leader in the deployment of placed-based community economic development research, strategies, and solutions for underserved communities.
MISSION	The mission of CDAC is to promote, support, and advocate on behalf of its members and the underserved communities they represent.
CORE VALUES	CDAC operates with integrity, equity, fairness, and accountability while seeking to increase prosperity, education, health, and wellness for individuals, families, institutions, and communities. We serve our partners by working with our members to identify and develop projects that are sustainable with a preference for those that provide a triple-bottom-line impact.
CORE COMPETENCIES	Our core competencies include financial management, fund raising, strategic planning/visioning, community relations, small business development, entrepreneurialism, housing, project financing, and other community economic development services.
STAKEHOLDERS & STRATEGIC PARTNERS	<ul style="list-style-type: none"> • Local, Regional, and National CDCs, CBOs, Faith-based and Trade Organizations, CDFIs, Developers • Local, Federal, and State Governmental Units and Intermediaries • Intellectual, Innovation, and Creative Communities • HBCU Administrators, Faculty, Staff, Students, and Alumni • HBCU-Serving National Organizations • Financial Institutions and International Investors • Philanthropic Organizations • Local Businesses and Major Corporations • Residents of Host Communities
BUSINESS MODELS	We are a membership and fee-for-service organization that leverages relationships between our members and strategic partners in a mutually inclusive manner that generates value for all parties.

STRATEGIC FRAMEWORK 2015 - 2020						
STRATEGIC PERSPECTIVES	ORGANIZATIONAL EFFECTIVENESS AND MANAGEMENT	PROGRAM AREAS AND ISSUE/OPPORTUNITY RELEVANCY	ORGANIZATION'S VALUE TO THE MARKETPLACE	CONSTITUENCY ENGAGEMENT AND INSTITUTIONAL BUY-IN	PARTNERSHIP DEVELOPMENT AND ENGAGEMENT	FINANCIAL SOLVENCY AND SOUNDNESS
RELEVANT ISSUES AND CORRESPONDING QUESTIONS	LEADERSHIP AND COMMITMENT	PROGRAMMATIC FOCUSES	UNIQUE VALUE PROPOSITION	MARKETING, PROMOTION, AND PUBLIC RELATIONS	COLLABORATION	INCOME GENERATION AND DIVERSIFICATION
	How do we attract and retain the right people who are capable, committed, and inspired to move the organization forward? Are committees effective?	How does CDAC focus on and stay in tune with trending community development issues and opportunities?	What value are we delivering to our constituencies? Can we place a monetary value on the majority of our services?	How can we better engage our core base and ensure they understand who we are? How can we improve on the "market-place awareness" of CDAC?	How can we better serve current and prospective partners? What are they looking for?	How do we generate and attract additional revenue to staff and operate the organization?
TOP 3 GOALS/OBJECTIVES	1. IMPROVE ORGANIZATIONAL EFFECTIVENESS		2. INCREASE STRATEGIC COLLABORATIONS		3. DEVELOP NEW AND VARIED REVENUE SOURCES AND TYPES	
	Use data to drive our actions towards exceptional outcomes.		To become an entrepreneurial and innovative organization.		To attract financial resources through philanthropic partnerships and revenue generating efforts.	

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CDAC STRATEGY MAP

Strategy

By the end of 2015, CDAC will be repositioned as a top-tier nationally recognized community economic development organization with an active membership base of members.

Projects

Projects that will help us achieve our strategy.

Improve Organizational Effectiveness Increase Strategic Collaborations Develop New and Varied Revenue Sources and Types

Financial

Financial benefits that will result from this theme.

Funding and Partnership Opportunities Grants, Contracts, Revenue Fees From New Members Fees From New Projects Commissions/R revenue Share

Customer/Client

Our customers will experience these things.

New Opportunities to Engage Access to Web-Generated Reports New Project and Program Partners Match Members w/ Opportunities Additional Resources Via CDAC Network New Opportunities via Partner

Process/Technology

The process and/or technology changes needed to implement this theme.

New Robust Dynamic Website Data-Driven Analysis Defined Engagement Strategy Partner Conference Call Streamlined Responsive CDAC Website New Partner Web Portals

Staff

We'll need to develop our staff in these ways to fully support this theme.

On-Going Board Training Hire Additional Staff Data Mining/Delivery

PROGRAMMATIC THEMES					
QUALITY OF LIFE		QUALITY OF PLACE	ECONOMIC MOBILITY AND INCLUSION		
HOUSING/NEIGHBORHOOD/ COMMERCIAL DEVELOPMENT	HEALTH AND WELLNESS	ARTS/ENTERTAINMENT/ SOCIAL AND CULTURE DEVELOPMENT	EDUCATION AND WORKFORCE DEVELOPMENT	RESEARCH & INNOVATION	ENTREPRENEURSHIP/ ECONOMIC DEVELOPMENT
<ul style="list-style-type: none"> • SINGLE, MULTI FAMILY AND SPECIAL POPULATION HOUSING • SINGLE PURPOSE, MIXED, AND MULTI-USE COMMERCIAL DEVELOPMENT • NEIGHBORHOOD PLANNING, FOCUS GROUPS AND CHARRETTES • CREATIVE PLACEMAKING • NEW URBANISM • CAMPUS/NEIGHBORHOOD WELCOME CENTERS • SPECIAL FINANCING (NMTC/EB5/TIFFS/ LITC/BONDS) 	<ul style="list-style-type: none"> • FOOD DESERTS • CAMPUS FOOD PANTRIES • HEALTHY EATING • FOOD HUBS AND URBAN FARMING • BEHAVIORAL HEALTH • WELLNESS CENTERS • SPECIAL POPULATIONS (VETERANS, SENIORS, ETC.) 	<ul style="list-style-type: none"> • STEAM • CAMPUS MUSEUMS • CAMPUS THEATERS • ART-PRENEURS • CREATIVE COMMUNITIES • CREATIVE PLACEMAKING • ARTS-BASED ECONOMIC DEVELOPMENT • HERITAGE AND CULTURAL TOURISM 	<ul style="list-style-type: none"> • STEM/SCIENCE TECHNOLOGY ARTS AND MATH (STEAM) • TRADE AND VOCATIONAL 	<ul style="list-style-type: none"> • INNOVATION ECONOMY (CREATIVE ECONOMY) • STEM/STEAM • SOCIAL MEDIA DEVELOPMENT • CODING SCHOOLS • VALUE-ADDED PROCESSING 	<ul style="list-style-type: none"> • TECHNICAL ASSISTANCE • MICRO-FINANCING • CROW-FUNDING • BUSINESS INCUBATION/ ACCELERATION • SPECIAL FINANCING (NMTC/EB5) • FINANCIAL LITERACY/ECONOMIC MOBILITY • CLUSTER-BASED DEVELOPMENT • ARTS-BASED ECONOMIC DEVELOPMENT • CREATIVE & SHARING ECONOMIES
CDAC INITIATIVES					
<ul style="list-style-type: none"> • HBCU LEARNING LAB • CAMPUS PLUS COMMUNITY 	IN PLANNING STAGE	<ul style="list-style-type: none"> • HBCU CAMPUS THEATER INITIATIVE 	<ul style="list-style-type: none"> • U.S. TALENT EXCHANGE / CLASSROOM TO CAREER 	<ul style="list-style-type: none"> • Centers of Innovative Engineering & Entrepreneurship 	<ul style="list-style-type: none"> • BAYOU CLASSIC UNIVERSITY BUSINESS SUMMIT
CURRENT OR POTENTIAL COLLABORATING ORGANIZATIONS					
<ul style="list-style-type: none"> • NEIGHBORWORKS AMERICA • BB&T • RENAISSANCE EQUITY PARTNERS • UNPLUGGED CAPITAL 	<ul style="list-style-type: none"> • CDFIS • THE REINVESTMENT FUND • USDA • STATE FOOD BANKS 	<ul style="list-style-type: none"> • CHUCK SMITH/GOODMAN THEATER • CDFIS • THE REINVESTMENT 	<ul style="list-style-type: none"> • WORKFOUNTAIN 	<ul style="list-style-type: none"> • LEMONT SCOTT GROUP • SCALE-UP PARTNERS • SILICON VALLEY 	<ul style="list-style-type: none"> • BAYOU CLASSIC • BB&T • OPPORTUNITY FINANCE NETWORK • FDIC & FEDERAL

<ul style="list-style-type: none"> • SRP/NAFEO • NATIONAL DEVELOPMENT COUNCIL 		FUND		BANK	RESERVE BANK <ul style="list-style-type: none"> • HOPE/SELF-HELP AND OTHER CDFIS
PARTICIPATING MEMBER HBCUS					
<ul style="list-style-type: none"> • BENEDICT • RUST • UAPB • LEMOYNE OWENS • WINSTON-SALEM • ACCREDITED WELCOME CENTER (JACKSON STATE) • OTHERS NOT LISTED 	<ul style="list-style-type: none"> • LANGSTON • UAPB • LEMOYNE OWENS • OTHERS NOT LISTED 	<ul style="list-style-type: none"> • MUSEUMS (UAPB, SOUTHERN, JACKSON STATE, OTHERS) • CAMPUS THEATERS (ALL HBCUS) • OTHERS NOT LISTED 	<ul style="list-style-type: none"> • UAPB • LEMOYNE OWENS • UNIVERSITY OF THE VIRGIN ISLANDS • WINSTON-SALEM • SOUTHERN @ SHREVEPORT • OTHERS NOT LISTED 	<ul style="list-style-type: none"> • JACKSON STATE • PRAIRIE VIEW A&M • NORTH CAROLINA A&T • TENNESSEE STATE • TUSKEGEE • SOUTHERN • UAPB 	<ul style="list-style-type: none"> • SOUTHERN • GRAMLING • UAPB • BENEDICT • LEMOYNE OWENS • WINSTON-SALEM • LANGSTON • OTHERS NOT LISTED

2015 Action Items	1. IMPROVE ORGANIZATIONAL EFFECTIVENESS	2. INCREASE STRATEGIC COLLABORATIONS	3. DEVELOP NEW AND VARIED REVENUE SOURCES AND TYPES
	1a. Enhance output of CED research and case studies in partnership with member institutions; use data to inform decisions; make information available via new dynamic website	2a. Develop partnerships with leading edge organizations; use website, social media and other tools to continuously engage with partners and collaborators	3a. Secure major national funding partners to support specific HBCU and member initiatives
	1b. Complete and/or update comprehensive survey of members and their CED work; develop additional tools to better engage with members	2b. Build out a nationally-focused business and entrepreneurship initiative linking successful entrepreneurs with members institutions	3b. Create membership cohorts that have clear strengths in specific CED areas that can attract funding
	1c. Use metrics to determine levels of investment in member organizations	2c. Link with innovative CED organizations and STEM based programs at HBCUs and other institutions with corporate partners	3c. Create a least two national/ major revenue generating initiatives



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