

I. EXECUTIVE SUMMARY

Durham is Duke's home, and the two have an interdependent relationship. Both the city/county and the university have grown in size and composition. The Durham of today has evolved into a thriving city with rapid economic growth. But that prosperity has not reached many of Durham's long-term residents with historical inequalities persisting, social and health disparities widening, and the Raleigh-Durham region ranking among the lowest in the nation for economic mobility.

In 2019, President Price launched *Toward our Second Century*, a strategic framework that charges Duke to "forge purposeful partnerships with our neighbors in the region." This framework calls upon Duke to define and sustain purposeful partnerships that can embody Duke's institutional commitments of engaged scholarship, anti-racism, and health equity. Duke has an opportunity to become true partners with the community by actively listening to leaders and residents to solve Durham's most pressing problems, by engaging in strategic and equitable ways, by being transparent about its shared history, and by creating and tracking common goals to improve quality of life.

To provide strategic insight into Duke's efforts to broaden collaboration with the Durham community, the Duke and Durham Today and Tomorrow Task Force listened extensively to Duke and Durham stakeholders, including more than 50 leaders, residents, and subject matter experts. Through these discussions, the task force addressed a range of topics including Duke and Durham's shared history, existing university-community engagement activities, the current state of Durham, and how Duke might define and evaluate its partnership efforts. After reflecting on community conversations with several hundred community leaders held prior to the task force's assembly, members endorsed the plan of the Office of Durham and Community Affairs to advance five focus areas and strategic priorities in collaboration with community. These are:

- Housing - Housing affordability and infrastructure
- Health - Food security and nutrition
- Education - Early childhood and K-12 school readiness
- Employment - College and career readiness
- Community - Nonprofit capacity

Ultimately, the task force recommends enacting purposeful partnerships through clarifying meaningful engagement, coordinating community engagement activities across Duke, and tracking key indicators to monitor Duke's community engagement outcomes in collaboration with the broader community. The task force further recommends to:

- Adopt a statement of purpose that communicates a shared understanding of Duke's community engagement
- Build a digital platform that maps, matches, and documents impact using catalyzing technologies for meaningful and sustained engagement
- Create strategic councils in each focus area comprised of university and community experts
- Plan for a center for civic and community engagement to coalesce resources and connect academic schools to community affairs
- Develop a set of indicators based on local economic data and statistics that can demonstrate progress and outcomes related to the five focus areas

The Duke and Durham Today and Tomorrow task force concludes that Duke is poised to create a new strategy for the Duke-Durham relationship - one that is enduring and impactful. To do so, in the words of President Vincent Price, Duke must be "fully committed to deepening our productive collaborations, engaging more openly with partners and critics alike, and strategically aligning our core institutional missions of education, research and patient care with the needs and aspirations of our surrounding communities."