



Strategic Community Impact Plan

Forging Purposeful Partnerships



“

Duke will forge purposeful partnerships with our neighbors in the region. Through these partnerships, we can advance not just economic development but also community health, housing, and public education, and we will benefit from richer partnerships in the Triangle’s thriving research ecosystem.”

– *President Vincent Price, Toward our Second Century:
A Strategic Framework for the Future of Duke*

Table of Contents

04	Letter from the Vice President
05	Strategic Community Impact Planning Committee
07	Focus Areas and Strategic Priorities
08	Executive Summary
10	Background
12	DCA's Mission and Values
14	Housing – Housing Affordability & Infrastructure
16	Health – Food Security & Nutrition
18	Education – Early Childhood & School Readiness
20	Employment – College & Career Readiness
22	Community – Nonprofit Capacity

A Strategic Plan for Purposeful Partnerships

Dear Campus and Community Partners,

I am excited to share the Strategic Community Impact Plan, developed in partnership with community members over the past two years to give new focus to improving community health and well-being by addressing disparities and measuring the outcomes of our collective work.

Building on more than three decades of university-community engagement, in 2018, President Vincent Price set forth five visionary goals for the institution, one of which is to forge purposeful partnerships with our neighbors in the region. Informed by insights from community residents and leaders, local experts and campus partners, Duke endeavored to develop a strategic plan that would chart a course for purposeful partnerships as Duke enters its second century in Durham.

The strategic planning process began with listening, through community conversations, summits and focus groups, with more than 650 participants. In addition, a Duke Board of Trustees Strategic Task Force, Duke and Durham Today and Tomorrow, spent a year reflecting on past relationships and future goals to provide strategic guidance for our work. Finally, a Strategic Community Impact Planning Committee comprised of campus and community partners helped the plan take shape.

This plan demonstrates a commitment to five focus areas of housing, health, education, employment, and community, with priorities in each of the focus areas related to root causes of inequity and social drivers of health. These focus areas reflect alignment of community interests with Duke's missions in order to address the most pressing issues through coordination across the university and health system in collaboration with community. As we move forward, we will be informed by the measurable outcomes of our efforts, ensuring that our partnerships yield the greatest positive impact for our neighbors in Durham and beyond.

Thank you to the many people involved with this planning work, including neighbors, colleagues, and leaders as we strive toward a healthier and more equitable Durham.

Sincerely,

Stefanie Williams

Vice President for Durham and Community Affairs



Strategic Community Impact Planning Committee

Nick Allen, Chief Program Officer, United Way of the Greater Triangle

Autrice Campbell Long, Community Development Manager, Truist Bank (formerly SunTrust)

Fredrick Davis, Pastor & Board Chair, First Calvary Baptist Church & West End Community Foundation

Donna Dyer, Assistant Dean for Career and Professional Development, Sanford School of Public Policy, Duke University

Cate Elander, Durham County Early Childhood Coordinator, Durham County Cooperative Extension

DeDreana Freeman, Ward 1 Council Member, Durham City Council

Katie Galbraith, Interim Head, Community Health; and President, Duke Regional Hospital

Magan Gonzales-Smith, Executive Director, Durham Public Schools Foundation

David Jamieson-Drake, Assistant Vice Provost, Institutional Research, Duke University

Barbara Lau, Executive Director, Pauli Murray Center for History and Social Justice


David Malone, Professor of the Practice of Education, Program in Education and Office of Service Learning, Duke University

Ann Oshel, Senior Vice President, Community Health & Well Being, Alliance Behavioral Health

Luis Pastor, CEO / President, Latino Community Credit Union

Jason Peace, Executive Director, Meals on Wheels of Durham

Alexandra Zagbayou, Executive Director, Student U



As a private research university and healthcare provider, employer, corporate partner, and neighbor, Duke is committed to forging and sustaining purposeful partnerships that offer mutual benefit and the greatest positive impact to communities.

Through its engagement with communities via scholarship, service, and collaboration, Duke will build ongoing connections with reciprocity and equity that reflect the values of respect, trust, inclusion, discovery, and excellence.

Focus Areas and Strategic Priorities





Executive Summary

Over the past two years, the Duke Office of Durham and Community Affairs (DCA) held community conversations, focus groups, and listening sessions with nearly 650 **community stakeholders** in several sectors to learn about community priorities. As a result of these exchanges, Duke identified five focus areas and strategic priorities for community partnership around which the university and health system can mobilize and coordinate expertise. The focus areas and respective strategic priorities are (1) Housing – Housing Affordability and Infrastructure (which includes transportation and digital access); (2) Health – Food Security and Nutrition; (3) Education – Early Childhood and School Readiness (for grades Pre-K-12); (4) Employment – College and Career Readiness (workforce development), and (5) Community – Nonprofit Capacity. Duke has committed to addressing **anti-racism, health equity, and engaged scholarship** throughout its work and will remain attentive to the dynamic interests of community in continuing to develop goals for university-community engagement.

The Duke Office of Durham and Community Affairs has adapted its organizational structure with staff committed to each of the focus areas, as well as staff to support civic engagement within academic departments, research and advancement, communications and business operations.

Using the five focus areas as an organizing framework, DCA began the strategic planning process by forming the Strategic Community Impact Planning (SCIP) Committee, inviting 15 partners and leaders in Durham to share their valuable insights. The committee utilized a modified version of the SPiN (Strategic Planning in Nonprofits) model to structure a process that aims to promote participation, collaboration, and innovation between DCA, campus stakeholders, and community partners.

The process began with the **collection, analysis, and interpretation of data** including community conversations, focus groups, and listening sessions with community stakeholders around housing, education, workforce, and faith-based and supportive services.

Finally, DCA consulted with community and campus partners in a series of three **Strategic Community Impact Planning Committee meetings**. The specific purpose of these meetings was to 1) review and discuss Duke and Durham stakeholder input and the process of identifying the five focus areas, 2) provide feedback and recommendations related to the strategic priorities, major goals and possible intersections among the five focus areas, and 3) solidify committee consensus.

Operating concurrently with the Strategic Community Impact Planning Committee has been the university's Board of Trustees Duke and Durham Today and Tomorrow Strategic Task Force. Charged with broadening collaboration between Duke and Durham communities, the task force engaged in a year-long process of listening and learning, determined high-level findings and recommendations for the institution, and endorsed the five strategic priorities in the focus areas of housing, health, education, employment, and community.

The culmination of these past two years' work is the Strategic Community Impact Plan, which outlines a series of goals in each of the five focus areas in which Duke can make meaningful and long-lasting impacts in the community through purposeful partnerships.



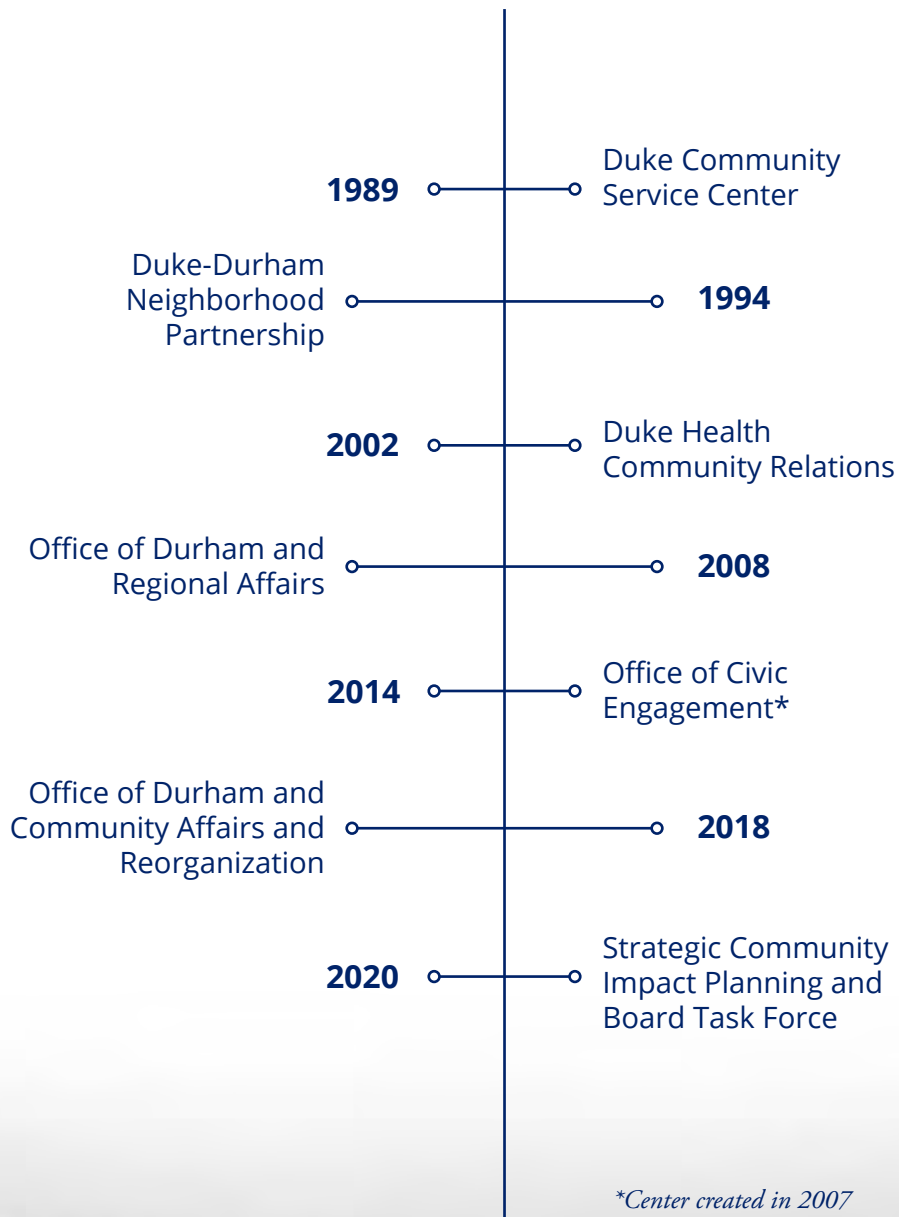
Background

Durham is Duke's home and it forms the nucleus of Duke's commitment to community engagement throughout the region and state. While the relationship between Duke and Durham is historic and complex, each president since Duke's charter has committed to community engagement and public service.

In the early 1990s, President Nannerl Keohane (1993-2004) formally recognized the importance of Duke's hometown by investing in affordable housing in adjacent neighborhoods and creating the Duke-Durham Neighborhood Partnership (DDNP). Firmly in the twenty-first century, President Richard Brodhead (2004-2017) acknowledged partnership and collaboration as the key to impactful community engagement efforts. This led to the broadening of Duke's work through the establishment of the Duke Office of Durham and Regional Affairs under the leadership of the late Dr. Phail Wynn, who expanded the office's reach to advance Duke's economic development and enhanced public school supports.

With the new leadership of President Vincent Price in 2017, community partnerships were identified as one of five strategic priorities for the future of Duke. Now with a newly organized Duke Office of Durham and Community Affairs (DCA), Duke has an opportunity to strategically define its community initiatives by scaling that which has worked well, refining its focus on community-identified needs, coordinating institutionally, measuring impact, and finally, by sharing this work with community partners.

Building upon the 30-year foundation of community engagement work, today DCA connects area community partners and local governments with the people, research and institutional resources of Duke University and Duke Health. Supporting community partnerships through scholarship, service, and collaboration, DCA organizes its programs and partnerships around the five focus areas. To address affordable housing and infrastructure, DCA works with neighborhoods to promote homeownership and expanded economic opportunity. In partnership with Duke Health, it also addresses the root causes of health disparities in the community through initiatives to improve food security and access to nutritious foods. To ensure Durham's children thrive, early childhood education and school readiness partnerships provide tutoring and programming to support families. These readiness partnerships and programs help to create a pipeline of post-secondary opportunities for Durham's youth, leading to more successful transitions to college and career. Finally, to undergird Durham's community support network, nonprofit and community-based organization capacity-building activities provide sustaining supports during and beyond the pandemic. With these activities supporting Duke's mission of purposeful partnerships with neighbors, DCA serves as a hub of community engagement for Duke, Durham, and regional communities.



DCA's Mission and Values

MISSION

DCA forges purposeful partnerships with our neighbors to improve health and well-being in communities.

Values

Like a tapestry that weaves together a variety of colors and materials, our work at the Office of Durham and Community Affairs (DCA) engages a diversity of backgrounds and strengths as we forge purposeful partnerships in Durham and beyond. Just as it takes many threads to create a strong and colorful cloth, it takes many approaches to develop dynamic relationships with a diversity of people and communities. When interwoven, our values and strengths allow us to honor the needs, assets, and desires of communities, creating a fabric that is beautiful, harmonious, and resilient.

RESPECT:

We believe healthy partnerships begin with listening, understanding a community's history, and staying connected even in the face of resistance.

TRUST:

We are honest, credible, and reliable, working to create an environment where community partners feel comfortable voicing their concerns and ideas.

INCLUSION:

We are committed to fully engaging people of diverse backgrounds, abilities, and perspectives to advance our collective community work.

DISCOVERY:

We encourage innovation, collaboration, and learning to create and share knowledge that improves the well-being of communities.

EXCELLENCE:

We are dedicated to high-quality education, research, patient care, and community partnerships, continually striving for the greatest efficacy and impact.





Housing

HOUSING AFFORDABILITY & INFRASTRUCTURE



Housing Partnerships

For more than 25 years, Duke has engaged with communities as a convener and partner to promote affordable housing and infrastructure in Durham. It has used an empowerment approach coupled with the power of local partnerships to support housing initiatives that include loan funds, land banks, housing creation, and personal finance support. Beginning with the Duke-Durham Neighborhood Partnership (DDNP), Duke supports 14 surrounding neighborhoods with priorities developed through community listening, including housing access and quality, economic development, and neighborhood preservation. Duke's housing partnerships expanded with The Duke Homebuyers Club to assist Duke employees with the financial education needed to purchase a home. The Housing Repair Fund now assists with home maintenance planning to ensure homeowners can remain in their neighborhoods. Most recently, Duke's commitment to the Durham Affordable Housing Loan Fund created a way for developers to build more affordable housing units in Durham, and partnerships with municipal and financial partners helped to build the Willard Street Apartments, a multi-partner project providing 82 affordable apartments to modest wage earners in downtown Durham. While Duke has made meaningful contributions to support affordable housing and infrastructure in Durham over recent decades, the city has seen exponential growth resulting in the continued need for increased housing and infrastructure priorities.

As Durham continues to attract new residents, additional support is needed to address challenges to homeownership and connectivity to jobs and opportunity. Digital infrastructure, public transportation, and environmental sustainability for existing residents are top concerns. Duke's historic work with DDNP communities and its expanded housing and infrastructure collaborations in financial literacy, land-banking and loan-making are working to improve overall quality of life for residents in Durham.

In the coming years, Duke intends to partner with community stakeholders to increase affordable housing access and address DDNP neighborhood infrastructure priorities. Specifically, Duke will convene housing partners to facilitate an affordable housing action plan, with local government and various organizations working together to increase access to land, develop innovative financial tools, support thoughtful integration of planning, and provide potential homebuyers with support resources to achieve homeownership and build wealth.

Major Goals

- 1 Collaborate with partners to implement strategies from an affordable housing action plan to increase inventory (buildings or land) and access to affordable housing.
- 2 Assist homeowners in planning for property maintenance and homeownership costs to ensure residents can remain in their neighborhoods.
- 3 Provide potential homebuyers with a pipeline of training and support to achieve homeownership.
- 4 Partner to implement strategies from the Neighborhood Identified Action Plan to nurture collaborations, interests, and overall vision of the Duke-Durham Neighborhood Partnership (DDNP), which includes nonprofits, commercial corridors, businesses, and residents (renters and homeowners).
- 5 Partner to develop transitional and supportive housing for the most vulnerable individuals and families in Durham and the region.
- 6 Partner with city and county to improve public transportation, walking and biking infrastructure, and access to technology to increase lower wealth communities' connections to residential, commercial, cultural, and recreational districts and to global digital resources.
- 7 Create and maintain an archive of historical and cultural neighborhood resources (videos, documents, photographs, etc.)



Health

FOOD SECURITY & NUTRITION

Health Partnerships

As a healthcare provider, historically Duke has invested in community health initiatives. Early collaborations to open community health clinics in Durham and coordinate access to healthcare are foundational to Duke's community health infrastructure. The establishment of the Duke Health Office of Community Relations (now Community Health) helped solidify support for a healthy Durham by improving the well-being of people and neighborhoods. Today the office maintains partnerships with nonprofits, faith-based organizations and other health partners to improve community health.

Throughout this work, community listening sessions have helped Duke Health to collect, analyze, and distribute information relevant to the health needs and assets of Durham. Through these discussions, food security and nutrition have been identified as persistent needs. These are known social drivers of health which are inextricably linked to other areas of focus such as education, poverty, and affordable housing.

While continuing to address overall community and population health, it is imperative that Duke sustain and expand its work to ensure Durham residents' access to nutritious food. Excess food-sharing initiatives in Durham and the region can contribute to fresh and prepared food distribution across community sectors. Overall, collaborations to invest in sustainable policies, programming, and community-rooted businesses can increase access to affordable, healthy, and culturally/ethnically relevant food to make a lasting impact.

Major Goals

- ① Collaborate with community-based organizations and government entities to improve access to nutritious food for people who live, work, and play in Durham and the region.
- ② Partner with community-based organizations and government entities to invest in sustainable policies, city/county programs, and community-rooted businesses that provide affordable, healthy food.
- ③ Support food waste reduction initiatives in Durham and the region by contributing to food distribution efforts across community sectors.
- ④ Support community-driven models that increase access to and affordability of culturally/ethnically relevant nutritious food.



Education

EARLY CHILDHOOD & SCHOOL READINESS



Education Partnerships

Investing in the education and general well-being of young children is crucial for improving quality of life for Durham communities in the years to come. With more than 45,000 school aged children in Durham, Duke forges partnerships in education by investing in schools and neighborhoods surrounding the university, as well as providing funding and programming for students, teachers, and parents. Special attention is given to initiatives that support public education for Durham’s children, including school partnerships, student readiness and achievement, teacher training and retention, and family and community engagement.

Schools and neighborhoods in Durham have changed significantly since Duke’s early work in education in surrounding neighborhoods through the Duke-Durham Neighborhood Partnership (DDNP). Community partners have reported significant benefits of DDNP’s school support, as well as the success of tutoring programs. However, there is still more to do to help Durham reach its goals for early childhood and school readiness.

Moving forward with our partners, Duke intends to maintain and expand a continuum of support for Durham’s children by collaborating to strengthen affordable, high-quality childcare services in Durham and improving access to universal preschool programs. Duke will work in accordance with recommendations from the Durham Early Childhood Action Plan to achieve these goals. Further, it will share resources to promote evidence-based, high-quality early education literacy practices that socially, emotionally, and academically prepare children to be lifelong learners.

Major Goals

- ① Strengthen accessible and affordable high-quality childcare services in Durham.
- ② Cooperate to increase and improve access to high-quality early education programs and universal pre-K.
- ③ Share resources to promote evidence-based, high-quality early development and education practices that socially, emotionally, and academically prepare children to be lifelong learners.



Employment

COLLEGE & CAREER READINESS

Employment Partnerships

As one of Durham's largest employers, as well as an educational institution, Duke is dedicated to improving the college and career possibilities of Durham's young people. As Durham has grown, opportunities have not reached many existing residents and the Raleigh-Durham region ranks among the lowest in the nation for economic mobility.

In partnership with local school districts, Duke is committed to supporting high school persistence and completion rates for Durham high school students and to promote college awareness and readiness through advising and programming. Through partnerships to improve post-secondary and workforce development opportunities, college and career readiness programs are available for middle and high school students.

During and after high school, workforce development programs like internships and partnerships with local nonprofits and educational institutions with a commitment to living wage compensation, provide hands-on training and coaching to remove barriers for job seekers. Partnerships with regional colleges and universities supplement workforce development opportunities.

There is a special effort to sponsor and support career-awareness and training programs for area youth in health professions, technology, and trades, and to expand internship, training, and apprenticeship programs to make Duke career pathways more accessible. Additionally, Duke supports supplier diversity initiatives to develop a robust local workforce. Continuing to support new opportunities to bolster education and career development for Durham residents is critical for reducing racial and economic inequalities.

Major Goals

- 1 Support increased high school persistence and completion rates for all cohorts of Durham high school students.
- 2 Enhance college readiness and awareness for all Durham public school students.
- 3 Enhance career awareness for all Durham public school students.
- 4 Foster increased access to effective training-to-employment pipeline initiatives in the health professions, technology, and the trades that increase skilled employment opportunities.
- 5 Support efforts to increase two- and four-year college enrollment among Durham public school graduates.
- 6 Expand internship, training, and apprenticeship programs to make Duke career pathways more accessible.



Community

NONPROFIT CAPACITY

Community Partnerships

Building upon historical partnerships and adapting to community needs, there is an effort to build ongoing connections with reciprocity and equity among the thousands of nonprofits and community-based organizations in the region. Organizational capacity-building activities are designed to promote scholarship, service, and collaboration by centering civic engagement efforts by Duke faculty, staff and students through Duke's offices, academic and professional schools.

In the coming years, Duke is committed to maximizing collective impact by partnering with nonprofit anchor institutions in Durham to address the community's most pressing issues. This may include connecting community organizations to grant writing and board development support, funding resources, research and volunteerism, and programmatic support in the five focus areas. Continuing to strengthen and build capacity for nonprofit, community-based, and faith-based organizations is crucial to Durham's prosperity, as these organizations provide countless touch points to support Durham residents and create long-term positive impact for communities.

Major Goals

- 1 Maximize collective impact with nonprofit anchor institutions to address major strategic priorities.
- 2 Enhance organizational capacity and cross-sector engagement for area nonprofits in areas such as governance, leadership, fundraising, staffing, volunteer engagement, operational effectiveness, and risk management.
- 3 Build reciprocal partnerships across the nonprofit community in collaboration with Duke faculty, staff and students.



community.duke.edu

 DukeDCA  DukeinDurham  Duke_DCA

SUMMER 2021